

Organizational commitment, self -efficacy and work engagement among Chinese employees in foreign IT companies: Basis for improved work performance framework

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ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 18 June 2023

Revised: 20 July 2023

Accepted: 18 August 2023

Available Online: 25 August 2023

DOI: 10.5861/ijrsm.2023.1086

Abstract

In recent years, China has become a major player in the global economy, attracting foreign companies in various industries, including the information technology (IT) industry. For these companies, it is very important to understand the factors that affect the performance of Chinese employees, because employee work engagement is a very important factor in company operations. This research has done a very in-depth investigation in 7 IT foreign companies in China. Organizational Commitment, Self-Efficacy and Work Engagement are obtained as basis of the strategic plan to improve these practices. This study adopted a descriptive research design. Descriptive research is especially useful when the purpose of the research is to describe the characteristics of a particular population or phenomenon. The purpose of this study is to describe the organizational commitment, self-efficacy, and job engagement levels of Chinese employees in foreign-funded IT companies in China. By using a descriptive research design, researchers can collect and analyze data to provide a comprehensive and detailed description of these variables. The survey shows that the self-efficacy and organizational commitment of workers in foreign companies in the IT industry have certain effects on work engagement. Studies have shown that team members can work together and cooperate in the face of challenges and difficulties, showing high team effectiveness. Moreover, employees have a high emotional identity and sense of belonging to the organization and are full of vitality and passion for work. The results of this study provide important findings regarding self-efficacy, organizational commitment, and work engagement among Chinese IT foreign enterprise employees. These results provide a basis for further research and understanding of human resource management and performance improvement in this field. Finally, Improved Work Performance Model was developed, and the model and suggestions for the work engagement are obtained.

Keywords: organizational commitment, self-efficacy, work engagement, work performance, IT

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1. Introduction

Since 2000, China has attracted foreign companies from various industries, including the information technology (IT) sector. The influx of foreign companies into China has led to a more diverse workforce, with Chinese employees working alongside expatriate colleagues in a cross-cultural setting. For these companies, it is crucial to understand the factors that contribute to the performance of Chinese employees, as they are a key asset in the success of these companies. Organizational commitment, self-efficacy and work engagement are three factors positively related to work performance. Organizational commitment refers to the level of attachment and loyalty that an employee has towards their organization, which can result in greater job satisfaction, increased motivation, and higher levels of job performance (Shin, M. H., 2018). Self-efficacy, on the other hand, is an individual's belief in their ability to perform tasks successfully (Schunk, D. H., & DiBenedetto, M. K., 2022). Employees with higher self-efficacy are more likely to persevere in the face of new challenges and setbacks, and ultimately achieve a higher level of work performance, and ultimately achieve higher levels of job performance. Work engagement is characterized by a positive, fulfilling, and work-related state of mind, which is characterized by vigor, dedication, and absorption (Liu Jie & Zheng Yan., 2015). Work engagement is relatively high for engaged employees, and tend to be more productive, innovative, and creative in their work.

This study is important for several reasons. First, it adds to the growing body of research on organizational commitment, self-efficacy, and work engagement, which have been shown to be positively related to work performance. Second, it specifically focuses on Chinese employees working in foreign IT companies, which is an under-researched area in the literature. In the current economic environment, especially in China, this is a very informative study. Third, it provides insight into the unique challenges that Chinese employees may face when working in a cross-cultural setting, and how these challenges may impact their work performance. The study aims to contribute to a better understanding of the psychological factors that impact work performance among Chinese employees in foreign IT companies in China. By identifying the factors that influence work performance, we hope to develop strategies that can be used by foreign companies to improve the performance of their Chinese employees, attract more outstanding Chinese engineers to join the company and ultimately achieve greater success in the Chinese market.

Organizational commitment is a psychological state, which is the degree of attachment and loyalty of employees to the organization. Organizational commitment is an important indicator of job performance, job satisfaction, and employee retention. Employees who are highly committed to their organizations are more likely to be motivated to achieve organizational goals, and to persist in their efforts to achieve these goals, even in the face of obstacles or difficulties. Research has shown that organizational commitment is influenced by a variety of factors, including job satisfaction, leadership style, and perceived organizational support. In the context of foreign IT companies operating in China, it is important to understand how Chinese employees perceive their organizations, and how this perception impacts their level of commitment to the organization (Al-Jabari, B., & Ghazzawi, I., 2019).

