Relationship between job satisfaction and employee behavioral intention toward work performance: mediation effect of communication content

The paper extends prior research on job satisfaction-job performance relationship by investigating the mediation effect of supervisor-subordinate communication upon the relationship between employee's job satisfaction and behavioral intentions toward the job performance in terms of task accomplishment, quality service performance, loyalty to the organization. The results of empirical research reveal that task communication and career communication have a mediating influence on the relationship between job satisfaction and behavioral intentions toward job in terms of the task accomplishment and quality service performance.

Keywords: employee's behavior, job satisfaction, communication.

Introduction

Attempts to influence service employee performance behavior by means of attitude change are well defined topic in service management literature. From the perspective of research and practice the most important employee attitude is job satisfaction. It is recognized that employee's job satisfaction-performance link may result from the impact of various organizational and individual factors. Employee's attitude and behavior toward task performance may be determined by such organizational concepts as organizational climate, organizational communication system, job factors. In particular, organizational communication has...
received considerable attention in the organization studies as the important factor of organizational functioning. Managerial communication matters in terms of job satisfaction and performance. Interpersonal communication between supervisor and subordinate has an influence upon employee's satisfaction with job (Wheeless, Wheeless, Howard, 1983). Communication has been shown to be related to job performance (Pincus, 1986) and employee's productivity (Clampitt, Downs, 1993). Model, presented by J. D. J. Pettit, J. R. Goris, B. C. Vaught, assumes moderating effect of communication on the relationship between job performance and satisfaction (Pettit, Goris, Vaught, 1997).

Research literature suggests the link between communication and both job satisfaction and performance. However, despite providing an explanation, the results are often specific to various methodologies and definitions.

Assessing the relationship among the constructs, authors use different instruments for the measurement of organizational communication. Some empirical analyses uses Roberts and O'Reilly (1974) measure of organizational communication or Communication Satisfaction Questionnaire. These instruments are designed to measure various communication dimensions; however they do not measure communication content. As a result, we know little about the ability to provide the impact upon the employee attitudes and behavioral intentions by the content focused supervisor-subordinate communication. Employee’s perceptions of information about the task, performance achievement, career progression will to some extent increase their understanding of the organizational goals and encourage to positive employee behavioral intentions toward work performance. Thus, examination of the content focused communication relationship to employee job satisfaction and behavioral intentions will support in-depth explanation of organizational concepts that are of interest to practitioners and researchers.

Given the above, this research will investigate the research question to what extent does communication influence the relationship between employee’s job satisfaction and behavioral intentions toward the job performance. The objective of the paper is to examine the mediating influence of communication content upon the relationship between employee’s job satisfaction and behavioral intentions toward the job performance in terms of task accomplishment, quality service performance, loyalty to the organization (positive word-of-mouth).

Supervisor-subordinate communication as well as frontline employee’s performance is a central tenet of management practices in people focused services. Prior research has established that frontline employees have a critical impact upon understanding and meeting the needs of service customers during service encounters (Heskett et al., 1994). Moreover, academic literature provides the evidence that customer satisfaction is driven by employee satisfaction (Bitner, Brown, Meuter, 1990). Customer-focused service industries may be considered as distinct in terms of associations between employee satisfaction and task performance and quality service performance. Therefore, this study is based on data collected from call center service front line employees.
Job satisfaction and job performance relationship

The potential relationship between employee job satisfaction and job performance was considered in the studies of the social psychologists. Theoretical rationale for the satisfaction-performance posits different assumptions concerning the causal effect of the model. This issue has been summarized in the extensive qualitative and quantitative review of the relationship between job satisfaction and job performance provided by T. A. Judge et al. (2001).

The models, which posit causal effect of job performance on job satisfaction, are attributed to different approaches explaining the mechanism of the relationship. Expectancy-based theories of motivation assume that satisfaction is resulting from performance through the impact of the intrinsic and extrinsic rewards (Naylor, Pritchard, Ilgen, 1980). E. A. Locke (1970) in the theoretical analysis of job satisfaction and job performance relationship assumed that goal-directed behavior and value attainment predict job satisfaction. Self-determination theory stipulates that behavior and motivation for the behavior lead to rewards, and rewards related to job satisfaction (Deci, Ryan, 1985). Although, there are studies which assumed a significant effect of performance on job satisfaction, few studies provide the arguments of job satisfaction's causal effect on performance.

