
Communication Satisfaction Drives Job Performance: Knowledge-sharing as a Key Mediator

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Abstract

The objective of this paper is to examine the impact of communication satisfaction on job performance. Furthermore, it aims to explore whether employees' knowledge-sharing behavior serves as a mediating factor in the relationship between communication satisfaction and job performance. A questionnaire survey was employed as the primary research method, targeting employees within various enterprises as the subjects of the study. The sample data were collected from various regions, including Guangdong, Jiangsu, Shandong, and others. A total of 268 responses were obtained through the online distribution of questionnaires. After sorting out the collected data, the valid questionnaires were tested for reliability and validity. Subsequently, descriptive analysis, correlation analysis, regression analysis, and mediation effect analysis were performed to examine the relationships among the variables.

The findings of this research indicate a significant positive correlation between communication satisfaction and knowledge-sharing. Additionally, a substantial positive correlation exists between communication satisfaction and job performance, as well as between knowledge-sharing and job performance. Furthermore, knowledge-sharing behavior is identified as a crucial mediating factor between communication satisfaction and job performance.

Keywords: *communication satisfaction, knowledge-sharing, job performance*

1. Introduction

In today's highly competitive environment, organizations' pursuit of excellence has become a vital goal. However, achieving excellence does not rely solely on process optimization and technological innovation. The deeper impact comes from the organization's most valuable human resource. Employee satisfaction, as a key indicator of human resource management, plays an important role in shaping performance.

With the development of organizational management, the understanding of employee satisfaction has evolved beyond a single, overall perspective to a more nuanced, multidimensional measurement. Good communication is a key factor in employee satisfaction. Effective communication not only ensures accurate information transmission but also enhances employee satisfaction and overall organizational performance. Communication satisfaction involves transparency in information flow, the effectiveness of communication channels, and timely feedback. When communication satisfaction is high, employees are more likely to feel supported and understood, leading to higher overall satisfaction. The impact of communication satisfaction on job performance cannot be ignored.

Job performance, as a comprehensive indicator, is also a key factor in evaluating organizational success. Knowledge management, a popular topic in management, has been studied extensively, with knowledge-sharing being a central focus. Knowledge-sharing facilitates the exchange and transfer of knowledge among employees, significantly enhances its value, and improves employee efficiency, thereby accelerating organizational growth.

However, knowledge-sharing within enterprises is often limited. Not all employees are willing to share knowledge. Cabrera and Cabrera (2002) argue that employees may fear sharing knowledge because it could enable others to advance quickly, thereby diminishing their own unique value or competitive advantage within the organization. Additionally, Cabrera, Collins, and Salgado (2006) suggest that employees' willingness to share knowledge is primarily influenced by the work environment and corporate communication culture.

To foster effective knowledge-sharing, organizations should focus on improving employees' willingness to share. Enhancing the work environment and communication culture can further motivate knowledge-sharing. Therefore, enhancing employee communication satisfaction can boost their enthusiasm and willingness to share knowledge, ultimately driving the organization's overall development.

2. Objectives

- 1) What is the impact of employee communication satisfaction on job performance?
- 2) If employee communication satisfaction improved, will it impact knowledge-sharing?

- 3) Does knowledge-sharing mediate the relationship between employee communication satisfaction and job performance?

3. Method and Hypotheses

Method

To investigate the relationships between communication satisfaction, knowledge-sharing, and job performance, a detailed questionnaire was developed to measure these three variables. The study targeted employees across various industries, including manufacturing, service, finance, and technology. Data collection resulted in 300 responses, of which 268 were deemed valid after data cleaning. The participants were predominantly from Guangdong, Jiangsu, and Shandong regions.

The data collection process was conducted via online questionnaires, distributed between mid-August 2024 and concluded at the end of the same month. The analysis of the data was performed using SPSS software. The statistical methods included reliability analysis, validity analysis, univariate analysis, difference analysis, and regression analysis. These methods were employed to test the study's hypotheses and draw meaningful conclusions.

Hypotheses

3.1 Communication Satisfaction and Knowledge-Sharing Behavior

Previous studies have established a connection between organizational factors and knowledge-sharing behavior. Hooff and Ridder (2004) emphasized the importance of a supportive work environment in fostering knowledge-sharing, suggesting that a positive corporate atmosphere encourages employees to actively share knowledge. Lee, Tao and Sun (2021), Open and transparent internal communication enhances employees' intrinsic satisfaction, which subsequently promotes their job engagement and encourages knowledge-sharing behavior. Salamzadeh, Tajpour, Hosseini, and Brahmi (2023) found that human capital positively impacts the performance of the digital startups studied. Additionally, communication satisfaction is positively correlated with performance, with knowledge-sharing behavior serving as a mediating factor in both relationships. Based on this literature, the following hypotheses are proposed:

H1: Communication satisfaction is positively correlated with knowledge-sharing behavior.