Self-efficacy is another important psychological variable that has been shown to be positively related to work performance. Self-efficacy refers to an individual's belief in their ability to perform tasks successfully (Peechapol, C., Na-Songkhla, J., Sujiva, S., & Luangsodsai, A., 2018). If an employee has a high sense of self-efficacy, then the employee is more capable of accepting new challenges and persevering in the face of setbacks or difficulties. Self-efficacy can be influenced by a variety of factors, including past performance, feedback, and social support. In the context of foreign IT companies in China, it is important to understand how Chinese employees perceive their own abilities and skills, and how this perception impacts their level of

self-efficacy.

Work engagement is a state of mind that is positive, fulfilling, and work-related. It is characterized by energy, dedication, and focus. Engaged employees are highly engaged in their work and tend to be more productive, innovative, and creative in their work. Job engagement is influenced by several factors, including job autonomy, social support, and job demands. Work engagement is positively correlated with work performance, work satisfaction, and employee retention. For foreign IT companies operating in China, it is important to understand how Chinese employees perceive environment and how this affects their work engagement levels (Liu Weiguo & Shi Junqi., 2015). Organizational commitment, self-efficacy, and job engagement are three important variables that are closely related to job performance. By understanding these factors, foreign IT companies can develop strategies that can be used to improve the performance of their Chinese employees, and ultimately achieve greater success in the Chinese market.

There may be several issues, problems, or challenges related to organizational commitment, self-efficacy, and work engagement among the respondents in this study. Some of these are: Respondents may have cultural differences. Chinese employees in foreign companies may come from different cultural backgrounds, which could affect their perception of organizational commitment, self-efficacy, and work engagement. For example, employees from collectivistic cultures may prioritize loyalty to the organization and group harmony over individual achievement and self-efficacy. Respondents may have social desirability bias. Respondents may provide a more perfect answer than what's on their minds, especially when the survey questions relate to sensitive topics such as job satisfaction or engagement. This bias could affect the accuracy of the data collected. To address this issue, the survey questions should be designed carefully to minimize social desirability bias. Additionally, the anonymity of the survey should be emphasized to encourage honest responses. Respondents may have recall bias. Respondents may have difficulty accurately recalling past experiences or emotions related to their organizational commitment, self-efficacy, and work engagement. This could lead to inaccurate or incomplete data.

Research may have generalizability issues. The study may only focus on Chinese employees in foreign companies in IT industries in China, which may limit the generalizability of the findings to other populations or contexts. To address this issue, the study should be designed with the aim of producing findings that can be generalized to similar populations and contexts. Research may have response rate issues. The response rate of the survey could also pose a challenge. If the response rate is low, the findings may not be representative of the population under study. To address this issue, the researcher should use multiple methods to encourage participation, such as incentives, reminders, and follow-up contacts. Overall, these issues and challenges could affect the accuracy and reliability of the data collected. To ensure the accuracy of the findings, the researcher should address these issues in the study design and data analysis. By addressing these issues, the study will produce reliable and valid results that can provide insights into the levels of organizational commitment, self-efficacy, and work engagement among Chinese employees in foreign IT companies in China and contribute to the development of an improved work performance model.

Empirical studies have consistently shown that organizational commitment, self-efficacy, and work engagement are important predictors of job satisfaction and work performance among employees (Chen Qiuping., 2015). For instance, a study by Hendri, N. (2019) found that organizational commitment was positively related to job satisfaction and work performance among healthcare employees in Abreu, M. C. S., Cunha, M. C., & Rebouças, S. M. P., (2013) found that self-efficacy was positively related to work engagement and job performance. Moreover, recent studies have identified various factors that can influence organizational commitment, self-efficacy, and work engagement. For example, a study by Xiao Linsheng & Chen Jian. (2022) found that job demands, such as workload and emotional demands, were negatively related to work engagement among employees in China. Meanwhile, a study by Idris, A. (2014) found that supervisor support was positively related to self-efficacy and work engagement among employees in China. Additionally, a study by Beukes, I., & Botha, E., (2013) found that perceived organizational support was positively related to organizational

commitment among employees in Taiwan.