The premise that job satisfaction lead to behavioral outcomes is grounded on the notion that attitudes lead to behavior (Fishbein, Ajzen, 1975; Eagly, Chaiken, 1993). T. A. Judge et al. (2001) concluded that „attitudes toward the job should be related to behaviors on the job, the most central of which is performance of the job”. There is little empirical support for the concept that job satisfaction causes job performance. S. M. Keaveney, J. E. Nelson (1993) have assumed that path coefficient of job satisfaction-job performance causal relationship is 0.29 (n.s.). More recently, C. D. Fisher (2003) has examined the view that increasing employee job satisfaction will have a positive effect on performance. Despite the different ways of satisfaction-performance relationship causality, majority of studies report a correlation between job satisfaction and job performance. T. A. Judge et al. (2001) provided meta-analysis of overall job satisfaction and general job performance, examining a total of 314 studies. They estimated that the correlation was 0,30 (95 CI, 0,27-0,33).

Numerous studies have explored the correlation between job satisfaction and job performance moderated by other variables. P. M. Podsakoff, L. J. Williams (1986) have reported the results that reward contingency moderate satisfaction-performance relationship. D. J. Schleicher et al. (2004) have examined the job attitudes and its relationship with behavior associated to job performance. Researchers provided the evidence, that affective-cognitive consistency of job attitudes moderate the job satisfaction-job performance relationship. Empirical research of the association between job satisfaction, psychological well-being and job performance have been provided by Wright and colleagues (Wright, Cropanzano, Bonett, 2007). They have discovered that both job satisfaction and psychological well-being are associated with supervisory performance ratings.

The empirical research reviewed above indicates, that individual level employee's
job satisfaction is likely to be related to job performance, however this relationship is weak. Certainly, it could be suggested, that the dimensions of outcome measurement are relevant in regard to the strength of the linkages between employee attitudes and performance outcomes.

**Individual’s intention toward work performance as the performance domain in the relationship job satisfaction-job performance**

The relationship between job satisfaction and performance mostly focuses on the end-result outcome criteria, which include task performance and employee productivity (Judge et al., 2001). Several researchers have suggested that potential linkage between employee attitudes and behavior support the argument, that job performance domain should capture social and psychological context of performance rather than task performance (Borman, Motowidlo, 1993). Some authors have proposed organizational citizenship behavior and task performance as the performance dimensions (Organ, 1988; Borman, Motowidlo, 1993; Organ, Ryan, 1995). Explaining the relationship between employee's attitude of job satisfaction and employee citizenship behavior, D. W. Organ and J. P. Near provided arguments, that job satisfaction measures entail perceived fairness, which correlates stronger with employee citizenship behavior than with job performance measures (Organ, Near, 1985).

The link between employee's job satisfaction and job outcomes has been explored as the constructs included in wider-scope complex frameworks. Various aspects of employee behavior as the work outcome dimensions is expected to vary across the frameworks examined. C. Her-ington and S. Weaven (2009) have proposed the customer service ability as the construct of employee perception of possibility to undertake task performance.

Interest in the employee job satisfaction as the possible mean of improving job performance has been demonstrated in the conceptual research of management domain (Heskett et al., 1994; Heskett, Sasser, Schlesinger, 1997). Positing concept of service profit chain, J. L. Heskett et al. (1994) described relationships between profitability, customer loyalty, employee satisfaction, loyalty and productivity and included employee job satisfaction and outcome link as the service-profit chain variables. They have suggested that employee satisfaction with job lead to the outcome of employee loyalty behavior and other work outcomes, like customer satisfaction, employee task performance (employee productivity). Support for this proposition is based on the evidences from the empirical studies.

Authors have included satisfaction-performance association in the studies of relationship between organizational climate and work outcomes. J. Z. Carr et al. (2003), examining molar climate – individual level work outcomes relationship, have identified job satisfaction and organizational commitment as the cognitive and affective states, which mediates the impact of climate perceptions on individual level work outcomes. Job performance, psychological well-being and withdrawal were suggested as the work outcome dimensions. Authors reported on the results of the meta-analysis that provides the findings that job satisfaction had a moderate positive correlation with employee well-being ($r = 0.22$) and
a large negative relationship with withdrawal ($r = -0.46$). However, significant correlation between job satisfaction and performance was not observed ($r = 0.05$, n.s.) (Carr et al., 2003).

