

THE RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION AND JOB PERFORMANCE OF BEIJING ZHONGAN XIAO TECHNOLOGY SERVICE CO., LTD. BASED ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

With the rapid development of the world economy, the competition between enterprise organization and management is becoming more and more fierce. In the modern high-intensity working environment, the competition of enterprises has gradually evolved into the competition of talents, and the competition of talents has become the core of enterprise competition. Enterprise started simply focus on production operation, as the management psychology gradually attention, enterprise in management thinking mode gradually changed, more and more attention to employee behavior and attitude, and more and more attention to the employee's identity of the company, the organization commitment level, more and more attention to the performance level from the perspective of employees' changes.

Through the comprehensive application of literature review method, questionnaire survey and data analysis method, this paper explores the relationship between employee satisfaction and job performance of Beijing Zhongan Xiao Technology Service Co., Ltd., with the intermediary variable of organizational commitment. After empirical research analysis of collecting employee data from Beijing Zhongan Xiao Technology Service company, and after a series of analysis of the employee satisfaction, organizational commitment and job performance of Beijing Zhonganxiao Technology Service Co., LTD., the statistical software was finally used to study and analyze the intermediary role of organizational commitment. In the process of testing the intermediary effect, three models were constructed, namely, the regression model of employee satisfaction and job performance, the regression model of employee satisfaction and organizational commitment, and the regression model of employee satisfaction and job performance with organizational commitment as the intermediary variable, the results shown in table 4.15, all the three regression models constructed had significant effects because the total Sig.= 0.000*. The regression coefficient between employee satisfaction and employee job performance was 0.2976, meaning the total effect was 0.8914, and 0.604 between employee satisfaction and organizational commitment was 0.604, and between organizational commitment and job performance 0.846, namely the indirect effect is 0.5126, the direct effect is the difference between the total effect and the indirect effect, namely the direct effect is 0.3789. Indirect effects are significantly greater than direct effects, thus organizational commitment is a partial intermediary between employee satisfaction and job performance.

Keywords: Employee satisfaction, organizational commitment, job performance

INTRODUCTION

For enterprises, employees are the basis to ensure the realization of various strategic goals of the enterprise. Therefore, the timely and effective absorption and training of employees with the synchronous development of the enterprise, is an important support for the healthy and orderly development of an enterprise. At present, Beijing Zhongan Xiao Technology Service Co., Ltd. is faced with problems such as difficult employee recruitment, high turnover rate and unstable work efficiency. Due to the too frequent resignation of employees, the working skills of new recruits can be skilled in a short time, which requires a long time of training and practice, which leads to the significant decline of the company's performance level, and leads to the challenge of production and operation. This article from the perspective of organization commitment to explore the Beijing Ann disappear technology service co., LTD., employee satisfaction and job performance, at the same time, combined with the actual situation of Beijing Ann disappear technology service co., LTD., from the aspects of employee recruitment and development of effective and feasible Suggestions, so as to improve the overall performance level of the company.

LITERATURE REVIEW

Concept of employee satisfaction

Employee satisfaction is the index of enterprise happiness, is to a certain extent can see the team spirit of the enterprise, is a comprehensive index. At present, how to improve employee satisfaction has become an important topic for scholars to study. Foreign scholars started earlier in their research on employee satisfaction. As early as in the early 20th century, F.W. Taylor put forward the important conclusion that high reward is equal to high satisfaction, thus opening the door of scientific management, and was called the "father of scientific management". Hoppock (1935) took the lead in putting forward the concept of job satisfaction in the book "Job Satisfaction", believing that employee satisfaction is the subjective satisfaction of the work itself and its work environment from both psychological and physiological aspects. However, since the research intention of employee satisfaction is very different, So the corresponding definition is also different, Sha Yunyu (2021) summarizes its concept into three concepts: the first is a comprehensive definition, Considering employee satisfaction as a single concept, That is, employees' subjective feelings of the work itself and the environment; The second is the expectation gap definition, That is, the gap between the labor remuneration they want to get after working hard and the labor remuneration they actually get, Can affect the work enthusiasm of employees to a large extent; The third is the reference architectural definition, This view holds that employee satisfaction is a subjective feeling of employees formed by comparing their personal gains and work achievements with a self-reference framework, This reference architecture is easily influenced by other factors such as past experience and colleagues around you.

