



**STUDY ON THE RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION,
KNOWLEDGE SHARING BEHAVIOR AND JOB PERFORMANCE**

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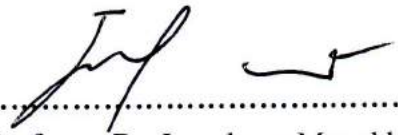


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**Thematic Certificate
To
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ABSTRACT

Title: Study on the Relationship Between Employee Satisfaction, Knowledge Sharing Behavior and Job Performance

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With the explosive growth of knowledge in the economy, and if enterprises want to remain invincible in the fierce market competition, they must obtain effective management and development of knowledge resources as an important pillar to guarantee good performance. However, in practice, the occurrence of knowledge sharing behavior has been largely affected by employee satisfaction. Therefore, it is meaningful to discuss the relationship between employee satisfaction, knowledge sharing behavior and job performance to improve the competitive advantage of enterprises.

Based on the previous literature review, this paper constructed a theoretical model, and refers to the relevant maturity scales, and form questionnaires after appropriate adjustments. Through quantitative analysis of the effective recovered data, the following conclusions were obtained: (1) Employee satisfaction had a significant positive impact on knowledge sharing behavior; (2) Knowledge sharing behavior had a significant positive impact on job performance; (3) Employee satisfaction had a significant positive impact on job performance; (4) Knowledge sharing behavior plays a partial mediating role on the impact of employee satisfaction on job performance. Finally, some management suggestions were put forward to provide a reference for enterprises to improve employee satisfaction, promote knowledge sharing behavior, and improve job performance.

Keywords: employee satisfaction, knowledge sharing behavior, job performance

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Time flies, and my two-year postgraduate study career is coming to a successful end. Looking back on this short and full time, in addition to the full harvest, there is deep gratitude.

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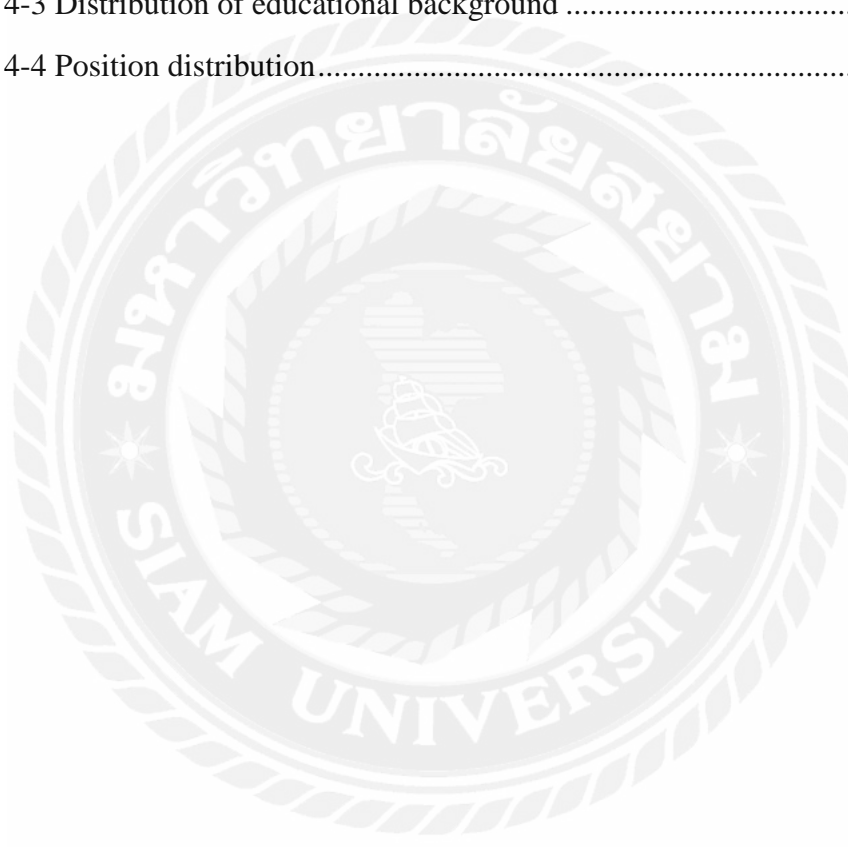
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CHAPTER 1 INTRODUCTION

1.1 Background

In today's era, information dissemination is fast, competitive pressure is high, and the situation changes quickly. Under such a background, continuous innovation and timely change have become the fundamental guarantee for many enterprises to obtain sustainable development momentum. So the demand for knowledge in enterprises is growing. Business managers gradually realize the importance of knowledge resources for enterprise development, and understand that only by realizing the maximization of knowledge value, can enterprises achieve sustainable development. Only in this way can enterprises keep winning in the fierce competition. Knowledge is gradually becoming the source for enterprises to improve the core competitiveness of talents and gain competitive advantage. It plays an increasingly irreplaceable role for the sustainable and healthy development of enterprises. At the same time, the enterprises want to obtain considerable development power, just need to have stable achievements to take the safeguard. These need the enterprises to make the rapid, effective response according to the market change, depend upon the highly effective team cooperation, create more values for the enterprise, and achieve the goal of profit maximization.

Therefore, in this background, to achieve sustainable development, enterprises need effective management and development of knowledge resources as an important pillar, to achieve good performance as a guarantee, relying on the power of knowledge to gain a firm foothold in the business wave and continue to grow and develop. And knowledge as an important resource for enterprises, especially in the external environment with multiple uncertainties, knowledge plays a very important role in winning sustainable competitive advantage. Through effective knowledge sharing, enterprises hope to achieve faster and more effective absorption, integration, and utilization of knowledge, which can accelerate the use and innovation of enterprise knowledge. At the same time, by increasing the output and input of

knowledge, strengthen the knowledge management ability of enterprises, to enhance the competitive advantage of enterprises. However, if enterprises only rely on the introduction of external technical personnel and knowledgeable personnel, or through the training of internal staff to solve the knowledge problems, it will continue to increase the cost of knowledge acquisition. Therefore, guiding internal staff to take the initiative to carry out knowledge sharing is the most simple and feasible way for enterprises to acquire knowledge. Knowledge sharing can make the knowledge exchange and spread among employees, sufficiently improve the use-value of knowledge, to improve the job performance of employees, and then help enterprises to respond quickly and effectively according to the market environment, and constantly enhance the competitive advantage of enterprises.

Knowledge sharing can not only effectively transform personal knowledge of employees into enterprise knowledge, but also enhance the learning and innovation ability of enterprises, maximize the value of knowledge, and have a positive impact on enterprise performance. However, in practical work, knowledge sharing behavior within the enterprise does not necessarily exist, and not every employee is willing to share his knowledge with others. There are two main reasons: on the one hand, employees themselves are afraid of losing their unique value or competitive advantage in the enterprise because of sharing their knowledge; on the other hand, the occurrence of knowledge sharing behavior, to a large extent, will be affected by employees' satisfaction with the internal communication environment and the working environment. In order to enable employees to share knowledge within the enterprise effectively, it is necessary to improve the willingness of employees to share knowledge. And enhance the satisfaction of employees with the internal communication environment and working environment of the enterprise can play an effective role in promoting the knowledge sharing behavior of employees. Therefore, how to effectively improve the communication satisfaction and job satisfaction of employees, stimulate the enthusiasm of employees and the willingness to share; how to more effectively promote the occurrence of employee sharing behavior, improve job performance, and then promote the overall improvement of enterprise performance is one of the important issues that enterprise managers need to think deeply.

With the rapid development of the market economy, the internal requirements and external environment of enterprise development are also changing at any time. As the key force for enterprise development, employee satisfaction is particularly important for enterprises. Employee satisfaction is an attitude and emotion, reflecting whether employees are satisfied with all aspects of their work after comparing the value they get with the value they expect to get. It is closely related to work engagement, organizational commitment, and work motivation. Employee satisfaction also reflects the company's actual results in meeting employee needs. In a specific work environment, employees determine the difference between the value they get and the value they expect to get through their self-understanding of work characteristics. Large gap, low satisfaction; On the contrary, the difference is small, and the satisfaction is high. High employee satisfaction will strengthen employees' sense of identity with the enterprise, make them have a sense of ownership, are willing to work more actively, and thus improve work performance to a certain extent and improve enterprise performance.

The reason why enterprises can survive in the fierce market competition environment is that they are different from the core competitiveness of other enterprises. Enterprises with stronger core competitiveness can take the initiative in the competition and ultimately stand out in the market. The core competitiveness of an enterprise includes many aspects, such as advanced technology, customer resources, industry advantages, efficient management mode, excellent human resources team, etc. However, in the market economy, the competition among enterprises is the competition of talents, and talents are the indispensable factor in constructing the core competitiveness of enterprises. Who can have a stable, high-quality staff team, who can grasp the golden key to win in the fierce market competition, otherwise it will lose the initiative to compete, and finally be eliminated by the ruthless market? In order to improve the competitiveness of an enterprise, it is necessary to improve employees' satisfaction. Only employees with high satisfaction can have stronger work enthusiasm and passion, to improve their job performance. The working environment, career planning and salary requirements, corporate competitiveness and corporate culture will affect employees' satisfaction with the enterprise. Only by better-improving employee satisfaction can employees work

more efficiently and thus maximize the competitive advantage of the enterprise. Therefore, employee satisfaction is closely related to the contribution value of employees to the enterprise.

Managing people is an extremely cumbersome and complex technique. Each employee's ability, necessary quality, and emotional input to the enterprise will directly affect the benefits of the enterprise. Managers of modern enterprises have realized that employees are very important assets. Most enterprises have shifted their management focus to improving employees' work enthusiasm, and improving employee satisfaction has become the goal of many enterprises. Employee satisfaction is a barometer of job performance. An enterprise is composed of employees, and employee satisfaction directly determines their work enthusiasm. Keeping their high morale is an important means to improve the competitiveness of an enterprise. Improving employee satisfaction or keeping employee satisfaction at a good level is conducive to improving employee performance and stabilizing the overall performance of the enterprise.

In summary, this paper discusses the relationship between employee satisfaction, knowledge sharing behavior and job performance based on the current problems of employee satisfaction and job performance. This paper selects job satisfaction and communication satisfaction as important indicators to reflect employee satisfaction and takes job satisfaction and communication satisfaction as the independent variables of the study, knowledge sharing behavior as the mediator variable, and job performance as the dependent variable. The author expects to provide some management recommendations for companies to improve job performance by exploring the relationship between the three.

1.2 Research problems

Based on the current research situation of employee satisfaction, this paper further defines the connotation of employee satisfaction from the dimensions of job satisfaction and communication satisfaction. And further explore the relationship

between enterprise employee satisfaction, knowledge sharing behavior, and job performance, on the basis of sorting out relevant literature. This paper will solve the following problems through the questionnaire survey and data analysis of enterprise personnel:

(1) Is there a correlation between employee satisfaction, knowledge sharing behavior and job performance? If there is a correlation, what is the specific relationship?

(2) Does knowledge sharing behavior play a mediating role in the relationship between employee satisfaction and job performance?

This paper hopes to study the above problems and provide corresponding countermeasures and suggestions for enterprise managers to improve the knowledge sharing level and job performance of employees according to the research results.

1.3 Significance of the study

This paper discusses the relationship between employee satisfaction, knowledge sharing behavior and job performance based on the current problems of employee satisfaction and job performance. This paper hopes to verify the proposed hypotheses and theoretical model through quantitative research method, and provide corresponding countermeasures and suggestions for enterprise managers to improve knowledge sharing level and job performance according to the research results, to provide some references for improving enterprise performance.

(1) Theoretical significance: Many scholars have explored the relationship between employee satisfaction and job performance, and have formed a wealth of theoretical results. However, due to the late formation of the theory, many scholars have different opinions on employee satisfaction, and the relationship between employee satisfaction and job performance is also in dispute. Based on the relevant literature, this paper selects job satisfaction and communication satisfaction as the

index system to measure employee satisfaction, and chooses knowledge sharing behavior as the mediator variable. This paper explores the relationship between employee satisfaction, knowledge sharing behavior and job performance by combining quantitative and qualitative research. To provide some theoretical basis for enterprises to enhance the level of knowledge sharing and improve performance, and hope to provide some valuable references for future in-depth exploration to enrich the research content in this field. To sum up, this study has a certain theoretical significance.

(2) Practical significance: Efficiency has always been the biggest goal pursued by entrepreneurs, and how to improve enterprise performance has always been the problem that business managers and scholars think about. The performance of enterprises is closely related to the personal performance of employees, only when the personal performance of employees is improved, the overall performance of enterprises is likely to be improved. In the practice of management, we find that the personal performance of employees is closely related to their attitude towards the internal communication environment and working conditions, and employee satisfaction, as a subjective response of employees, reflects the attitude of employees towards communication and work. Therefore, the behavior of employees at work will be affected by their satisfaction level to a certain extent, and the knowledge sharing behavior of employees will also be affected by employee satisfaction, which will have an impact on their job performance. Therefore, this paper takes the employees of enterprises as the research object, and starts from the study of employees' satisfaction with the working environment and communication environment of enterprises, and constructs the relationship model of employee satisfaction, knowledge sharing behavior and job performance. Through the quantitative research method, this paper explores the factors that affect the job performance of employees, helps enterprises find ways to promote knowledge sharing among employees, further provides scientific and reasonable suggestions for companies to improve their overall performance, and then enhances the competitive advantage of enterprises in the market. To sum up, this study has a certain practical significance.

1.4 Scope of the study

This paper clearly defines the scope of the study, based on sorting out and summarizing relevant literature. In order to better study the relationship between enterprise employee satisfaction, knowledge sharing behavior, and job performance.

This paper selects employee job satisfaction and communication satisfaction as an important indicator system to measure employee satisfaction based on sorting out and summarizing relevant literature, in order to measure employee satisfaction more comprehensively. This paper chooses the work reward, interpersonal relationships, and promotion opportunities as the research dimensions of job satisfaction. It selects the communication with superiors, communication with colleagues, and communication atmosphere as the research dimensions of communication satisfaction. Concretely speaking, work reward reflects the satisfaction of employees to work reward and the sense of fairness of salary. Interpersonal relationships reflect the degree of satisfaction and harmony of employees to work collaboration. Promotion opportunities reflect employees' satisfaction with their development and career achievement. Communication with superiors reflects whether employees can fully understand the information conveyed by superiors and their willingness to take the initiative to communicate with superiors. Communication with colleagues reflects the effectiveness, smoothness, and willingness of parallel level employees to communicate. The communication atmosphere reflects whether the communication environment of employees within the enterprise is harmonious and the degree of openness to support free communication within the enterprise.

This paper argues that job performance is the unity of results and behavior. Therefore, this paper studies job performance from the two dimensions of task performance and contextual performance, based on the classic task performance-contextual performance model. Among them, task performance refers to the employee's active completion of the work task set by the enterprise or the behavior related to the responsibilities of the designated post. Contextual performance refers to the employee's behavior of helping others complete the task or related to the responsibilities of the non-designated position. The task

performance-contextual performance model has been tested in practice for many years and proved to reflect the key content of performance well and meet the requirements of enterprise management practice. Moreover, its theory is relatively mature and has a good guiding effect on the operation process of practice.