These findings suggest that organizational commitment, self-efficacy, and work engagement are important factors that influence job satisfaction and work performance among employees, and that the factors that influence these variables can vary depending on the industry, organization, and context. Therefore, it is crucial to investigate these variables among Chinese employees in foreign IT companies in China, to better understand the factors that influence their job satisfaction and work performance, and to develop an improved work performance model that can be applied to this specific context. This study aims to address some of the gaps in the existing literature on organizational commitment, self-efficacy, and job engagement of Chinese employees in foreign IT companies. Although there are many literatures on organizational commitment, self-efficacy, and work engagement of employees in various industries, there is a lack of research on these variables specifically for Chinese employees in foreign-funded IT companies. Several studies have investigated the antecedents and consequences of organizational commitment, self-efficacy, and job engagement, but studies exploring the interrelationships between these variables are limited. Overall, this study aims to contribute to the existing literature by addressing these gaps and developing an improved work performance model that can be applied to the unique context of Chinese employees in foreign IT companies.

The reason for conducting this study is to examine the relationships between organizational commitment, self-efficacy, and work engagement among Chinese employees in foreign companies operating in the IT industry. The rationale for this study is based on the need to address gaps in the existing literature on these variables in this specific context. Additionally, foreign IT companies are a significant source of employment in China, particularly in the technology sector. By studying these variables in this context, we can gain a better understanding of how they impact employee attitudes and behaviors and how they can be improved to enhance employee well-being and organizational performance. The utility value of this study lies in its potential to inform HR practitioners, organizational leaders, policymakers, and foreign companies operating in China about the relationships between organizational commitment, self-efficacy, and work engagement among Chinese employees in foreign companies in the IT industry.

The findings of this study can provide HR practitioners with insights into factors that facilitate or hinder employees' organizational commitment, self-efficacy, and job engagement in specific contexts; organizational leaders can use the findings of this study to develop more effective strategies to manage Employee attitudes and behaviors of foreign-owned IT companies in China; policy makers and government organizations can use the findings of this study to inform policies and initiatives aimed at promoting the development of China's technology industry; foreign companies operating in China can influence employee attitudes by understanding and behavioral factors to develop more effective employee management strategies.

Objectives of the Study - The study is to examine the organizational commitment, self-efficacy, and work engagement among Chinese employees in foreign IT companies: Basis for Improved Work Performance Framework. Specifically, it described the organizational commitment as to affective, continuance and normative, determined the self-efficacy in terms of task-specific, self-regulatory and collective efficacy, assess the work engagement as to vigor, dedication, and absorption, test the significant relationship among organizational commitment, self-efficacy.

2. Methods

Research Design - The reason for adopting a descriptive research design in this study is to provide a detailed and accurate description of the variables under investigation. Descriptive research is particularly useful when the aim of the study is to describe the characteristics of a particular population or phenomenon. In this study, the aim is to describe the levels of organizational commitment, self-efficacy, and work engagement among Chinese employees in foreign IT companies in China. By using a descriptive research design, the researcher can collect and analyze data to provide a comprehensive and detailed description of these variables.

Participants of the Study - Determining the number of companies to be used as research locales will depend on the research questions, the scope of the study, and the availability of participants. Ideally, the sample size should be large enough to provide a representative sample of the population of interest, while also being manageable in terms of data collection and analysis. In this study, the researcher may consider using a convenience sample of foreign IT companies operating in China and selecting a sufficient number of companies to achieve the study's aims. The number of companies chosen may also depend on practical considerations, such as the time and resources available for data collection and analysis. In order to make the research results of this paper have a certain representativeness and reliability, combined with the actual situation of the research environment, this study selects 7 companies as the research site, 50 participants in each company were chosen. These 7 companies are all foreign companies in the IT industry in China. A total of 350 people participated in the survey. Some criteria for selecting employees include:

- Inclusion criteria: Employees who are currently working in foreign companies in the IT industry in China and have been working for a certain minimum period of time (e.g., six months or more).
- Exclusion criteria: Employees who have been with the company for less than the minimum period of time, employees who are on leave or have resigned from the company, and employees who have been identified as outliers or have missing data.
- Demographic criteria: The sample should include employees from various demographic groups (e.g., age, gender, education level) to ensure that the findings are representative of the larger population.
- Random sampling: A random sampling method should be used to ensure that the sample is representative of the larger population of employees in the IT industry in China.
- Informed consent: Employees should provide informed consent before participating in the study. They should be informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw from the study at any time.

