

THE IMPACT OF WORK PRESSURE, ORGANIZATIONAL COMMITMENT AND PSYCHOLOGICAL CONTRACT, EMPLOYEE SATISFACTION ON EMPLOYEE PERFORMANCE

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ABSTRACT

With the continuous development and popularization of Internet technology, e-commerce has become an indispensable part of people's daily lives. With its broad market prospects, flexible working methods, generous salaries and other advantages, e-commerce companies have become an ideal job choice for many new generation employees. Due to the fierce competition in the e-commerce industry and the new generation of employees who are innovative and pay more attention to personal development and other factors, work pressure, organizational commitment and psychological contract will have an impact on employee satisfaction and affect their work performance. This article starts from the perspective of employee satisfaction and analyzes the impact mechanism of work pressure, organizational commitment and psychological contract on work performance.

Keywords: Work pressure, Organizational commitment, Psychological contract, Employee satisfaction, Work performance.

1. Introduction

Competition in the E-commerce industry is fierce and work tasks are heavy. Employees need to work overtime for long periods of time, and often need to deal with emergencies, such as handling after-sales issues, responding to complaints, adjusting activities, calculating prices, etc., resulting in high work pressure and physical and mental exhaustion for employees; although E-commerce The salary package in the commercial industry is higher than that in traditional industries, but some companies have limited promotion space for employees and restricted career development, resulting in a high employee turnover rate; for employees who have not been with the company for a long time, their psychological expectations for the company often change as their work progresses. It gradually decreases due to in-depth and familiarity with the company; another example is that employees work hard, but the promises made by the company cannot be fulfilled in time or the employees' achievements are denied. These phenomena will reduce employee satisfaction and affect the achievement of work performance (Lin, 2022).

Existing research has pointed out that continued work pressure will have a negative impact on employees' mental health (Xu, 2020). If employees cannot effectively cope with it, work pressure will also reduce employees' performance and job satisfaction (Xu, 2021), therefore, reducing the work pressure of E-commerce enterprise employees and alleviating their job burnout is crucial for the sustainable and healthy development of E-commerce companies. Organizational commitment is when employees identify and accept the organization, have emotional dependence on the organization, are willing to work hard for the organization, and have the willingness to stay and contribute (Zeng et al., 2023). Based on expectancy theory, organizational commitment expresses Employees have an expectation of the organization, especially new employees in the E-commerce industry. They are full of expectations for the new company and expect to contribute to the company with their own efforts. The

psychological contract is a special exchange relationship between employees and the organization, which represents the common expectations and commitments between employees and the organization for mutual responsibilities and obligations (Li et al., 2022). Based on social exchange theory, employees expect their contribution to the organization to evaluate one's own value based on the rewards of the organization, the organization can be just and fair when giving rewards and punishments. In addition, employees' emotional dependence, identification, and investment in the organization will affect their commitment and loyalty to the organization (Wang, 2020).

Research has proven that work pressure, organizational commitment, psychological contract and employee satisfaction are closely related (Zhang, 2023). In summary, this study will introduce Hierarchy of needs theory, expectancy theory and social exchange theory try to explore the complex relationship between work pressure, organizational commitment, psychological contract and satisfaction. By establishing a structural model with employee satisfaction as the intermediate variable, the impact of work pressure, organizational commitment and psychological contract on work performance is explored.