This paper argues that knowledge sharing behavior is the process of knowledge dissemination within the enterprise by employees, and is an interactive behavior between knowledge owners and knowledge recipients. Therefore, knowledge sharing and knowledge sharing behavior described in this paper can be regarded as the same concept. This paper studies the knowledge sharing behavior of employees as a whole variable.

1.5 Framework of the study

The main research ideas of this paper can be divided into the following aspects: Firstly, systematically review the relevant literature, clearly define the connotation of each research variable and the relationship between each other, and then puts forward the research hypotheses and constructs the theoretical model of this paper. Secondly, according to the needs of this study, the existing mature scale appropriate to modify the questionnaire after the formation of the distribution, recovery, and sorting. Then, the quantitative research method is used to analyze the collected effective data to verify the hypotheses and theoretical model proposed in this paper. Finally, according to the results, this paper summarizes the conclusions, and puts forward countermeasures and suggestions on how to improve employee satisfaction, promote knowledge sharing behavior, and improve job performance.

This paper contains the following five parts:

Chapter one is the introduction. This part introduces the research background, research problems, research significance, and research scope of this paper, and sorts out the research ideas of this paper to pave the way for subsequent research.

Chapter two is the literature review. This part sorts out and summarizes relevant domestic and foreign literature on employee satisfaction, knowledge sharing behavior and job performance. Put forward the research direction of this paper based on understanding the current research status. Then it lays a foundation for the construction of the theoretical model in this paper.

Chapter three is the methodology. Based on determining the connotation of relevant concepts, this part puts forward the research hypotheses of this paper. According to the hypotheses, a theoretical model of employee satisfaction, knowledge sharing behavior and job performance is constructed. After that, this chapter introduces the questionnaire, explains the basis of the scale used in this paper, and briefly describes the items of the scale. Finally, it introduces the issuing process and recovery of the questionnaire.

Chapter four is data analysis. This part conducts quantitative research on the relationship between employee satisfaction, knowledge sharing behavior and job performance. The data collected from valid questionnaires were analyzed in the following steps: First, descriptive statistical analysis was conducted on the overall characteristics of the sample data and research variables. Secondly, the reliability and validity of the scale were analyzed, respectively. Then, correlation analysis method is used to study the correlation between the variables. Finally, regression analysis is used to verify the research hypotheses.

Chapter five is the conclusions and recommendations. This part summarizes the research conclusions of this paper, and based on the main conclusions, provides corresponding suggestions for enterprises to enhance the knowledge sharing level and improve the job performance of employees. At the same time, the limitations of this paper are analyzed, and the prospects of further research are put forward.

The study framework of this paper is shown in Chart 1-1:

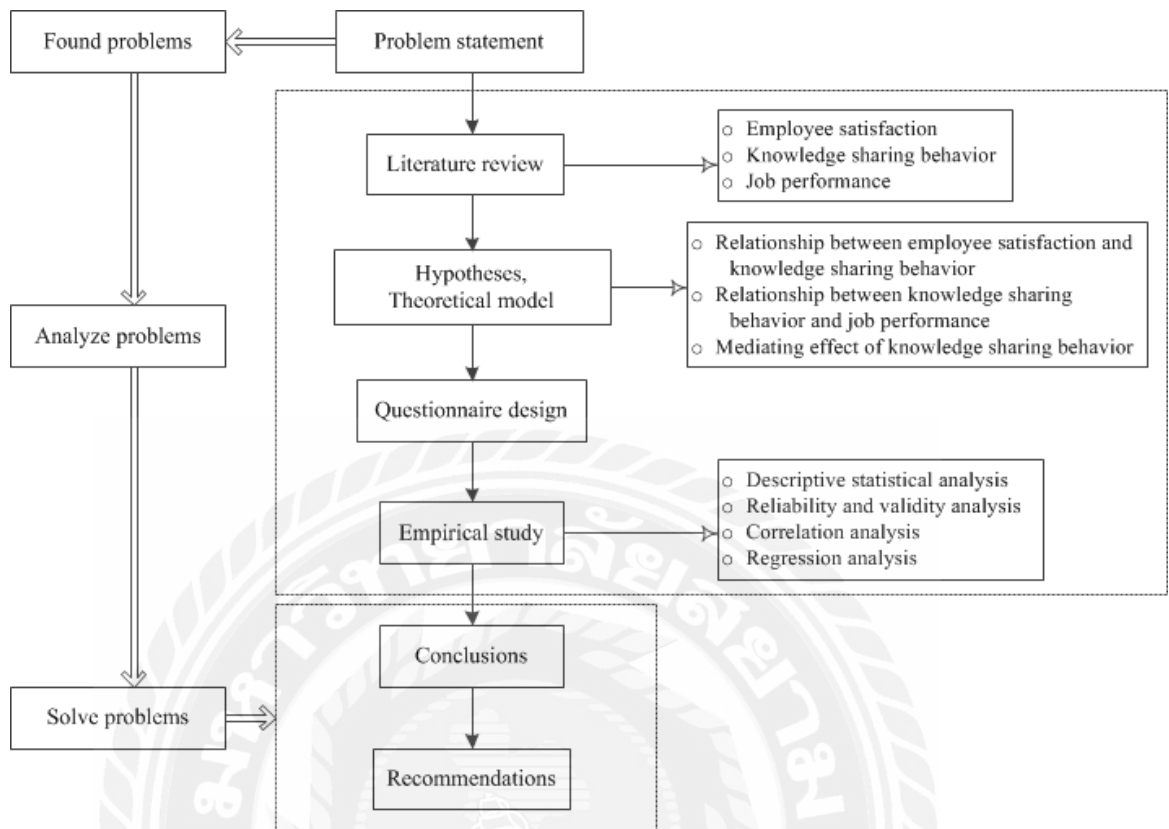


Chart 1-1 Framework of the study

CHAPTER 2 LITERATURE REVIEW

2.1 Employee satisfaction

2.1.1 Definition

The research on employee satisfaction originated from the famous Hawthorne Experiment in the 1930s, which showed that employees' work behaviors were influenced by their subjective emotions. The decisive factors for employees' satisfaction were mainly social and psychological. After that, the book "Job Satisfaction" published by Hoppock (1935) initiated a formal study on employee satisfaction. In this book, it was proposed for the first time that employee satisfaction refers to employees' satisfaction with their work and work environment in psychological and physiological aspects, that is, an employee's subjective response to the work situation.

Since then, many scholars have started to study employee satisfaction. With the development and deepening of relevant researches, employee satisfaction has been constantly re-understood and defined by scholars. For example, Yu Weiye and Wang Zhenguo (2010) believe that the definition of employee satisfaction can be divided into three types:

(1) Unitary definition: the concept of one-dimensional employee satisfaction is proposed, believing that employees only treat their work and working environment with a single satisfaction. This explanation of employee satisfaction only focuses on employees' overall emotional perception of work, without considering the formation process and the underlying causes of employee satisfaction.

(2) Expectation gap type definition: that employees are always in the psychological comparison of the work, the value of the actual return of employees, and the value of the expected return is the gap between employee satisfaction, the smaller the gap, employee satisfaction will be higher.

(3) The definition of multi-layer structure: employee satisfaction is the emotional expression of the individual to the various dimensions of work. It is proposed that employee satisfaction not only reflects the subjective feelings of employees on the perceived dimensions of their work, but also is affected by a variety of factors, reflecting the evaluation results of the various dimensions of their work.

Based on the definition of multi-level structure, this paper argues that employee satisfaction reflects the various feelings of employees engaged in their work, including not only the perception of salary, welfare, promotion, and other factors, but also the evaluation of enterprise communication environment factors. Therefore, to measure employee satisfaction more comprehensively, this paper selects employee job satisfaction and communication satisfaction as the important indicator system to measure employee satisfaction and discusses employee perception and evaluation of the overall environment of the enterprise from the perspective of work environment and communication environment.

2.1.2 Literature review on employee satisfaction

In the research process of the relationship between employee satisfaction and enterprise performance, many scholars have different understandings and views on the relationship between employee satisfaction and enterprise performance due to different research perspectives and objectives. Judge, Thoresen, Bono and Patton (2001) argued that employees' satisfaction with their work environment could help enterprises continuously improve performance and optimize the business structure, which has a huge impact on the overall improvement of enterprise performance. On the contrary, Yiing and Ahmad (2009) studied the relationship between employee satisfaction and job performance on the premise of taking leadership behavior as the control variable, and the results showed that there was no significant correlation between the two. Besides, Zheng Wenli (2001) believed that employee satisfaction reflects the individual satisfaction of employees, which has a high degree of individual characteristics. Individual satisfaction is related to performance level, and

job performance can only be improved by improving individual satisfaction. Zhou Shengang and Wei Quanhui (2011) in the study of the knowledge employee satisfaction a certain institute found that the higher the satisfaction of the knowledge-type employees with high job performance, and with different length of service of the knowledge staff's satisfaction also vary, which will have a different impact on job performance. Liang Ling (2011) believes that employees, as an important component of the enterprise, are crucial to the formation of the core competence of the enterprise. By improving employee satisfaction, employees can help the enterprise to stimulate employee morale and improve business performance.

In the study of factors affecting employee satisfaction, Johnson and McIntyre (1998) from the perspective of enterprise employees, connection to the corporate culture and employee satisfaction for a more detailed exploration, the results show that a positive optimistic, tolerant of failure of the enterprise culture atmosphere for employees satisfaction has a significant role in promoting. Klassen and Chiu (2010) studied the relationship between self-confidence and teacher satisfaction by taking teachers as samples, and concluded that teacher self-confidence has a positive correlation with teacher satisfaction. Li Guangping (2007) investigated and analyzed the status quo of employee satisfaction in private enterprises, and found that many factors contributed to satisfaction, including personal factors, work factors, and other factors. Specifically, individual characteristics such as gender, age, and educational background of employees can be classified as individual factors. The work itself, the environment, the remuneration, and the space for promotion can be called work factors; the other factors mainly include the style of the superior leaders, enterprise development prospects, and other factors. Besides, Gu Yingkang, Zeng Xuehui and Wang Yan (2012) found in their research on hotel employee satisfaction that the factors that significantly affect employee satisfaction mainly include salary, work itself, work environment, personal development space, superior leadership and interpersonal management system. Moreover, there are significant differences among different types of employees in the degree of perception of each factor. Yi Shu (2016) conducted a factor analysis on the factors influencing the satisfaction of knowledge employees, and extracted six factors that have a greater impact on the satisfaction of knowledge employees, including salary level, working environment, career

development, team atmosphere, personal values, and working attitude. Zhou Fang (2018) analyzed the influencing factors of employee satisfaction through literature collection and logical analysis, which mainly included the content of the work itself, the work return (including the salary and remuneration of employees), and the working environment.

In terms of employee satisfaction measurement research, the more traditional measurement scale is the Minnesota Satisfaction Questionnaire (MSQ) compiled by Weiss, Dawis and England (1967). The scale consists of a long scale and a short scale, with a total of 120 items, and measures employees' satisfaction in various aspects. Besides, the job satisfaction scale (JSS), compiled by Spector (1997), measures employees' satisfaction from nine dimensions, including the work environment. With the in-depth study of employee satisfaction measurement, scholars in various countries have gradually developed a rigorous measurement scale for specific analysis. For example, Lu Jia, Shi Kan and Yang Jifeng (2001) designed a new scale suitable for contemporary employee satisfaction measurement based on the current economic situation and enterprise status.

Based on the current research of employee satisfaction, we can find that: (1) Most scholars support the positive correlation between employee satisfaction and enterprise performance, but there are also opposite conclusions. The relationship between the two is still controversial; (2) The individual characteristics of employees and the environmental characteristics of enterprises will have an impact on employee satisfaction; (3) In terms of employee satisfaction measurement, the traditional measurement methods mainly focus on the job satisfaction scale, which is not comprehensive enough. Therefore, from the perspective of employees' perception and evaluation of the overall environment of the enterprise, this paper takes the job satisfaction scale as the basis and supplements the communication satisfaction scale to further reflect employees' perception and evaluation of the enterprise communication environment, to measure employees' satisfaction more comprehensively. Next, the two important indicators of job satisfaction and communication satisfaction are further elaborated.

2.1.3 Literature review on job satisfaction and communication satisfaction

Job satisfaction, as a measure of employee satisfaction, has been the focus of many scholars. However, in the past literature, job satisfaction is often equated with employee satisfaction. The two are different. Locke (1969) defined the concept of job satisfaction as employees treat their work with a positive or pleasant emotional state. Wright, Cropanzano and Bonett (2007) also believe that job satisfaction is a psychological feeling or emotional state of employees towards their work. In defining the dimensions of job satisfaction, scholars have found that many factors will affect job satisfaction. For example, the scholar Vroom (1964) proposed that factors such as work reward, work content, superior leadership, promotion space, and working environment all affect employees' job satisfaction. In his dimensional research on job satisfaction, Kim (2009) believed that job satisfaction should include four dimensions: work reward, work environment, internal interpersonal relationships, and individual development space. Golparvar and Abedini (2014) believe that both individual factors and external environmental factors can have an impact on job satisfaction, among which personal factors mainly include positive psychological capital, positive emotional traits, harmonious passion, and employees' sense of enterprise support. Yin Kongyang (2011) proposed in his study on job satisfaction of service industry employees that when employees complete their work or perform a certain duty in the enterprise, employees will feel happy to work, which is an important reflection of their work value. Xing Zhanjun (2000), in his research on employees in large and medium-sized enterprises, summarized the factors affecting employee satisfaction: material satisfaction, social relationship satisfaction, personal status satisfaction, family life satisfaction, and social change satisfaction. Also, Wang Zhigang (2004) analyzed the influence of employees' educational background on job satisfaction, and proposed that employees with different educational backgrounds have different perceptions of job satisfaction, so the evaluation mechanism for different employees should also be different. Xiong Zhengde, Yao Zhu and Zhang Yanyan (2018) believe that job satisfaction should include job itself satisfaction, interpersonal relationship satisfaction, and salary and welfare satisfaction.

Based on the current research of job satisfaction, this paper argues that job satisfaction is a kind of subjective emotional response, which is the evaluation results and comprehensive subjective response of employees to their work and related aspects. Therefore, this paper chooses the work reward, interpersonal relationships, and promotion opportunities as the research dimensions of job satisfaction, to better reflect employee satisfaction, and then an in-depth study of the relationship between knowledge sharing behavior and employee satisfaction. Concretely speaking, work reward reflects the satisfaction of employees to work reward and the sense of fairness of salary. Interpersonal relationships reflect the degree of satisfaction and harmony of employees to work collaboration. Promotion opportunities reflect employees' satisfaction with their development and career achievement.