The criteria for selecting employees include the inclusion criteria of currently working in a foreign IT company in China for a minimum specified duration (e.g., six months or more). The exclusion criteria involve employees who have worked for less than the minimum duration, those on leave or who have resigned, and individuals identified as outliers or with missing data. The sample should encompass employees from diverse demographic groups (e.g., age, gender, education level) to ensure that the survey results can represent a broader population. Random sampling methods should be employed to ensure the sample is representative of the larger workforce in the Chinese IT industry. Prior to participation, employees should provide informed consent, being informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw from the research at any time.

From the perspective of age in this survey, there are more respondents aged 30-40 (45.4%), the least number of respondents aged 50 and above (8.6%), and nearly 50% of the participants are between 30 and 40 years old. This shows that foreign companies in the IT industry are very attractive to employees of this age group. In terms of gender, women accounted for 51.4% of the respondents and men accounted for 48.6%. This shows that in the IT industry, the ratio of men to women is balanced. Among the surveyed population, undergraduate students accounted for 34.9%, and graduate students and above accounted for 31.4%. This shows that in foreign-funded enterprises in the IT industry, most employees have a good educational background, which is also a basic requirement for IT talents. In terms of work experience, about one-third of employees have 5-10 years of work experience, which shows that employees of foreign companies in the IT industry are generally satisfied with salary and other aspects. In terms of positions, the proportions of middle managers and senior managers participating in the survey reached 39.4% and 22.9% respectively, which shows that managers attach great importance to employees' job performance, self-efficacy, and organizational commitment.

Data Gathering Instrument - The sampling technique that used in this study is stratified random sampling. This technique involves dividing the population into subgroups or strata based on certain characteristics such as job position or department, and then randomly selecting participants from each stratum. This ensures that the sample is representative of the population and provides equal opportunities for each subgroup to be included in the study. The questionnaires in this paper are all adaptations. The instrument is mainly composed of four parts: 1. Material returns; 2. Personality Factors; 3. Career Guidance; 4. Recognition and approval. The study first analyzed the results of respondents from 7 different companies. Cronbach's result was 0.963, and all three parts of the questionnaire achieved excellent consistency. This means that the given project for each section is closely related, indicating that the selection of these issues is reliable. The study analyzed the results of respondents from 7 different companies. Excellent agreement was obtained for all three parts of the questionnaire, with a Cronbach's result of 0.963. This implies that the given items per part are closely related. Show that these questions are reliable.

Table 1*Reliability Test of Instrument*

Indicators	Cronbach Alpha	Remarks
Self-Efficacy, Organizational Commitment, and Work Engagement Instrument	0.963	Excellent
Per variable		
Self-Efficacy	0.925	Excellent
Task Specification	0.995	Excellent
Self-Regulatory	0.922	Excellent
Collective Efficacy	0.931	Excellent
Organizational Commitment	0.938	Excellent
Affective Commitment	0.929	Excellent
Continuance Commitment	0.903	Excellent
Normative Commitment	0.876	Good
Work Engagement	0.907	Excellent
Vigor	0.895	Good
Dedication	0.929	Excellent
Absorption	0.892	Good

George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”

Based on result, the Self-Efficacy, Organizational Commitment, and Work Engagement Instrument has an excellent consistency as exhibited by the Cronbach's Alpha value of (.963). This was validated by the Excellent remarks from Self-Efficacy (.925); it was confirmed by the Excellent results from Task Specific (.955) and Self-Regulatory (.922), and Collective Efficacy (.931). Also, it was validated by the Excellent remarks from Organizational Commitment (.938); it was confirmed by the Excellent result from Affective Commitment (.929), Continuance Commitment (.903), and good result from Normative Commitment (.876). Moreover, it was further validated by the results from Work Engagement (.907); it was confirmed by the excellent result from Dedication (.929), and good results from Vigor (.895) and Absorption (.892), which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to the actual survey using the aforementioned instrument.

Data Gathering Procedure - Researchers apply to the heads of various departments of the company to allow department employees to complete the questionnaire and keep the feedback content of the respondents of the questionnaire confidential. The questionnaire was distributed by the researcher personally, allowing the interviewees sufficient time to answer. After completion, the researcher immediately retrieves the data, calculates the results, analyzes, and interprets the table.

Ethical Considerations - The researchers considered ethical factors when conducting the study such as the informed consent and disclosure of information. The researchers provide a letter for the respondents before they answer the questionnaire seeking permission if they could participate in the study. The participants have every right to refuse to participate or answer the questions that make them feel uncomfortable to do so. The researcher

will abide by the laws and keep personal information strictly confidential.

