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Communication Quality, Job Clarity, Supervisor Support and Job Satisfaction among Nurses in Pakistan: The Moderating Influence of Fairness Perception

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Abstract

The current study has tested the predictors of job satisfaction and further tested the conditional role of fairness perception between the relationship of communication quality, job clarity, compensation, supervisor support, employee engagement and job satisfaction. The data were collected through survey questionnaire from managerial nurses working in the healthcare sector of Pakistan. The results partially supported the hypothesis testing the direct effect on job satisfaction. Furthermore, the interaction role of fairness perception in the relationship between communication quality, compensation, and employee engagement with job satisfaction has been supported.

Keywords: Quality, Fairness Perception, Job Satisfaction

Introduction

Communication is considered as the most valuable process of transferring, exchanging ideas, feelings and information in the organizations. Employees spend most of their time in gatherings and disseminating information and knowledge relating to the day to day business of the organization and urgent issues arise from daily operations. Keeping in view the importance of communication in organizations, it is not shocking that the researchers stated that the organizational communication should be aligned with organizational performance such as work fulfillment (e.g., Downs, 1977; Greenbaum, 1974; Hall & Goodale, 1986; Likert, 1973; Pinchus, 1986a, 1986b; Porter & Roberts, 1976; Schuler, 1979).

Even though the previous studies have shown a positive relationship between communication quality and job satisfaction, the boundary conditions of these two well-developed relationships are still ignored (e.g., Muchinsky, 1977a; Gardner and Warrick, 1984). Besides, nevertheless, when factually remarkable, the magnitude of this relationship is commonly just low to high. The conflicting and recurrently weak relationships between these two relationships strengthen the conflicting view of few researchers that the boundary conditions for this relationship should be investigated and thus the need for this investigation is justified. Even though the communication quality can be strengthening or weaken by many other factors, but one of the emerging issues in this process is fairness perception (Qureshi & Hamid, 2017a). Fairness perception refers to an individual's self-evaluation about he the organization is dealing with him/ her, for example, the distribution of resources, the procedural fairness and interpersonal fairness. The fairness perception builds individuals cognitive, attitudinal and behavioural perception about the organization (Konradt *et al.*, 2017; Qureshi & Hamid, 2017b). The other factors like supervisor support or leadership support plays an important role in inducing job satisfaction and reducing turnover intention among employees (Ahmed *et al.*, 2018; Brohi *et al.*, 2018; Qureshi *et al.*, 2018). The motivation behind the current study is to expand the organizational communication literature by looking at the conditional effect of fairness perception on the relationship between communication quality, job clarity, compensation, supervisor support, and employee engagement among nurses in the healthcare sector of Pakistan. Based on the argument developed above, the following hypothesis will be tested:

Without Moderation Hypothesis

Hypothesis 1: Perceived communication quality will be associated to the job satisfaction of nurses.

Hypothesis 2: Job clarity will be associated to the job satisfaction of nurses.

Hypothesis 3: Compensation will be associated to the job satisfaction of nurses.

Hypothesis 4: Supervisor support will be associated to the job satisfaction of nurses.

Hypothesis 5: Employee empowerment will be associated to the job satisfaction of nurses.

With Moderation Hypotheses

Hypothesis 6: The relationship between perceived communication quality and job satisfaction will be moderated by fairness perception.

Hypothesis 7: The relationship between job clarity and job satisfaction will be moderated by fairness perception.

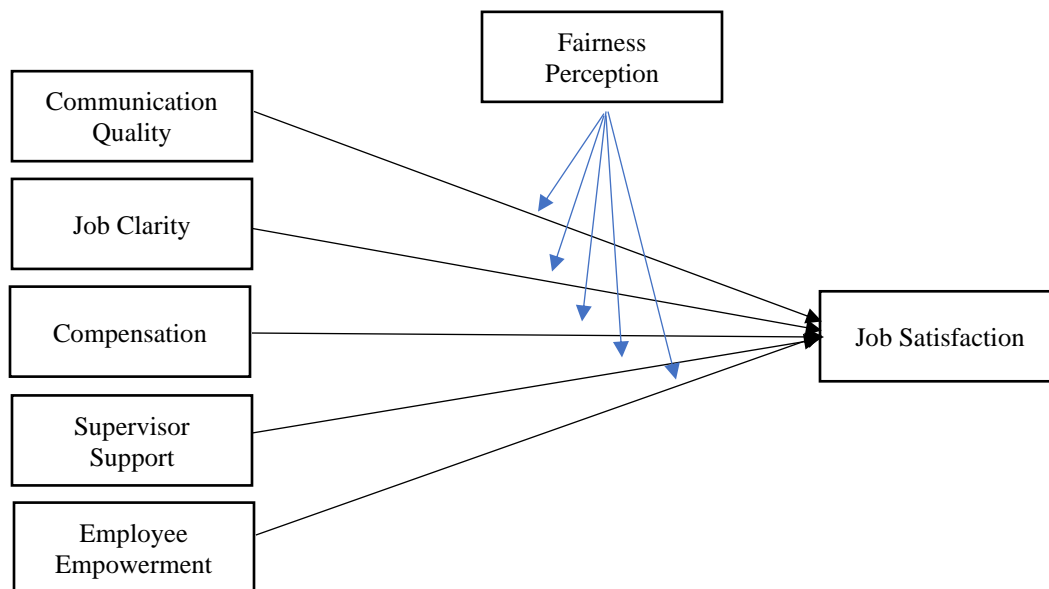
Hypothesis 8: The relationship between compensation and job satisfaction will be moderated by fairness perception.