The earliest related definition of Communication Satisfaction was put forward by Dr. Dale Level in 1959. He believed that Communication Satisfaction is the feeling degree that reflects whether the employees are satisfied with the overall communication environment of the enterprise. After that, Downs and Hazen (1977) put forward a definition generally accepted by many scholars. That is, communication satisfaction is the degree of employee satisfaction with all aspects of the enterprise communication environment. Employees will make a subjective evaluation of the two sides of the communication, the content of the communication, the way of communication, the feedback of the communication, and the communication atmosphere. Also, in the study of communication satisfaction, Redding (1972) believes that communication satisfaction is not a one-dimensional concept, but a measurable and multi-dimensional concept that has great significance and far-reaching impact in the field of management. Since then, Downs and Hazen formally divided communication satisfaction into eight dimensions, including enterprise communication information, media quality, communication with superiors, communication with colleagues, communication with subordinates, information feedback, communication atmosphere, and enterprise information integration. The rationality of the eight dimensions is proved, and it is proved to be a very effective measurement tool for the study of enterprise communication. However, Deconinck, J Johnson, J Busbin, & Lockwood (2008) examined the validity of the CS

questionnaire developed by Downs and Hazen and suggested that communication atmosphere, media quality, and communication among colleagues could be combined as one factor. Cai Wenyuan (2014) believes that communication satisfaction reflects the subjective satisfaction of employees about information transmission, communication between superiors and subordinates in the enterprise, and whether they can communicate freely in the enterprise environment. Qian Xiaojun and Zhan Xiaoli (2005) believe that communication satisfaction reflects the emotional satisfaction of employees for the overall perception of the internal communication environment, and an important prerequisite for in-depth study of communication satisfaction is the need for scientific dimension division. Mei Hong (2007) also made a new interpretation of communication satisfaction, which reflects that employees can transmit and feedback information in the enterprise communication with a happy mood, and in this process, produce cognitive and emotional experience related to the satisfaction of individual needs, wishes and goals.

Based on the above research on the status of communication satisfaction, this paper argues that communication satisfaction is the overall perception of employees to the enterprise communication environment. It is an objective evaluation and comprehensive response to effective communication within the enterprise. Therefore, from the perspective of enterprise employees, this paper selects the communication with superiors, communication with colleagues, and communication atmosphere as the research dimensions of communication satisfaction. In this way, it can better reflect employee satisfaction and conduct detailed research on employee satisfaction and knowledge sharing from multiple dimensions. Specifically, communication with superiors reflects whether employees can fully understand the information conveyed by superiors and their willingness to take the initiative to communicate with superiors. Communication with colleagues reflects the effectiveness, smoothness, and willingness of parallel level employees to communicate. The communication atmosphere reflects whether the communication environment of employees within the enterprise is harmonious and the degree of openness to support free communication within the enterprise.

In summary, this paper believes that job satisfaction and communication satisfaction are important factors to reflect employee satisfaction, and they can describe and measure employee satisfaction more comprehensively. In this study, on the one hand, the job satisfaction and communication satisfaction as an important indicator to measure employee satisfaction, to study the relationship between employee satisfaction and knowledge sharing behavior, on the other hand, the dimension of job satisfaction and communication satisfaction and knowledge sharing behavior related to carrying out in-depth analysis.

2.2 Knowledge sharing behavior

2.2.1 Definition

Knowledge sharing behavior can promote the exchange and diffusion of knowledge among employees, improve the use-value of knowledge, thus agglomerate the core competitiveness of enterprises, enhance the performance of enterprises, and then make enterprises obtain competitive advantage and sustainable and healthy development power in the fierce market competition. Although there are many pieces of research on knowledge sharing, there is no unified understanding of the concept of knowledge sharing. But different scholars stand in the different research angles to the knowledge sharing definition carried on the different elaboration. Based on systematically combing the relevant literature, this paper summarizes the connotation of knowledge sharing as follows:

(1) Knowledge transformation view

From the perspective of knowledge transformation, Nonaka (1994) believes that knowledge sharing is a process of mutual transformation between explicit knowledge and tacit knowledge. In his SECI model, knowledge sharing is divided into four stages: Externalization, internalization, socialization, and integration. Ipe (2003) make a point that knowledge sharing is not only the process of individual transforming knowledge, but also the process of transforming individual knowledge

into knowledge that others can understand, absorb, and use. Wei Jiang (2006) believes that knowledge sharing is a process of transforming personal knowledge into personal knowledge, enterprise knowledge into enterprise knowledge, and enterprise knowledge into personal knowledge according to the different stages of the development of knowledge sharing.

(2) Knowledge learning view

From the perspective of knowledge learning, Senge (1997) believes that knowledge sharing is a process of learning and disseminating knowledge among employees and teams within the enterprise. In this process, the unique knowledge owned by individuals can be refined and integrated into the common use of knowledge owned by enterprises. The work of enterprises promotes the continuous process of learning, and real knowledge sharing is a kind of learning.

(3) Knowledge transfer view

From the perspective of knowledge transfer, Wijnhoven (1998) believes that knowledge sharing mainly includes two behavior processes: one is the behavior of knowledge holders to impart knowledge to the outside world; the other is the behavior of knowledge recipients to absorb other people's knowledge. At the same time, knowledge sharing behavior will be affected by the subjective wishes of knowledge owners and knowledge recipients. Song Jianyuan and Chen Jin (2005) believe that the ability of knowledge owners to teach and express and the ability of knowledge receivers to absorb and digest will have a certain effect on sharing behavior. Zhang Shengtai, Wang Yazhou, Zhang Yongyun and Pei Yanlin (2015) believe that knowledge sharing activities are the process of self-optimization and adjustment of enterprises, as well as the process of employee behavior evolution.

(4) Knowledge trading view

From the perspective of knowledge transaction, Davenport and Prusak (1998) argue that knowledge sharing is a market transaction process. Both parties of knowledge sharing can obtain certain benefits in the transaction process. Ying Li and

Qian Shengsan (2001) put forward that the existence of the transaction market is the basis of knowledge sharing behavior, and transaction cost attributes such as reciprocity and trust will have a certain restriction on knowledge sharing behavior.

Based on the above analysis, this paper defines knowledge sharing from the perspective of knowledge transfer. It considers that knowledge sharing is an interactive behavior between knowledge owners and knowledge recipients. Therefore, knowledge sharing and knowledge sharing behavior described in this paper can be regarded as the same concept.

2.2.2 Literature review

Employees are the main body of knowledge sharing behavior, and knowledge sharing behavior is the process of knowledge dissemination within the enterprise by employees, which will inevitably be affected by the internal environmental factors of the enterprise. Besides, the sharing motivation of individual employees is also one of the most important driving forces affecting knowledge sharing.

The internal environment of the enterprise (such as corporate culture, communication environment, etc.) will impact knowledge sharing. Taylor and Wright (2004) believed that enterprises' tolerant attitude of allowing failure and cultural atmosphere of stimulating innovation were conducive to promoting knowledge sharing. Hsu (2006) believed that the lack of tolerance and the exaggerated cultural atmosphere of individual competition would hinder the effective occurrence of knowledge sharing. He pointed out that the establishment of a learning enterprise is a necessary prerequisite to promote knowledge sharing. Besides, Li Jia (2006) analyzed the influencing factors of knowledge sharing from the perspective of both sides, and believed that the most important factor affecting knowledge sharing was the subjective emotional barriers of both sides. Shi Jiangtao (2011) believes that a communication atmosphere can influence knowledge sharing through factors such as empathy. A good communication atmosphere will improve the performance of employees and promote the success of the enterprise.

The sharing motivation of individual employees will impact knowledge sharing. Herzberg (2007) put forward the two-factor theory, pointing out that the attitude of employees will affect the completion of their work tasks. He believes that the remuneration and welfare of employees, good office environment, and other factors can only eliminate people's dissatisfaction, is the basic guarantee for people to work normally. Personal achievement, promotion opportunities, personal development, and other factors can achieve people's satisfaction, which is the key factor in motivating people to work. Cabrera, Collins and Salgado (2006) found that the expected reward perceived by employees in work has a certain degree of predictive effect on whether they share knowledge in the study of the influencing factors of knowledge sharing behavior among employees of global multinational companies. Zhao Shusong, Liao Jianqiao and Zhang Kejun (2010) based on existing research results, believe that affect the motivation of employee sharing behavior can be divided into economic motivation, relationship motivation, fairness motivation, achievement motivation, interest motivation, and ethical motivation. Wang Lei and Wu Donghua (2010) studied the motivation of knowledge sharing among university teachers, and pointed out that interest-driven, self-worth, and interpersonal relationships are university teachers' knowledge sharing motivation. And on this basis, the paper further studies the relationship between university teachers' sharing motivation and knowledge sharing behavior.

Based on the analysis of the research status of knowledge sharing, we can find that the internal environment (such as corporate culture, communication environment, etc.) and the sharing motivation of individual employees will impact knowledge sharing behavior. Therefore, this paper uses quantitative research method to study the relationship between employee satisfaction and knowledge sharing behavior.

2.3 Job performance

2.3.1 Definition

As an important topic of management, job performance has been widely concerned by scholars. In the early research, most scholars agree with the view that job performance is the result of the completion of the prescribed tasks and think that job performance is the result of fulfilling the prescribed tasks or functions within the prescribed time required by the enterprise. Then through a large number of studies, scholars found that it is not scientific to define job performance as a result, but it is more scientific to regard job performance as a process or behavior. Borman and Motowidlo (1993) proposed that employees are influenced by psychological, communicative and organizational situational factors in the work process, and these factors will guide the success or failure of the work task. According to Brouthers (2002), job performance reflects not only the degree to which an individual accomplishes the tasks and indicators required by the position, but also the degree to which an employee realizes his or her self-worth. Therefore, more and more scholars gradually favor and accept the view that performance is behavior. For example, Chen Xuejun and Wang Chongming (2001) pointed out that the connotation of job performance is no longer simply understood as the direct result of completing work tasks, but also reflects the process of employee's work behavior; Zhang Aiqing (2010) believes that job performance should reflect the unity of employees' work results, process, and behavior. Zhou Jiantao (2018) unifies the behavioral and outcome views of job performance, indicating that job performance is the sum of work results, work behavior, and job performance of employees in a certain period.

This paper argues that job performance is the unity of results and behavior. Excellent job performance, not only in the results of the work of employees, but also reflected in the quality of behavior that employees have in the completion of work.

2.3.2 Literature review

In the study of the relationship between job performance and knowledge sharing behavior, Kang, Kim and Chang (2008) take more than 300 employees as the research object and find that when employees can effectively carry out knowledge sharing activities, their job performance will be improved compared with the previous. Du Rong, Zhao Xuesong and Quan Xiaomei (2005) proposed a new measurement standard to measure the level of knowledge sharing among various departments within the enterprise, and constructed a systematic model of the relationship between knowledge sharing and enterprise performance, and then explored the correlation between knowledge sharing and enterprise performance. Besides, Li Ning and Yan Jin (2007) and Hu Xiaozhen (2012) found that the atmosphere of trust and knowledge sharing in enterprises would have an impact on job performance.

In the research of influencing factors of job performance, Spencer (2008) believes that employees can analyze and evaluate their skills through mental traits, motivation, and personal knowledge, and then be able to predict and judge the performance level of self-job performance. Deng Jia'an (2007) found that employees with different personal attributes, such as gender, age, job type, responsibility, length of service and annual income, have significant differences in job performance. Still, there are no significant differences in personal attributes such as religion and education level.

In the dimension study of job performance, Borman and Motowidlo (1993) proposed the classic task performance-contextual performance model, believing that performance consists of task performance and contextual performance. Among them, task performance refers to the employee's active completion of the work task set by the enterprise or the behavior related to the responsibilities of the designated post. Contextual performance refers to the employee's behavior of helping others complete the task or related to the responsibilities of the non-designated position. Wen Zhiyi (2005) further proposed a new four-dimensional structure of performance through research, namely task performance, adaptive performance, interpersonal

performance, and effort performance. Han Yi (2007) proposed two new performance dimensions: learning performance and innovation performance based on task performance-contextual performance model and in combination with the historical background, to discuss job performance better.

Based on the above research on job performance, it can be found that although the task performance-contextual performance model is only divided into two dimensions, it has been proved to be able to reflect the key elements of performance, meet the requirements of enterprise management practice, and the theory is relatively mature. It also has a good guiding effect on the operation process of practice. Therefore, this paper will be based on the task performance-contextual performance model to explore the performance of the work, not only conducive to the clarity of the study, but also more convenient to find the relationship between these variables.

2.4 Study review

To sum up, many scholars have conducted extensive research on the relationship between employee satisfaction and job performance. However, many scholars have different opinions on employee satisfaction, and the relationship between employee satisfaction and job performance is also in dispute. Also, most literature only takes job satisfaction as an indicator to measure employee satisfaction, and rarely consider the employee's perception of the internal communication environment, so the measurement of employee satisfaction is not comprehensive enough. At the same time, few pieces of literature explore the relationship between employee satisfaction, knowledge sharing behavior and job performance by taking knowledge sharing behavior as a mediator variable. Many pieces of literature study the relationship between any two of these three variables.

When studying the relationship between employee satisfaction, knowledge sharing behavior and job performance, this paper try to consider as much as possible which factors of employee satisfaction may affect employees' knowledge sharing behavior and job performance. Therefore, job satisfaction and communication

satisfaction are taken as important indicators in order to measure employee satisfaction comprehensively. Their impact on knowledge sharing behavior and job performance are discussed on this basis. At the same time, taking the knowledge sharing behavior as the mediator variable, comprehensively consider the relationship between the research variables, and then more comprehensively explore the relationship between employee satisfaction, knowledge sharing behavior and job performance.



CHAPTER 3 METHODOLOGY

3.1 Research methods

This paper adopts the research method of combining qualitative research with quantitative research. The specific methods are as follows:

Qualitative research: Conscientiously consult relevant literature at home and abroad, sort out and summarize the existing views of scholars, and provide a scientific theoretical basis for the research of this article. On this basis, this paper proposes research hypotheses and constructs a theoretical model.

Quantitative research: This paper draws on previous research results and maturity scales, and takes enterprise employees as the research object to design a questionnaire. Then, through quantitative analysis of valid data, the hypotheses proposed in this paper are verified, and the research conclusions are drawn.

3.2 Hypotheses

3.2.1 Relationship between employee satisfaction and knowledge sharing behavior

In this paper, the research on employee satisfaction is from the working environment and communication environment two angles, to explore the enterprise employees on the overall environment of multi-angle perception and evaluation. Knowledge sharing behavior is the process of knowledge dissemination and diffusion within the enterprise by employees, and is the interactive behavior between knowledge owners and knowledge recipients. Bock and Kim (2002), based on social exchange theory and rational behavior theory, constructed a sharing model to study the motivation of knowledge sharing behavior of employees, and proposed that the

main motivation of knowledge sharing behavior of employees includes the expected reward of individuals and the evaluation results of the working environment.

Bock, Zmud, Kim and Lee (2005) constructed a comprehensive analysis factor model based on the combination of motivation factors and corporate climate to explore the influencing factors of individual knowledge sharing willingness. The results show that both the self-worth of employees in the enterprise and the atmosphere of the enterprise will act on the subjective norms of individuals, and then affect the willingness of individual knowledge sharing behavior. Besides, Sun Hongping and Liu Xiangyang (2007), based on social capital theory and existing research results, studied the influencing factors of knowledge sharing willingness of employees in knowledge-intensive enterprises. The results show that the perceived self-worth, expected reward, and good interpersonal trust relationship within the enterprise can significantly predict the knowledge sharing the intention of employees.

