

Organisational communication satisfaction and job satisfaction in Chinese enterprises: The mediating role of organisational commitment



 **Kavitha Balakrishnan¹⁺**
 **Muhammad Nur Fitri Razak²**
 **Li Tianyi³**
 **Blanka Klimova⁴**

^{1,3}Faculty of Applied Communication, Multimedia University, Malaysia.
¹Email: kavitha.balakrishnan@mmu.edu.my
³Email: 1181301012@student.mmu.edu.my
²Xiamen University, Malaysia.
²Email: muhammadnurfitri.razak@xmu.edu.my
⁴University of Hradec Kralove, Czech Republic.
⁴Email: Blanka.Klimova@uhk.cz



(+ Corresponding author)

ABSTRACT

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With ongoing technological advancements, the dynamics of organizational communication and employee job satisfaction have become increasingly complex, presenting significant challenges for modern organizations. This study emphasizes these relationships, mediated by organizational commitment. Four hundred and seventeen (417) participants from Guangzhou, China, were chosen for this study. The results were examined and extensively discussed using Hayes' mediation model in SPSS. A positive and significant relationship was found between all three organizational communication satisfaction factors (relational, informational, and informational-relational communication), organizational commitment, and job satisfaction, determined by the total and direct effect. The study's findings also reported a mediating role of organizational commitment in the relationship between job satisfaction and organizational communication satisfaction, as determined by the standardized indirect effect. The significance of this study is rooted in the exploration of the proposed relationship and validation of the suggested model. Hence, employers must focus on and strengthen internal communication to cultivate a sense of belonging to the organization, which reinforces commitment and increases overall job satisfaction. Finally, this finding presents new opportunities for future researchers in this field and adds to the body of knowledge by identifying the variables that influence job satisfaction in the context of China.

Contribution/ Originality: This study contributes to the existing Chinese literature by addressing the research gap through advancing communication research in China, incorporating cultural and contextual factors into theory, enriching Chinese human resources, and providing practical guidance for improving internal communication, thereby enhancing employee commitment, satisfaction, and performance in Chinese organizations.

1. INTRODUCTION

With the advancement of globalization and vigorous development of the economy, modern enterprises face an external environment of rapid change and fierce competition. The quality of organizational communication has become a key success factor in pursuing the consensus of organizational members to achieve organizational goals. In this era of information, effective organizational communication among enterprises is vital for enterprise operations. According to Li et al. [1], there is a relationship between communication and business performance in enterprises. Enhancing communication within an organization can improve collaboration among employees and strengthen

cohesion within a company. Therefore, communication is a crucial process for achieving organizational goals through consensus among employees and is an essential tool for managers to collect information and make informed decisions. Effective communication helps transmit information and fosters a harmonious and positive work environment for enterprises [2].

In modern enterprises, employees must communicate, understand, and exchange information at different levels and departments. When real-world communication channels become closed due to the development of sophisticated modern communication technologies, it impacts the company's overall performance [3]. To effectively manage modern enterprises, it is important to enhance internal communication, facilitate the sharing of knowledge, information, and thoughts among employees, ensure employee awareness of the company's policies, and gradually develop an effective and seamless communication system [4].

This study investigated the relationship between employee communication satisfaction within organizations and its impact on job satisfaction among workers from the Guangzhou region in China. The city of Guangzhou has become a focal point for the study because of its ability to maintain steady economic growth even during the COVID-19 pandemic period [5]. Therefore, a large and diverse number of registered companies were selected as samples for this study. The aim is to provide organizations with a strong platform to enhance job satisfaction and internal communication satisfaction. Consequently, this study explored the background, purpose, significance, scope, hypotheses, research questions, and conceptual framework of the research.

According to Milanović [6], communication satisfaction reflects an enterprise's management status. Improving communication satisfaction can increase employees' commitment to the organization and enhance their work efficiency and learning initiatives, thereby improving the overall performance level of the enterprise [7]. If an organization's communication is not effective, the survival and development of the enterprise will be affected [8]. In addition, improving employee communication and job satisfaction can help improve employee performance and reduce employee turnover [9].