Result work outcome dimensions used for the performance measurement in satisfaction-performance relationship analysis could be interpreted in relation to the context of behavioral control. Assuming the causal impact of job satisfaction on the employee’s performance behavior, it could be suggested that job performance is driven by individual's job satisfaction attitude. In practice employee's ability to perform the work could be limited by constraints such as insufficient work organization, work equipment, etc. Therefore, employee's ability to provide a service for the customers is dependent on the actions of the employee and the factors which cannot be directly influenced by the employee. It is possible, that some of the variance in the result work outcome dimensions, like employee productivity, task performance, withdrawal, is created by factors of work organization and management.

The relationship of the attitude and behavior constructs is explored in the theory of planned behavior, which posits that individual's behavior is driven by behavioral intentions and factors of behavioral control (Fishbein, Ajzen, 1975). The attitude of job satisfaction leads to behavioral intention rather than the behavior itself. I hypothesize that employee's job satisfaction correspond to employee's behavioral intentions toward the job performance and loyalty to the organization. Therefore, this research posits, that:

H1a: There is a positive significant relationship between employee's job satisfaction and employee's behavioral intentions toward task accomplishment.

H1b: There is a positive significant relationship between employee's job satisfaction and employee's behavioral intentions toward quality service performance.

H1c: There is a positive significant relationship between employee's job satisfaction and employee’s behavioral intentions toward loyalty to the organization (positive word-of-mouth).

Communication content as a mediator of the relationship between job satisfaction and performance

A mediation influence of communication on job performance and job satisfaction relationship has not received considerable attention in the research literature. There had only been a few studies that examined moderating influence of communication (Pettit, Goris, Vaught, 1997, 2000). Within the context of organizational concepts communication has been explored as a complex construct. In the research of J. D. J. Pettit, J. R. Goris, B. C. Vaught (1997) organizational communication encompasses of seven selected dimensions of communication, identified by K. H. Roberts, C. A. O’Reilly (1974). The results of their research indicate that significant moderating effect could be associated with only two facets of communication. Lateral communication has the moderating effect upon the relationship between job performance and satisfaction with pay; and accuracy of information has the moderating effect upon the relationship between job performance and satisfaction with work. Another study provided by J. D. J. Pettit, J. R. Goris, B. C. Vaught (2000) has uncovered evidence concerning the moderating
effects of communication direction on individual-job congruence and job performance, satisfaction as work outcomes. Their study found that downward communication have moderating influence upon job performance and satisfaction in low individual-job congruence situation.

Hence, the key outcome of the communication research varies according as communication dimensions investigated. That is, a definite categories or measures of communication can be determined as moderator variables in the relationship between the job satisfaction and performance. Instruments for the communication measurement, provided in the academic literature, are based on the communication variables measured by the opinion / attitude questionnaire method (Roberts, O'Reilly, 1974; Downs, Hazen, 1977). Research on the communication as a predictor of job performance and satisfaction commonly applied two instruments for the measurement of communication – Communication Satisfaction Questionnaire, presented by C. W. Downs, M. D. Hazen (1977) or communication instrument identified by K. H. Roberts, C. A. O'Reilly (1974). These instruments are concerned with employee's attitude or opinion about information flow, communication climate, message characteristics, satisfaction, etc.

However, despite providing an explanation for various dimensions of communication, communication content and purpose has not been considered as a moderator in job satisfaction-job performance association framework. The link between communication content and performance could be hypothesized when investigating communication content in greater depth. Communication content as the dimension of organization's communication domain has been explored in academic literature (Berlo, 1960, Greenbaum, 1974; Penley, Hawkins, 1985). As L. R. Penley, B. Hawkins (1985) pointed out, communication content means what is being said. Some scholars have suggested categorization system for the organizational communication, based on the content of message, communicated from superior to subordinate (Greenbaum, 1974; Penley, Hawkins, 1985). L. R. Penley, B. Hawkins (1985) developed the categorization systems, provided in earlier works, and identified five dimensions of communication content – task communication, performance communication, carrier communication, communication responsiveness, personal communication. Suggestions how the message, communicated from superior to subordinate, relates to employees satisfaction and performance were provided by R. C. Huseman, J. D. Hatfield, R. D. Gatewood (1978). They noted that employee's satisfaction with job and performance is affected by the messages communicated from a supervisor to subordinates due to the content of the message. The message provides the data about the job, needed to perform that job effectively. The supervisor, communicating performance feedback message to the subordinate, provides the information which enables the subordinate to evaluate the results of behavior. The messages communicated to the subordinates provide reinforcement of desired subordinate behavior and support in developing and maintaining a positive interpersonal relationship between the supervisor and his subordinates.