Van Den Hooff and De Ridder (2004) found through research that knowledge sharing willingness of employees will be affected by their satisfaction with the work situation, which will have an impact on whether employees conduct knowledge share behavior. Wang Shihong and Gu Yuandong (2012) take auditors as the object of observation and find that the job satisfaction of auditors has a positive impact on the effective occurrence of their sharing behavior. Li Feifei (2005) thought that the superior leaders in the process of knowledge management should be people-oriented, be good at promoting staff exchanges and team coordination, be good at communicating with employees, and promote the occurrence of knowledge sharing behavior. Wang Xianya, Lin Sheng, Chen Liyun and Bai Yin (2014) found that good communication atmosphere significantly affects the tacit knowledge sharing behavior of employees, and then promotes the performance of employees. Based on the literature review and the above analysis, this paper puts forward the following hypotheses on the impact of employee satisfaction on knowledge sharing behavior:

H1: Employee satisfaction has a significant positive impact on knowledge sharing behavior.

H2: Job satisfaction has a significant positive impact on knowledge sharing behavior.

H2a: The three dimensions of job satisfaction have a significant positive impact on knowledge sharing behavior.

H3: Communication satisfaction has a significant positive impact on knowledge sharing behavior.

H3a: The three dimensions of communication satisfaction have a significant positive impact on knowledge sharing behavior.

3.2.2 Relationship between knowledge sharing behavior and job performance

Knowledge sharing is one of the important factors to promote the development of enterprises. The more knowledge is shared, the higher the value of knowledge will be, and the performance of the whole enterprise will be improved. Therefore, the research on the relationship between knowledge sharing behavior and job performance is particularly important for enterprises.

De Vries, Van den Hooff and de Ridder (2006) studied the relationship between team communication methods and knowledge sharing behavior in enterprises, pointing out that team communication methods not only affects employees' knowledge sharing intention, but also affects the level of job performance to a certain extent. Kang et al. (2008) found that when employees can effectively carry out knowledge sharing activities, their job performance will be improved. Du Rong et al. (2005) proposed a new measurement standard to measure the level of knowledge sharing among various departments, and constructed a systematic model of the relationship between knowledge sharing and enterprise performance, and then explored the correlation between knowledge sharing and enterprise performance. Zhu Lin (2012) found that knowledge sharing plays a partial mediating role in the

impact of a high-performance work system on job performance through a questionnaire survey, and the higher the level of knowledge sharing, the higher the task performance, contextual performance, adaptive performance and innovative performance of employees. Based on the literature review and the above analysis, this paper puts forward the following hypotheses on the impact of knowledge sharing behavior on job performance:

H4: Knowledge sharing behavior has a significant positive impact on job performance.

H4a: Knowledge sharing behavior has a significant positive impact on task performance.

H4b: Knowledge sharing behavior has a significant positive impact on contextual performance.

3.2.3 Relationship between employee satisfaction and job performance

In the research on the relationship between employee satisfaction and job performance, although many scholars have different understandings and views on the relationship between the two due to different research perspectives and research objectives, most scholars support the positive correlation between employee satisfaction and job performance. For example, Judge, Thoresen, Bono and Patton (2001) argued that employees' satisfaction with their work environment could help enterprises continuously improve performance and optimize the business structure, which has a huge impact on the overall improvement of enterprise performance. Zheng Wenli (2001) believed that employee satisfaction reflects the individual satisfaction of employees, which has a high degree of individual characteristics. Individual satisfaction is related to performance level, and job performance can only be improved by improving individual satisfaction. Zhou Shengang and Wei Quanhu (2011) in the study of the knowledge employee satisfaction a certain institute found that the higher the satisfaction of the knowledge-type employees with high job performance, and with different length of service of the knowledge staff's

satisfaction also vary, which will have a different impact on job performance. Based on the literature review and the above analysis, this paper puts forward the following hypotheses on the impact of employee satisfaction on job performance:

H5: Employee satisfaction has a significant positive impact on job performance.

H6: Job satisfaction has a significant positive impact on job performance.

H6a: The three dimensions of job satisfaction have a significant positive impact on task performance.

H6b: The three dimensions of job satisfaction have a significant positive impact on contextual performance.

H7: Communication satisfaction has a significant positive impact on job performance.

H7a: The three dimensions of communication satisfaction have a significant positive impact on task performance.

H7b: The three dimensions of communication satisfaction have a significant positive impact on contextual performance.

3.2.4 Mediating effect of knowledge sharing behavior

Employee satisfaction is the overall multi-angle feeling and evaluation of the work environment. When employees are satisfied with the various dimensions of the environment within the enterprise, the self-worth and corporate atmosphere they feel in the enterprise will act on individual subjective norms, thereby enhancing the enthusiasm of employees for knowledge sharing and promoting knowledge sharing (Bock & Kim, 2002). The effective occurrence of knowledge sharing behavior can help enterprises avoid ineffective duplication of labor and avoid falling into the knowledge dilemma caused by brain drain, but also help enterprises improve their core competitiveness through knowledge sharing, thereby improving the overall

performance of enterprises (Liu Jing, 2008). Han Ying and Chen Guohong (2016) found that knowledge sharing behavior can promote the improvement of performance in the association study of network power and performance of cluster enterprises, and plays a partial mediating role between network power and performance. Therefore, when employee satisfaction is relatively high, it can promote knowledge sharing behavior, and knowledge sharing behavior is conducive to the improvement of job performance. Based on the literature review and the above analysis, this paper puts forward the following hypotheses:

H8: Knowledge sharing behavior plays a mediating role in the impact of employee satisfaction on job performance.

3.3 Theoretical model

On the premise of analyzing and summarizing the related literature of employee satisfaction, knowledge sharing behavior and job performance, this paper chooses employees as the research object. It selects job satisfaction and communication satisfaction as the important measurement indexes to reflect employee satisfaction. And take job satisfaction and communication satisfaction as the independent variables of the study. Take knowledge sharing behavior as a mediator variable and job performance as a dependent variable. To explore the relationship between employee satisfaction, knowledge sharing behavior and job performance, and whether knowledge sharing behavior has a mediating effect in the relationship between employee satisfaction and job performance. To sum up, the theoretical model constructed in this paper is shown in Chart 3-1:

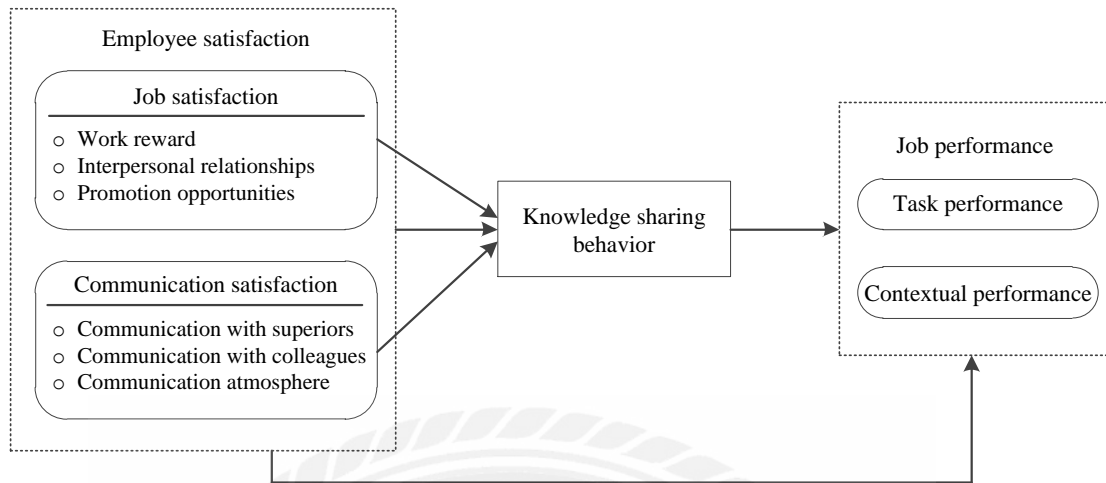


Chart 3-1 Theoretical model

3.4 Questionnaire design

Based on referring to the relevant maturity scale, this paper designs the initial questionnaire, and combines with the suggestions of relevant experts, and makes targeted modifications to make it more in line with the research needs of this paper., after the questionnaire conducted a trial investigation, the preliminary survey determined the scale of the factors more relevant to this study, thus forming a formal questionnaire.

In quantitative research, the design of the questionnaire, and statistical data analysis, as the essential characteristics of the questionnaire research method, are also related to the reliability and validity of the research. In order to ensure the authenticity and reliability of the data collected in this study, the following principles were followed in the design of the questionnaire.

(1) The topic description is clear and unambiguous. First, this study entirely considers the differences in the knowledge background of the interviewees, the description of the questionnaire topic is logical, and the words that can be widely understood are used, to avoid misleading the interviewees by professional academic terms. Second, words with abstract meanings were not used in the description of the

topic, which ensured the clear direction of the question, to prevent the interviewees from blindly responding due to the lack of judgment criteria. Third, the description of the topic is objective and neutral, to ensure that the respondents are not affected by biased questions.

(2) The questionnaire structure is complete and standardized. On the one hand, the purpose of this survey is indicated at the beginning of this questionnaire. It also promises that the information will not leak out in the process of questionnaire filling and data collection and analysis. Simultaneously, the questionnaire is filled in anonymously, which also reduces the concerns of the interviewees to a certain extent and guarantees the authenticity of the questionnaire. On the other hand, the questionnaire was all multiple-choice questions, and a unified scoring method was adopted to facilitate data entry and analysis and statistics after questionnaire collection.

The formal questionnaire is divided into two parts: basic personal information and the main items of the questionnaire. The first part is to understand the basic information of the respondents. The second part is to survey job satisfaction, communication satisfaction, knowledge sharing behavior and job performance of the respondents. By understanding the current status of employees in the above four areas, this paper explores the internal relationship between employee satisfaction, job performance, and knowledge sharing behavior. To ensure the reliability and validity of the data, the measurement of each variable in this paper adopts the mature scale used in the relevant literature. The items in each scale used Likert's five-point scoring method. That is, each question has five options: one means extremely inconsistent, five means very consistent.

3.4.1 Job satisfaction scale

The measurement of job satisfaction is mainly based on the Minnesota Satisfaction Questionnaire (short form scale). The scale based on this scale has been used and tested by many scholars, proving that the scale has good reliability and validity. At the same time, the questions of the scale are short and easy to be

accepted and answered seriously by the respondents. This paper selects three dimensions of work reward, interpersonal relationships and promotion opportunities to study, and refers to the research scale of Gao Yan (2007), designs the items to measure job satisfaction, as shown in Table 3-1:

Table 3-1 Job satisfaction scale

No.	Items
Q1.1	I think our company is fair in salary distribution.
Q1.2	I am satisfied with the salary provided by our company, compared with the salary of similar positions in other companies.
Q1.3	I think the current salary system can motivate most employees in our company.
Q1.4	My colleagues and I can pull together to finish works.
Q1.5	I often share my work experience with my colleagues.
Q1.6	I get on well with my colleagues.
Q1.7	Employees who do a good job usually get a reasonable chance of promotion in our company.
Q1.8	There is a chance of advancement in my present job.
Q1.9	I can get promoted in our company by my ability.

3.4.2 Communication satisfaction scale

The Communication Satisfaction Scale was first developed by Downs and Hazen in 1977. Based on its results, combined with the needs of practical research, this paper further adjusted the communication satisfaction scale, and selected the dimension which is more closely related to employee knowledge sharing behavior. Therefore, the revised scale only retains the three dimensions of communication with colleagues, communication with superiors, and communication atmosphere. Referring to Zhang Hong's research scale (2014), this paper designs items to measure communication satisfaction, as shown in Table 3-2:

Table 3-2 Communication satisfaction scale

No.	Items
Q2.1	My colleagues and I can easily identify with each other's views and ideas.
Q2.2	I enjoy working with my colleagues.
Q2.3	I also keep close contact with colleagues in my spare time.
Q2.4	My superior will elaborate on the problem to make sure everyone understands.
Q2.5	I can honestly express my thoughts and opinions to my superior.
Q2.6	My superior is willing to try new ideas and accept the opinions of others.
Q2.7	Our company encourages and supports communication between different departments or teams.
Q2.8	Different departments or teams in our company often carry out activities and share experiences.
Q2.9	Employees from different departments or teams in our company can communicate freely and frankly.

3.4.3 Knowledge sharing behavior scale

On the division of knowledge sharing dimensions and measurement methods, many scholars have carried out in-depth research from different perspectives based on different disciplinary backgrounds. For example, Van Den Hooff and De Ridder (2004) studied the flow process of shared knowledge from knowledge contributors and knowledge acquirers. They designed a scale of knowledge sharing behavior. Among them, knowledge contributor refers to imparting their knowledge to others, while knowledge acquisition refers to actively consulting others to acquire new knowledge, the scale contains ten items. Based on the scale and its research perspective, this paper studies the knowledge sharing behavior of employees as a whole variable, to better study its mediating effect on employee satisfaction and job performance. This paper designs items to measure knowledge sharing behavior, as shown in Table 3-3:

Table 3-3 Knowledge sharing behavior scale

No.	Items
Q3.1	I often tell my colleagues what I have learned from newspapers, magazines and books.
Q3.2	I often share with my colleagues the expertise I have gained from my education or training.
Q3.3	I share my work experience and business know-how with my colleagues.
Q3.4	My colleagues often tell me what they have learned from newspapers, magazines and books.
Q3.5	My colleagues often tell me the professional knowledge they have learned from their education or training.
Q3.6	My colleagues can share their work experience and business know-how with me.

3.4.4 Job performance scale

At present, there are many methods to measure job performance. Due to the differences in research angle and research content, different scholars use different models to evaluate job performance. According to the research direction, this paper adopts the two-dimensional model of task performance and contextual performance developed by Borman and Motowidlo (1993). Based on consulting Shi Xin's (2009) questionnaire on investigating task performance and contextual performance, the paper designs items for measuring job performance, as shown in Table 3-4:

Table 3-4 Job performance scale

No.	Items
Q4.1	I can perform my duties efficiently.
Q4.2	I can finish my work within the time limit.
Q4.3	I can guarantee the quality of my work to a high standard.
Q4.4	My performance is up to the expectations of my superiors.
Q4.5	I often take on extra work to help others or strive for group performance.

Continued Table 3-4 Job performance scale

No.	Items
Q4.6	I always help my colleagues when they are in trouble at work or in life.
Q4.7	I always communicate fully with the people involved before I collaborate with my colleagues on a certain work.
Q4.8	I actively support and encourage colleagues, even if the work is not relevant to me.

3.5 Data collection and analysis methods

This paper takes employees of the enterprises as the research object and publishes questionnaires online to collect data. A total of 267 questionnaires were collected in this survey. After careful screening and sorting of the data, 29 invalid questionnaires (all the options in the questionnaire were almost the same) were eliminated. Finally, 238 valid questionnaires were obtained, with an effective recovery rate of 89.1%. Simultaneously, as it involves the interviewees' evaluation of their enterprises and work, to ensure objectivity, the questionnaires are distributed directly to individuals instead of the interviewees' companies. Besides, all questionnaires were filled out anonymously to reduce the concerns of respondents.

This paper reviews the literature on employee satisfaction, knowledge sharing behavior and job performance. And draw on previous research results and mature scales, this paper uses quantitative research methods, with the help of SPSS 21.0 software, to perform descriptive analysis, reliability and validity analysis, correlation analysis and regression analysis on the collected effective data. To verify the hypotheses proposed in this paper, and finally conclude.