Concepts of organizational commitment

American sociologist Becker.H. S (1960) took the lead in proposing organizational commitment in his unilateral input theory. In his opinion, the organization's commitment is the psychological phenomenon that employees unilaterally continue to invest and contribute to the enterprise, and finally choose to stay in the enterprise. They chose to stay because they feared that if they chose to leave, their previous investment would be lost, and so they had to stay.

Porter (1962) gives a new definition of organizational commitment. He believes that organizational commitment is not only related to the economic gains and losses of employees, but also the degree of employees willing to pay and organizational dependence, rather than the "economic tool" of the enterprise. After a deeper study, he and his colleagues will organization commitment specifically defined as "individual identity and into specific organization relative strength", and from three aspects: the height of the organization goals and value believe and accept, willing to pay great efforts to achieve organization goals, maintain the strong desire of organization membership. Meyer and Allen (1993) compiled the research on organizational commitment, and found that organizational commitment has stable psychological constraints on employees that could effectively guide employee behavior in line with their organizational goals. At the same time, the commitment level is subdivided into three categories: emotion, continuation and regulation. On the research of organizational commitment, domestic scholars focus differently from foreign scholars. Ling Wensheng (2001) believes that organizational commitment can effectively reflect the loyalty level of employees, reflects their psychological attachment to the enterprise, and explains the reasons why employees stay in the enterprise for a long time. Liu Xiaoping (2011) believes that organizational commitment is a sense of responsibility generated by employees due to their long-term efforts to the enterprise.

Concept of job performance

At present, the definition of job performance is still not unique. There are two views. One is that performance is the result of completing a task to measure the performance of performance by the degree of the task completion; the other is that job performance is only in the completion of the activity, measuring the performance level by the judgment of the individual behavior. Kane (1996) believes that performance is something left for a person, completely different from a goal. This is a result-oriented definition of performance. Generally speaking, performance is regarded as a goal or task completion, and it often ignores the promotion effect of situational factors and process factors on organizational tasks in employee performance behavior. Later, people gradually began to accept the behavior-oriented performance theory. According to Murphy (2001), performance is a series of behaviors as people work hard towards organizational goals. At present, the more authoritative view is the value performance view of Motowidlo (2003). After integrating other views, he believes that job performance is the sum of all the behaviors of employees in a specific period, and these behaviors should reflect all the value that employees pay to the organization in a specific period.

METHODOLOGY

The research design of the following research is based on quantitative research where it is mainly emphasized on evaluating the numerical and figures. Henceforth, the following study reflects on an objective view rather than a subjective. The data collection is conducted by gathering primary data rather than secondary data. The instrument utilized for collecting the primary data is the questionnaire 139 survey where the statements in the survey are designed with the help of the literature. The questionnaire survey consisted of the closed-ended questionnaire in which it was primarily based on the Likert scale which has a range from 1 – 5. The value 1 represents 'Strongly disagree' whereas the value 5 indicates 'Strongly Agree'. The main focus of the study was to evaluate the effect of learning and knowledge on improvising organizational performance. The context in which the study is being conducted is on the employees of Beijing Zhongshan Xiao Technology Service. The targeted individuals for the study were particularly the employees. Sampling technique and sample size The main focus

of the study is mainly emphasized towards understanding the influence of learning and knowledge on improvising job performance in the company; therefore, the targeted sample that is relevant for the study where their insights carry the most worth value are the employees that are working in the company sector. Since the study was mainly emphasized on gathering the data from employees; therefore, not every individual had a similar chance of being selected. Thus, the sampling technique falls under the non-probability sampling which is considered that the chance of selecting an individual for a sample is unequal. Moreover, the sample size that is selected by the researcher for the collection of data is 139 questionnaires, 139 of the survey was appropriately filled by the targeted responses. Hence, the response rate on the questionnaire survey was 100 %. The complete data of the 139 sample was investigated and analysed to determine whether learning and knowledge has an influence over the job performance in the company. Method for analysis of data The questionnaire survey has provided the data in numerical and figures; therefore, the data analysis is conducted through the use of path model where the path model is used.