Although scholars worldwide have conducted many empirical studies on communication satisfaction, Chinese scholars started their research relatively late and with limited. One of the earliest studies appeared in Ling et al. [10], who examined communication satisfaction from the aspects of gender, position, education level, nature of the unit, management, and communication style of the boss, and application of CMC technology. Communication activities have strong cultural and regional dependence. Although the research model and experience of other countries can be used as references for communication research and human resource management practice in China, research on communication satisfaction should consider local characteristics, such as language, culture, habits, way of thinking, life experience, and educational background [5]. It is of great significance to enrich China's human resource theory and to guide enterprise management practices.

Hence, this study fills the empirical gap by integrating the cultural context of China into theory, enriching the Chinese employee experience, and generating practical insights to enhance communication, thereby boosting employee commitment, satisfaction, and job performance. Therefore, this study explores the relationship between organizational communication satisfaction (OCS) and job satisfaction (JS) among employees in Guangzhou, China, mediated by organizational commitment (OC).

2. LITERATURE REVIEW

2.1. *Organizational Communication Satisfaction (OCS)*

Organizational communication refers to the exchange of information and ideas between individuals and organizations in the context of work-related tasks and objectives, as well as the behaviors and interactions that occur within an organization. This type of communication is similar to everyday communication, as it involves the exchange of information between people. However, in an organizational context, it also serves as a form of management behavior. Communication is defined by Jablin and Putnam [11] as a process used to convey information and the

influence of one entity on another, whereas Anderson and Narus [12] define it as the sharing of timely and meaningful information formally or informally. Stevens [13] argued that organizational communication involves the creation and interpretation of messages or displays, which form a continuous process that includes various forms of interaction among members of the organization. This process also gives rise to certain behaviors and activities within the organization, as noted by Harris [14].

The transmission of work-related information within an organization is referred to as organizational communication [15]. While it shares similarities with general communication, it has unique characteristics [16]. Conard [17] argued that the distinction between organizational and general communication lies in the context of human elements. Jablin and Putnam [11] specified that organizational communication takes place in the workplace and that its object is not only interpersonal communication but also communication necessary for work tasks. Organizational communication encompasses both internal and external communication in a broader sense. Internal communication refers to communication between members of the organization and between members and the organization, whereas external communication refers to communication between the organization and other organizations or individuals [18].

Hence, communication is the act of sharing information with the goal of effective transmission rather than quantity. Organizational communication refers to the process of exchanging information and ideas within an organizational context or the behavior of organizational members who use the organization's channels to communicate and collaborate with other members based on work needs. This study focuses on communication between employees and between employees and their companies, intending to achieve organizational goals by establishing consensus and coordinating actions.

In the 1970s and 1980s, Western scholars began studying communication satisfaction. Downs and Hazen [19], as cited in Verčič et al. [20], defined communication satisfaction as the overall satisfaction perceived by employees in an organizational communication environment. They proposed using empirical research to identify eight dimensions that affect communication satisfaction: personal feedback, general organizational perspective, organizational integration, communication with superiors, communication climate, horizontal and informal communication, media quality, and communication with subordinates [21]. Since then, researchers have continued to explore the impact of various factors on communication satisfaction, such as interpersonal relationships [22], social and cultural characteristics [2], channels [3], leadership exchange [3], and many more.

Chinese scholar Chen [23] found that job satisfaction and communication satisfaction are key determinants of employee satisfaction. Ling et al. [24] believed that the degree of satisfaction of organizational members' perceptions of the overall communication environment of their organization is communication satisfaction. Hong [25] proposed that the degree of perceived happiness of members in the process of information transmission and feedback is communication satisfaction. According to Luo and Liu [26], communication satisfaction refers to a psychological feeling of whether an individual is satisfied with communication in various aspects of the organization.

Based on past research results of scholars in China and other countries, it was found that scholars generally prefer the definition of communication satisfaction proposed by Downs and Hazen [19]. This definition is also adopted in this study, that is, the overall degree of satisfaction of the internal members of the organization with organizational communication.