Hypothesis 9: The relationship between supervisor support and job satisfaction will be moderated by fairness perception.

Hypothesis 10: The relationship between employee empowerment and job satisfaction will be moderated by fairness perception.

Methodology

The data was collected from managerial nurses working in the healthcare sector of Pakistan. The questionnaires were distributed among nurses personally which include a letter explaining the purpose of the study, ethical code of conduct and Each item was explained as well. Utmost anonymity and confidentiality were assured to the respondents before distribution of questionnaires. A total of 236 Nurses returned the fill questionnaires. The current study deployed convenience sampling technique. The target population was selected on the bases of convenience (Kothari, 2004; Sharif & Bukhair, 2014; Qureshi, 2015; Nadeem et al. 2016; Afshan & Sharif, 2016; Ahmed et al. 2017; Brohi *et al.*, 2017; Afshan *et al.* 2018; Ahmed *et al.* 2018; Pathan *et al.* 2018). Based on the above hypotheses following research framework is derived which is as follows



The current study covered all the public hospitals, located in metropolitan cities of Pakistan. The Present study is unbiased in concluding the results. The research followed the directions of Dillman (1978) in fulfilling ethical measures. The credentials of the respondents are kept under a strict policy of not disclosing any information about individuals who participated in the survey and provided their true perception of the organizational factors.

Data Analysis

Table 1 showed the outcomes of our structural model without moderation and with moderation too. The table consists of the results obtained from the data analysis which includes regression paths, standardized regression weights, standard errors, critical ratios, p-values and remarks of the hypothesis. The results shown a significant and positive relationship between communication quality (CQ) (B= 0.013; p < 0.000), compensation (CO) (B= 0.002; p < 0.008) and

employee empowerment (EE) ($B=0.004$; $p<0.000$) in explaining job satisfaction (JS), whereas the in-significant impact of job clarity (JC) ($B= 0.002$; $p > 0.094$) and supervisor support (SS) ($B= -0.002$; $p <0.807$) in describing job satisfaction thus confirming hypotheses H1, H3 and H5. While during the moderation of fairness perception, the outcomes proposed the positive significant relationship of communication of quality (CQ) and fairness perception (FP) ($B= 0.120$; $p < 0.003$), compensation (CO) and fairness perception (FP) ($B= 0.195$; $p < 0.000$) and employee empowerment (EE) and fairness perception (FP) ($B=0.003$; $p<0.000$) in explaining job satisfaction (JS), whereas the in-significant impact of job clarity (JC) and fairness perception ($B= 0.001$; $p > 0.441$) and supervisor support (SS) and fairness perception ($B= -0.002$; $p <0.260$) in describing job satisfaction thus confirming hypotheses H6, H8 and H10. The R^2 shows that 48.2% of the variance in explaining job satisfaction is shown by the predictor variables.

Table 1: SEM Hypothesis Testing with Moderating effect of Fairness Perception

Hypothesis	Hypothesized Path	Path Coefficient	S.E	C.R	P-Value	Remarks
H1	JS \rightarrow CQ	0.013	0.003	3.921	0.000	Supported
H2	JS \rightarrow JC	0.002	0.009	1.681	0.094	Not-Supported
H3	JS \rightarrow CO	0.002	0.000	2.693	0.008	Supported
H4	JS \rightarrow SS	-0.002	0.038	-0.053	0.807	Not-Supported
H5	JS \rightarrow EE	0.004	0.001	7.379	0.000	Supported
H6	JS \rightarrow CQ x FP	0.120	0.039	3.039	0.003	Supported
H7	JS \rightarrow JC x FP	0.001	0.001	0.772	0.441	Not-Supported
H8	JS \rightarrow CO x FP	0.120	0.039	3.039	0.003	Supported
H9	JS \rightarrow SS x FP	-0.002	0.001	-1.128	0.260	Not-Supported
H10	JS \rightarrow EE x FP	0.003	0.001	6.645	0.000	Supported
R-Square				0.482		

Source: Author's Estimation

Conclusion

This study tested the perceived communication quality, job clarity, compensation, supervisor support and employee engagement relationship with job satisfaction. The results supported the assumptions partially. Four out of ten proposed hypotheses was not supported by the results i.e. H2, H4, H7, and H9. The rest of the relationships are significantly positive which includes the positive relationship between communication quality, compensation, employee engagement and job satisfaction. Moreover, the support has been found for the moderating effect of fairness perception between the relationships of communication quality, compensation, employee engagement and job satisfaction. The results of this study are similar with that of Locke's (1976) work in which he stated that the individuals with high fairness perception may become subtler to the perceived job environment than for low fairness perception employees. In other words, a fairer job environment may induce or reduce various reactions among employees such as high satisfaction or high dissatisfaction. The inconsistency in the results opens for more future studies on the relationships tested above in different context and using different predictors to further broaden the understanding of the constructs and scholarship.

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