

Employee job satisfaction, job performance and organizational commitment: Inputs to strategic HR development plan

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Abstract

This study aims to determine the employee job satisfaction, job performance and organizational commitment to come up with HR strategic development plan for the faculty in the universities in China. Specifically, it described the employee's compensation benefits, working condition and recognition, determined the organizational commitment in terms of affiliative, collegiality, self-determination/efficacy, affective commitment, normative commitment, and continuance commitment; described job performance in view of task performance and associated performance; tested the relationship between organizational commitment, employee job satisfaction, and job performance and proposed strategic HR Development plan to enhance employee motivation and engagement. The researcher used descriptive method using survey questionnaire in gathering data. Explore the relationship between organizational commitment, employee satisfaction and job performance. It is found that job satisfaction and job performance have a significant impact on organizational commitment. Based on the actual situation of the company, this paper puts forward suggestions with reference value on how to effectively improve employee satisfaction and organizational commitment in the management of employees, and then improve the strategic investment in the human resources development plan.

Keywords: employee satisfaction, organizational commitment, job performance, strategic, development plan

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1. Introduction

Employee satisfaction is an index of enterprise happiness. It is a comprehensive indicator of the enterprise's team spirit to a certain extent. At present, how to improve employee satisfaction has become an important topic for scholars to study. The research on employee satisfaction by foreign scholars started earlier. As early as the beginning of the 20th century, FW. Taylor put forward the important conclusion that high pay equals high satisfaction, thus opening the door of scientific management and believed that employee satisfaction is the subjective satisfaction of workers on the job itself and its working environment from both psychological and physiological aspects.

However, due to different scholars' research intentions on employee satisfaction, their corresponding definitions are also different. It summarized their concepts into three categories: the first is a comprehensive definition, which considers that employee satisfaction is a single concept, that is, employees' subjective feelings about the work itself and the environment; The second is the definition of expectation gap, that is, the gap between the expected labor remuneration after hard work and the actual labor remuneration, which can greatly affect the enthusiasm of employees; The third is the definition of reference structure. This view holds that employee satisfaction is the subjective feeling formed by employees comparing their personal gains and work achievements with the self-reference structure, which is easily affected by past experience, colleagues and other factors.

Organizational commitment on the other hand, is believed to be the psychological phenomenon that which employees continue to invest and contribute to the enterprise unilaterally and finally choose to stay in the enterprise. They chose to stay because they were afraid that if they chose to leave, their previous investment would be lost, so they had to stay. Porter believed that organizational commitment is not only related to the economic gains and losses of employees but also the degree of willingness of employees to pay and organizational dependence rather than the "economic tool" of enterprises. After more in-depth research, organizational commitment is found to be the relative strength of individual identification and involvement in a specific organization, and carried out specific research from three aspects: high faith and acceptance of organizational goals and values, willingness to make great efforts to achieve organizational goals, and strong desire to maintain organizational membership.

Allen and Meyer (1993) found that organizational commitment has stable psychological constraints on staff tools, and this constraint can effectively guide staff behavior and make it consistent with organizational goals. At the same time, the commitment level is also divided into three categories: emotion, continuity and standardization. As for the research on organizational commitment, domestic scholars and foreign scholars have different emphases. Peng and Li (2021) believed that organizational commitment can effectively reflect the level of employee loyalty, reflect the psychological attachment of employees to the enterprise, and explain the reasons why employees stay in the enterprise for a long time. Gupta (2017) believed that organizational commitment is a sense of responsibility generated by employees' long-term commitment to the enterprise.

As to work performance, there are two views. One is that performance is measured by the degree of task completion as the result of completing a task; another view is that work performance is only the individual behavior in the process of completing activities, and the performance level is measured by the judgment of individual behavior. There are many studies on employee satisfaction and job performance. In recent years, scholars have focused more on exploring the impact of psychological aspects of employees on these factors because of the wide application of psychology. On this basis, in-depth research has both theoretical and practical

significance.