One of the limitations of previous research concerning the relationship among the variables of employee's job satisfaction, job performance and communication is that limited attention has been given to
the content of the message communicated from the supervisor to the subordinate. In examining the facets of communication content (task communication, performance communication and carrier communication) as a variable mediating the relationship between job satisfaction and performance, this research extends current understanding about organizations.

Therefore, the hypotheses of this research are that:

H2a: Task communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward task accomplishment.

H2b: Task communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward quality service performance.

H2c: Task communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward loyalty to the organization (positive word-of-mouth).

H3a: Performance communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward task accomplishment.

H3b: Performance communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward quality service performance.

H3c: Performance communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward loyalty to the organization (positive word-of-mouth).

H4a: Career communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward task accomplishment.

H4b: Career communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward quality service performance.

H4c: Career communication mediates the relationship between the employee's job satisfaction and employee's behavioral intentions toward loyalty to the organization (positive word-of-mouth).

Methods and measures

Call centre organization was investigated in this study. All employees were encouraged to participate in the survey, and a total of 77 responses from frontline personnel were received. All frontline employees completed questionnaire. The majority of respondents were female (62.3%). The most commonly reported age of employees was between 20 and 29 years (63.6%). Over 48% of the employees had college degrees. The majority of respondents (81.8%) had worked for call center for less than two years.

Communication content was measured with nine items drawn from L. R. Penley, B. Hawkins (1985) communication content instrument. Three dimensions of communication content were surveyed – task communication, performance communication, career communication. The structure and reliability for each dimension was determined by exploratory factor analysis and Cronbach's alpha.

Job satisfaction, employee's behavioral intentions toward task accomplishment, employee's behavioral intentions toward quality service performance, employee's behavioral intentions toward loyalty to the organization (positive word-of-mouth) were measured as individual items.
As V. Scarpello, J. P. Campbell (1983) concluded, a single-item measure was preferable to a scale for the measurement of overall job satisfaction. J. P. Wanous et al. (1997) summarized that single item measures for overall job satisfaction can be acceptable in appropriate research situations. Research question in this study suggest the use of sufficiently narrow constructs of behavioral intentions, which are unambiguous to the respondent. P. R. Sacket, J. R. J. Larson (1990) pointed out that the use of single-item measures is considered acceptable if the construct being measured is simple and clearly defined. Measurement of the employee’s behavioral intentions toward loyalty to the organization (positive word-of-mouth) is based upon V. A. Zeithaml et al. (1996). Five point Likert scales were adopted for all measures: 1 = strongly disagree, 5 = strongly agree.

Correlation tests were conducted in order to measure the strength of relationship between employee’s job satisfaction and behavioral intentions toward task accomplishment, quality service performance, employee’s loyalty. Positive and significant correlation supports assumption that hypotheses H1a, H1b, H1c are accepted.

Conditions of mediation effect were applied according to R. M. Baron, D. A. Kenny (1986): the independent variable should be significantly related to dependent variable; the independent variable should be related to the mediator; the mediator should be associated with the dependent variable. In order to test the mediation hypothesis three regression equations were estimated: first, regressing the mediator on the independent variable, second, regressing the dependent variable on the independent variable, and third, regressing the dependent variable on both the dependent variable and the mediator. Following conditions are hold to establish the mediation linkages: the independent variable must be shown to affect the mediator in the first equation, the independent variable must affect the dependent variable in the second equation, the mediator must affect the dependent variable in the third equation, the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled (Baron, Kenny, 1986).

**Results**

Factorizability for the communication content dimensions was established with KMO above 0.6 (KMO = 0.72) and a significant Bartlett’s test of sphericity ($\chi^2 = 358.7$, df = 36, p = 0). Nine items loaded onto three factors explaining 75 % of cumulative variance. All items loaded highly enough (factor loadings above 0.4) on three identified factors. Reliability was satisfactory, Cronbach’s alpha above 0.7 ($\alpha = 0.83$). Table 1 provides the factor structure and loadings for the communication content variables.