H1a: Communication satisfaction with colleagues is positively correlated with knowledge-sharing behavior.

H1b: Communication satisfaction with superiors is positively correlated with knowledge-sharing behavior.

H1c: Communication atmosphere is positively correlated with knowledge-sharing behavior.

3.2 Knowledge-Sharing Behavior and Job Performance

Research has extensively explored the relationship between knowledge-sharing and job performance. Singh, Mazzucchelli, Vessal and Solidoro (2021) found that knowledge-based human resource management practices affect the knowledge-sharing behavior of multinational enterprises, either directly or indirectly, through social capital. Additionally, knowledge-sharing mediates the impact of social capital on job performance. Olan, Arakpogun, Suklan, Nakpodia, Damij, and Jayawickrama (2022) believes, based on experiments, that implementing AI technology alone is insufficient to improve organizational performance. Instead, a complementary system that combines knowledge-sharing with AI can not only enhance work performance but also make organizational performance strategies more sustainable. Deng, Duan and Wibowo (2023) demonstrated through experiments that communication influences knowledge-sharing and decision-making, thus improving work performance within an organization. Luqman, Zhang, Kaur, Papa, and Dhir (2023) found that psychological power influences employees' knowledge-sharing and work performance by triggering emotions like pride and anxiety. Enhancing pride and reducing anxiety can improve knowledge-sharing in organizations, thereby boosting work performance. The following hypothesis is proposed:

H2: Knowledge-sharing behavior is positively correlated with job performance.

3.3 Communication Satisfaction and Job Performance

Alrefai, Ibrahim, and Alsheikh (2021) conducted a survey of hospital employees and found that communication satisfaction has a positive and significant impact on job performance, with employee engagement

serving as a mediating factor. Santalla and Alvarado (2022) experimentally demonstrated that employees with higher-quality relationships with their supervisors tend to be more satisfied with organizational communication. As satisfaction with communication increases, employees become more energized, engaged, focused, and motivated in their work, which in turn enhances their job performance. Rizky, Ramli and Mariam (2023) distributed questionnaires to 116 respondents working in industrial companies, and the results indicated that communication satisfaction positively impacts employee engagement, job satisfaction, and performance. Based on this evidence, the following hypotheses are formulated:

H3: Communication satisfaction is positively correlated with job performance.

H3a: Communication with colleagues is positively correlated with job performance.

H3b: Communication with superiors is positively correlated with job performance.

H3c: Communication atmosphere is positively correlated with job performance.

3.4 Knowledge-sharing as a Mediator

Communication satisfaction reflects the ease and quality of communication in the workplace. When employees are satisfied with their communication environment, they are more likely to share knowledge, fostering organizational effectiveness. Han Ying and Chen Guohong (2016) confirmed that knowledge-sharing mediates the relationship between innovation performance and network power in cluster enterprises, supporting its mediating role in broader contexts. Lei, Gui, and Le (2021) used quantitative research methods and structural equation modeling to analyze 339 employees from 120 Vietnamese companies. They found that transformational leadership significantly impacts frugal innovation, including frugal functions, costs, and ecosystems, with knowledge-sharing serving as a mediating factor. Montani and Staglianò (2022) conducted a multivariate regression analysis on a sample of 61 R&D employees from UK and US technology companies. The results revealed that knowledge-sharing moderated the relationship between COVID-19-induced work stress and employee innovation: low levels of knowledge-sharing resulted in a negative relationship, while high levels led to a positive one. Rafique, Hou, Chudhery, Waheed, and Chan (2022) studied 357 faculty members in higher education institutions and found that transformational leadership and knowledge-sharing positively influence employees' innovative work behavior. Additionally, knowledge-sharing moderated the relationship between job stress and innovative work behavior and partially moderated the relationship between transformational leadership and innovative work behavior. Therefore, this study hypothesizes:

H4: Knowledge-sharing behavior mediates the relationship between communication satisfaction and job performance.