For enterprises, employees are the basis to ensure the realization of various strategic objectives. Therefore, it is an important support for the healthy and orderly development of an enterprise to timely and effectively absorb and cultivate employees who are developing with the enterprise. This requires enterprises to scientifically improve the level of organizational commitment, improve employee satisfaction, and then reward employees with a higher level of work performance. The theoretical significance is to further verify the research of domestic and foreign scholars on the theoretical relationship between employee satisfaction, organizational commitment and job performance through research, and enrich the theoretical research to a certain extent. The practical significance is to put forward effective and feasible suggestions to promote the development of enterprises through research. Enterprises can improve the level of organizational commitment of employees through correct strategies.

This study aims to determine the employee job satisfaction, job performance and organizational commitment to come up with HR strategic development plan for the faculty in the universities in China. Specifically, it described the employee's compensation benefits, working condition and recognition, determined the organizational commitment in terms of affiliative, collegiality, self-determination/efficacy, affective commitment, normative commitment, and continuance commitment; described job performance in view of task performance and associated performance; tested the relationship between organizational commitment, employee job satisfaction, and job performance and proposed strategic HR Development plan to enhance employee motivation and engagement.

2. Methods

In order to let researchers come up with important and necessary data, a descriptive research design using quantitative research to collect data was used. Fully and accurately explain the research results. Researchers seek to collect information from respondents by providing questionnaires and distributing them. This descriptive research design helps to effectively collect data from respondents. Descriptive research method is a simple research method that describes and explains existing phenomena, laws, and theories through its own understanding and verification. According to study of Rahi (2017), descriptive method of research is a type of research which obtains relevant facts, data and information at present state, providing a precise outline of situations, people or events. Polit and Beck (2014) also shared that descriptive research seeks to study and monitor an arising sensation which cannot be recognized by an impartial factor.

This study used three sets of questionnaires as the main mechanism for collecting necessary data. The items of each tool are presented in the form of descriptive statements, with respondents indicating the frequency of application of each statement on a four point similarity scale. The 3.50-4.00 scale indicates strong agreement, the 2.50-3.49 scale indicates agreement, the 1.50-2.49 scale indicates disagreement, and the 1.00-1.49 scale indicates strong disagreement. The reliability results showed that the Cronbach's alpha value for job satisfaction (0.949), job performance (0.945), and organization culture (0.972) indicate that the questionnaire have an excellent internal consistency as in the rule of thumb.

The researchers of this study used published papers as sources for collecting data or information. In addition, reliable books, articles, and journals were used for research, and relevant data and information were collected. Other relevant information about the university was collected through informal interviews. After the project was approved, someone reiterated that the purpose of the investigation is limited to the academic purpose of writing this article, and all collected information will be kept confidential.

When conducting research work, ethical considerations have been applied to ensure that every piece of information collected is used for research purposes, solely to maintain the quality and completeness of the research. Researchers also seek the consent of the university president through letters and communication to ensure that the target interviewees are prepared to answer the necessary questions involved in the study. It also

ensures the confidentiality and anonymity of the respondents, who will not disclose their names when answering the questionnaire. Researchers also ensure that respondents voluntarily answer the questionnaire according to their own preferences. Finally, it also ensures that the participants in the study are not harmed, and their safety is a top priority. Weighted mean and rank were used to describe the employee job satisfaction, job performance and organizational commitment. Regression analysis was used to test the relationship between employee satisfaction and job performance with organizational commitment as an outcome variable. All analyses were performed using SPSS version 28.

3. Results and Discussion

Table 1

Job Satisfaction

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Compensation/Benefits	3.1	Satisfied	1.5
Working Condition	3.1	Satisfied	1.5
Recognition	3.07	Satisfied	3
Composite Mean	3.09	Satisfied	

Legend: 3.50-4.00=Very Satisfied;2.50-3.49=Satisfied;1.50-2.49=Dissatisfied;1.00-1.49=Very Dissatisfied

Table 1 describes the assessment on Employee Job Satisfaction with a composite mean of 3.09 and verbally interpreted as satisfied. The employees of this company have high job satisfaction and are satisfied with the company.