Principal component analysis of individual items show the results that each item loaded onto the respective dimension of communication content. Following assessment of the hypothesis is based on the composite measures that were calculated for the variables of task communication, performance communication, career communication.

Descriptive statistics for the variables is shown in Table 2. Standard deviations
indicate substantial variance in responses, absence of skewness is indicated by the skewness value less than twice its standard error. Therefore, normality of the data is evidenced.

Table 3 shows that correlation among the job satisfaction and behavior intention variables is significant, thereby providing the argument for the hypothesized relationships. Estimations show that there is positive moderate correlation among job satisfaction and task accomplishment behavior, significant at the p < 0.01, and positive moderate correlations among job satisfaction – quality service performance, and job satisfaction – loyalty behavior, significant at the p < 0.05. Therefore hypotheses H1a, H1b, H1c are accepted.

In order to test the hypothesis H2a, correlations of the job satisfaction with the task accomplishment as the dependent variable and with the task communication variable, and correlation of the task communication variable with the task accomplishment behavior outcome variable were estimated (Table 3). Table 3 shows the results that all correlations are significant at the p < 0.01. Since the correlations are significant, following three regression equations were estimated in order to
examine the mediation effect of the task communication. Table 4 show the summarized results from the regressions.

The results show that R values in all regressions are significant and the effect of the job satisfaction (independent variable) on the task accomplishment behavior outcome variable (R = 0.07, n.s.) is less in the third equation than in the second (R = 0.28, p < 0.05).

Therefore, the results from the regression analyses show that task communication have mediating effect upon the relationship between job satisfaction and employee's behavior intention toward task accomplishment, therefore, hypothesis H2a can be accepted. The mediation model is shown in the Figure 1.

In order to test the hypothesis H2b, correlation of the job satisfaction with the quality service performance outcome variable and correlation of the task communication variable with the quality service performance outcome variable were estimated (Table 3). Table 3 show the results that job satisfaction with quality service performance behavior are positively correlated at p < 0.05, and other correlations are significant at the p < 0.01. Following three regression equations were estimated

### Correlations among variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task accomplishment behavior</td>
<td>0.38**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality service performance behavior</td>
<td>0.25*</td>
<td>0.51**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loyalty behavior</td>
<td>0.24*</td>
<td>0.57**</td>
<td>0.42**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task communication</td>
<td>0.35**</td>
<td>0.60**</td>
<td>0.57**</td>
<td>0.28*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance communication</td>
<td>-0.11 (n.s.)</td>
<td>0.30**</td>
<td>0.41**</td>
<td>0.25*</td>
<td>0.23*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career communication</td>
<td>0.45**</td>
<td>0.76**</td>
<td>0.53**</td>
<td>0.42**</td>
<td>0.57**</td>
<td>0.32**</td>
<td></td>
</tr>
</tbody>
</table>

*p < 0.05
**p < 0.01

### Regression analysis for examining the mediation effect of the task communication

<table>
<thead>
<tr>
<th>Regression equation</th>
<th>Dependent variable</th>
<th>Mediator</th>
<th>Independent variable</th>
<th>Regression coef. B</th>
<th>R</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Task communication</td>
<td>Job satisfaction</td>
<td></td>
<td>0.32**</td>
<td>0.36**</td>
<td>0.13</td>
</tr>
<tr>
<td>2</td>
<td>Task accomplishment behavior</td>
<td>Job satisfaction</td>
<td></td>
<td>0.33*</td>
<td>0.28*</td>
<td>0.08</td>
</tr>
<tr>
<td>3</td>
<td>Task accomplishment behavior</td>
<td>Job satisfaction</td>
<td></td>
<td>0.08 n.s.</td>
<td>0.07 n.s.</td>
<td>0.38</td>
</tr>
</tbody>
</table>

| Task communication | 0.79** | 0.59** |

*p < 0.05
**p < 0.01
in order to examine the mediation effect of the task communication on the job satisfaction – quality service performance behavior relationship. Table 5 shows the summarized results from the regressions.

The results show that R values in all regressions are significant and the effect of the job satisfaction (independent variable) on the quality service performance behavior outcome variable \(R = 0.02\), n.s.) is less in the third equation than in the second \(R = 0.24, p < 0.05\). Therefore, the task communication have mediating effect upon the relationship between job satisfaction and quality service performance behavior intention, therefore hypothesis H2b can be accepted. The mediation model is shown in the Figure 2.

