

Nexus Between Communication Satisfaction, Organizational Commitment and Organizational Citizenship Behaviour: Case of the Advertising Industry in Kurunegala District, Sri Lanka

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Abstract

The prevailing literature reported Organizational Citizenship Behaviour (OCB) as a fundamental requirement for superior performance. Again, Communication Satisfaction (CS) is a crucial determinant of OCB, which denotes the level of organizational positioning within the employees. Organizational Commitment (OC) is an individual-level job-related attitude that governs the performance of corporate members. Likewise, the role of OC appears to be mediating the above relationship that needs empirical support. Thus, this study aims to assert the empirical shreds of evidence for the impact of communication satisfaction on OCB with the mediating effect of the organizational commitment. The advertising industry based on Kurunegala District of Sri Lanka was the study site with inviolable demand for superior organizational performance due to intensive rivalry within the industry. The study equipped a quantitative inquiry with non-managerial level employees (N = 100) from three advertising agencies selected on a random basis. OCB (Civic virtue, Conscientious, Courtesy, Altruism, and Sportsmanship), CS (Interpersonal, Group, and Organizational), and OC (Affective, Normative, and Continuance) were the dimension of three variables. The standardized instruments with a response scale of five choices assessed the responses. The multiple regression and Sobel test evaluated the hypotheses. The study found a strong explanatory power of communication satisfaction to predict the OCB. Specifically, individual and group level satisfaction account for a more significant variation in OCB. The organizational commitment partially mediated the above relationship between communication satisfaction and OCB. The study implications confirm the influence of communication satisfaction on the OCB. Again, it established the mediating role of organizational commitment on the said association. Hence, practitioners should treat communication satisfaction and organizational commitment as sovereign sources.

Keywords: *advertising industry, communication satisfaction, organizational citizenship behaviour (OCB), organizational commitment*

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