Among the cited indicators, Compensation/Benefits and Working Conditions obtained the highest weighted mean of 3.10. Li (2016) dual-factor theory believes that when the health factors related to external work, such as working conditions, salary and welfare policies and job security, are not satisfied, employees will have dissatisfaction and even antagonistic behavior, and when the health factors are satisfied to a certain extent, paying attention to the health factors will not play an incentive role. On the contrary, paying attention to the incentive factors, such as recognition of achievement responsibility related to the internal nature of work can play an incentive role. Therefore, the competent department of education should combine incentives with health care factors and make comprehensive use of them. On the one hand, improve the external working environment and eliminate the negative feelings of rural teachers on work. On the other hand, create conditions to enable rural teachers to enjoy the achievements, growth and fun brought by work itself, and stimulate their internal motivation

The indicators recognition got the lowest weighted mean of 3.07, though rated as satisfied. The formal recognition methods include the annual award ceremony, the monthly best employee club or the superior's performance evaluation plan for the subordinate. The formal recognition activities properly implemented will help the company to openly state its values and objectives, and help the recognized employees to be recognized by the whole company. Zhang Shuang (2020) found in their research on enterprise employees that there is a close relationship between organizational support and job satisfaction. Job satisfaction is an important factor of happiness. Increased job satisfaction can obviously improve happiness. For primary and secondary school teachers on the education front, the sense of organizational support provided by schools is a powerful social support. It can effectively improve teachers' happiness.

Table 2

Job Performance

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Task Performance	3.12	Agree	1
Contextual Performance	3.08	Agree	2
Composite Mean	3.10	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 describes the assessment on Job Performance with a composite mean of 3.10 and verbally interpreted as satisfied. Employees agree with job performance evaluation and recognize the company's performance model. Among the cited indicators, Task Performance obtained the highest weighted mean of 3.12. Wang et al. (2017) Task performance is the core component of employees' work and also the behavior that employees must complete. The benefits of the organization are mainly reflected by the completion of work tasks by employees. Obviously, subordinates with high task performance will receive more rewards and more career development opportunities. If other conditions are the same, such employees should have lower intention to leave. The indicators Contextual Performance got the lowest weighted mean of 3.08, though rated as satisfied. Ma et al., (2013), in terms of the content and focus of the evaluation, it is inappropriate to only list the task performance into the statement of work or the formal compensation system for evaluation. The key to adapt to this change is to add learning and innovation into the performance component and the performance evaluation.

Table 3*Organizational Commitment*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Affiliative Collegiality	3.11	Agree	1
Self-Determination/Efficacy	3.09	Agree	2
Affective Commitment	3.08	Agree	3.5
Normative Commitment	3.08	Agree	3.5
Continuance Commitment	3.05	Agree	5
Composite Mean	3.08	Agree	

Table 3 the assessment on Summary Table on Organizational Commitment with a composite mean of 3.08 and verbally interpreted as satisfied. Employees agree with and recognize the organizational commitment of the company, and the company has done a good job in this regard.

Among the cited indicators, Affiliative Collegiality (3.11) and Self-determination/Efficacy (3.09) obtained the highest weighted mean. Wang Nan (2008) From the initial labor-capital relationship to the current employee relationship, people, as the most important strategic resource of enterprises, have been increasingly valued. What aspects should enterprises take to establish more effective employee relationships to maintain their loyalty to the enterprise? Lin (2022) Harmonious employee relations are of great significance to the development of enterprises, mainly in the following aspects: First, it helps to build a harmonious working environment and cultivate team cohesion; Second, it helps to form an efficient and smooth communication mechanism, increase communication opportunities between employees, facilitate enterprises to understand the needs of employees, and form a good communication atmosphere. Third, it is conducive to the development of human resources management, and it is convenient for enterprises to improve the organizational management and talent management mechanism, so as to achieve the optimal allocation of human resources; Fourth, it is conducive to the formation and development of corporate culture. Harmonious employee relations can also become a part of corporate culture and become a competitive advantage in the market; Fifthly, it is helpful to stimulate the creativity and work initiative of employees. In a harmonious working environment, employees will have a sense of belonging and identity with the enterprise, which will naturally generate stronger work motivation; Sixth, it is conducive to the improvement of work efficiency and the realization of enterprise objectives.