RESULTS

This study aims to explore the relationship between Employee satisfaction and Job performance of Beijing Zhongan Xiao Technology Service Co., Ltd. from the perspective of Organizational commitment, and to find out the respective influencing factors between them. We used a quantitative study approach. The instrument used in the study was a questionnaire survey. Data were collected with a sample group of 139 samples.

Table 1 The level of opinion about the factors affecting the overall

Descriptive Statistics				
	Mean	Std. Deviation	level	Rank
Employee satisfaction	3.70	.72	High	3
Emotional commitment	3.86	.91	High	5
Normative commitment	3.76	.89	High	2
Ideal and commitment	3.92	.83	High	1
Economic commitment	3.65	.86	High	7
Opportunity commitment	3.64	.81	High	6
Organizational commitment	3.77	.58	High	4
Total	3.46	.86	High	

As can be seen from Table 1, the average value and standard deviation on the Job performance level of employees of Beijing Zhongan Xiao Technology Service are at a high level overall, and the average value at the higher level is 3.46. From each variable, we found that the highest mean value was the Ideal and commitment in the mediator variable Organizational commitment (3.92), At a high level, Next by Normative commitment in the

mediation variable Organizational commitment (3.76), At a high level, The lowest is the Economic commitment in the mediator variable Organizational commitment, The average number was 3.65, At a high level.

Regression analysis

Regression analysis is to quantitatively describe the specific relationship between the two variables based on the correlation analysis. After the previous correlation study and analysis, it is concluded that Employee satisfaction, Organizational commitment and Job performance all have close positive relations. In order to further determine the quantitative dependence among the variables, further analysis is needed to verify the internal influence degree by regression analysis.

4.4.1 Employee satisfaction and Organizational commitment's Regression analysis

Table 4.11 Model summary, ANOVA^a & Coefficients

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821 ^a	.674	.671	.33573	1.791

a. Predictors: (Constant), Employee satisfaction

b. Dependent Variable: Organizational commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.118	1	32.118	284.950	.000*
	Residual	15.555	138	.113		
	Total	47.672	139			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Employee satisfaction

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	1.406	.268		5.237	.000*
	Employee satisfaction	.639	.072	.604	8.907	.000*

*Significant at 0.05 level

The results of the linear regression analysis of employee satisfaction and organizational commitment are shown in Table 4.11. The model $R^2=0.671$, indicating that employee satisfaction can explain 67.1% of the change in organizational commitment. The value of $F=284.950$, $Sig.=0.000^*$, indicating that through the F test, the model construction is meaningful, that means, employee satisfaction must have an impact on organizational commitment. The regression coefficient of employee satisfaction was 0.604, $t=8.907$, $Sig.=0.000^*$, indicating that employee satisfaction has a significant positive impact relationship on organizational commitment. Since the value of $VIF=1.791$, is less than 5 and the D-W values are around the distribution of 2, it indicates that the model is well constructed and does not have collinearity and autocorrelation. In conclusion, employee satisfaction showed a significant positive impact on organizational commitment, and the model was well constructed.

4.4.2 Regression analysis of employee satisfaction and job performance

Table 4.12 Model Summary, ANOVA^a & Coefficients

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.921 ^a	.848	.847	.27584	1.945

a. Predictors: (Constant), Employee satisfaction

b. Dependent Variable: Job performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.562	1	58.562	769.692	.000*
	Residual	10.500	138	.076		
	Total	69.062	139			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Employee satisfaction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.360	.123		2.939	.004
	Employee satisfaction	.898	.032	.921	27.743	.000*

*Significant at 0.05 level

The results of the linear regression analysis between Employee satisfaction and Job performance are shown in Table 4.12. The R^2 value of the model is 0.847, indicating that Employee satisfaction can explain 84.7% of the change in organizational performance. The value of $F=769.692$, $Sig.=0.000^*$, indicating that after passing the F test, the model construction is meaningful, meaning that Employee satisfaction must have an impact on Organizational commitment. The regression coefficient of the Employee satisfaction is 0.921, $t=27.743$, $Sig.=0.000^*$, indicating that Employee satisfaction has a significant positive effect relationship on Job performance. Since the VIF value is 1.945, less than 5 and the D-W values are near the distribution of 2, it indicates that the model is well constructed and does not have collinearity and autocorrelation. In conclusion, Employee satisfaction showed a significant positive effect on Job performance, and the model was well constructed.