CHAPTER 4 DATA ANALYSIS

4.1 Descriptive statistical analysis

4.1.1 Frequency analysis

This paper from analyzing the gender, age, educational background, position, and other personal attributes of the interviewees to understand the distribution characteristics of the data. Perform frequency analysis on the basic information of the data, and the specific analysis results are shown in Chart 4-1, Chart 4-2, Chart 4-3, and Chart 4-4:

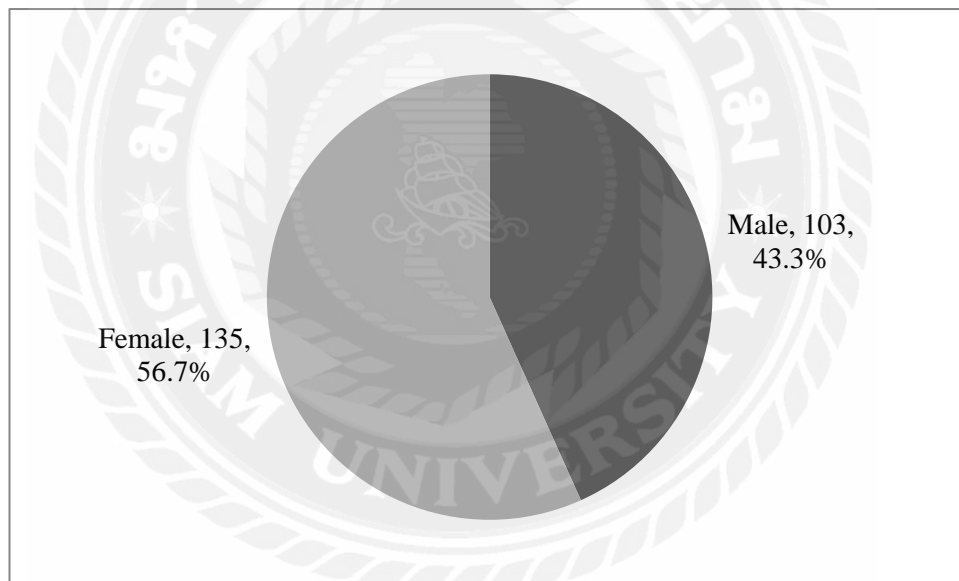


Chart 4-1 Gender distribution

From the gender distribution, 103 male employees, accounted for 43.3%, 135 female employees, accounting for 56.7%. The proportion of female employees is higher than that of male employees, and the overall gender ratio of the respondents is relatively reasonable.

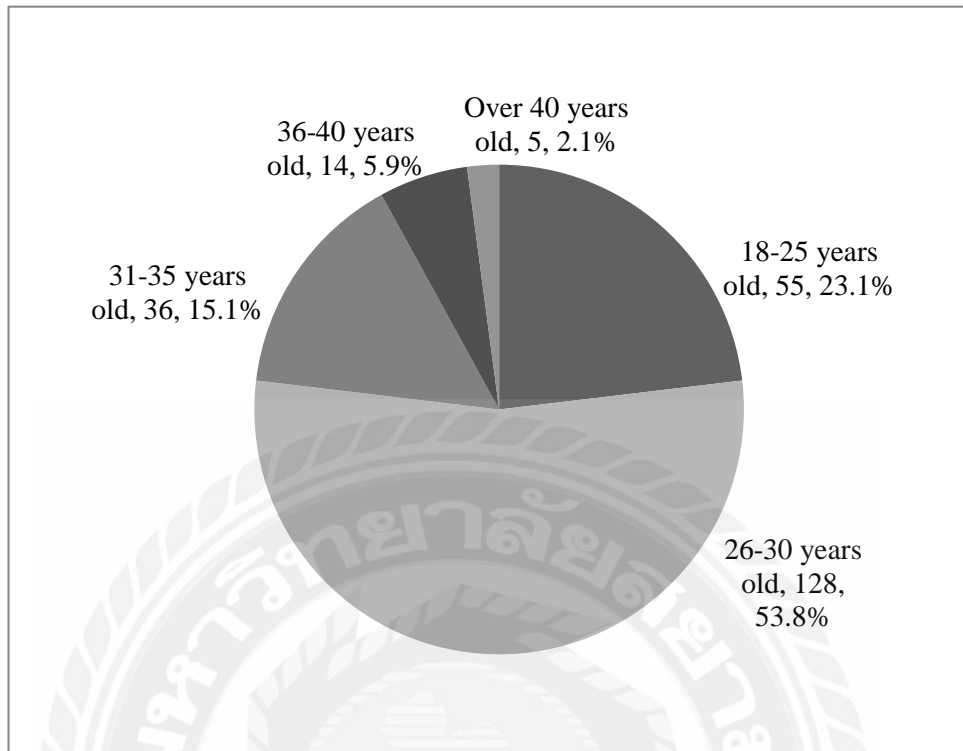


Chart 4-2 Age distribution

According to the age distribution, the number of employees aged 26-30 is the largest in the overall survey, 128, accounting for 53.8%. Followed by employees aged 18-25, 55 people, accounting for 23.1%. Then there are employees aged 31-35 and 36-40, with 50 people, accounting for 21%. Employees aged 41 and over are the least, accounting for only 5, or 2.1% of the total. It shows that the overall respondents of this survey are mainly young employees, who tend to be younger.

From the distribution of educational background, the employees with bachelor's degrees are the most among the respondents, 118, accounting for 49.6% of the total number. There are 32 employees with a master's degree or above, accounting for 13.4%. There are 70 employees with a junior college degree, accounting for 29.4%. The number of employees with high school and below education is the smallest, only 18, accounting for 7.6%. Overall, there are 150 employees with a bachelor's degree or above, accounting for more than half of the total number. It shows that the interviewee has a high level of education, which corresponds to the requirements of this paper.

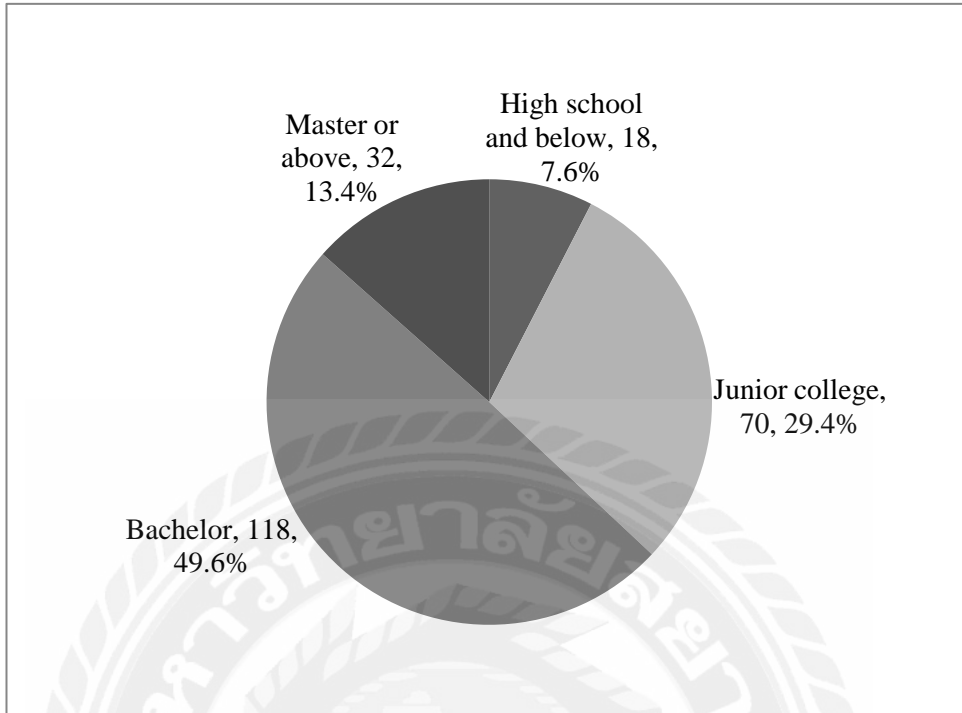


Chart 4-3 Distribution of educational background

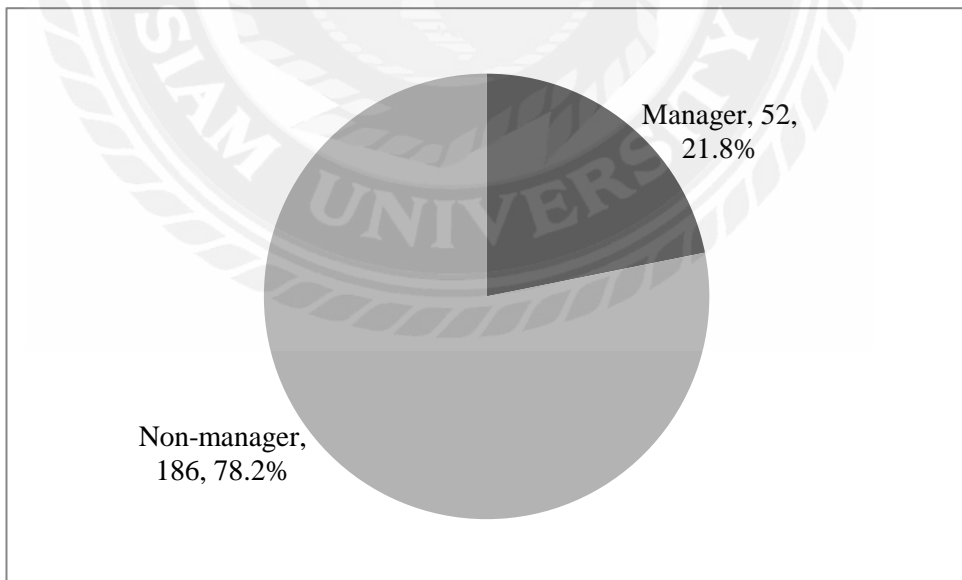


Chart 4-4 Position distribution

From the perspective of position distribution, there are 52 managers (with three or more direct subordinates), accounting for 21.8%. There are 186 non-managers, accounting for 78.2%. It shows that most of the respondents are employees working at the grass-roots level of enterprises.

4.1.2 Descriptive analysis

Because this paper will use the SPSS 21.0 statistical software to launch the following exploratory factor analysis, correlation analysis, and regression analysis to the effective date. Therefore, it is necessary to ensure that the research variables obey the normal distribution. Generally speaking, skewness and kurtosis are important indexes to distinguish whether the data follow the normal distribution. When the absolute value of skewness and kurtosis are both less than 3, the sample data can be considered to be the approximately normal distribution. Then exploratory factor analysis and follow-up research can be carried out. The specific results of the descriptive analysis of the study variables are shown in Table 4-1:

Table 4-1 Results of descriptive analysis

Factor	Item No.	Mean	Skewness	kurtosis
Job satisfaction	Q1.1	3.89	.134	-.763
	Q1.2	3.76	.252	-.662
	Q1.3	3.87	-.217	.576
	Q1.4	3.79	.130	-.462
	Q1.5	3.66	.514	-.714
	Q1.6	3.81	.266	-.887
	Q1.7	3.79	.224	-.676
	Q1.8	3.82	.006	-.193
	Q1.9	3.89	.145	-.839
Communication satisfaction	Q2.1	3.89	.145	-.839
	Q2.2	3.74	.266	-.640

Continued Table 4-1 Results of descriptive analysis

Factor	Item No.	Mean	Skewness	kurtosis
Communication satisfaction	Q2.3	3.82	-.037	-.123
	Q2.4	3.79	.168	-.533
	Q2.5	3.68	.474	-.772
	Q2.6	3.78	.297	-.808
	Q2.7	3.82	.213	-.737
	Q2.8	3.82	.082	-.360
	Q2.9	3.87	.160	-.765
Knowledge sharing behavior	Q3.1	4.17	-.149	-.556
	Q3.2	3.81	.230	-.740
	Q3.3	3.78	-.073	-.222
	Q3.4	4.13	-.152	-.749
	Q3.5	3.74	.378	-.854
	Q3.6	3.68	.286	-.632
Job performance	Q4.1	4.03	-.019	-.335
	Q4.2	3.94	-.033	.283
	Q4.3	3.92	-.036	.236
	Q4.4	3.86	.161	-.742
	Q4.5	4.00	.002	-.244
	Q4.6	3.94	.001	.001
	Q4.7	3.92	-.041	.233
	Q4.8	3.79	.257	-.751

From Table 4-1, it can be found that the absolute value of skewness and kurtosis of the values of all variables are less than 3. This indicates that the sample data approximately follows a normal distribution, and exploratory factor analysis and subsequent research can be performed on the sample data.

4.2 Reliability and validity analysis

4.2.1 Reliability analysis

In order to ensure the reliability of the data, it is necessary to conduct a reliability analysis of the collected data. That is to test the degree of consistency among variables through reliability analysis of the scale. The higher the reliability coefficient is, the more stable and reliable the test results are. Scholars usually use the internal consistency method to test the reliability and take Cronbach's alpha as the indicator of reliability analysis. Generally speaking, the closer the value of Cronbach's alpha is to 1, the higher the reliability of the scale will be. The value of Cronbach's alpha is higher than 0.8, indicating that the reliability of the scale is very good. The value of Cronbach's alpha is in the range of 0.7 to 0.8, which showed that the scale has relatively high reliability and is acceptable. The value of Cronbach's alpha below 0.7 is low reliability, and the scale should be adjusted, but it is still valuable. SPSS 21.0 software is used to analyze the reliability of valid data of the questionnaire. The specific analysis results are shown in Table 4-2:

Table 4-2 Reliability statistics

Variable	Item No.	Cronbach's Alpha	Cronbach's Alpha of the total scale
Job satisfaction	Q1.1-Q1.9	0.856	0.956
Communication satisfaction	Q2.1-Q2.9	0.858	
Knowledge sharing behavior	Q3.1-Q3.6	0.876	
Job performance	Q4.1-Q4.8	0.773	

As shown in Table 4-2, the Cronbach's alpha values of job satisfaction, communication satisfaction, knowledge sharing behavior and job performance are 0.856, 0.858, 0.876, and 0.773, respectively. The Cronbach's alpha value of the total scale was 0.956. All of them were higher than 0.7, indicating that the reliability test

of the scales had high reliability, and relevant quantitative research could be carried out.

4.2.2 Validity analysis

Validity mainly tests the reasonable degree of the question set in the questionnaire and the correctness and validity of the survey results. There are three types of validity: content validity, criterion validity, and structural validity. Because the scales in this paper are designed based on the reference mature scales and have been repeatedly verified by experts and scholars, it can ensure that the scales used in this paper have good content validity. However, to further ensure the validity of the scales, this section will examine the structural validity of the scales.

To check the validity of the scales structure, scholars often use exploratory factor analysis. The KMO (Kaiser-Meyer-Olkin) test and Bartlett's test are used to perform factor analysis on the scale. Generally, the KMO value is in the range of 0-1, and more than 0.6 indicates that the validity is acceptable. The closer the KMO value is to 1, the more suitable factor analysis is. If the significance level of Bartlett's test is less than 0.05, it also indicates that it is suitable for factor analysis.

(1) Validity analysis of job satisfaction scale

In this section, SPSS 21.0 software will be used to analyze the validity of the job satisfaction scale. The specific analysis results are shown in Table 4-3:

Table 4-3 KMO and Bartlett's Test of job satisfaction

Kaiser-Meyer-Olkin measure of Sampling Adequacy		.818
Bartlett's Test of Sphericity	Approx. Chi-Square	940.868
	df	36
	Sig.	.000

According to the analysis results in Table 4-3, it can be concluded that the KMO test value is 0.818, which is close to 1. The Bartlett's test value is 0.000, and the significance level is below 0.05. It shows that the scale has passed the test and can be used for factor analysis.