3.5 Model creation

This study constructs a theoretical model to explore the relationships among communication satisfaction, knowledge-sharing behavior, and job performance. The model positions communication satisfaction as the antecedent variable, knowledge-sharing behavior as the mediating variable, and job performance as the outcome variable. The proposed model investigates how communication satisfaction influences knowledge-sharing behavior, which in turn affects job performance. Additionally, the model examines the mediating role of knowledge-sharing behavior in the relationship between communication satisfaction and job performance. This framework aims to provide a comprehensive understanding of how employee communication and knowledge-sharing contribute to enhanced organizational performance. The theoretical model is illustrated in Figure 3.1 below.

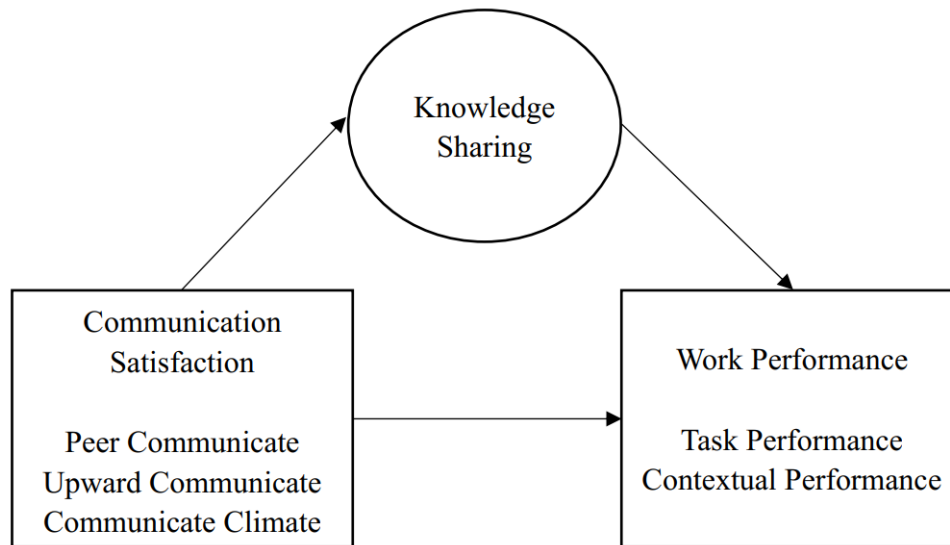


Figure 3.1 The relationship between communication satisfaction and knowledge-sharing and Job performance

3.6 Questionnaire Design

This study employs a questionnaire designed to align with the research objectives, drawing upon established scales in the literature. The design process integrates elements from prior studies to ensure reliability and validity, while tailoring the questionnaire to meet the specific requirements of this research. The questionnaire consists of two parts: Basic Information: Demographic and professional details of the respondents, such as age, gender, industry, job role, and tenure, to assess the influence of different employee profiles on the research variables. Variable Measurement: A detailed assessment of the three primary variables—communication satisfaction, knowledge-sharing behavior, and job performance—using a five-point Likert scale. The Likert scale provides respondents with five options: 1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

3.6.1 Communication Satisfaction Scale

The Communication Satisfaction Scale, originally developed by Downs and Hazen (1977), serves as the foundation for this study. Building on the research scale of Zhang Hong (2014), this paper refines and adapts the scale to focus on dimensions closely related to knowledge-sharing behavior. The improved scale retains three key dimensions: Communication Atmosphere, Communication with Colleagues and Communication with Superiors. The detailed items of the improved scale are presented in Table 1.

Table 1 Communication Satisfaction Scale

A1	I feel a pleasant working atmosphere when working with my colleagues
A2	I have strong connections with my colleagues outside of work
A3	My colleagues and I can easily reach consensus on our ideas
A4	My supervisor can explain issues succinctly and make them understandable
A5	I will express my thoughts and opinions to my superiors truthfully
A6	My supervisor tries new ideas or is open to others' opinions
A7	The company advocates active interaction between different departments
A8	The company will hold activities to promote communication between different departments
A9	Free cross-departmental communication within the company

3.6.2 Knowledge-sharing Scale

Knowledge-sharing has been measured and analyzed using various methods and dimensional frameworks, with scholars approaching the subject from diverse perspectives. Hooff and Ridder (2004) explored knowledge-sharing through the dual dimensions of knowledge acquisition and knowledge dissemination, developing a 10-item knowledge-sharing scale. Building upon this established scale, this study modifies and enhances the framework to better capture employees' overall knowledge-sharing behavior. The revised scale aims to comprehensively reflect the mediating role of knowledge-sharing behavior in the relationships examined in this research. The updated measurement items are detailed in Table 2.