4.4.3 Regression analysis of the Organizational commitment and the Job performance

Table 4.13 Model Summary, ANOVA^a & Coefficients

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.846 ^a	.716	.714	.37711	1.664

a. Predictors: (Constant), Organizational commitment

b. Dependent Variable: Job performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.437	1	49.437	347.632	.000*
	Residual	19.625	138	.142		

Total	69.062	139			
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a. Dependent Variable: Job performance

b. Predictors: (Constant), Organizational commitment

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.142	.208		-.679	.498
	Organizational commitment	1.018	.055	.846	18.645	.000*

*Significant at 0.05 level

The results of the linear regression analysis of Organizational commitment versus Job performance are shown in Table 4.13. The $R^2=0.714$, indicating that Employee satisfaction could explain 71.4% of the change in organizational performance. The value of $F=347.632$, $Sig.=0.000^*$, indicating that after passing the F test, the model construction is meaningful, meaning that Employee satisfaction must have an impact on Organizational commitment. The regression coefficient of the Employee satisfaction is 0.846, $t=18.645$, $Sig.=0.000^*$, indicating that Organizational commitment has a significant positive effect relationship on Job performance. Since the VIF value is 1.664, less than 5 and the D-W values are near the distribution of 2, it indicates that the model is well constructed and does not have collinearity and autocorrelation. In conclusion, Organizational commitment showed a significant positive effect on Job performance, and the model was well constructed.

4.4.4 Intermediation effect test

Table 4.14 Intermediary effect test

Model		EFFECTS	Standardized Coefficients	t	Sig.
			Beta		
1	(Constant)	-.7274		-.34195	.0008
	Employee satisfaction	.3789	.2976	5.8126	.000*

Organizational commitment	.5126	.6663	13.0159	.000*
Total	.8914		11.5186	.000*

a. Dependent Variable: Job performance

*Significant at 0.05 level

After a series of analyses of employee satisfaction, organizational commitment and job performance in Beijing Zhongan Xiao Technology Service company, the mediation role of organizational commitment was finally analyzed using statistical software. During the test of the mediation effects, three models were constructed, namely, employee satisfaction and job performance, employee satisfaction and organizational commitment, and employee satisfaction and job performance with organizational commitment as the mediating variable. By analyzing the data of the employees of Beijing Zhongan Xiao Technology Service Co., LTD., the results are shown in Table 4.15. Since the total Sig. value is 0.000*, all the three regression models constructed have significant effects. The regression coefficient between Employee satisfaction and employee Job performance was 0.2976, meaning that the total effect was 0.8914, and 0.604 between Employee satisfaction and Organizational commitment, and between Organizational commitment and Job performance was 0.846, the indirect effect is 0.5126, the direct effect is the difference between the total effect and the indirect effect, and the direct effect is 0.3789. The indirect effects were significantly larger than the direct effects and, therefore, Organizational commitment acted as a partial mediator between Employee satisfaction and Job performance.

The results show that between Employee satisfaction and Job performance, Organizational commitment was partially mediated, and its effect ratio was $0.5126/0.8914=57.51\%$, verifying the proposed research model. It can be written as a regression equation as follows:

$$\hat{Y} = .2976(X) + .6663(M)$$

Therefore, according to the standardized regression coefficient between various variables, the Job performance model of Beijing Zhongan Xiao Technology Service Co., Ltd. is based on Employee satisfaction and Organizational commitment is obtained as shown in figure 4.10.