2.2. *Organizational Commitment (OC)*

Organizational commitment was first introduced by Becker [27], who believed that it is actively engaged by members of an organization and is influenced by the level of investment in the organization. Allen and Meyer [28] later proposed structural models of emotional, continuous, and normative commitment based on previous research findings. Affective commitment refers to an individual's emotional attachment, investment, and reliance on the organization rather than material benefits. Continuous commitment refers to an individual's willingness to remain in

the organization because of sunk costs. Normative commitment refers to an individual's identification with the organization's ethical standards and a sense of responsibility to stay [29]. Among the three factors of organizational commitment, affective commitment reflects an individual's attitude because it can effectively reflect individual consciousness. Continuous and normative commitments reflect the behavioral domain behind individual motivation because they can effectively reflect individual behavioral changes [30]. After continuous optimization, this model has been widely accepted by the academic community.

Behavior and attitude are commonly used to understand organizational commitment. Behavior suggests that individual actions reflect their sense of identity with the organization, resulting in a series of behaviors that align with the situation. Attitude refers to an individual's sense of identity, especially their recognition of organizational values, and their willingness to contribute to the organization's vitality [31].

Organizational commitment, as defined by Chen and Liu [32], signifies an individual's level of acknowledgment and approval of the organization, along with the motivation to actively engage in work for the organization and remain in it. This psychological experience or mindset of employees reflects the degree of closeness they share with the organization and indicates their willingness to stay. People with higher organizational commitment generally exhibit a stronger adherence to the organization's rules, values, and principles, view work as their responsibility, and foster a harmonious relationship with the organization. They are also more likely to take initiative in their work processes [33].

2.3. Job Satisfaction (JS)

In Locke [34] published a comprehensive review of job satisfaction research and identified nine key, closely linked factors. Lepold et al. [35] identified values, perceptions, and importance as the three crucial components of job satisfaction. When individuals feel that their work aligns with their essential value needs, they are considered satisfied with their jobs. Locke categorized sources of dissatisfaction into personality traits, tasks and roles, supervisors and colleagues, wages and benefits, and other factors Hurst et al. [36]. Arnold and Feldman [37] proposed that structural factors of job satisfaction include the job itself, supervisor, economic compensation, promotions, working environment, and working group. Fitriana et al. [38] believe that job satisfaction is the happiness that employees derive from their jobs. When employees are satisfied with their organization's internal and external environments, their work performance and commitment levels are significantly high [9]. Several other theories on job satisfaction have undoubtedly enriched the study of employees' job satisfaction.

Drawing on social exchange theory, when employees perceive high communication satisfaction (OCS), they receive social and informational resources that fulfill their expectations (as Locke's values/perceptions framework suggests), leading to higher job satisfaction. This heightened satisfaction then fosters organizational commitment as employees reciprocate loyalty and engage more fully. Thus, organizational commitment is expected to mediate the effect of OCS on JS, leading to better performance and retention.

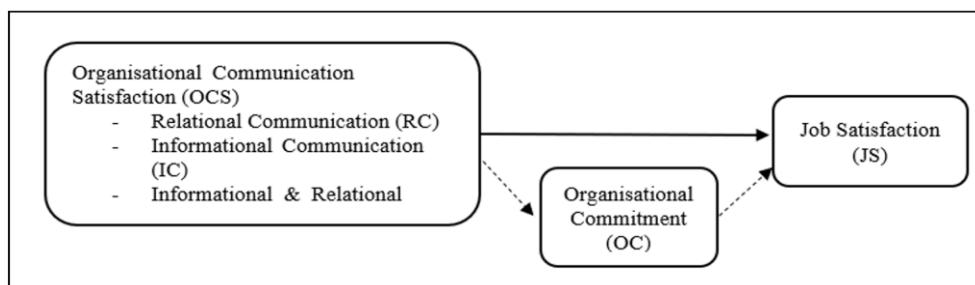


Figure 1. Conceptual framework.