In order to test the hypothesis H2c, correlation of the job satisfaction with the loyalty behavior outcome variable and correlation of the task communication variable with the loyalty behavior outcome variable were estimated (Table 3). Table 3 show the results that job satisfaction with loyalty behavior and the task communication with the loyalty behavior outcome variable are positively correlated at \(p < 0.05\), and the correlation for the relationship job

\[ \begin{array}{|c|c|c|c|c|c|c|c|} \hline \text{Regression equation} & \text{Dependent variable} & \text{Mediator} & \text{Independent variable} & \text{Regression coef. B} & \text{R} & \text{R}^2 \\
\hline 1 & & Task communication & Job satisfaction & 0.32** & 0.36** & 0.13 \\
\hline 2 & Quality service performance behavior & & Job satisfaction & 0.23* & 0.24* & 0.06 \\
\hline 3 & Quality service performance behavior & & Job satisfaction & 0.02 n.s. & 0.02 n.s. & 0.39 \\
\hline 4 & Quality service performance behavior & Task communication & & 0.65** & 0.61** & \\
\hline \end{array} \]

* \(p < 0.05\)

** \(p < 0.01\)
Satisfaction – task communication is significant at the p < 0.01. According to the conditions of mediation effect, three regression equations were estimated in order to examine the mediation effect of the task communication on the job satisfaction – loyalty behavior relationship. Table 6 shows the summarized results from the regressions.

The results show non significant R value for the job satisfaction in the second equation. Therefore, the task communication has not mediation effect upon the relationship between job satisfaction and loyalty behavior intention. Hypothesis H2c is rejected.

Intercorrelation estimation among variables show that there is no correlation between job satisfaction and performance communication, therefore, hypotheses H3a, H3b and H3c are rejected.

In order to test the hypothesis H4a, correlations of the job satisfaction with the task accomplishment behavior outcome variable and with the career communication variable, and correlation of the career communication variable with the task accomplishment behavior outcome variable were estimated (Table 3). Table 3 show the results, that all correlations are significant at p < 0.01. The regression analysis was applied in order to examine the mediation effect of the task communication on the job satisfaction – loyalty behavior relationship.

![Fig. 2. Job satisfaction - behavioral intention toward quality service performance model with the task communication as a mediator](image)

**Fig. 2.** Job satisfaction - behavioral intention toward quality service performance model with the task communication as a mediator

**Table 6**

<table>
<thead>
<tr>
<th>Regression equation</th>
<th>Dependent variable</th>
<th>Mediator</th>
<th>Independent variable</th>
<th>Regression coeff. B</th>
<th>R</th>
<th>R²</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Task communication</td>
<td>Job satisfaction</td>
<td>0.32**</td>
<td>0.36**</td>
<td>0.13</td>
</tr>
<tr>
<td>2</td>
<td>Loyalty behavior</td>
<td>Job satisfaction</td>
<td>0.11 n.s.</td>
<td>0.12 n.s.</td>
<td>0.02</td>
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<tr>
<td>3</td>
<td>Loyalty behavior</td>
<td>Job satisfaction</td>
<td>0.01 n.s.</td>
<td>0.01 n.s.</td>
<td>0.31</td>
<td></td>
</tr>
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*p < 0.05  
**p < 0.01
effect of the career communication on the job satisfaction – task accomplishment behavior relationship. Table 7 shows the summarized results from the regressions.

The results show, that R values in all regressions are significant and the effect of the job satisfaction (independent variable) on the task accomplishment behavior outcome variable (R = 0,01, n.s.) is less in the third equation than in the second (R = 0,28, p < 0,05).

Therefore, the career communication have mediating effect upon the relationship between job satisfaction and behavioral intentions toward task accomplishment, therefore hypothesis H4a is accepted. The mediation model is shown in the Figure 3.