Table 2 Knowledge-sharing Scale

B1	I will pass on what I learned from the book to my colleagues
B2	I will pass on the knowledge I learned from my training to my colleagues
B3	I will pass on my experience and skills to my colleagues
B4	My colleague will teach me what he learned from the book
B5	My colleague will pass on his training knowledge to me
B6	My colleague will share his experience and skills with me

3.6.3 Job Performance Scale

Job performance has been measured using various frameworks tailored to different research perspectives and organizational contexts. According to Borman and Motowidlo (1993), job performance encompasses all behaviors contributing to organizational goals. They categorized job performance into two dimensions: Task Performance: Directly related to the responsibilities of a specific position and highly dependent on individual abilities, task proficiency, and professional knowledge. Peripheral Performance: Involves actions beyond prescribed responsibilities, such as showing extra enthusiasm, assisting colleagues, and contributing to team goals. Scotter and Motowidlo (1996) analyzed job performance among Air Force mechanics, offering insights into task and peripheral performance but in a context less representative of general corporate environments. To adapt this research to the corporate domain, this study draws on the work of Shi Xin (2009), who conducted an empirical study involving 153 employees in Chinese enterprises. Shi's findings highlight the differential impacts of organizational commitment—economic, opportunity, and ideal commitment—on job performance, specifically task and peripheral performance. Based on Shi Xin's questionnaire and insights from prior research, this study develops a measurement scale for job performance that aligns with its objectives. The items designed to assess task performance and peripheral performance are detailed in Table 3.

Table 3 Job Performance Scale

C1	I can complete my work tasks within working hours
C2	I can complete my job responsibilities efficiently
C3	I can ensure high-quality work and complete tasks
C4	The quality of my work can meet the expectations of the leadership
C5	I often help others share work or improve organizational performance
C6	I will encourage my colleagues to complete tasks that are not related to me.
C7	When my colleagues encounter difficulties in work and life, I will help them
C8	I always actively communicate with my colleagues when working together to complete the work

4. Results and Discussion

Results

This study integrates the constructs of knowledge-sharing behavior, communication satisfaction, and job performance by drawing upon existing theories and research findings. Leveraging insights from prior studies and incorporating empirical data collected through questionnaires distributed among employees across various industries, the study examines the hypothesized relationships.

The analysis confirms and summarizes the outcomes of the proposed hypotheses, as outlined in the empirical research. A detailed overview of the results for each hypothesis is presented in Table 4.

Table 4 Test Results

Hypotheses	Project	Result
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H1	Communication satisfaction is positively correlated with knowledge-sharing behavior	Supported
H1a	Communication satisfaction with colleagues is positively correlated with knowledge-sharing behavior	Supported
H1b	Satisfaction with communication with superiors is positively correlated with knowledge-sharing behavior	Not Supported
H1c	Communication atmosphere is positively correlated with knowledge-sharing behavior	Supported
H2	Knowledge-sharing behavior is positively correlated with job performance	Supported
H3	Communication satisfaction is positively correlated with job performance	Supported
H3a	Communicating with colleagues is positively correlated with job performance	Supported
H3b	Communication with superiors is positively correlated with job performance	Not Supported
H3c	Communication climate is positively correlated with job performance	Supported
H4	Knowledge-sharing behavior plays a mediating role in the relationship between communication satisfaction and job performance	Supported

Discussion

4.6.1 Impact of Communication Satisfaction on Knowledge-sharing Behavior

Communication satisfaction significantly and positively influences knowledge-sharing behavior. Effective communication fosters trust and collaboration among employees, reduces information asymmetry, and enhances their willingness to share knowledge. This finding underscores the importance of communication satisfaction as a critical factor in boosting knowledge-sharing within organizations. However, communication satisfaction alone is insufficient; cultural initiatives and structural improvements are also necessary to sustain and enhance knowledge-sharing behaviors.

4.6.2 Impact of Communication with Colleagues on Knowledge-sharing Behavior

Communication with colleagues demonstrates a significant positive impact on knowledge-sharing. This relationship is attributed to the cooperative dynamics and shared objectives among peers, which establish a supportive communication environment. Frequent and effective peer communication accelerates knowledge-sharing, fostering team development and facilitating organizational success.

4.6.3 Impact of Communication with Superiors on Knowledge-sharing Behavior

Communication with superiors shows a negative and insignificant effect on knowledge-sharing. The underlying reasons include: 1) Directive Nature of Communication: Supervisors often communicate in a directive rather than collaborative manner, potentially stifling employee engagement. 2) Power Imbalances: Unequal power dynamics during interactions with superiors can inhibit open communication, leading employees to withhold personal opinions and knowledge. 3) Misaligned Leadership Styles: Leadership approaches that fail to resonate with employees may create undue pressure, discouraging active knowledge-sharing.