Figure 1 illustrates the study's conceptual framework. The literature suggests that Organizational Communication Satisfaction has a significant direct relationship with organizational commitment, as organizational

commitment mediates the effect of influencing job satisfaction. Organizational Communication Satisfaction (OCS) is presented in three dimensions: Relational Communication (RC), Informational Communication (IC), and Informational-Relational Communication (IRC). However, further study is needed to identify which aspects are most important in maintaining high commitment among staff members. The research questions guiding the study are as follows.

RQ: What is the relationship between factors of Organizational Communication Satisfaction (OCS) and Job Satisfaction (JS), mediated by Organizational Commitment (OC)?

Based on the review, the following hypotheses were developed.

H₁: There is a significant relationship between OCS factors of Relational Communication (RC) and Job Satisfaction (JS), mediated by Organizational Commitment (OC).

H₂: There is a significant relationship between OCS factors of Informational Communication (IC) and Job Satisfaction (JS), mediated by Organizational Commitment (OC).

H₃: There is a significant relationship between the OCS factors of Informational-Relational Communication (IRC) and Job Satisfaction (JS), mediated by Organizational Commitment (OC).

3. METHODOLOGY

3.1. Selection of Participants

The primary focus of this study is on employees working in enterprises located in Guangzhou, Guangdong Province, China, excluding enterprise owners and interns. The respondents of this study were employees of selected enterprises in Guangzhou City-based local trading companies that engage in both import/export and domestic trade. All respondents were Chinese nationals. Communication is a crucial aspect of a trading company's operations, as employees frequently interact with various organizations such as customers, manufacturers, tax bureaus, and customs, as noted by Cakranegara and Widayastuti [39]. Trading companies were therefore selected for this study because of the frequency and volume of their business communications, making the survey results more representative and highlighting the importance of communication in promoting trade activities and economic development.

3.2. Sampling Technique and Calculation

Probability sampling is used in this study. Probability sampling obtains samples by random operation to avoid the influence of human factors during the sampling process and to ensure the objectivity of the samples. Probability sampling can quantitatively deduce the population based on the results of the sample investigation, which can explain the nature of the population to a certain extent. This study was conducted using simple random sampling. Simple random sampling ensures that every object in the population has a known and non-zero probability of being selected as the object of study, based on the principle of randomness. Each possible sample was chosen with equal probability and constant composition to ensure the representativeness of the sample to the population [40]. Simple random sampling was chosen because of the large number of participants included in this study. Sampling inspection is performed to reduce inspection costs. According to Krejcie and Morgan [41], as cited in Bangwal and Tiwari [42], for determining the sample size from a given population, a minimum of 384 respondents was required for the study, as the population of Guangzhou exceeds 1,000,000. According to Guo et al. [5], despite the impact of the epidemic, as of the end of May 2020, there were still 2,447,400 actual market entities in Guangzhou, with a year-on-year growth of 12.82%. Therefore, a large and diverse number of registered companies were chosen as the sample for this study.

3.3. Research Instrument

Out of the four sections of the questionnaire, the first section was about the general information of the respondents, such as personal and demographic backgrounds. The second section measures the respondents' communication satisfaction, adapted from the ICSQ by Verčič et al. [20] and adapted to the demography of Chinese

enterprises and employees. The third section measures organizational commitment, adapted from Allen and Meyer's [28] three-factor model. The fourth section on job satisfaction was based on the Minnesota Job Satisfaction Questionnaire [43]. This study received ethical approval from the Technology Transfer Office of Multimedia University, Malaysia. All procedures performed in studies involving human participants were conducted in accordance with the ethical standards of the Institutional Research Committee. In alignment with the ethical standards and guidelines governing research involving human participants, informed consent was obtained prior to data collection.

