

The Effect of Organizational Commitment on the Relationship Between Communication Satisfaction and Job Performance

Yingwei Pan^{1,2}

1.International College, Bansomdejchaopraya Rajabhat University, Bangkok 10600, Thailand.

2.School of Tourism and Catering, Guangdong Vocational College of Hotel Management, Dongguan 523000, China.

Abstracts: The main research objective of this paper is to construct a model that reflects the determinants and is easy to implement in relation to organizational communication and organizational performance. After reviewing the literature and related studies and understanding the gaps in the research, the research question for this study is whether organizational commitment has a moderating effect on the relationship between communication satisfaction and job performance, which is the research objective of this paper. The research method used in this study is quantitative analysis, through the probability sampling method of stratified sampling research method on the research object of Zhuhai City Fitness Club grassroots employees for questionnaire distribution and data collection. Through the analysis of the recovered data, it can be found that organizational commitment has a moderating effect on the relationship between communication satisfaction and job performance because of the differences in the research subjects or places.

Keywords: Communication satisfaction; job performance; organizational commitment

1. Introduction

As we all know, the fundamental purpose of an enterprise is to make profit, and performance, as one of the important criteria to measure and ensure the operation of the organization, determines the future positioning and development direction of the organization in a large degree. From a managerial perspective, performance is the result of an organization's desired or effective outputs, which achieve the organization's goals at different levels. Among them, it includes both individual performance and organizational performance. From the perspective of economics, employee performance and compensation is a commitment relationship between employees and the organization, performance is the responsibility of employees to the organization, and compensation is the organization's guarantee for employees. From a sociological point of view, this means that each member of society has a social responsibility according to the division of labor (Bates & Holton, 1995). Communication satisfaction, as an important variable factor in measuring organizational performance, its role in the process of organizational communication management has been a hot topic for scholars, and the research results have gradually matured. In the research about the relationship of organizational variables, scholars either take one organizational variable as an independent factor for research, or interleave two or even three organizational variables together for correlation exploration.

2. Literature review

2.1 Relationship between communication satisfaction and job performance

Numerous studies have demonstrated that communication satisfaction has a strong correlation with job performance, and that communication satisfaction is a predictor of job performance. An empirical study of the healthcare system investigated the communication satisfaction of 327 hospital nurses, and found that there was a significant positive correlation between communication satisfaction and job performance. Moreover, the degree of communication with superiors, the degree of openness, and the communication environment of the employees during the working period also have a very important impact on their job performance (Pincus, 1986). Gregson (1990) conducted a systematic analysis of the accounting industry in the course of the study, investigated the connection between their satisfaction with communication and job performance, and found that there was a significant positive correlation between the two. there was a significant positive correlation link. (Snyder & Morris, 1984) through the study also verified the influence of five measures in the social service system, and the findings found that the subject, although weaker, but there are also two through variables, affecting job performance, as well as the degree

of work balance. In addition to this, it has also been shown that communication satisfaction influences performance, but to a much different extent for relationship performance and task performance (Glennn, 1998; Goris, 2007). Prior studies have favored the link between communication and task performance, and less research has been done on the link between communication and relationship performance. Moreover, their results may vary from industry to industry, resulting in differences in the link between the two.

2.2 Relationship between job performance and organizational commitment

The link between organizational commitment and job performance in China and abroad has obvious differences, from the perspective of research direction and research content, there are different achievements. Steer (1997) conducted an in-depth study on working employees, and found that there is no significant correlation between organizational commitment and job performance. Reichers (1985) took an empirical research method and conducted a systematic study on the relationship between organizational commitment and job performance. Reichers (1985) took an empirical approach and conducted a systematic study on the relationship between the two, in addition to other scholars also took an empirical study and found that the coefficient of association between organizational commitment and job performance was only 0.12. Parker (2003) found that staff motivation can have a mediating effect on the relationship between the two through investigation and research. Other scholars believe that higher organizational commitment corresponds to higher job performance. Moreover, organizational commitment is an important index for predicting job performance. Organizational commitment can be used as an important parameter to estimate employees' willingness to work as well as job performance (Dubin, Champoux & Poter, 1975; Fukami & Larson, 1984; Szilagyi & Wallace, 1998). In the course of their research, Lili Tang et al. (2005) found that employees' job performance, is strongly influenced by employees' emotions as well as commitment.

3. Descriptive Statistical Analysis

In the sample used for this study, there were 372 male and female employees, accounting for 58.1% and 41.9% respectively. The age group of employees is mainly 26-30 years old, accounting for 55.1% of the total proportion, followed by 18-25 years old, accounting for 37.9% of the total proportion. In this paper, the education level is divided into four stages, from the highest to the lowest, as doctoral, master's, bachelor's, college and vocational college. After organizing the data, it is found that the educational background of the grassroots employees in this industry is dominated by bachelor's degree and college and vocational school. They accounted for 55.1% and 40.1% respectively, while master's and doctoral degrees accounted for 3% and 1.9% of the total population. In the statistics of employees' working experience, it is found that employees who have worked for 2-5 years are more likely to be employed than those who have worked for other companies. In the statistics on the working years of the employees, it is found that the proportion of employees with working time of 2-5 years is 44.9%, followed by those with working time of 1 year and 6-10 years, accounting for 30.1% and 15.1% respectively. In terms of the nature of work, this paper divides them into two categories according to the content of work, namely, technical and administrative staff. Technical staff include those who are mainly engaged in personal trainers and circuit coaches. Administrative staff are those who are engaged in more clerical work such as membership consultants, sales staff and receptionists, etc. They accounted for 55.1% and 55.1% respectively. They accounted for 55.1% and 44.9% respectively.

4. Research Conclusion

The methods used for data research in this paper are descriptive analysis, reliability and validity analysis, correlation analysis, regression equation analysis and multiple regression equation analysis of moderating effect. At the initial stage of the study, after reviewing and consulting the relevant studies of scholars at home and abroad, it is found that the correlation analysis among the three organizational variables is mostly mentioned in the explanation of the concept of correlation analysis and its operational methods. Correlation analysis is the basis of regression analysis, but can only show the influence of the variables, can not confirm the existence of variable relationships between them, that is, how to influence, through which form of influence. Therefore, the author empirically analyzes organizational commitment as a moderating variable in this study. Between the analysis of the variables, the author conducted independent samples t-test and ANOVA on the

sample population of this study. The results obtained were that some of the employees' demographic characteristics have an impact on communication satisfaction and job performance, and the confirmation of this result is also consistent with the results of previous related studies. Gender (Lee, 1994; White & Dewine, 1987), interpersonal relationships (Hecht, 1978; Cupath, 1982), job type (Falcione, Daly & McCroskey, 1977; Richmond, McCroskey & Davis, 1982), sex (Lamude, 1988). Also, in empirical studies using communication satisfaction as the independent variable and job performance as the dependent variable, it has been found that in most cases there is some positive influence between the two or the two dimensions (Lewis, Long & Cummings, 1981; Snyder & Morris, 1984; Pincus, 1986).

References

- [1] Barnard, C. (1938). *The functions of the executive*-Cambridge/Mass.
- [2] Barrett, P. (2007). Structural Equation Modelling: Adjudging Model Fit Personality and Individual Differences, 42(5)815-824.
- [3] Bates, R. & Elwood, F. (1995). Computerized performance monitoring: A review of human resource issues. *Human Resource Management Review*, (4), 267-288.