4.6.4 Impact of Communication Atmosphere on Knowledge-sharing Behavior

A positive communication atmosphere significantly enhances knowledge-sharing. An open and secure communication environment reduces conflicts, fosters mutual respect, and strengthens team cohesion. Employees are more likely to share knowledge when they feel valued, contributing to effective knowledge flow and organizational learning.

4.6.5 Impact of Knowledge-sharing Behavior on Job Performance

Knowledge-sharing significantly improves job performance. Sharing knowledge empowers both employees and teams to solve problems more efficiently, stimulate innovation, and enhance productivity. Organizations should encourage knowledge-sharing as a strategic priority to boost overall performance. However, it should be complemented by addressing other factors, such as employee skill levels and team collaboration.

4.6.6 Impact of Communication Satisfaction on Job Performance

Communication satisfaction positively affects job performance. Smoother information exchange reduces misunderstandings, improves decision-making efficiency, and ultimately enhances organizational performance.

Despite its significant impact, communication satisfaction accounts for only a portion of the factors influencing job performance. Corporate culture, leadership style, and work environment also play critical roles.

4.6.7 Impact of Communication with Colleagues on Job Performance

Communication with colleagues significantly improves job performance. Effective peer communication promotes timely feedback, accelerates knowledge flow, and minimizes conflicts. These outcomes enhance team efficiency and contribute to higher-quality performance outcomes.

4.6.8 Impact of Communication with Superiors on Job Performance

Communication with superiors has a negative and insignificant impact on job performance. Possible reasons include: 1) Frequent or Overburdening Communication: Excessive interactions, especially those involving critical feedback, can induce stress and negativity among employees. 2) Mismatched Communication Styles: Leadership approaches that are overly rigid or directive can create a tense work environment, reducing employee morale and performance.

4.6.9 Impact of Communication Atmosphere on Job Performance

A strong communication atmosphere significantly enhances job performance. Open and collaborative communication environments improve information flow, foster teamwork, and alleviate work-related stress. These factors contribute to better employee well-being and higher productivity.

4.6.10 Joint Impact of Communication Satisfaction and Knowledge-sharing on Job Performance

Communication satisfaction and knowledge-sharing jointly have a significant positive impact on job performance. While communication satisfaction directly improves performance, its influence is further amplified through knowledge-sharing, which acts as a mediating variable. Organizations should prioritize improving communication practices and implement incentives for knowledge-sharing to achieve comprehensive performance optimization.

5. Conclusion

The study explored the relationship between communication satisfaction, knowledge-sharing behavior, and job performance among enterprise employees. The following key questions were raised in this study.

1) What is the impact of communication satisfaction of employees in the enterprise on job performance?

The findings demonstrate that enhancing communication satisfaction significantly boosts job performance. Effective communication reduces misunderstandings and conflicts, improves team collaboration, and enables employees to complete their tasks more efficiently. Even when knowledge-sharing behavior is included in the analysis, communication satisfaction maintains its significant impact on job performance. This indicates that its influence is multifaceted and not solely mediated by knowledge-sharing behavior. Thus, communication satisfaction has a substantial positive impact on job performance.

2) If the communication satisfaction of enterprise employees is improved, will it have an impact on knowledge-sharing?

Higher communication satisfaction fosters a sense of belonging and trust among employees, encouraging them to share knowledge more openly. Effective communication provides employees with access to valuable information and feedback, promoting knowledge exchange within teams. In high-atmosphere communication environments, knowledge-sharing extends beyond formal settings to daily interactions, significantly enhancing overall organizational knowledge flow. Therefore, communication satisfaction is positively correlated with knowledge-sharing behavior.

3) Does knowledge-sharing play a mediating role between communication satisfaction and job performance of enterprise employees?

Communication satisfaction influences job performance both directly and indirectly through knowledge-sharing behavior. Knowledge-sharing allows employees to acquire new knowledge and skills, improve team efficiency, and boost individual and organizational performance. As such, knowledge-sharing behavior serves as a partial mediator between communication satisfaction and job performance.

4) Innovations Compared with Previous Research Results

Unlike prior studies that primarily investigated the isolated effects of communication satisfaction or knowledge-sharing on job performance, this research integrates these elements into a unified framework. Introducing knowledge-sharing as a mediating variable bridges a gap in the literature, uncovering how communication satisfaction impacts job performance through knowledge-sharing. The study provides a nuanced understanding of these dynamics, offering novel insights for corporate management and highlighting avenues for future research into other potential mediating variables.

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