In order to test the hypothesis H4b, correlations of the job satisfaction with the quality service performance behavior outcome variable and with the career communication variable, and correlation of the career communication variable with the quality service performance behavior outcome variable were estimated (Table 3). Table 3 show the results that job satisfaction with quality service performance behavior are positively correlated at p < 0,05, and other correlations are

**Regression analysis for examining the mediation effect of the career communication on the job satisfaction – task accomplishment behavior relationship**

<table>
<thead>
<tr>
<th>Regression equation</th>
<th>Dependent variable</th>
<th>Mediator</th>
<th>Independent variable</th>
<th>Regression coef. B</th>
<th>R</th>
<th>R²</th>
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<tbody>
<tr>
<td>1</td>
<td>Career communication</td>
<td>Job satisfaction</td>
<td>0,32** 0,37**</td>
<td>0,14</td>
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<tr>
<td>2</td>
<td>Task accomplishment behavior</td>
<td>Job satisfaction</td>
<td>0,33* 0,28*</td>
<td>0,08</td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Task accomplishment behavior</td>
<td>Job satisfaction</td>
<td>0,01 n.s. 0,01 n.s.</td>
<td>0,52</td>
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<tr>
<td></td>
<td>Career communication</td>
<td>1,00**</td>
<td>0,72**</td>
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<td></td>
</tr>
</tbody>
</table>

*p < 0,05

**p < 0,01

Fig. 3. Job satisfaction - behavioral intention toward task accomplishment model with the career communication as a mediator
The regression analysis was applied in order to examine the mediation effect of the career communication on the job satisfaction – quality service performance behavior relationship. Table 8 shows the summarized results from the regressions.

The results show that R values in all regressions are significant and the effect of the job satisfaction (independent variable) on the quality service performance behavior outcome variable (R = 0.05, n.s.) is less in the third equation than in the second (R = 0.24, p < 0.05). Therefore, the career communication has mediating effect upon the relationship between job satisfaction and behavioral intention toward quality service performance, hypothesis H4b is accepted. The mediation model is shown in the Figure 4.

In order to test the hypothesis H4c, correlations of the job satisfaction with the loyalty behavior outcome variable and with the career communication variable, and correlation of the career communication variable with the loyalty behavior outcome variable were estimated (Table 3). Table 3 shows the results that job satisfaction with loyalty behavior are positively correlated at p < 0.05, and other correlations are significant at the p < 0.01. The regression analyses were applied in

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**Regression analysis for examining the mediation effect of the career communication on the job satisfaction – quality service performance behavior relationship**

<table>
<thead>
<tr>
<th>Regression equation</th>
<th>Dependent variable</th>
<th>Mediator</th>
<th>Independent variable</th>
<th>Regression coef. B</th>
<th>R</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career communication</td>
<td>Job satisfaction</td>
<td>0.32**</td>
<td>0.37**</td>
<td>0.14</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Quality service performance behavior</td>
<td>Job satisfaction</td>
<td>0.23*</td>
<td>0.24*</td>
<td>0.06</td>
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</tr>
<tr>
<td>3</td>
<td>Quality service performance behavior</td>
<td>Job satisfaction</td>
<td>0.04 n.s.</td>
<td>0.05 n.s.</td>
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<tr>
<td></td>
<td>Career communication</td>
<td></td>
<td>0.57**</td>
<td>0.52**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*p < 0.05  
**p < 0.01

---

*Fig. 4. Job satisfaction - behavioral intention toward quality service performance model with the career communication as a mediator*
order to examine the mediation effect of the career communication on the job satisfaction – loyalty behavior relationship. Table 9 shows the summarized results from the regressions.

The results show non significant R value for the job satisfaction in the second equation. Therefore, the career communication has not mediation effect upon the relationship between job satisfaction and loyalty behavior intention. Hypothesis H4c is rejected.

Discussion

This study addressed a need to better describe organizational communication effects. In conducting this study and testing the hypothesis the narrow perspective of specific outcomes and specific communication content aspects were considered. This examination demonstrates that individuals interested in predicting individual level outcomes in terms of behavioral intentions toward job performance can be well served by models, which describe the impact of job satisfaction on communication and individual level behavioral intentions.

This study indicates that job satisfaction perceptions do have reliable relationship with behavioral intentions toward task accomplishment and quality service performance, whereas job satisfaction relationship with loyalty behavior is weak and non significant. These results are consistent with the findings of prior empirical research and support the notion about the correlation between overall job satisfaction and job performance, revealed by T. A. Judge et al. (2001). However, possibility to directly compare the estimates reported above with those reported by other studies is limited because of lack of correspondence in terms of the dimensions / facets used for the measurement of variables.