Then, factor rotation of the job satisfaction scale is carried out by using the method of maximum rotation of variance. The resulting cumulative variance interpretation rate is 71.618%, as shown in Table 4-4. It shows that the overall extraction effect of factors is better, and the variables have a better degree of explanation.

Table 4-4 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.204	46.712	46.712	4.204	46.712	46.712	2.296	25.510	25.510
2	1.210	13.444	60.156	1.210	13.444	60.156	2.240	24.892	50.402
3	1.032	11.462	71.618	1.032	11.462	71.618	1.909	21.216	71.618
4	.632	7.018	78.636						
5	.601	6.678	85.313						
6	.474	5.270	90.583						
7	.384	4.267	94.850						
8	.302	3.358	98.208						
9	.161	1.792	100.000						

Extraction Method: Principal Component Analysis.

Finally, Principal component analysis is used to rotate the maximum variance of the scale, and the rotation component matrix is obtained, as shown in Table 4-5. Job satisfaction is divided into three dimensions: Q1.1-Q1.3 is the dimension of work reward, Q1.4-Q1.6 is the dimension of interpersonal relationships, Q1.7-Q1.9 is the

dimensions of promotion opportunities, which meet the requirements of this study design. The job satisfaction scale has good structural validity.

Table 4-5 Rotated Component Matrix^a

Item No.	Component		
	1	2	3
Q1.1	.248	.849	.242
Q1.2	.201	.831	.260
Q1.3	.130	.771	.092
Q1.4	.872	.117	.103
Q1.5	.761	.182	.236
Q1.6	.792	.301	.186
Q1.7	.116	.179	.836
Q1.8	.122	.220	.746
Q1.9	.228	.129	.747

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

(2) Validity analysis of communication satisfaction scale

In this section, SPSS 21.0 software will be used to analyze the validity of the communication satisfaction scale. The specific analysis results are shown in Table 4-6:

Table 4-6 KMO and Bartlett's Test of communication satisfaction

Kaiser-Meyer-Olkin measure of Sampling Adequacy		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	744.235
	df	36
	Sig.	.000

As can be seen from Table 4-6, the KMO test and Bartlett's test of the communication satisfaction scale are carried out, the KMO value is 0.843, close to 1. Bartlett's test value is 0.000, and the significance level is less than 0.05. It shows that the scale has passed the test and can be used for factor analysis.

Then, the factor rotation of the scale is carried out by adopting the method of the maximum rotation of variance. The resulting cumulative variance interpretation rate is 69.442%, as shown in Table 4-7. It shows that the overall extraction effect of factors is better, and the variables have a better degree of explanation.

Table 4-7 Total Variance Explained

Com ponent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.231	47.007	47.007	4.231	47.007	47.007	2.196	24.398	24.398
2	1.063	11.806	58.813	1.063	11.806	58.813	2.108	23.420	47.819
3	.957	10.629	69.442	.957	10.629	69.442	1.946	21.623	69.442
4	.676	7.509	76.951						
5	.563	6.260	83.211						
6	.517	5.744	88.955						
7	.414	4.595	93.550						
8	.379	4.206	97.765						
9	.202	2.244	100.000						

Extraction Method: Principal Component Analysis.

Finally, Principal component analysis is used to rotate the maximum variance of the scale, and the rotation component matrix is obtained, as shown in Table 4-8. It is found that communication satisfaction is divided into three dimensions: Q2.1-Q2.3 is the dimension of communication with colleagues, Q2.4-Q2.6 is the dimension of communication with superiors, and Q2.7-Q2.9 is the dimensions of communication

atmosphere, which meets the research requirements of this paper. It lays the foundation for the subsequent regression analysis.

Table 4-8 Rotated Component Matrix^a

Item No.	Component		
	1	2	3
Q2.1	.814	.221	.313
Q2.2	.822	.156	.300
Q2.3	.759	.234	.071
Q2.4	.124	.820	.158
Q2.5	.183	.729	.260
Q2.6	.342	.759	.133
Q2.7	.228	.106	.827
Q2.8	.216	.163	.737
Q2.9	.131	.304	.745

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

(3) Validity analysis of knowledge sharing behavior scale

Firstly, the KMO test and Bartlett's test of knowledge sharing behavior scale are carried out, and the results are shown in Table 4-9. The KMO value is 0.848, close to 1. Bartlett's test value is 0.000, and the significance level is less than 0.05. It shows that the scale has passed the test and can be used for factor analysis.

Table 4-9 KMO and Bartlett's Test of knowledge sharing behavior

Kaiser-Meyer-Olkin measure of Sampling Adequacy		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	1334.465
	df	15
	Sig.	.000

Then, the factor rotation of the scale is carried out by using the method of the maximum rotation of variance. The resulting cumulative variance interpretation rate is 78.539%, as shown in Table 4-10. It shows that the overall extraction effect of factors is better, and the variables have a better degree of explanation.

Table 4-10 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.712	78.539	78.539	4.712	78.539	78.539
2	.762	12.706	91.245			
3	.310	5.166	96.411			
4	.129	2.144	98.555			
5	.052	.868	99.423			
6	.035	.577	100.000			

Extraction Method: Principal Component Analysis.

However, the research design of this paper is to study knowledge sharing behavior as a whole. The principal component analysis is used to rotate the maximum variance of the scale, and the results are shown in Table 4-11. The solution cannot be rotated because only one component has been extracted. Therefore, in line with the design of this study, for the next step of the regression analysis laid the foundation.

Table 4-11 Rotated Component Matrix^a

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a . Only one component was extracted. The solution cannot be rotated.

(4) Validity analysis of job performance

According to the same research idea, the KMO test and Bartlett's test of the job performance scale is carried out first. Judge whether it is suitable for factor analysis,

and the analysis results are shown in Table 4-12. The KMO value is 0.853, close to 1. Bartlett's test value is 0.000, and the significance level is below 0.05. It shows that the scale has passed the test and can be used for factor analysis.

Table 4-12 KMO and Bartlett's Test of job performance

Kaiser-Meyer-Olkin measure of Sampling Adequacy		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	1054.335
	df	28
	Sig.	.000

Then, the factor rotation of the job performance scale is carried out by adopting the method of the maximum rotation of variance. The resulting cumulative variance interpretation rate is 69.033%, as shown in table 4-13. It shows that the overall extraction effect of the factor is better, it can reflect the sample information, and it has a better degree of explanation.

Table 4-13 Total Variance Explained

Com ponent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.954	49.425	49.425	3.954	49.425	49.425	3.341	41.764	41.764
2	1.569	19.609	69.033	1.569	19.609	69.033	2.182	27.269	69.033
3	.679	8.486	77.519						
4	.647	8.082	85.601						
5	.594	7.419	93.020						
6	.352	4.394	97.414						
7	.154	1.920	99.335						
8	.053	.665	100.000						

Extraction Method: Principal Component Analysis.

Finally, Principal component analysis is used to rotate the maximum variance of the scale, and the rotation component matrix is obtained, as shown in Table 4-14. Job performance is divided into two dimensions: Q4.1-Q4.4 is the dimension of task performance, and Q4.5-Q4.8 is the dimension of contextual performance, which meets with the requirements of this study design. It shows that the structure of the job performance scale is in line with the standard of validity, which provides research conditions for the follow-up regression analysis.

Table 4-14 Rotated Component Matrix^a

Item No.	Component	
	1	2
Q4.1	.952	.091
Q4.2	.938	.133
Q4.3	.910	.182
Q4.4	.798	.336
Q4.5	.099	.712
Q4.6	.219	.697
Q4.7	.158	.712
Q4.8	.087	.714

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

4.3 Correlation analysis

Correlation analysis is used to analyze whether there is a linear relationship between the variables in the study, and to judge the closeness of this relationship, which is more often a relationship test before regression analysis. In the correlation analysis, most scholars often use the Pearson correlation coefficient to explore the correlation between the research variables. The Pearson correlation coefficient is usually between -1 and 1, and the larger the absolute value of the coefficient is, the

closer the relationship among the variables is. This section will first use the Pearson correlation coefficient to analyze job satisfaction and its three dimensions, communication satisfaction and its three dimensions, knowledge sharing behavior, job performance, and its two dimensions. The analysis results are shown in Table 4-15, Table 4-16, Table 4-17, and Table 4-18:

Table 4-15 Correlation analysis between job satisfaction and various study variables

		Job satisfaction	Work reward	Interpersonal relationships	Promotion opportunities
Job satisfaction	Pearson correlation	1	.807**	.824**	.808**
	Significance (bilateral)		.000	.000	.000
Work reward	Pearson correlation	.807**	1	.481**	.490**
	Significance (bilateral)	.000		.000	.000
Interpersonal relationships	Pearson correlation	.824**	.481**	1	.504**
	Significance (bilateral)	.000	.000		.000
Promotion opportunities	Pearson correlation	.808**	.490**	.504**	1
	Significance (bilateral)	.000	.000	.000	
Communication satisfaction	Pearson correlation	.976**	.795**	.789**	.798**
	Significance (bilateral)	.000	.000	.000	.000
Communication with colleagues	Pearson correlation	.805**	.962**	.494**	.510**
	Significance (bilateral)	.000	.000	.000	.000

Continued Table 4-15 Correlation analysis between job satisfaction and various study variables

		Job satisfaction	Work reward	Interpersonal relationships	Promotion opportunities
Communication with superiors	Pearson correlation	.810**	.489**	.953**	.511*
	Significance (bilateral)	.000	.000	.000	.000
Communication atmosphere	Pearson correlation	.806**	.515**	.501**	.972**
	Significance (bilateral)	.000	.000	.000	.000
Knowledge sharing behavior	Pearson correlation	.712**	.484**	.661**	.587**
	Significance (bilateral)	.000	.000	.000	.000
Job performance	Pearson correlation	.846**	.655**	.684**	.727**
	Significance (bilateral)	.000	.000	.000	.000
Task performance	Pearson correlation	.662**	.495**	.531**	.592**
	Significance (bilateral)	.000	.000	.000	.000
Contextual performance	Pearson correlation	.768**	.619**	.627**	.629**
	Significance (bilateral)	.000	.000	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4-16 Correlation analysis between communication satisfaction and various study variables

		Communication satisfaction	Communication with colleagues	Communication with superiors	Communication atmosphere
Job satisfaction	Pearson correlation	.976**	.805**	.810**	.806**
	Significance (bilateral)	.000	.000	.000	.000
Work reward	Pearson correlation	.795**	.962**	.489**	.515**
	Significance (bilateral)	.000	.000	.000	.000
Interpersonal relationships	Pearson correlation	.789**	.494**	.953**	.501**
	Significance (bilateral)	.000	.000	.000	.000
Promotion opportunities	Pearson correlation	.798**	.510**	.511**	.972**
	Significance (bilateral)	.000	.000	.000	.000
Communication satisfaction	Pearson correlation	1	.831**	.826**	.824**
	Significance (bilateral)		.000	.000	.000
Communication with colleagues	Pearson correlation	.831**	1	.521**	.536**
	Significance (bilateral)	.000		.000	.000
Communication with superiors	Pearson correlation	.826**	.521**	1	.521**
	Significance (bilateral)	.000	.000		.000

Continued Table 4-16 Correlation analysis between communication satisfaction and various study variables

		Communication satisfaction	Communication with colleagues	Communication with superiors	Communication atmosphere
Communication atmosphere	Pearson correlation	.824**	.536**	.521**	1
	Significance (bilateral)	.000	.000	.000	
Knowledge sharing behavior	Pearson correlation	.732**	.524**	.684**	.607**
	Significance (bilateral)	.000	.000	.000	.000
Job performance	Pearson correlation	.841**	.675**	.701**	.714**
	Significance (bilateral)	.000	.000	.000	.000
Task performance	Pearson correlation	.643**	.491**	.531**	.576**
	Significance (bilateral)	.000	.000	.000	.000
Contextual performance	Pearson correlation	.784**	.662**	.656**	.626**
	Significance (bilateral)	.000	.000	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4-17 Correlation analysis between knowledge sharing behavior and various study variables

		Knowledge sharing behavior
Job satisfaction	Pearson correlation	.712**
	Significance (bilateral)	.000

Continued Table 4-17 Correlation analysis between knowledge sharing behavior and various study variables

		Knowledge sharing behavior
Work reward	Pearson correlation	.484**
	Significance (bilateral)	.000
Interpersonal relationships	Pearson correlation	.661**
	Significance (bilateral)	.000
Promotion opportunities	Pearson correlation	.587**
	Significance (bilateral)	.000
Communication satisfaction	Pearson correlation	.732**
	Significance (bilateral)	.000
Communication with colleagues	Pearson correlation	.524**
	Significance (bilateral)	.000
Communication with superiors	Pearson correlation	.684**
	Significance (bilateral)	.000
Communication atmosphere	Pearson correlation	.607**
	Significance (bilateral)	.000

Continued Table 4-17 Correlation analysis between knowledge sharing behavior and various study variables

		Knowledge sharing behavior
Knowledge sharing behavior	Pearson correlation	1
	Significance (bilateral)	
Job performance	Pearson correlation	.698**
	Significance (bilateral)	.000
Task performance	Pearson correlation	.585**
	Significance (bilateral)	.000
Contextual performance	Pearson correlation	.583**
	Significance (bilateral)	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4-18 Correlation analysis between job performance and various study variables

		Job performance	Task performance	Contextual performance
Job satisfaction	Pearson correlation	.846**	.662**	.768**
	Significance (bilateral)	.000	.000	.000
Work reward	Pearson correlation	.655**	.495**	.619**
	Significance (bilateral)	.000	.000	.000

Continued Table 4-18 Correlation analysis between job performance and various study variables

		Job performance	Task performance	Contextual performance
Interpersonal relationships	Pearson correlation	.684**	.531**	.627**
	Significance (bilateral)	.000	.000	.000
Promotion opportunities	Pearson correlation	.727**	.592**	.629**
	Significance (bilateral)	.000	.000	.000
Communication satisfaction	Pearson correlation	.841**	.643**	.784**
	Significance (bilateral)	.000	.000	.000
Communication with colleagues	Pearson correlation	.675**	.491**	.662**
	Significance (bilateral)	.000	.000	.000
Communication with superiors	Pearson correlation	.701**	.531**	.656**
	Significance (bilateral)	.000	.000	.000
Communication atmosphere	Pearson correlation	.714**	.576**	.626**
	Significance (bilateral)	.000	.000	.000
Knowledge sharing behavior	Pearson correlation	.698**	.585**	.583**
	Significance (bilateral)	.000	.000	.000

Continued Table 4-18 Correlation analysis between job performance and various study variables

		Job performance	Task performance	Contextual performance
Job performance	Pearson correlation	1	.880**	.779**
	Significance (bilateral)		.000	.000
Task performance	Pearson correlation	.880**	1	.388**
	Significance (bilateral)	.000		.000
Contextual performance	Pearson correlation	.779**	.388**	1
	Significance (bilateral)	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 4-15, Table 4-16, Table 4-17, Table 4-18, there is a significant positive correlation between job satisfaction and knowledge sharing behavior. Moreover, the three dimensions of job satisfaction (work reward, interpersonal relationships, and promotion opportunities) and knowledge sharing behavior also showed a significant positive correlation. Job satisfaction and job performance are positively correlated, and the three dimensions of job satisfaction and two dimensions of job performance (task performance, contextual performance) are also positively correlated. There is a significant positive correlation between communication satisfaction and knowledge sharing behavior. Moreover, the three dimensions of communication satisfaction (communication with colleagues, communication with superiors, and communication atmosphere) are also significantly positively correlated with knowledge sharing behavior. Communication satisfaction is positively correlated with job performance, and the three dimensions of communication satisfaction are positively correlated with the two dimensions of job performance. In the correlation analysis of knowledge sharing behavior and job

performance, knowledge sharing behavior and job performance and the two dimensions of job performance are positively correlated.