2. Research hypotheses and model

2.1 The relationship between work stress and employee satisfaction

Xie et al (2021) surveyed 2887 couriers in Beijing, conducted a questionnaire survey using work pressure, emotional exhaustion and job satisfaction scales, and analyzed the correlation between the three. There is a significant negative correlation between work pressure and job satisfaction, which means that the greater the employee's work pressure, the lower the job satisfaction. Therefore, reducing courier work pressure, reducing courier emotional exhaustion, and improving courier job satisfaction will play a positive role in maintaining the healthy development of the express delivery industry (Xie et al., 2021). Zhu et al (2021) used questionnaire surveys and interviews to explore the correlation between architects' work pressure and job satisfaction. The results show that: task pressure, organizational pressure, personal pressure is significantly negatively correlated with overall job satisfaction; architects' overall work pressure is moderately negatively correlated with overall job satisfaction. The research results can provide valuable theoretical basis for architectural design companies to better manage employee stress and improve job satisfaction (Zhu et al., 2021). Xu (2020) used a questionnaire survey method to survey 511 preschool teachers to examine the relationship between preschool teachers' work pressure and life satisfaction. The results showed that the direct predictive effect of preschool teachers' work pressure on life satisfaction was not significant, but respectively Life satisfaction is indirectly predicted through the independent mediating effects of psychological capital and job burnout and the sequential mediating effects of the two (Xu, 2020). This article divides work pressure into three dimensions: individual, organization and environment. Therefore, this question puts forward the following hypothesis: H 1: There is a significant negative correlation between work pressure and job satisfaction among the new generation of knowledge workers.

2.2 The relationship between organizational commitment and employee satisfaction.

Liu (2021) collected data by issuing online questionnaires, established a quantitative research model, and explored the relationship between employee satisfaction and organizational commitment in small and medium-sized companies. The results show that there is a significant positive correlation between employee satisfaction and organizational commitment in small and medium-sized companies, that is, the higher the overall satisfaction level, the higher the employee's organizational commitment level, the less likely it is for employees to change jobs, and the more conducive to the stable development of the enterprise (Liu, 2021). Ke and Sun (2018) confirmed that there is a positive correlation between

organizational commitment and satisfaction. Members' organizational commitment to the cooperative can enhance their recognition and sense of belonging to the cooperative, reduce the "free rider" mentality, and participate more actively. With the active support of members, the cooperative can uniformly supply production materials, process and store products, solve financial difficulties and sell products, obtain more economic benefits through teamwork, and increase satisfaction with the cooperative (Ke et al., 2018). Wang (2019) explored the relationship between job satisfaction and organizational commitment of young teachers in higher vocational colleges and concluded that the three dimensions of organizational commitment not only have a significant positive correlation with job satisfaction, but also have a significant positive correlation with the six dimensions of job satisfaction. Emotional commitment is obviously related to the work itself; continuance commitment is obviously related to the work itself and the work situation; normative commitment is obviously related to the work situation (Wang, 2019). This article divides organizational commitment into three dimensions: emotional commitment, continuance commitment and normative commitment. Therefore, based on previous research results, this article puts forward the following hypotheses:

H 2: Organizational commitment positively affects the employee satisfaction of new knowledge workers.

2.3 The relationship between psychological contract and employee satisfaction

Shi et al (2023) conducted a survey on the Physician Psychological Contract Assessment Scale and Job Satisfaction Scale among doctors in 4 public hospitals, and found that the psychological contract has a significant positive impact on job satisfaction, that is, the higher the degree of fulfillment of the psychological contract perceived by doctors. The higher the level, the higher the job satisfaction (Shi et al., 2023). When Cui (2018) studied the impact of psychological contract on job satisfaction, he pointed out that psychological contract exists and takes effect when employees enter the company, affecting employees' job satisfaction. Employees' attention to the results and rewards of the organization's efforts will affect their subsequent work attitudes and efforts. If the organization can reach a psychological contract with employees that is fair and meets the needs of both parties, allowing employees to identify with their work behaviors and expect corresponding rewards, then employees will work actively to achieve these expectations. In this way, employees will be more satisfied with the organization and contribute more actively to the organization (Cui, 2018). This article divides the psychological contract into transactional psychological contract, relational psychological contract, developmental psychological Contract Therefore, this paper proposes the following hypothesis:

H 3: There is a significant positive correlation between the psychological contract of the new generation of knowledge workers and employee satisfaction.

