

Research Article

Factors Influencing the Job Dedication and Psychological Identity among Employees in Shandong Xinjian Sporting Goods Company

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ABSTRACT

This paper takes Shandong Xinjian Sports Goods Co., Ltd. as the research object, and uses a questionnaire survey method to explore the influencing factors of employee job dedication and psychological identification and the relationship between the two. The study found that employees generally believe that cognitive, emotional and behavioral factors affect their level of job dedication; psychological identification significantly affects employee job dedication, and the higher the employee's identification with compensation management, leadership style and performance appraisal, the higher the job dedication; the difference in job dedication and psychological identification between employees with different characteristics is not significant; there is a significant positive correlation between employee job dedication and psychological identification; compensation identification, decision-making participation identification and performance system identification all significantly affect employee job dedication, with decision-making participation having the greatest impact. Based on the research results, this paper puts forward suggestions for optimizing the compensation and benefits system, improving the performance management mechanism, and strengthening employee participation in decision-making, in order to provide a useful reference for improving employee job dedication and promoting high-performance management in enterprises

Keywords: Organizational Citizenship Behavior, Environmental Sustainability, Sustainable Practices, Locally-owned Restaurants

1. INTRODUCTION

Driven by the global economy and trade, China's "One Belt, One Road" initiative, and the increasing attention from international events such as the Olympic Games, the sporting goods industry has experienced one of the fastest sustained growth in history from 2016 to 2022. According to the 2023 annual financial report of China's Ministry of Industry and Information Technology, the output of the sporting goods market shows that the industry's annual growth rate continued to fluctuate around 4.5% in the five years from 2018 to 2023 (China Economic Net, 2023). In such a competitive market environment, employees' job dedication and psychological identity are crucial to the company's sustainable development and success.

Shandong Xinjian Sporting Goods Co., Ltd., established in 2015, is a company specializing in selling high-quality sporting goods. The company has more than 500 employees and its products cover sportswear, sports shoes, fitness equipment and other categories. Since its establishment, the company has followed the trend of the times and quickly opened up regional sales routes in Shandong, Tianjin and Xinjiang, and achieved an annual sales capital turnover of 20 million yuan in 2022 (this information comes from a 2024 researcher's interview with the company's chairman interview). Amid the existing business trade war, companies have been focusing on improving employee productivity and satisfaction to stay ahead of market competition.

However, as the market environment continues to change and internal management challenges increase, companies find that enhancing employee participation and psychological identity has become an urgent task. A recent anonymous survey on the company's internal employee mental health assessment showed that about 30% of employees expressed dissatisfaction with the current working environment and management system, which directly affected their work performance and loyalty to the company.

The purpose of this study is to investigate the factors affecting job dedication and psychological identity of employees of Shandong Xinjian Sporting Goods Company, and to propose an effective management plan based on the findings. Through

quantitative research methods, using Likert scale questionnaires to collect data, this study will provide an in-depth analysis of the internal and external factors that influence employees' work attitudes and behaviors.

By exploring these issues, this study hopes to provide targeted management suggestions for newly established sporting goods companies in Shandong to promote active participation and recognition of employees, thereby improving the company's overall performance and competitiveness.

Literature Review

Psychological identification reflects employees' sense of belonging and identification with the organization. When employees have a strong psychological identification with the company, they are more inclined to show positive work attitudes, such as high loyalty, strong organizational commitment, and good teamwork (Wu, 2020). Psychological identity is also closely related to employees' job satisfaction and personal performance. Wu (2020) showed that employees with high psychological identity are more likely to be actively engaged in work and make greater contributions to company goals.

Cognitive Dedication

In exploring the cognitive dimension of employee engagement, we first need to understand the concept of "cognitive engagement". Cognitive engagement refers to the degree of an employee's understanding, knowledge, and awareness of his or her job, i.e., the employee's knowledge and understanding of his or her job role, responsibilities, goals, and the value of the job to the organization and the individual (Nie, 2018). This dimension is the basis of employee engagement and has a profound impact on employees' work attitudes and behaviors.