Data Analysis - Use data analysis tools to interpret and analyze the collected results. Frequency and percentage are used to describe the profile of the respondents in terms of age, gender, education, responsibilities, and entry time. The weighted average is used to determine the content of Material returns, Personality Factors, Career Guidance, Recognition, and approval. After completing the questionnaire, collect and organize all the data. According to the statistical method, the basic situation of the sample in the survey, the validity of the data is counted, the scatter diagram is used for data correlation analysis, the key analysis data is controlled by the control chart, the Pareto chart, etc.; and the system and various variables are measured.

3. Results and Discussion

Table 2

Summary Table for Self-Efficacy

Self-Efficacy	Weighted Mean	Std Dev	Interpretation	Rank
Task Specific	2.9686	0.72739	<i>Agree</i>	2
Self-Regulatory	2.9486	0.70013	<i>Agree</i>	3
Collective Efficacy	2.9714	0.72554	<i>Agree</i>	1
Overall Self-Efficacy	2.9686	0.69516	<i>Agree</i>	

Legend: 1.00-1.49 (Strongly Disagree) 1.5-2.49 (Disagree) 2.5-3.49 (Agree) 3.5-4.00 Strongly Agree)

Table 2 shows that respondents generally have a positive view of their overall self-efficacy. This indicates that respondents believe in their ability to perform tasks, regulate their behavior, and contribute to collective efforts. It was observed that the levels of self-efficacy showed similarities in both manifestations, with an average score of 2.97 and a rank of 1. This shows that the group self-efficacy assessed by Chinese employees of foreign companies in the IT industry in terms of collective efficacy is moderately obvious. Most likely, the employees surveyed considered their business a successful organization. As highlighted by Talsma, et al (2019), when an organization has a good culture, employees know how top management expects them to respond to any situation, employees trust that the expected responses are correct, and employees know they will respond because of expressed be rewarded for the principles of the organization. The lowest level of self-efficacy (2.95) was observed in self-teaching. Although the interviewees have a certain degree of self-regulation ability.

Table 3

Summary Table for Work Engagement

Work Engagement	Weighted Mean	Std Dev	Interpretation	Rank
Vigor	2.98	0.70378	<i>Agree</i>	1
Dedication	2.9629	0.7542	<i>Agree</i>	2
Absorption	2.9286	0.75172	<i>Agree</i>	3
Overall Work Engagement	2.9771	0.72968	<i>Agree</i>	

Legend: 1.00-1.49 (Strongly Disagree) 1.5-2.49 (Disagree) 2.5-3.49 (Agree) 3.5-4.00 Strongly Agree)

Table 3 summarizes the respondents' overall assessment level of work engagement. The comprehensive mean value of 2.97 shows that the respondents who ranked first in the dimension of vitality (3.52) have moderately obvious good work vitality. Although the assessment was positive, the dimensions of dedication and focus had lower averages and the lowest ratings.

In general, work engagement can affect employees' feelings, work performance, etc. Cai, et al. (2019) explored the mechanism between employees' work engagement and employee well-being. Zhan Chuanfu. (2023) also divided employee motivation types through latent profile analysis, thus exploring the mechanism between employee work engagement and well-being. Zhang et al. (2023) explored the mechanism of interaction between employee work engagement and job satisfaction. He Qinan. (2022) proposed through research that there is a positive correlation between employee work engagement and job performance. Tu Yunyun, et al. (2015) also explored the relationship between employee work engagement and employee innovation behavior. Li Yingpeng.

(2015) also verified the relationship between work engagement and innovative behavior. Wang Xiangyun. (2015) proposed through research that there is a positive correlation between the work engagement of immediate leaders and the work engagement of employees.

Organizational commitment, self-efficacy and job engagement are correlated with each other. According to social cognitive theory, environmental factors will have a certain impact on human behavior. In its behaviorist view, human subjectivity plays a role between the situation and behavior, and efficacy beliefs are the basic conditions for human subjective initiative. Behavioral stimulation plays an important role. Good organizational commitment positively affects employees' self-efficacy, and its improvement will further affect employees' work engagement. Employee work engagement is not only related to individual factors of employees, but also affected by organizational factors. For individual factors, employees' perception of self-ability at work has an important impact on their level of work engagement. Self-efficacy is a kind of psychological perception, which is a bridge connecting the external environment and individual behavior. Fard, and Karimi, (2015) constructed and verified the relationship model between innovative self-efficacy as an intermediary organizational innovation climate and employee innovative behavior in their research, and innovative self-efficacy has a mediating effect between the two variables. Kasemsap, (2013) found in their research that the relationship between organizational commitment and employee performance variables is not only a direct relationship, organizational commitment can indirectly affect work performance through various mediations, such as employee satisfaction, organizational commitment Equal variable® training researchers have found that there is an important relationship between organizational commitment and employee work engagement, but how organizational commitment affects employee work engagement is a "black box", that is, the mechanism of organizational commitment on employee work engagement.