4. RESULTS

4.1. Demographic Profile of Respondents

The demographic profiles of the respondents are tabulated in Table 1. The proportion of males and females is close, which is consistent with the distribution of males and females in China's trading industries, mainly from the young and middle-aged groups (25-30 years old). This phenomenon is due to the composition of foreign trade enterprises with younger staff. Middle-aged and young people are the new and main forces of trading companies and are more representative of them. Most employees have worked for 1-2 years and 6-10 years. In the sample, most respondents hold a bachelor's degree, which matches the demographic characteristics of this age group. Logistics forwarders account for 33.81% of the trading companies. The work department of the majority of respondents is research and development because technology is one of the core competitiveness of an enterprise and can bring a high level of profitability to the enterprise, where competent employees are recruited. Regarding the current position or designation of the sample, the highest proportion is the supporting staff. As most employees have only 1-2 years of experience, the number of support staff accounts for a high proportion.

Table 1. Demographic profile of respondents.

Demographic variables	Classification	Frequency	Percent
Gender	Male	209	50.12
	Female	208	49.88
Age	25-30	156	37.41
	31-35	63	15.11
	36-40	76	18.23
	41-50	88	21.1
	Above 50	34	8.15
Work experience	1-2 years	148	35.49
	3-5 years	42	10.07
	6-10 years	107	25.66
	11-20 years	59	14.15
	More than 20 years	61	14.63
Education level	High school	51	12.23
	Diploma degree	68	16.31
	Bachelor's degree	255	61.15
	Postgraduate degree	43	10.31
Types of trading companies	Foreign trade	71	17.03
	Trade and industry	102	24.46
	Purchaser	103	24.7
	Logistics forwarder	141	33.81
Department	Production department	83	19.9
	Administrative department	84	20.14
	Research and development department	115	27.58
	Financial department	73	17.51
	Sales and marketing department	62	14.87
Current position / Designation	Support staff	237	56.83
	Lower management	98	23.5
	Middle management	75	17.99
	Senior management	7	1.68
	Top management	0	0

Table 2. Descriptive statistics of respondents' OCS factors.

Constructs	Mean	Std. Deviation	N
RC	34.14	10.9	417
IC	52.28	16.9	417
IRC	52.65	16.3	417

4.2. Descriptive Analysis of Variables

4.2.1. Descriptive Analysis for Organizational Communication Satisfaction

Based on Table 2, the mean score for relational communication was 34.14, and the standard deviation was 10.922, whereas the mean score for informational communication was 52.38, with a standard deviation of 19.924. The mean score for informational relational communication was 52.65, and the standard deviation was 16.399. This indicates that employees are satisfied with informational relational communication in their workplace, followed by informational communication. They were the least satisfied with relational communication. The mean values of all three constructs of communication satisfaction varied. Therefore, it can be concluded that there is a significant difference in the level of communication satisfaction among the employees.

Table 3. Descriptive statistics of respondents' OC.

Construct	Mean	Std. Deviation	N
OC	89.7	12.4	417

4.2.2. Descriptive Analysis for Organizational Commitment

Based on Table 3, the mean score of organizational commitment was 89.7050, and the standard deviation was 12.44784. Based on the standard deviation, it can be concluded that all respondents were consistent in their responses since the standard deviation was low, indicating consistent data in terms of variance.

Table 4. Descriptive Statistics of Respondents' JS.

Construct	Mean	Std. Deviation	N
JS	85.78	26.5	417

4.2.3. Descriptive Analysis for Job Satisfaction Commitment

Based on Table 4, the mean score for organizational commitment was 85.78, and the standard deviation was 26.490. Based on the standard deviation, it is evident that there are some differences due to inconsistent data from respondents, since the standard deviation is slightly high, indicating some inconsistencies in terms of its variance.

Table 5. KMO and Bartlett's validity test results.

Constructs	Kaiser-Meyer-Olkin measure of sampling adequacy	Approx. Chi-Square	Bartlett's Test of Sphericity	
			df	Sig.
OCS	0.993	15775.368	496	0.000
JS	0.988	8547.890	190	0.000
OC	0.991	11571.372	276	0.000

4.2.4. Validity and Reliability Test

The output results of the validity test of the measurement dimensions of trading companies in Guangzhou City, Guangdong Province, China, are presented in Table 5. The closer the KMO is to 1, the more suitable it is for analysis. Generally, the subjective judgment is as follows: KMO above 0.9 is very suitable, 0.8-0.9 is very suitable, 0.7-0.8 is suitable, 0.6-0.7 is not very suitable, 0.5-0.6 is very reluctant, and below 0.5 is unsuitable. The KMO values for all variables are above 0.9, indicating that the data are suitable for factor analysis.