According to the same study idea, the correlation analysis of employee satisfaction, knowledge sharing behavior and job performance is carried out on the whole. The analysis results are shown in Table 4-19:

Table 4-19 Correlation analysis of employee satisfaction, knowledge sharing behavior and job performance

		Employee satisfaction	Knowledge sharing behavior	Job performance
Employee satisfaction	Pearson correlation	1	.712**	.846**
	Significance (bilateral)		.000	.000
Knowledge sharing behavior	Pearson correlation	.712**	1	.698**
	Significance (bilateral)	.000		.000
Job performance	Pearson correlation	.846**	.698**	1
	Significance (bilateral)	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

As can be seen from Table 4-19, employee satisfaction, knowledge sharing behavior and job performance are significantly correlated at the 0.01 level. It shows that there is a positive correlation between employee satisfaction, knowledge sharing behavior and job performance.

4.4 Regression analysis

In the correlation analysis of the previous section, we have analyzed the linear relationship and the close degree of the relationship between the research variables. Still, it cannot explain the causal relationship between the research variables. Therefore, in this section of the study, regression analysis will be used to analyze further how the study variables affect each other. That is to explore the causal relationship between employee satisfaction (its measurement indicators: job satisfaction and communication satisfaction), knowledge sharing behavior and job performance.

(1) Regression analysis of employee satisfaction on knowledge sharing behavior

In this section, employee satisfaction is taken as the independent variable, knowledge sharing behavior is taken as the dependent variable, and the linear regression analysis is carried out. The specific analysis results are shown in Table 4-20:

Table 4-20 Regression analysis of employee satisfaction on knowledge sharing behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(Constant)	.348	.183		2.075	.000	
Employee satisfaction	.958	.059	.726	15.234	.000	.526

Dependent Variable: knowledge sharing behavior.

According to the analysis results in Table 4-20, we can see that in the regression analysis of employee satisfaction on knowledge sharing behavior, the Beta coefficient is 0.958, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.526. It shows that employee satisfaction can explain 52.6% of the variation of knowledge sharing behavior. According to the above analysis,

employee satisfaction has a significant positive impact on knowledge sharing behavior. The result is consistent with hypothesis H1, which is verified.

(2) Regression analysis of job satisfaction on knowledge sharing behavior

In this section, job satisfaction and its dimensions are taken as independent variables, respectively. Knowledge sharing behavior is taken as the dependent variables, and the linear regression analysis is carried out. The specific analysis results are shown in Table 4-21:

Table 4-21 Regression analysis of job satisfaction on knowledge sharing behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.307	.221		2.326	.000	
Job satisfaction	.942	.061	.712	15.556	.000	.506
(constant)	1.883	.239		7.886	.000	
Work reward	.523	.062	.482	8.495	.000	.238
(constant)	1.365	.195		7.162	.000	
Interpersonal relationships	.676	.051	.661	13.518	.000	.434
(constant)	1.353	.231		5.889	.000	
Promotion opportunities	.663	.059	.587	11.151	.000	.347

Dependent Variable: knowledge sharing behavior.

According to the analysis results in Table 4-21, we can see that in the regression analysis of job satisfaction on knowledge sharing behavior, the Beta coefficient is 0.942, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.506. It shows that job satisfaction can explain 50.6% of the variation of knowledge sharing behavior. In the regression analysis of work reward on knowledge sharing behavior, the Beta coefficient is 0.523. In the regression analysis

of interpersonal relationships on knowledge sharing behavior, the Beta coefficient is 0.676. In the regression analysis of promotion opportunity on knowledge sharing behavior, the Beta coefficient is 0.663. In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.238, 0.434, and 0.347, respectively. It shows that work reward can explain 23.8% of the variation of knowledge sharing behavior. Interpersonal relationships can explain 43.4% of the variation of knowledge sharing behavior, and promotion opportunities can explain 34.7% of the variation of knowledge sharing behavior. According to the above analysis, job satisfaction and its three dimensions have a significant positive impact on knowledge sharing behavior. The results are consistent with hypothesis H2 and H2a, and the hypotheses are verified.

(3) Regression analysis of communication satisfaction on knowledge sharing behavior

In this section, communication satisfaction and its dimensions are taken as independent variables, respectively, knowledge sharing behavior is taken as dependent variables, and linear regression analysis is carried out. The specific analysis results are shown in Table 4-22:

Table 4-22 Regression analysis of communication satisfaction on knowledge sharing behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.522	.177		2.251	.001	
Communication satisfaction	.882	.056	.732	16.152	.000	.534
(constant)	1.768	.227		7.795	.000	
Communication with colleagues	.557	.049	.524	9.460	.000	.272
(constant)	1.184	.193		6.234	.000	
Communication with superiors	.723	.050	.684	14.418	.000	.466

Continued Table 4-22 Regression analysis of communication satisfaction on knowledge sharing behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	2.353	.177		5.928	.000	
Communication atmosphere	.673	.057	.607	11.734	.000	.367

Dependent Variable: knowledge sharing behavior.

According to the analysis results in Table 4-22, we can see that in the regression analysis of communication satisfaction on knowledge sharing behavior, the Beta coefficient is 0.882, Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.534. It shows that communication satisfaction can explain 53.4% of the variation of knowledge sharing behavior. In the regression analysis of communication with colleagues on knowledge sharing behavior, the Beta coefficient is 0.557. In the regression analysis of communication with superiors on knowledge sharing behavior, the Beta coefficient is 0.723. In the regression analysis of communication atmosphere on knowledge sharing behavior, the Beta coefficient is 0.673. In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.272, 0.466, and 0.367, respectively. It shows that communication with colleagues can explain 27.2% of the variation of knowledge sharing behavior. Communication with superiors can explain 46.6% of the variation of knowledge sharing behavior, and communication atmosphere can explain 36.7% of the variation of knowledge sharing behavior. According to the above analysis, communication satisfaction and its three dimensions have a significant positive impact on knowledge sharing behavior. The results are consistent with hypothesis H3 and H3a, and the hypotheses are verified.

(4) Regression analysis of knowledge sharing behavior on job performance

In this section, knowledge sharing behavior is taken as the independent variable, and job performance and its dimensions are taken as the dependent variable,

respectively. The linear regression analysis is carried out. The specific analysis results are shown in Table 4-23, Table 4-24, and Table 4-25:

Table 4-23 Regression analysis of knowledge sharing behavior on job performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.771	.137		13.069	.000	
knowledge sharing behavior	.518	.035	.698	14.975	.000	.485

Dependent Variable: job performance.

Table 4-24 Regression analysis of knowledge sharing behavior on task performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.497	.210		7.124	.000	
knowledge sharing behavior	.591	.053	.585	11.073	.000	.339

Dependent Variable: task performance.

Table 4-25 Regression analysis of knowledge sharing behavior on contextual performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	2.064	.159		10.963	.000	
knowledge sharing behavior	.446	.041	.583	11.023	.000	.337

Dependent Variable: contextual performance.

According to the analysis results in Table 4-23, Table 4-24, and Table 4-25, we can see that in the regression analysis of knowledge sharing on job performance, the Beta coefficient is 0.518, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.485. It shows that knowledge sharing behavior can explain 48.5% of the variation of job performance. In the regression analysis of knowledge sharing behavior on task performance, the Beta coefficient is 0.591. In the regression analysis of knowledge sharing behavior on contextual performance, the Beta coefficient is 0.446. In the two regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.339 and 0.337, respectively. It shows that knowledge sharing behavior can explain 33.9% of the variation of task performance, and knowledge sharing behavior can explain 33.7% of the variation of contextual performance. According to the above analysis, knowledge sharing behavior has a significant positive impact on job performance and its two dimensions. The results are consistent with hypothesis H4, H4a and H4b, and the hypotheses are verified.

(5) Regression analysis of employee satisfaction on job performance

In this section, employee satisfaction is taken as the independent variable, job performance is taken as the dependent variable, and linear regression analysis is carried out. The specific analysis results are shown in Table 4-26:

Table 4-26 Regression analysis of employee satisfaction on job performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.634	.129		4.916	.000	
Employee satisfaction	.831	.034	.849	24.672	.000	.719

Dependent Variable: job performance.

According to the analysis results in Table 4-26, we can see that the Beta coefficient in the regression analysis of employee satisfaction on job performance is 0.831, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.719. It shows that employee satisfaction can explain 71.9% of the variation of job performance. According to the above analysis, employee satisfaction has a significant positive impact on job performance. The result is consistent with hypothesis H5, which is verified.

(6) Regression analysis of job satisfaction on job performance

In this section, job satisfaction and its dimensions are taken as independent variables, respectively. Job performance and its dimensions are taken as the dependent variables, and the linear regression analysis is carried out. The specific analysis results are shown in Table 4-27、 Table 4-28 and Table 4-29:

Table 4-27 Regression analysis of job satisfaction on job performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.632	.131		4.842	.000	
Job satisfaction	.830	.034	.846	24.383	.000	.715

Dependent Variable: job performance.

According to the analysis results in Table 4-27, we can see that in the regression analysis of job satisfaction on job performance, the Beta coefficient is 0.830, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.715. It shows that job satisfaction can explain 71.5% of the variation of job performance. According to the above analysis, job satisfaction has a significant positive impact on job performance. The result is consistent with hypothesis H6, which is verified.

Table 4-28 Regression analysis of job satisfaction on task performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.719	.239		7.178	.000	
Work reward	.540	.062	.495	8.741	.000	.241
(constant)	1.734	.216		8.029	.000	
Interpersonal relationships	.549	.057	.531	9.631	.000	.279
(constant)	1.210	.231		5.235	.000	
Promotion opportunities	.674	.060	.592	11.275	.000	.347

Dependent Variable: task performance.

According to the analysis results in Table 4-28, we can see that in the regression analysis of work reward on task performance, the Beta coefficient is 0.540. In the regression analysis of interpersonal relationships on task performance, the Beta coefficient is 0.549. In the regression analysis of promotion opportunities on task performance, the Beta coefficient is 0.674. In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.241, 0.279, and 0.347, respectively. It shows that work reward can explain 24.1% of the variation of task performance, interpersonal relationships can explain 27.9% of the variation of task performance, and promotion opportunities can explain 34.7% of the variation of task performance. According to the above analysis, the three dimensions of job satisfaction have a significant positive impact on task performance. The result is consistent with hypothesis H6a, which is verified.

Table 4-29 Regression analysis of job satisfaction on contextual performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.835	.164		11.184	.000	
Work reward	.512	.042	.619	12.095	.000	.381
(constant)	1.959	.151		13.015	.000	
Interpersonal relationships	.491	.040	.627	12.366	.000	.391
(constant)	1.719	.169		10.181	.000	
Promotion opportunities	.543	.044	.629	12.438	.000	.393

Dependent Variable: contextual performance.

According to the analysis results in Table 4-29, we can see that in the regression analysis of work reward on contextual performance, the Beta coefficient is 0.512. In the regression analysis of interpersonal relationships on contextual performance, the Beta coefficient is 0.491. In the regression analysis of promotion opportunities on contextual performance, the Beta coefficient is 0.543. In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.381, 0.391, and 0.393, respectively. It shows that work reward can explain 38.1% of the variation of contextual performance. Interpersonal relationships can explain 39.1% of the variation of contextual performance, and promotion opportunities can explain 39.3% of the variation of contextual performance. According to the above analysis, the three dimensions of job satisfaction have a significant positive impact on contextual performance. The result is consistent with hypothesis H6b, which is verified.

(7) Regression analysis of communication satisfaction on job performance

In this section, communication satisfaction and its dimensions are taken as independent variables, respectively. Job performance and its dimensions are taken as dependent variables, and linear regression analysis is carried out. The specific

analysis results are shown in Table 4-30、 Table 4-31 and Table 4-32:

Table 4-30 Regression analysis of communication satisfaction on job performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.712	.130		5.484	.000	
Communication satisfaction	.812	.034	.841	23.920	.000	.707

Dependent Variable: job performance.

According to the analysis results in Table 4-30, we can see that the Beta coefficient in the regression analysis of communication satisfaction on job performance is 0.812, Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.707. It shows that communication satisfaction can explain 70.7% of the variation of job performance. According to the above analysis, communication satisfaction has a significant positive impact on job performance. The result is consistent with hypothesis H7, which is verified.

Table 4-31 Regression analysis of communication satisfaction on task performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.785	.234		7.617	.000	
Communication with colleagues	.526	.061	.491	8.651	.000	.238
(constant)	1.668	.223		7.492	.000	
Communication with superiors	.566	.059	.531	9.637	.000	.279
(constant)	1.321	.230		5.739	.000	
Communication atmosphere	.644	.059	.576	10.830	.000	.329

Dependent Variable: task performance.

According to the analysis results in Table 4-31, we can see that in the regression analysis of communication with colleagues on task performance, the Beta coefficient is 0.526. In the regression analysis of communication with superiors on task performance, the Beta coefficient is 0.566. In the regression analysis of communication atmosphere on task performance, the Beta coefficient is 0.644. In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.238, 0.279, and 0.329, respectively. It shows that communication with colleagues can explain 23.8% of the variation of task performance, communication with superiors can explain 27.9% of the variation of task performance, and communication atmosphere can explain 32.9% of the variation of task performance. According to the above analysis, the three dimensions of communication satisfaction have a significant positive impact on task performance. The result is consistent with hypothesis H7a, which is verified.

Table 4-32 Regression analysis of communication satisfaction on contextual performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	1.749	.153		11.444	.000	
Communication with colleagues	.538	.040	.662	13.553	.000	.435
(constant)	1.812	.150		12.056	.000	
Communication with superiors	.531	.040	.656	13.366	.000	.428
(constant)	1.767	.167		10.610	.000	
Communication atmosphere	.530	.043	.626	12.317	.000	.389

Dependent Variable: contextual performance.

According to the analysis results in Table 4-32, we can see that in the regression analysis of communication with colleagues on contextual performance, the Beta coefficient is 0.538. In the regression analysis of communication with superiors on contextual performance, the Beta coefficient is 0.531. In the regression analysis of communication atmosphere on contextual performance, the Beta coefficient is 0.530.

In the three regression analyses, the Sig. values are all less than 0.01, and the adjusted R square values are 0.435, 0.428, and 0.389, respectively. It shows that communication with colleagues can explain 43.5% of the variation of contextual performance. Communication with superiors can explain 42.8% of the variation of contextual performance, and communication atmosphere can explain 38.9% of the variation of contextual performance. According to the above analysis, the three dimensions of communication satisfaction have a significant positive impact on contextual performance. The result is consistent with hypothesis H7b, which is verified.