Improved Work Performance Framework

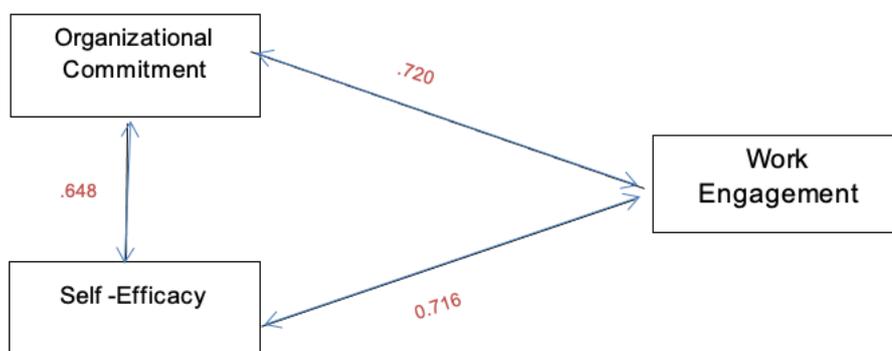


Figure 1. Improved Work Performance Framework

Figure 1 shows the Improved Work Performance Model. Based on the theoretical analysis of Organizational Commitment, Self -Efficacy and Work Engagement Among Chinese employees in foreign companies in IT Industries, the empirical results show that Organizational Commitment and Self - Efficacy has had a significant positive impact on the promotion of Work Engagement. Therefore, strengthening organizational commitment and self-efficacy at the strategic level is an effective way to improve work engagement.

Self-Efficacy and all its sub variables were found to be significantly related to organizational commitment with p-values lower than 0.05. This indicates that the higher the self-efficacy, the higher the organizational commitment. Overall, the higher self-efficacy is, the employee would have higher organizational commitment

(affective - .610, continuance - .649, normative - .687 and overall - .648). Self-Efficacy and all its sub variables were found to be significantly related to work engagement with p-values lower than 0.05. This indicates that the higher the self-efficacy, the higher the work engagement. Overall, Specifically, the higher self-efficacy is, the employee would have higher work engagement (vigor - .672, dedication - .714, absorption -.730 and overall - .716).

Organizational commitment and all its sub variables were found to be significantly related to work engagement with p-values lower than 0.05. This indicates that the higher the organizational commitment, the higher the work engagement. Overall, the higher the affective commitment is, the employee would have higher work engagement (vigor - .653, dedication - .696, absorption -.706 and overall - .720). This means that employees are satisfied with the organization's values and culture and are willing to contribute to the organization's success and growth. This implies also that employees may choose to remain with the organization for some benefit or other external considerations. Results indicate that employees identify with the organization's ethical and professional responsibilities and are willing to fulfill the relevant obligations and commitments.

4. Conclusions and Recommendations

The respondents have moderate level organizational commitment as to affective, continuance and normative. The over-all self-efficacy of the employees is found to be average as to collective, task specific and self-regulatory. The employees showed moderate work engagement in terms of affective, continuance and normative aspects. There is a high significant relationship between self-efficacy and organizational commitment and self-efficacy and work engagement. It was also found out that organizational commitment and work engagement have high significant relationship. A framework for Improved Work Performance was developed.

HR department may create a positive work engagement by making the employees feel that they are supported by their managers and colleagues. This means employees must be treated with respect, providing the resources that they need and being able to extend help when needed. Improve organizational commitment through enhanced communication, transparency, a fair work environment, growth opportunities, and competitive compensation, fostering a positive and productive workplace. Improve self-efficacy by setting realistic goals and encouraging further achievement. Future researchers may replicate the study in a different setting. They can also test different variables to expand the knowledge base about the topics. Develop an effective organizational culture and increase employee work engagement through the implementation of the Improved Work Performance Framework

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