ANTECEDENTS OF THE ORGANIZATIONAL COMMITMENT
OF EMPLOYEES IN THE RESCUE SERVICE CENTER
OF THE PEKING RED CROSS

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Abstract

The purpose of this study was to investigate the motivational factors, perceived organizational support, and job satisfaction that influence employees' organizational commitment in Beijing Red Cross Rescue Service Center, and to examine the mediating role of job satisfaction in the relationship between motivational factors, perceived organizational support, and employees' organizational commitment in Beijing Red Cross Rescue Service Center. The sample of the study consisted of 384 employees of Beijing Red Cross Rescue Service Center, and the data were collected through a questionnaire survey using a purposive sampling method. The statistical methods used for data analysis included descriptive statistics: Frequency, Percentage, Mean and Standard Deviation and the Partial Least Squares Structural Equation Model to test the hypotheses.

The study found that motivational factors and perceived organizational support have an indirect influence on organizational commitment in Beijing Red Cross Rescue Service Center through job satisfaction. These factors are statistically significant at a level of .05 to .001, with a predictive power of 41.5 percent.

Keywords: Motivation Factors, Perceived Organizational Support, Job Satisfaction, Organizational Commitment

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Introduction

China is one of the most populous countries and at the same time a rapidly developing nation, which brings new challenges that require infrastructure preparation to support the country's development. Beijing, the capital of China, is the center of the country's government, economy, transportation, and culture. It is administered by a city government that reports directly to the central government and is headed by the mayor. The city has a total population of over 21.73 million people with a population density of 1,324 people per square kilometer (Gong et al., 2020). During the COVID-19 pandemic, China was the first country to be severely affected as it was the initial epicenter of the outbreak. The country's population faced a health crisis and the central government had to take measures to effectively control the situation. The Beijing Red Cross Rescue Service Center played a crucial role in implementing measures and providing public services in the field of emergency medical assistance, such as first aid measures, emergency transportation and medical care in hospitals.

The Beijing Red Cross Rescue Service Center works under the supervision of the Beijing Municipal Health and Family Planning Commission to provide fast and efficient emergency medical care for people in need. At the heart of the organization's working model is the staff who provide the services. All staff involved in these operations undergo special training and courses in medical assistance. However, with only 520 employees and a relatively high turnover rate, the organization is currently facing a staffing problem. This situation requires a significant budget allocation for recruitment and training. As one of the researchers in a leadership position at the station, it is critical to identify the factors that contribute to employee engagement with the organization. By doing so, the organization can improve employee engagement, motivation, and overall effectiveness, which ultimately leads to increased retention (Mathieu et al., 2016).

Concepts and theories of organizational commitment are essential for maintaining employee loyalty to the organization, job performance and overall organizational effectiveness. It is closely related to affective commitment, continuous commitment, and normative commitment (Karrasch, 2017). The factors that influence organizational commitment have been widely researched, especially the internal and external motivators that play an important role in driving employee engagement, motivation, and efforts to achieve organizational goals. Several studies have shown that highly motivated employees tend to exhibit job satisfaction, commitment, and dedication to the organization (Leite et al., 2014).

In addition, perceived organizational support (POS) is another crucial factor that influences organizational commitment by making employees feel supported by the organization, including providing and preparing the necessary support (Biswas & Bhatnagar, 2013). Several studies have shown that employee perceptions of high organizational support have a positive impact on organizational commitment, trust, and higher levels of commitment to the organization (Allen & Shanock, 2013).

However, job satisfaction has also been found to act as a mediating variable that plays an important role in explaining the relationship between motivation and perceived organizational support on employee commitment to the organization (Tarigan & Ariani, 2015). Empirical evidence from various studies suggests that employees who have overall job satisfaction resulting from motivation and perceived organizational support such as work environment, compensation, development opportunities and work-life balance tend to have higher commitment to the organization (Mangkunegara & Octorend, 2015).