2.4 The relationship between employee satisfaction and job performance.

Varshney et al pointed out that job satisfaction may be the main driver of employee performance improvement. The improvement of employee job satisfaction will motivate them to achieve better results and become more efficient in completing tasks (Varshney et al., 2017). Ding's research results show that job satisfaction has a significant positive impact on employee performance. When employees obtain the job satisfaction they deserve in the team, it will have a positive promotion effect on the improvement of employee performance (Ding, 2019). Wang believes that employees with higher job satisfaction tend to have more outstanding work performance, and employees with good work performance can also maintain job satisfaction (Wang, 2017). Liu verified the impact of performance on satisfaction. Task performance has a greater impact on employee satisfaction with salary and benefits, job satisfaction, and

promotion satisfaction. Peripheral performance has a more obvious impact on interpersonal satisfaction than task performance (Liu, 2017). This article divides job performance into three dimensions: task performance, relationship performance and learning performance. Employee satisfaction is divided into three dimensions: work itself, work rewards and work environment. Therefore, based on previous research, this paper puts forward the following hypotheses:

H 4: There is a significant positive correlation between the satisfaction of the new generation of knowledge workers and their job performance.

H 5: The mediating role of employee satisfaction among job stress, organizational commitment, psychological contract and job performance.

2.5 conceptual framework

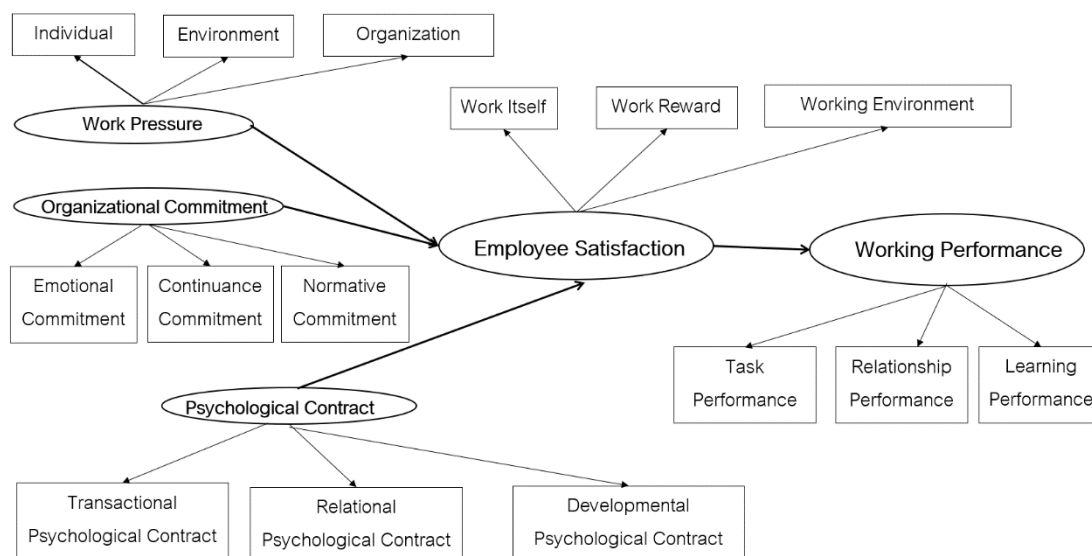


Figure 1 Conceptual Framework

3. Significance of the research

First of all, from the perspective of policy significance. The research in this article has important reference value for E-commerce enterprise managers. In the current context of the rapid development of my country's E-commerce industry, companies need to pay attention to issues such as employees' work pressure, organizational commitment and psychological contract, so as to formulate more reasonable human resource management policies, improve employee satisfaction, and then improve employee satisfaction. work performance.

Secondly, from an academic perspective. This article enriches the research results on work stress, organizational commitment and psychological contract by studying 300 knowledge employees of e-commerce companies. In addition, the article also explores the mechanism by which these factors affect work performance through employee satisfaction, providing theoretical support and research methods for subsequent related research.

Finally, from the perspective of innovative significance. This article adopts an empirical research method and draws a research conclusion with practical significance by analyzing a large number of survey data of knowledge employees in E-commerce companies. The research results have certain reference value for both the E-commerce industry and other industries.

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