Table 6. Cronbach's alpha value of reliability.

Constructs	Cronbach's alpha
Communication satisfaction	0.971
Relational communication	0.953
Informational / Relational communication	0.97
Informational communication	0.971
Job satisfaction	0.976
Organizational commitment	0.979

In this study, Cronbach's Alpha was used for reliability analysis to evaluate the internal consistency of the scale. The data obtained are presented in Table 6, with a total of 417 respondents. The reliability level of the scale is high, reaching above 0.9, which exceeds the minimum standard of 0.6 for reliability. According to previous studies, a value above 0.9 indicates a very satisfactory level of reliability [44]. This demonstrates that the measurement has a high degree of consistency and a robust internal structure.

4.3. Inferential Analysis of Variables Using the Mediation Test by Hayes

The Process Macro by Hayes in SPSS was used to test the model in this study. The results were analyzed using a 95% confidence interval (CI), and the total effect of the model was the focal point of the results.

This study's theoretical model proposed Hayes Model 4 (simple mediation) for testing the mediation effect. A single mediating process was employed to analyze the mediating effect of Organizational Commitment (OC) on each dimension of Organizational Communication Satisfaction (OCS) on Job Satisfaction (JS). Model 4 is explicitly designed for such a single-mediator framework and estimates direct, indirect, and total effects via ordinary least squares regression with bootstrapped confidence intervals. Hence, to determine whether mediation plays a role in the suggested model, the result was determined by the value of bootstrapping on the lower limit confidence interval (LLCI) and the value of upper limit confidence interval (ULCI). To determine whether there is a mediation effect on the model, the value of zero (0) should be outside the LLCI and the ULCI value and should not straddle the value of zero [45, 46].

The results of this study were as follows.

Table 7. Total and direct effect.

Total and direct effect	Effect	SE	t-value	p-value	LLCI	ULCI
Total OCS-RC and JS	2.337	0.032	73.152	0.000	2.274	2.399
Direct OCS-RC and JS	1.685	0.064	26.155	0.000	1.559	1.812
Total OCS-IRC and JS	1.574	0.018	88.549	0.000	1.539	1.609
Direct OCS-IRC and JS	1.339	0.045	29.735	0.000	1.251	1.428
Total OCS-IC and JS	1.526	0.017	89.345	0.000	1.492	1.560
Direct OCS-IC and JS	1.365	0.047	29.199	0.000	1.273	1.457

Table 7 presents the total effect and direct effect of OCS factors and JS. Based on the coefficient table, the variables, namely OCS-RC (Beta = 1.685, p value < 0.001), OCS-IRC (Beta = 1.339, p value < 0.05), and OCS-IC (Beta = 1.365, p value < 0.05), have a significant effect on job satisfaction. Furthermore, the confidence interval does not contain zero.

Table 8. Standardized indirect effect of OCS.

Indirect Effect	Effect	BootSE	BootLLCI	BootULCI
OCS-RC and JS	0.268	0.027	0.219	0.326
OCS-IRC and JS	0.145	0.030	0.094	0.213
OCS-IC and JS	0.103	0.028	0.052	0.163

Table 8 presents the standardized indirect effect of OCS factors, and JS is analyzed. The results of the mediation analysis of the three OCS factors with OC on JS are presented. The coefficient values β are 0.268, 0.145, and 0.103 for RC, IRC, and IC, respectively. The indirect effect for mediation, based on 5000 bootstrap samples, revealed a 95% confidence interval of (RC: 0.219, 0.326; IRC: 0.094, 0.213; IC: 0.052, 0.163), which does not include zero, indicating that OC mediates the relationship between all the OCS factors and JS. Therefore, hypotheses H_1 , H_2 , and H_3 are substantiated.