Therefore, the purpose of this study is to examine the effects of motivational factors and perceived organizational support on employee organizational commitment, with job satisfaction as a mediating variable. This research aims to help Beijing Red Cross Rescue Service Center by applying the concepts and theories to improve employees' job satisfaction. In addition, to provide adequate support to employees, leading to overall organizational success and maintaining a workforce that performs critical life-saving and medical response tasks efficiently while reducing human resource management costs.

Research objectives

1. To study the motivation factors, perceived organizational support, and job satisfaction that influence employees' organizational commitment at the Beijing Red Cross Rescue Service Center.

2. To examine the mediating role of job satisfaction on the relationship between motivation factors, perceived organizational support, and employees' organizational commitment at the Beijing Red Cross Rescue Service Center.

Research hypothesis

1. Motivation factors, perceived organizational support, and job satisfaction significantly influence employees' organizational commitment at the Beijing Red Cross Rescue Service Center.

2. Job satisfaction provides mediating effect between two factors: the motivation factor and the perceived organizational support factors, that affect the employees' organizational commitment at the Beijing Red Cross Rescue Service Center.
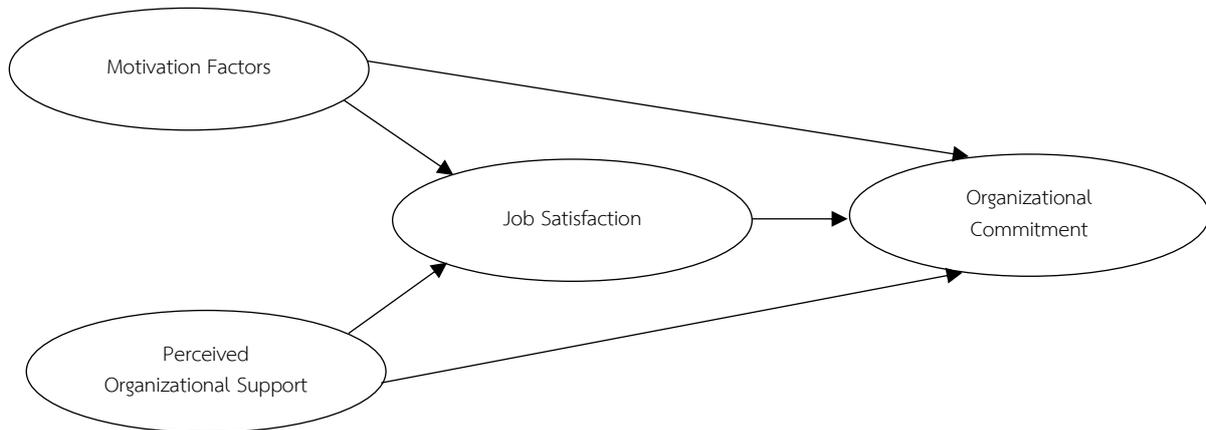
Conceptual framework

Figure 1 Conceptual framework

Literature review

Concepts and theories about motivational factors

Motivation plays a crucial role in determining the behavior and performance of employees. This is because motivation influences levels of engagement, satisfaction, and individual success, with various driving factors stimulating a person's motivation, which affects work efficiency, job satisfaction and overall well-being (Ryan & Deci, 2017). Research by Grant (2013) found that employees with high intrinsic motivation had higher job satisfaction and job performance than employees with primarily externally driven rewards. Meanwhile, Amabile et al. (2014) found that people are more motivated when their work is meaningful, challenging and offers opportunities for growth and development. The conclusion is therefore as follows: Motivators are factors that can stimulate employee performance. They refer to good events or experiences that employees receive from the organization. This leads employees to be satisfied with their work or the organization they work in, which is considered an "internal factor" directly related to work.