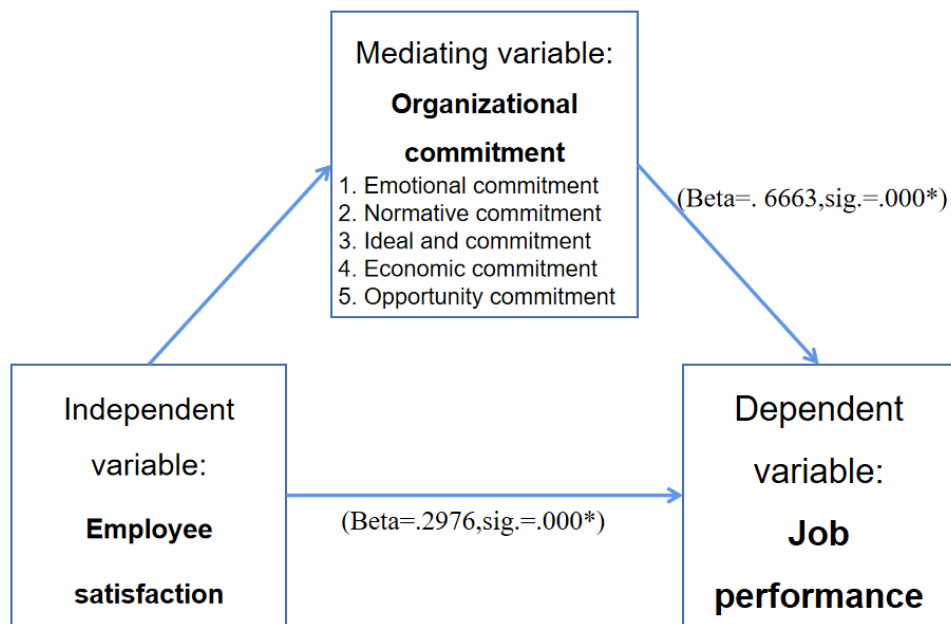


Figure 4.10 Research framework after verification

CONCLUSION

Outresults of the effect between the dependent variables and all independent variables by regression analysis, it was found that adjusted R Square=0.7721, meaning that the independent and intermediary variables influence 77.21% on employee Job performance.

The results of the linear regression analysis of Employee satisfaction versus Organizational commitment showed that the value of the F test was 284.950, Sig.=0.000*, indicating that after passing the F test, the model construction is meaningful, meaning that Employee satisfaction must have an impact on Organizational commitment.

The results of the linear regression analysis of Employee satisfaction versus Job performance showed that the value of the F test was 769.692, Sig.=0.000*, indicating that after passing the F test, the model construction is meaningful, meaning that Employee satisfaction must have an impact on Job performance.

The results of the linear regression analysis of Organizational commitment and employee Job performance showed that the value of the F test was 347.632, Sig.=0.000*, indicating that through the F test, the model construction is meaningful, that is, Organizational commitment must have an impact on employee Job performance.

After a series of analyses of Employee satisfaction, Organizational commitment and Job performance in Beijing, the mediation role of Organizational commitment was finally analyzed using statistical software. During the test of mediation effects, three models were

constructed, namely, Employee satisfaction and Job performance, Employee satisfaction and Organizational commitment, and Employee satisfaction and Job performance with Organizational commitment as the mediating variable. By analyzing the data of the employees of Beijing Zhongan Xiao Technology Service Co., LTD., the results are shown in Table 4.15. Since the total Sig. value is 0.000*, all the three regression models constructed have significant effects. The regression coefficient between Employee satisfaction and employee Job performance was 0.2976, meaning that the total effect was 0.8914, and it was 0.604 for Employee satisfaction and Organizational commitment, and that between Organizational commitment and Job performance was 0.846, namely the indirect effect is 0.5126, the direct effect is the difference between the total effect and the indirect effect, namely the direct effect is 0.3789. The indirect effects were significantly larger than the direct effects and, therefore, Organizational commitment acted as a partial mediator between Employee satisfaction and Job performance.

The results show that between Employee satisfaction and Job performance, Organizational commitment, and its effect was $0.5126/0.8914=57.51\%$, verifying the proposed research model.

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