The results also show a definitive link between job satisfaction attitude and communication and behavioral intentions toward job performance. Hence, it is demonstrated that the relationship between job satisfaction and behavioral intentions toward task accomplishment and quality service performance is indirect, mediated by the task communication and career communication. It appears that

<table>
<thead>
<tr>
<th>Regression equation</th>
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<th>Independent variable</th>
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<th>R</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>Job satisfaction</td>
<td>0,32**</td>
<td>0,37**</td>
<td>0,14</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Loyalty behavior</td>
<td>Job satisfaction</td>
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<td>0,12 n.s.</td>
<td>0,02</td>
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</tr>
<tr>
<td>3</td>
<td>Loyalty behavior</td>
<td>Job satisfaction</td>
<td>-0,03 n.s.</td>
<td>-0,04 n.s.</td>
<td>0,18</td>
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<tr>
<td></td>
<td>Career communication</td>
<td></td>
<td>0,44**</td>
<td>0,43**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*p < 0,05

**p < 0,01
appropriate information about the task and supervisor-subordinate communication about the career have stronger relationships with employees' behavioral intentions toward job (task accomplishment, quality service performance) than with employees' job satisfaction. Similarly, J. D. Pettit et al. (1997) reported that „appropriate and accurate information may enhance both performance and satisfaction with work“. However, overall results cannot be compared, because the empirical research conducted by J. D. Pettit et al. (1997) has investigated the organizational communication as a moderator to the relationship performance-satisfaction, stipulating a causal effect of job performance on job satisfaction.

This investigation shows that hypothesis on the performance communication as the mediator of the job satisfaction – behavioral intentions toward job relationship cannot be supported. When considering this result, the reasoning could be supported by two suggestions. Firstly, the lack of significant findings may have been due to the particular performance communication situation in the surveyed organization. Mean value of 2.60 for the performance communication (within five-point scale) show that overall assessment of performance communication in the organization is relatively low. Almost 82 % of respondents have measured performance communication 3 and lower. Secondly, nonsignificant result of performance communication as a mediator of the relationship between job satisfaction and behavioral intentions toward job implies the suggestion that performance communication is a predictor to the behavioral intention outcome variables rather than mediator. The correlation between performance communication and behavioral intentions toward job is moderate and significant.

The result of the relationship between attitude toward job satisfaction and behavioral intentions toward job provide the support for the notion that M. Fishbein and I. Ajzen's (1975) model of reasoned action could be generalized to job attitude – intentions – behavior relationship in the organization's context.

Limitations of this research could be related to the sample constitution and instruments for the measurement of variables. Data were collected from call center service organization, therefore, generalizability of the results is limited to the context of this service sector.

Variables in this research were measured according to the methods, recommended in the literature. However, job satisfaction and behavioral intentions toward job performance measures are single – item constructs, and it is possibility that multi-item scales could provide different results.

Scores of the variables surveyed were derived from the responses of a single respondent, therefore, the possibility of common method bias exists. However, measures of job satisfaction, communication content and behavioral intention toward job performance could be considered meaningful due to variability in responses, which is evidenced by the different patterns of correlations among different variables. Different means and standard deviations also show variability in the responses of the participant to the statements measuring different variables. Hence, the same respondent gives different responses to the different scale. These issues provide the reasoning that data represent meaningful measures for the constructs.
Conclusions

This research confirms that task communication and career communication have a mediating influence on the relationship between job satisfaction and behavioral intentions toward job in terms of task accomplishment and quality service performance. It also reveals, that performance communication link with job satisfaction did not prove significant. The results also provide support for the assumption of direct causal effect of job satisfaction on job performance.

Therefore, improvement in job performance behavior could be achieved through the enhanced task and career communication and job satisfaction. Supervisors might be able to achieve desired levels of job performance of their subordinates by providing them sufficient information about the task and career possibilities. It is suggested that job dissatisfaction and inappropriate task and career communication leads to a general negative behavioral intentions manifested in reduced performance of task accomplishment and reduced quality of service performed.

This research makes a contribution to the numerous research of the relationship between job satisfaction and job performance expanding the concept of outcomes. In particular, behavioral intentions toward task accomplishment, quality service performance and loyalty behavior were used as a proxy variable of job performance.

Literatūra


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Darbuotojo pasitenkinimas darbu nulemia darbuotojo ketinimą įvykdyti užduotis, suteikti kokybišką aptarnavimą klientui, lojalumą organizacijai, taip pat apie tai, kad vadovo-darbuotojo komunikavimas daro įtaką pasitenkinimui darbu ir darbuotojo ketinimams.