Concepts and theories of perceived organizational support

Perceived Organizational Support (POS) theory is an employee's perception of the value the organization places on their work and well-being within the organization. Perceived

organizational support plays a crucial role in the efficiency of work and well-being of employees within the organization (Ahmed & Nawaz, 2015). Perceptions of organizational support can be traced back to the study by Rhoades and Eisenberger (2002), which compiled more than 73 literature and research papers in 1999. It was found that the theory of perceived organizational support is based on the fact that employee perceive organizational support to fulfill the desire to be accepted, respected and praised, and to value the benefits they receive when they are more committed to their work. Therefore, the perception of organizational support affects employees' feelings of connectedness, commitment, or sense of indebtedness and influences employees' help in achieving the organization's goals, which creates commitment to the organization and employees expect their work to be more efficient (Kurtessis et al., 2017).

Concepts and theories of job satisfaction

Job satisfaction is a person's feeling towards an organization, which can be positive or negative. These feelings affect job performance, i.e. when feelings tend to be positive, job performance is high, but when they are negative, job performance is low (Zhu, 2013). Jaramillo et al. (2017) claim that job satisfaction refers to the positive feelings an employee has towards their job and encompasses various aspects of the work environment. These can include salary, work-life balance, promotion opportunities, relationships with colleagues and the importance of the tasks performed. In Herzberg's two-factor theory, a distinction is made between motivators and hygiene factors when examining job satisfaction. Motivators, the intrinsic motivators, determine job satisfaction, while hygiene factors such as salary and working conditions contribute significantly to creating satisfaction (Judge et al., 2020). In addition, Hackman and Oldham's (1975) job characteristics model focuses on job design and its impact on satisfaction and assumes that job characteristics such as skill variety, autonomy and feedback can increase job satisfaction.

Concepts and theories of organizational commitment

Organizational commitment refers to the underlying structure of organizational behavior that shows the psychological attachment, loyalty, and identification of individuals towards the organization (Al-Jabari & Ghazzawi, 2019). This concept has attracted considerable attention from various researchers as organizational commitment influences employee attitudes and behaviors as well as positive outcomes in terms of engagement, productivity, and retention within the organization (Griffin et al., 2016). Meyer and Allen's (1991)

three-component model, which provides a more comprehensive explanation of organizational commitment, can be divided into three dimensions: affective commitment, sustained commitment, and normative commitment. However, job satisfaction has a significant positive relationship with organizational commitment. When employees are satisfied with their jobs, they tend to develop higher levels of emotional commitment and organizational loyalty (Kim et al., 2016)

Research methodology

      1. The population for this study consists of the 520 employees working at the Beijing Red Cross Rescue Service Center. This study uses a hypothetical test of the structural equation model proposed by Hair et al. (2010) suggesting that the sample size should be 20 times the number of observable variables. In this study, there are 16 observable variables, which results in a suggested sample size of 320. In this research, a 20% margin of error is considered in the data collection, resulting in a total sample size of 384 individuals. The research employs a purposive sampling method, focused on specific job groups within the organization. The department at the Beijing Red Cross Rescue Service Center comprises rescue teams, doctors, nurses, and volunteers, among others.

      2. The research tool used in this study is a questionnaire developed from a review of concepts and theories related to the objectives of the research. The questionnaire is designed to collect data on motivational factors, perceived organizational support, job satisfaction, and organizational commitment, divided into five sections as follows: (1) the questionnaire concerning the general information of the respondents, (2) the questionnaire concerning motivational factors (α = 0.703-0.790), (3) the questionnaire concerning the perception of support from the organization (α = 0.701-0.791), (4) the questionnaire concerning job satisfaction (α = 0.733-0.798), and (5) the questionnaire concerning organizational commitment (α = 0.712-0.786). The type of question is closed-ended, and respondents are required to rate their opinions using the Likert scale.

      3. In this study, data were analyzed, and hypotheses were tested using computer software. The analysis steps are divided into descriptive and inferential statistics, as follows: (1) descriptive statistic deals with summarizing, organizing, and describing raw data such as frequency, percentage, mean, and standard deviation, and (2) inferential statistics by the Partial Least Squares Structural Equation Modeling (PLS-SEM).