(8) Mediating effect analysis of knowledge sharing behavior

The mediating effect refers to the indirect impact of the independent variable (X) on the dependent variable (Y) through the role of the mediator variable (M). It can be said that M and X have a mathematical relationship: $M = f(X)$, and Y and M have a mathematical relationship: $Y = f(M)$, that is, X-M-Y. The steps to verify the mediating effect through regression analysis are as follows: the first step is to test the Beta coefficient of the impact of the independent variable on the dependent variable, if it is significant, it will continue to the next step. Otherwise, it will stop. The second step is to test the Beta coefficient of the effect of the independent variable on the mediator variable and the impact of the mediator variable on the dependent variable, respectively. If they are significant, continue to the next step, otherwise stop. The third step is to test the Beta coefficient of the joint effect of the independent variable and the mediator variable on the dependent variable. If the impact of the independent variable decreases or disappears, check whether the Beta coefficient at this time is significant, significant means partial mediating effect, not significant means full mediating effect.

According to the above verification logic, this paper analyzes the mediating effect of knowledge sharing behavior through the following steps.

(a) Regression analysis of employee satisfaction on job performance

According to the analysis results in Table 4-26, we can see that in the regression analysis of employee satisfaction on job performance, the Beta coefficient is 0.831, the Sig. value is 0.000, which is less than 0.01, and the adjusted R square value is 0.719. It shows that employee satisfaction can explain 71.9% of the variation of job performance. This result proves that the independent variable has a significant impact on the dependent variable, and the next test can be continued.

(b) Regression analysis of employee satisfaction on knowledge sharing behavior and knowledge sharing behavior on job performance

According to the analysis results in Table 4-20 and Table 4-23, we can see that in the regression analysis of employee satisfaction on knowledge sharing behavior, the Beta coefficient is 0.958, the Sig. value is 0.000, and the adjusted R square value is 0.526. It shows that employee satisfaction can explain 52.6% of the variation of knowledge sharing behavior. In the regression analysis of knowledge sharing behavior on job performance, the Beta coefficient is 0.518, the Sig. value is 0.000, and the adjusted R square value is 0.485. It shows that knowledge sharing behavior can explain 48.5% of the variation of job performance. These results prove that the independent variable has a significant effect on the mediator variable, and the mediator variable has a significant impact on the dependent variable, and the next test can be continued.

(c) Regression analysis of employee satisfaction and knowledge sharing behavior on job performance

In this section, employee satisfaction and knowledge sharing behavior are taken as independent variables, job performance is taken as a dependent variable, and linear regression analysis is carried out. The specific analysis results are shown in Table 4-33:

Table 4-33 Regression analysis of employee satisfaction and knowledge sharing behavior on job performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Adjusted R Square
	B	Std. Error	Beta			
(constant)	.602	.126		4.771	.000	
Employee satisfaction,	.709	.049	.724	14.803	.000	
Knowledge sharing behavior	.128	.036	.172	3.526	.000	.732

Dependent Variable: job performance.

According to the analysis results in Table 4-33, we can see that in the regression analysis of employee satisfaction and knowledge sharing behavior on job performance, the Beta coefficient is 0.128, and the Sig. value is 0.000, which is less than 0.01. It shows that the regression effect of knowledge sharing behavior is significant. As shown in Table 4-26, in the regression analysis of employee satisfaction on job performance, the Beta coefficient is 0.831. After introducing the knowledge sharing behavior as a mediator variable, the Beta coefficient decreased to 0.709, and the Sig. value remained 0.000. It shows that the relationship between employee satisfaction and job performance is still relevant under the effect of the mediator variable. According to the test results of the mediating effect, knowledge sharing behavior plays a partial mediating role in the impact of employee satisfaction on job performance. The result is consistent with hypothesis H8, which is verified.

4.5 Summary

Based on the theory of employee satisfaction, knowledge sharing behavior and job performance, combined with the research results of many scholars and the needs of practice management, this paper uses knowledge sharing behavior to link employee satisfaction and job performance. And collect the survey data with

questionnaires, through quantitative research to verify whether the hypotheses proposed in this paper are valid. Based on the above data analysis, the results of hypotheses verification in this paper are summarized, as shown in Table 4-34:

Table 4-34 Results of hypotheses verification

No.	Hypotheses	Results
H1	Employee satisfaction has a significant positive impact on knowledge sharing behavior	Verified
H2	Job satisfaction has a significant positive impact on knowledge sharing behavior	Verified
H2a	The three dimensions of job satisfaction have a significant positive impact on knowledge sharing behavior	Verified
H3	Communication satisfaction has a significant positive impact on knowledge sharing behavior	Verified
H3a	The three dimensions of communication satisfaction have a significant positive impact on knowledge sharing behavior	Verified
H4	Knowledge sharing behavior has a significant positive impact on job performance	Verified
H4a	Knowledge sharing behavior has a significant positive impact on task performance	Verified
H4b	Knowledge sharing behavior has a significant positive impact on contextual performance	Verified
H5	Employee satisfaction has a significant positive impact on job performance	Verified
H6	Job satisfaction has a significant positive impact on job performance	Verified
H6a	The three dimensions of job satisfaction have a significant positive impact on task performance	Verified
H6b	The three dimensions of job satisfaction have a significant positive impact on contextual performance	Verified

Continued Table 4-34 Results of hypotheses verification

No.	Hypotheses	Results
H7	Communication satisfaction has a significant positive impact on job performance	Verified
H7a	The three dimensions of communication satisfaction have a significant positive impact on task performance	Verified
H7b	The three dimensions of communication satisfaction have a significant positive impact on contextual performance	Verified
H8	Knowledge sharing behavior plays a mediating role in the impact of employee satisfaction on job performance.	Verified



CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This paper takes the employees of enterprises as the research object, and starts from the study of employees' satisfaction with the working environment and communication environment of enterprises, and constructs the relationship model of employee satisfaction, knowledge sharing behavior and job performance. In this paper, employee satisfaction and its two measurement indicators: job satisfaction, communication satisfaction, as the independent variables of this research model, knowledge sharing behavior as a mediator variable, and job performance as a dependent variable. And draw on previous research results and mature scales, this paper carries out descriptive analysis, reliability and validity analysis, correlation analysis, and regression analysis on the collected effective data. Using quantitative research methods to explore the relationship between employee satisfaction, knowledge sharing behavior and job performance, and get the following conclusions.

(1) Employee satisfaction and its two measurement indicators, job satisfaction and communication satisfaction, have a significant positive impact on knowledge sharing behavior. And the three dimensions of job satisfaction and the three dimensions of communication satisfaction also have a significant positive impact on knowledge sharing behavior.

(2) Knowledge sharing behavior has a significant positive impact on job performance and its two dimensions.

(3) Employee satisfaction and its two measures, job satisfaction and communication satisfaction, have a significant positive impact on job performance. And the three dimensions of job satisfaction and the three dimensions of communication satisfaction also have a significant positive impact on the two dimensions of job performance.

(4) According to the test results of the mediating effect, knowledge sharing behavior plays a partial mediating role in the impact of employee satisfaction on job performance.

5.2 Recommendations

Based on the research conclusions of the relationship between employee satisfaction, knowledge sharing behavior and job performance, this section puts forward some relevant management suggestions. It provides certain reference for enterprises to improve employee satisfaction and promote knowledge sharing behavior of employees, to improve the job performance of employees further.

(1) Establish a scientific and reasonable salary system and promotion mechanism to enhance the job satisfaction of employees

The conclusion of this paper shows that the employee's job satisfaction has a significant positive effect on knowledge sharing behavior. The healthy and sustainable development of enterprises cannot be separated from the growth and progress of employees, only when employees fully feel that they are valued and cared by enterprises and are satisfied with all aspects of the working environment; they will have the enthusiasm to share knowledge and the motivation to contribute selflessly to enterprises. Therefore, enterprises should create a scientific salary system and a fair and reasonable promotion mechanism according to the actual situation. Enhance the job satisfaction and knowledge sharing willingness of employees, guide employees to share knowledge benignly, and lay the foundation for promoting job performance.

(2) Open communication channels and create a pleasant communication atmosphere, improve the communication satisfaction of employees

The conclusion of this paper shows that communication satisfaction has a significant positive effect on knowledge sharing behavior. Knowledge sharing is a

process of mutual communication, and good communication between employees will improve their willingness and effect of knowledge sharing. From the perspective of communication channels, effective communication channels will reduce role conflict. For example, employees' reasonable suggestions adopted by superiors or successful persuasion of colleagues to change their attitudes are conducive to enhancing employees' perception of self-existence value in the enterprise. They are more willing to help others by sharing knowledge. From the communication atmosphere, a good communication atmosphere, so that the majority of employees can speak freely, employees perceive the communication atmosphere of stronger participation, the more identity with the enterprise. To enhance the empathy of employees, so that employees are more willing to share their knowledge. Therefore, enterprises should further improve communication channels based on effective communication, enhance the harmony of communication with superiors, the interpersonal environment of communication with colleagues, and create a good communication atmosphere. Through the overall improvement of communication satisfaction of employees to promote the occurrence of knowledge sharing behavior, job performance improvement, to achieve the long-term development of enterprises.

(3) Create a good knowledge sharing atmosphere and cultivate employees' knowledge sharing concept

The conclusion of this paper shows that the sharing behavior of employees not only has a significant positive correlation effect on job performance, but also plays a mediating role in the relationship between employee satisfaction and job performance. On the one hand, a good knowledge sharing atmosphere should be created to allow and encourage employees to communicate, discuss, and learn from each other, to promote the enthusiasm of knowledge sharing among employees. On the other hand, the concept of knowledge sharing should be cultivated so that the concept of sharing is deeply rooted in the consciousness and actions of every employee. This can not only gradually strengthen employees' awareness of knowledge sharing and cultivate their spirit of dedication and cooperation, but also guide employees to absorb and share knowledge and improve their comprehensive quality actively. Therefore, enterprises should build a good knowledge sharing

atmosphere inside and cultivate employees' knowledge sharing concept, to improve the level of internal knowledge sharing continuously. Thus, it can play a better role as a bridge to improve employee satisfaction and job performance.

5.3 Limitations and prospects

5.3.1 Limitations

Through theoretical research, this paper makes a relatively in-depth systematic analysis of the relationship between employee satisfaction, knowledge sharing behavior and job performance. However, due to my limited academic level and writing ability, there are still shortcomings in this study:

(1) Limitations of sample selection

Due to the limitations of personal conditions, this questionnaire is mostly through the friends and classmates of interpersonal relationships to be issued. Therefore, the research objects come from all walks of life, and mainly young employees with high academic qualifications. Because of the limitation of the sample source, the concentration of sample data may affect the accuracy of research results to some extent, and then affect the general applicability and pertinence of this study to some extent.

(2) Limitations of questionnaire compilation

Although all the scales in this paper are designed based on the relatively mature scales at present, some items in the job satisfaction scale and communication satisfaction scale were deleted and modified in this paper. To ensure that the survey in this paper can better focus on the research objectives, and also make respondents more willing to fill in the questionnaire. This may make about job satisfaction, communication satisfaction questionnaire measurement is not complete, although on the whole has little impact on the conclusions of this study, but may make this study there is a certain degree of error.

(3) Limitations of the breadth and depth of study

In the study of the relationship between employee satisfaction, knowledge sharing behavior and job performance, this paper select job satisfaction and communication satisfaction as indicators to measure employee satisfaction. However, this paper did not choose all the dimensions of job satisfaction and communication satisfaction, but chose the dimensions related to knowledge sharing behavior to analyze. Besides, the knowledge sharing behavior of employees is only regarded as a whole to be analyzed in this paper, and the dimensions are not subdivided, so the exploration is not comprehensive enough. Therefore, this paper has a certain degree of limitations in the breadth and depth of the study, which needs to be improved.

5.3.2 Prospects

This paper studies the relationship between employee satisfaction, knowledge sharing behavior and job performance, although preliminary conclusions and results have been achieved, there are still many deficiencies. Therefore, we can do further research from the following aspects.

(1) Widening the channels of sample collection

To make a more comprehensive study of the characteristics of different levels of enterprise personnel in the variables, in future research, we can further broaden the scope and channels of sample collection, to expand the extensive application of this study. Besides, the employees of a specific industry can be taken as the object of study, to conduct in-depth research, so that the conclusions of the study are more targeted, but also more reference value.

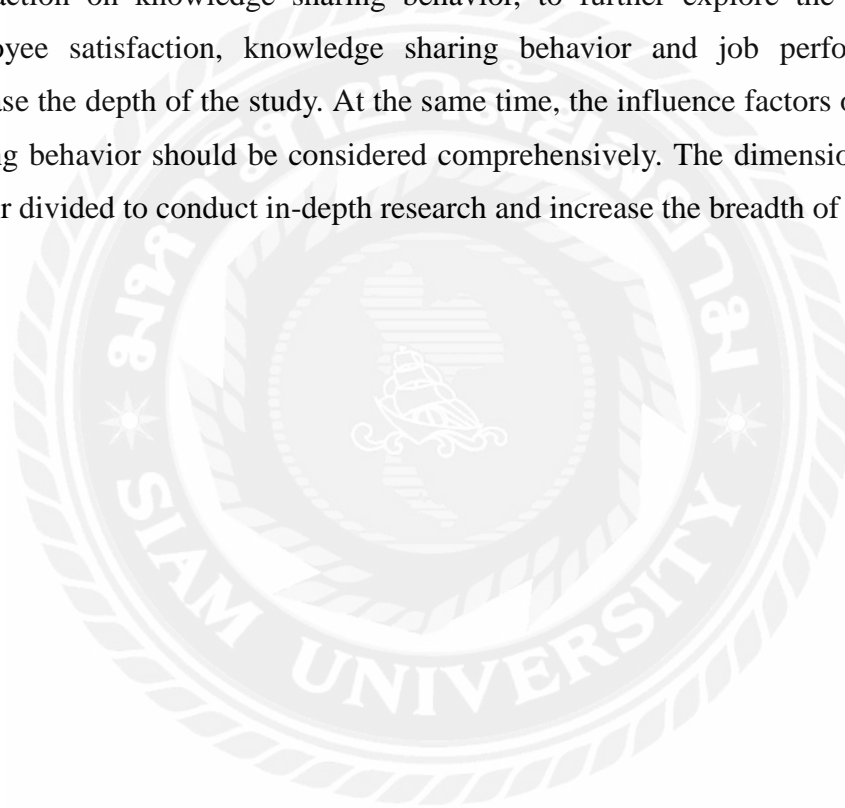
(2) Improve the measurement items of the scale

This paper uses two indicators of job satisfaction and communication satisfaction to measure employee satisfaction, but limited by research conditions, in the design of the scale, only three dimensions were selected from each of the two

indicators to study, making the study is not comprehensive. In future research, the other dimensions of job satisfaction and communication satisfaction can be included in the study, and employee satisfaction can be analyzed more comprehensively.

(3) Increase the breadth and depth of study

Based on the conclusions of this study, in the future research, we can continue to study the impact of other dimensions of job satisfaction and communication satisfaction on knowledge sharing behavior, to further explore the relevance of employee satisfaction, knowledge sharing behavior and job performance, and increase the depth of the study. At the same time, the influence factors of knowledge sharing behavior should be considered comprehensively. The dimensions should be further divided to conduct in-depth research and increase the breadth of the study.



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