The indicators Continuous Commitment got the lowest weighted mean of 3.05, thought rated as satisfied. It is a commitment based on economic principles with strong trading color. Ying and Shengtai (2009) continued commitment reflect the "have to" mentality of employees in the organization. This mentality is common among employees, and the impact of this mentality and the other two dimensions of organizational commitment on work investment is very different: employees with emotional commitment are more likely to take the initiative to accept the assigned work; Employees who focus on normative commitment will take some time to consider how much they can repay the "debt" after completing the work, that is, how much they will repay the benefits that the organization has given; The employees who focus on continuous commitment will spend more time to calculate the gains and losses of completing the work, so as to take the most "economic" method to complete the work.

Table 4

Regression analysis on employee job satisfaction and job performance with organizational commitment as outcome variable

Variable	B	β	t-value	p-value
(Constant)	0.219		3.796	0
Job Satisfaction	0.467	0.49	12.789	0
Job Performance	0.459	0.485	12.662	0

Note: $R^2_{adj} = 0.888$; $F\text{-value} = 1272.525$; $p\text{-value} = 0.000$

A multiple regression was conducted to see if job satisfaction and job performance predicted organizational commitment. The fitted regression model was: Organizational Commitment = 0.219 + 0.467*(Job Satisfaction) + 0.459*(Job Performance). Overall, the results showed the utility of the predictive model was significant, $F\text{-value} = 1272.525$, $R^2_{adj} = 0.888$, $p < 0.05$. All of the predictors explain a significant amount of the variance between the variables (88.8%). The results showed that job satisfaction and job performance were a significant positive predictor of organizational commitment. This implies that job satisfaction and job performance have a significant impact on organizational commitment.

Table 4

Strategic Human Resource Development Plan

Key Result Area	Objectives	Strategies	Persons Involved	Success Indicator
Strategic management for new employees	Make them aware of the company's development goals, business philosophy, corporate culture, and requirements for employees in terms of work attitude, sense of responsibility, etc	For newly hired employees, targeted explanations can be provided for each position through pre job training; And through lectures and meetings	Human Resources Department	For new employees with higher quality, providing them with good job positions, work environments, and work prospects, such as those who are conscientious and responsible in their work and demonstrate strong professionalism, companies can consider maximizing their value and encouraging them to be more motivated, allowing them to fully participate in the development of the company and improve its performance
Strengthen job training	Performance improvement of enterprises	Relying on professional skills and professional ethics	Enterprise Management Department	Strengthen training and assessment work, which allows each employee to truly use it as a way to improve their skills during the training phase, rather than coping with it. The assessment results are linked to the salary level and job allocation, enhancing employees' sense of importance.
Implement performance-based pay	Enable employees to understand the relationship between their level of work effort and compensation	In addition to the work attitude, sense of responsibility, and work ability in regular job positions, employee training plans, career development plans, and union participation should also be included in performance-based salary management	Salary Management Department	Publicize the various regulations of performance management, allowing employees to supervise and correct their own behavior and work attitude through the content of the regulations, stimulate work enthusiasm, and create a win-win situation between employees and the enterprise.

4. Conclusions and Recommendations

Based on the findings of the study, the researcher came up that in terms of job satisfaction in service industry,

respondents agreed that compensation/benefits, working conditions and recognition are properly administered. In terms of job performance respondents agreed that employees are doing well in the areas of task performance, contextual performance. In terms of organizational commitment, respondents agreed on affiliative collegiality, self-determination/efficacy, affective commitment, normative commitment and continuance commitment. There were significant relationships between job satisfaction in service Industry and Job Performance and vice versa, between job satisfaction in the service industry and organizational commitment and vice versa and job performance and organizational commitment and vice versa. HR development was prepared that can be adopted by the company.

Enterprises may design reasonable positions, provide employees with a guarantee of job stability, and give employees more sense of stability and security. An enterprise may create a good working atmosphere and build a good corporate culture. The corporate culture, like the soul of the same person, is crucial to the future development and construction of an enterprise. Through unity and everyone's efforts, the company will become stronger and better. The Human Resources Management Office may strengthen the reward and recognition system to encourage employees to perform their duties more effectively and efficiently. Department heads must be objective when evaluating their subordinates. The company may do a good job in staff career management and establish an internal career development system. Provide more training opportunities and promotion space for employees' development, let employees accept the latest knowledge and improve more skills, and help employees realize themselves. The proposed HR strategic development plan may be reviewed by the company for adoption.

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