Thus, based on the above results, it was confirmed that OC mediated the relationship between OCS and JS in all three dimensions (i.e., RC, IRC, and IC) of OCS. The regression equations shown in Table 9 are mapped to the observed estimates.

Table 9. Mapped estimates.

OCS Dimensions	c (Total effect)	c' (Direct effect)	Indirect effect = $a \cdot b$
RC	$c_{RC} = 2.337$	$c'_{RC} = 1.685$	Indirect = 0.268
IRC	$c_{IRC} = 1.574$	$c'_{IRC} = 1.339$	Indirect = 0.145
IC	$c_{IC} = 1.526$	$c'_{IC} = 1.365$	Indirect = 0.103

Because none of the bootstrap confidence intervals for indirect effects straddle zero (i.e., zero does not lie between LLCI and ULCI), mediation by OC is confirmed for all three dimensions (RC, IRC, IC).

5. DISCUSSION

This study analyzed the relationship between organizational communication satisfaction (OCS) and job satisfaction (JS) through the intermediary of organizational commitment (OC), conducted in trading companies in Guangzhou City, Guangdong Province, China. The study aimed to identify the role of organizational commitment (OC) as a mediator in the relationship between organizational communication satisfaction (OCS) and job satisfaction (JS). According to the results of the mediation analysis using Hayes' mediation testing in SPSS, the indirect effect between organizational communication satisfaction (OCS) and job satisfaction (JS) through organizational commitment (OC) is positive and statistically significant.

From the results of the inferential analysis, all three (3) dimensions of OCS positively impact Job Satisfaction (JS), mediated by Organizational Commitment (OC). OCS-Relational Communication (OCS-RC) has the largest effect, with an effect size of 0.268, followed by OCS-Informational Relational Communication (OCS-IRC) with an effect size of 0.145, and OCS-Informational Communication (OCS-IC) with an effect size of 0.103. Hence, it can be concluded that Relational Communication (RC) is the most influential factor in Organization Communication Satisfaction (OCS) in its relationship with JS mediated by Organizational Commitment (OC). The null hypothesis was rejected, and it can be concluded that the levels of communication satisfaction factors differ among employees.

Regarding the impact of demographic variables on the dimension of OCS, this study analyzed their impact on communication satisfaction from the perspectives of age, work experience, and educational level. From the perspective of age, senior workers tended to have a higher level of communication satisfaction. In trading companies in Guangzhou City, Guangdong Province, China, age has a significant effect on communication satisfaction. In this study, by virtue of comparison of means, employees aged 41-50 and above 50 showed significant differences in communication satisfaction. Older workers tend to hold more senior jobs and work longer hours, and their

communication skills and communication environments are better. This is also reflected in employees' work experience. Therefore, this determines the reason why the effect of organizational communication satisfaction – Relational Communication (OCS-IRC) has a bigger impact than the other two dimensions (IRC and IC) on organizational communication satisfaction (OCS).

Second, the work experience of employees has a significant effect on communication satisfaction. In this study, through a mean comparison, employees with 11-20 years of work experience and those with more than 20 years of work experience showed significant differences in communication satisfaction. Therefore, it is necessary to actively communicate with new employees in trading companies to improve their communication channels and environment and enhance their communication satisfaction. Experience with the educational level will contribute more to communication satisfaction, where experience serves as a guide in executing daily task operations, and educational level will enhance the communication skills of workers, with knowledge as the main contributing factor.

According to Špoljarić and Verčić [47], most tools that can be used to measure communication satisfaction are developed in the United States. This means that the empirical evidence supporting the reliability and effectiveness of these tools comes mainly from research on intercom English employees. As a result, there are limitations in measuring communication and job satisfaction. The theory needs to be applied to many different cultures and organizations before it can provide a diagnosis close to the facts and a theoretical model with certain universality [20].