Research results

1. The analysis shows that the majority of respondents were male (216 respondents, 56.25 percent), aged 31 to 40 (213 respondents, 55.47 percent), had an education level lower than a bachelor's degree (202 respondents, 52.60 percent), and had an income of less than CNY 3,000 (240 respondents, 62.50 percent).

2. The analysis shows that the majority of respondents agreed overall with the motivational factors ($\overline{X}$ = 3.66, SD = 0.25), perceived organizational support ($\overline{X}$ = 3.69, SD = 0.29), job satisfaction ($\overline{X}$ = 3.68, SD = 0.28), and organizational commitment ($\overline{X}$ = 3.73, SD = 0.30).

3. Hypothesis testing results

Table 1 Shows the test results for structural integrity and component weight

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's alpha(α)
Motivation factors (MOT)		0.536	0.858	0.851	0.851
- Achievements	0.619				
- Recognition	0.789				
- Responsibility	0.689				
- Work itself	0.718				
- Advancement	0.827				
POS		0.582	0.848	0.848	0.848
- Fair treatment	0.760				
- Supervisor support	0.758				
- Coworker support	0.782				
- Organizational resources	0.751				
Job satisfaction (JS)		0.605	0.860	0.860	0.860
- Work environment	0.764				
- Job security	0.792				
- Work-life balance	0.785				
- Career development	0.772				
Organizational commitment (OC)		0.696	0.873	0.873	0.871
- Affective commitment	0.864				
- Continuance commitment	0.807				
- Normative commitment	0.830				

According to Table 1, it was found that all observed variables in the model have factor loading values greater than 0.5, ranging from 0.619-0.864, indicating their reliability in measurement. Dijkstra-Henseler's rho (ρA) values range from 0.848-0.873, Jöreskog's rho (ρc) ranges from 0.848-0.873, and Cronbach's alpha (α) falls within the range of 0.848-0.871. Importantly, all these values exceed the 0.7 threshold for reliability. Furthermore, the latent variables demonstrate discriminant validity with AVE values above 0.5, ranging from 0.536 to 0.696. This is in accordance with the established preliminary agreement (Henseler et al., 2016).
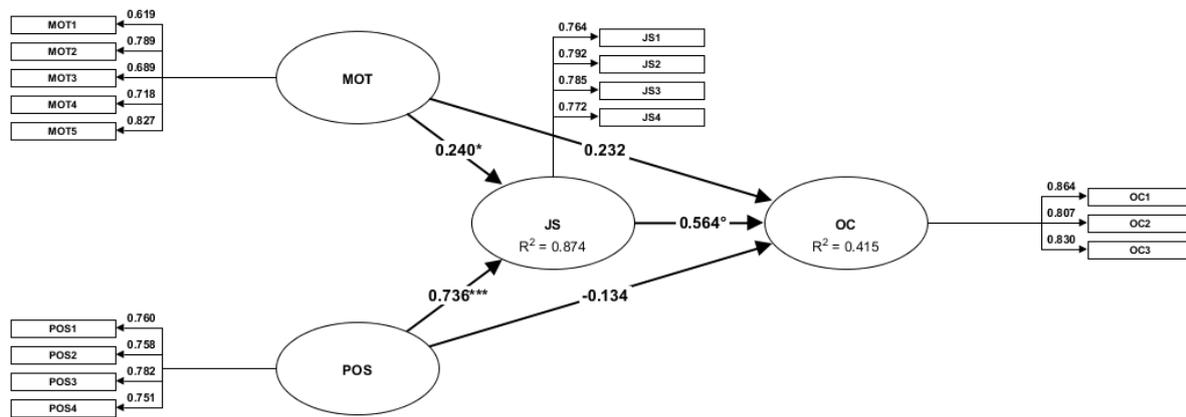

Figure 2 Shows the results of hypothesis testing.