Communication is one of the factors that affects the job satisfaction of organization members [48, 49]. In China, there is a positive correlation between organizational commitment (OCS) and job satisfaction (JS), and the factors studied that mediate this relationship include extrinsic rewards such as position and salary, which are considered core drivers of job satisfaction Li et al. [1]. Vermeir et al. [9] also found that effective communication enhances employee job satisfaction and reduces burnout. Scholars have confirmed the relationship between communication satisfaction and job satisfaction. However, in addition to measuring whether the two variables are related, this study examined the relationship between the three dimensions of communication satisfaction, relational communication, informational-relational communication, and informational communication, based on the communication satisfaction framework proposed by Verčić and Špoljarić [2]. The results showed that all three dimensions had a significant and positive correlation with job satisfaction, with organizational commitment acting as a catalyst in the model.

Although research on the impact of Organizational Commitment (OC), Organizational Communication Satisfaction (OCS), and Job Satisfaction (JS) in China began relatively late compared to other countries, especially European countries, there are some noteworthy observations. Eliyana and Ma'arif [29] concluded that employees' job satisfaction is positively correlated with their level of organizational commitment. The higher the job satisfaction, the higher the organizational commitment. Scholars have also researched the important relationship between communication satisfaction and organizational commitment. Riana [30] and Soeling et al. [33] found that Organizational commitment plays a role in predicting job performance. Because organizational commitment is related to both communication and job satisfaction, in this study, the researchers regarded organizational commitment as a mediator in the relationship between the two variables to measure the intermediary effect. The results showed that organizational commitment mediates the relationship between communication satisfaction and job satisfaction. In short, this study investigated the attitudes of employees in China toward their work, their commitment to the organization, and the role that communication plays in these relationships. The study found that when workers are happy with their jobs, they are more likely to be committed to the company. Furthermore, increased organizational commitment results from effective communication at work. Additionally, when employees are satisfied with communication at work, their commitment to the company grows, which in turn increases their level of job satisfaction. Based on the findings of this study, organizations should offer regular communication training to develop relational skills, integrate two-way communication by encouraging regular feedback and suggestions through scheduled surveys and open forums into HR policies, and establish communication procedures between employers and employees to enhance clarity and trust.

6. CONCLUSION

The results of this study demonstrate that the mediating effect of organizational commitment plays a significant role in mediating the relationship between organizational communication satisfaction and job satisfaction. Among the three dimensions of organizational communication satisfaction, relational communication, informational communication, and informational-relational communication, relational communication exhibits the largest effect size. Hayes' test of mediation in SPSS was employed to analyze the total effect of the proposed model, aiming to identify the mediating role of organizational commitment in this relationship. The analysis indicates that all three dimensions of organizational communication satisfaction are positively and significantly related to job satisfaction, with organizational commitment serving as a mediator. Based on these findings, the study concludes that the three dimensions of organizational communication satisfaction positively influence job satisfaction through their impact on organizational commitment. Further discussion was conducted in relation to existing literature to provide additional context and explanation for these results.

Chinese trading enterprises from Guangzhou City in Guangdong Province are the subjects of this study. Hence, it is conceivable that the findings of this study may not be universally applicable to other sectors or areas. The specific setting of Guangzhou and the distinctive features of trading enterprises may restrict the broad applicability of the findings. The study recognizes that, in comparison to other nations, research on the effects of organizational commitment (OC), communication satisfaction (OCS), and job satisfaction (JS) in China began rather late. The interaction between these variables may be influenced by the cultural context of China, and the results may not translate well to other cultural contexts or the West. The measurement instruments used to evaluate communication satisfaction were sourced from the West. This prompts the question of whether these instruments are fully appropriate for capturing the subtleties of communication satisfaction in the Chinese setting, as well as their cross-cultural applicability. The only demographic factors that the study considered for analysis that affected communication satisfaction were age, work experience, and level of education. This can be extended to other potentially significant factors, such as gender, rank, designations within the company, or cultural background unique to some nations, which remain unexplored.

To improve the applicability of these findings, future research could benefit from adding a wider range of industries. The organizational structures and cultures of various sectors may differ, which could influence the relationships examined. Future research could also examine these relationships in a variety of cultural situations, considering cultural variations in communication styles and organizational dynamics. This would advance our knowledge of how unique cultural factors affect the relationships between job satisfaction, organizational commitment, and communication satisfaction.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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