Table 2 Show effects from model

Effects	Beta	t-test	p-value	Cohen's F2
MOT → JS	0.240	2.199	.014*	0.179
MOT → OC	0.232	1.526	.064	0.030
POS → JS	0.736	7.311	.000***	1.682
POS → OC	-0.134	-0.451	.326	0.004
JS → OC	0.564	1.664	.048*	0.068

*** Statistical significance at .001 level

** Statistical significance at .01 level

* Statistical significance at .05 level

Table 2 shows that motivational factors and perceived organizational support have no direct influence on organizational commitment. In contrast, job satisfaction has a statistically significant direct influence on Organizational Commitment at the .05 level, with a

predictive power of 41.5 percent. In addition, both motivational factors and perceived organizational support have a direct influence on job satisfaction, with statistical significance at the .05 level and .001 level, respectively, resulting in a predictive power of 87.4 percent.

Table 3 shows direct influence, indirect influence, and overall influence.

Variables	influence	Job satisfaction	Organizational commitment
Motivation factors	DE	0.240	0.232
	IE	-	0.135
	TE	0.240	0.367
Perceived organizational support	DE	0.736	-0.134
	IE	-	0.415
	TE	0.736	0.281
Job satisfaction	DE	-	0.564
	IE	-	-
	TE	-	0.564

According to Table 3 it is found that motivational factors, perceived organizational support and job satisfaction have a direct influence on organizational commitment, with coefficients of 0.232, -0.134 and 0.564, respectively. In addition, motivational factors and perceived organizational support have a direct influence on job satisfaction, with coefficients of 0.240 and 0.736, respectively.

The motivational factors and perceived organizational support have an indirect influence on organizational commitment through job satisfaction, with coefficients of 0.135 and 0.415 respectively.

This leads to the overall conclusion that motivational factors and perceived organizational support have an overall influence on organizational commitment, with job satisfaction serving as a mediating variable. The respective overall influences are 0.367 and 0.281. Therefore, employee satisfaction is a partial mediating variable for this model.

Discussions

Motivational factors play a decisive role in influencing job satisfaction. When people are motivated, they are more likely to be satisfied with their work, which leads to higher

productivity and overall well-being of the person. The following are some of the many reasons why aspects of motivation have such a big impact on how satisfied someone is with their job. Motivating people to achieve their goals and do their best is one of the most important ways that motivational variables impact job satisfaction. A recent study by Cerasoli et al. (2014) shows that there is a significant positive relationship between intrinsic motivation and job satisfaction. Examples of intrinsic motivation include the need for personal development and challenge. People who are driven by their own inner interests are more likely to enjoy their work, which in turn leads to higher overall job satisfaction. In addition, extrinsic motivation, which includes things like incentives and recognition, has been shown to have a positive effect on job satisfaction (Hyland et al., 2015).

In addition, the effect of perceived organizational support (POS) on employee health and happiness is a factor in job satisfaction. Researchers have demonstrated a positive correlation between employees' perceived support they receive from their organizations and their subjective well-being, which includes employees' overall well-being and life satisfaction. Employees experience positive emotions, less stress at work and greater psychological well-being when they believe that their organization is highly supportive. According to Ouyang et al. (2018), this leads to an increase in both employees' overall job satisfaction and their loyalty to the company. On the other hand, employees who believe that they are not sufficiently supported are more prone to stress, burnout, and dissatisfaction with their jobs (Eisenberger et al., 1986).

When it comes to determining an employee's level of commitment to an organization, motivational variables, and perceived organizational support (POS) play a critical role. One speaks of organizational commitment when the individual shows dedication and commitment to the organization for which he or she works. On the other hand, job satisfaction refers to an employee's satisfaction with their job and encompasses all aspects of this fulfillment. These two concepts are closely linked, and the connection between them is further regulated by elements related to motivation and perceptions of organizational support. In order to foster employees' commitment to their organization, it is important to provide them with motivational elements such as recognition and autonomy as well as prospects for progression. In a study by Chang et al. (2019), it was found that employees who perceive high levels of motivating factors are more likely to show higher levels of organizational commitment. This was one of the findings of the study. Individuals are inspired to put in more effort and dedication to their work when they feel that their efforts are recognized and

respected. This ultimately leads to a stronger commitment to the company they work for. This shows that aspects of motivation act as a catalyst in creating a strong commitment to an organizational cause.

In addition, perceived organizational support is another factor that promotes organizational commitment. This factor refers to an employee's opinion about the extent to which their employer prioritizes their well-being and cares about their problems. According to the research findings of Rhoades and Eisenberger (2002), employees who feel that their organization provides a high level of support are more likely to be satisfied with their employment and show a higher level of commitment. When employees feel that their employer cares about both their professional and personal growth, they are more likely to develop a sense of reciprocity, which in turn leads to higher levels of commitment. This shows that an individual's perception of the support they receive from their organization has a critical impact on creating engagement through job satisfaction. It is important to note that job satisfaction acts as a mediator between several elements that influence motivation, perception of organizational support and commitment to the organization. According to the results of a recent study conducted by Høigaard et al. (2012), job satisfaction acts partly as a mediator of the link that exists between organizational commitment and motivational elements such as feedback and opportunities for career development. Another study by Okpara et al. (2017) came to the same conclusion. They found that work satisfaction acts as a mediator between the relationship between perceived organizational support and engagement. According to these results, work satisfaction can serve as a crucial link in a chain that improves the connection between motivational variables, perceived organizational support and organizational commitment.

Implications of the study

First, managers play a critical role in identifying and improving motivators to increase organizational commitment. By understanding what motivates employees, managers can design roles, tasks, and responsibilities to match employees' individual skills and interests. In addition, providing opportunities for professional development, recognizing achievements and fair compensation can increase both intrinsic and extrinsic employee motivation. Ultimately, this investment in motivating factors increases job satisfaction and strengthens organizational commitment.

Second, perceived organizational support is the extent to which employees believe their organization values and supports them. Managers should foster a culture of support by implementing equitable practices, encouraging open communication, and promoting a healthy work-life balance. Supportive supervisors can strengthen the bond between employees and the organization, leading to greater job satisfaction and engagement with the organization. Investing in training programs, mentoring and resources to promote employees' personal wellbeing strengthens their perception of support from the company.

Third, job satisfaction is not only an outcome, but also a driver of organizational commitment. Managers can increase job satisfaction through a variety of methods. For example, allowing employees to participate in decision-making processes and involving them in setting goals can increase job satisfaction. Autonomy at job, meaningful and challenging tasks and promoting work-life balance can also contribute to a positive work environment. To effectively promote job satisfaction, managers must also ensure that employees are fairly evaluated and rewarded.

Future research

First, examining cross-cultural differences in these associations may provide insights into how different cultural environments influence the effects of motivational variables, perceived organizational support, and job satisfaction on organizational commitment. Research conducted in other national or cultural settings could provide valuable insights into possible changes in the correlations uncovered in the present study, thus improving our overall understanding of the underlying processes.

Second, examining the enduring consequences of organizational commitment is critical to understanding the viability of the correlation. Examining the enduring effects of motivating elements and perceived organizational support on work satisfaction can help organizations find ways to sustain high levels of employee engagement over time.

Thirdly, the inclusion of possible moderating variables can contribute to a deeper understanding of the underlying processes at play. Various factors, including individual characteristics such as personality traits, job characteristics such as task importance, and contextual factors such as industry or labor market conditions, can potentially moderate the relationship between motivational factors, perceived organizational support, and job satisfaction. These moderating factors have the potential to influence the magnitude or direction of the observed effects.

Finally, future research requires the use of mixed methods that involve the integration of quantitative and qualitative data collection techniques. Quantitative approaches provide statistical analysis, but qualitative methods, such as interviews or focus groups, allow for a more comprehensive examination of people's experiences, perspectives, and motivations. By incorporating both techniques, a more comprehensive and nuanced understanding of the processes underlying the relationships between motivational components, perceived organizational support, work satisfaction and organizational commitment can be achieved.

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