The level of cognitive dedication directly affects the degree of employees' job dedication. When employees have a clear understanding of their work and understand its role and importance in the organization, they are more likely to put more energy and enthusiasm into their work (Shi et al, 2023). On the contrary, if employees lack awareness of their work and are not clear about their responsibilities and goals, they may feel confused and unmotivated, which may affect the efficiency and quality of their work (Ding, 2018).

Perceived dedication is also related to employees' self-efficacy. Self-efficacy refers to an individual's confidence in his or her ability to accomplish a task. When employees have a deep understanding of their job and understand how to accomplish tasks effectively, their self-efficacy increases, resulting in more confidence to face challenges and difficulties at work (Zigarmi, Galloway, & Roberts, 2018). This positive mindset contributes to improved job performance and personal and organizational development.

Cognitive dedication is also related to the career development of employees. Understanding one's job and industry trends can help employees plan their career paths and look for opportunities to enhance their skills and knowledge for greater success in their careers (Ma, 2019). Employees' deeper understanding of their jobs also helps them better adapt to organizational changes and meet future challenges.

Increasing the perceived dedication of employees is not an easy task and it requires a concerted effort from both the organization and managers. Organizations should provide adequate training and learning resources to help employees gain a deeper understanding of their jobs and related fields (Liu, 2023). At the same time, managers should encourage employees to actively participate in work discussions and decision-making processes, so that employees can feel the contribution and value of their work to the organization, thus increasing their perceived engagement (Guo, 2021).

Cognitive engagement is an important part of employee engagement and has a significant impact on employees' work attitudes, behaviors, and career development. Improving employees' perceived dedication requires the joint efforts of organizations and managers to help employees gain a deeper understanding of their work by providing training resources, encouraging participation, and recognizing contributions, thereby stimulating their work enthusiasm and engagement (Chen, 2018).

Emotional dedication

Emotional engagement is one of the important dimensions of employee engagement, which focuses on employees' emotional engagement and enthusiasm for their work. Emotional engagement not only affects employees' work attitudes and behaviors but also has a significant impact on the overall atmosphere and performance of the organization (Zhang & Luo, 2013).

Emotional engagement is reflected in employees' love and satisfaction with their work. When employees are passionate about their work and believe that it is meaningful and brings a sense of accomplishment and satisfaction, their affective engagement increases (Huang, 2023). This positive affective attitude stimulates employees' creativity and initiative, making them more willing to invest their time and energy in accomplishing their work tasks, and to remain persistent and positive even in the face of difficulties and challenges (Kim & Beehr, 2021).

Emotional engagement is closely related to employee loyalty and sense of belonging. Employees' emotional engagement in their work enhances their loyalty to the organization and makes them more willing to contribute to the organization's goals and success. At the same time, employees with high affective engagement usually feel that they are important members of the

organization and have a strong sense of belonging, which contributes to the formation of a positive work atmosphere and promotes teamwork and synergy.

Emotional engagement is also related to employees' mental health and job satisfaction. When employees are enthusiastic and satisfied with their jobs, they usually have better mental health and lower levels of job stress and anxiety. This not only contributes to employees' personal development and well-being but also helps to reduce negative emotions and conflict in the workplace and improve productivity and teamwork (Chang, Rui, & Wu, 2021).

Improving employees' emotional engagement is not an easy task, and it requires a concerted effort from both the organization and managers. To increase employees' emotional engagement, organizations should create a positive, supportive, and respectful work environment where employees feel valued and recognized for their work (Cheng, 2019). Managers should pay attention to employees' emotional needs and expectations, provide appropriate incentives and rewards, encourage employees to express their thoughts and feelings, and establish open and trusting communication channels.

Emotional dedication is an important part of employee dedication and has a significant impact on employees' work attitude, behavior and the overall atmosphere of the organization. Improving employees' emotional dedication requires the joint efforts of organizations and managers to stimulate employees' enthusiasm and satisfaction by creating a positive work environment, paying attention to their emotional needs and providing appropriate incentives to improve overall work efficiency and performance (Zigarmi, 2018).

2. MATERIALS AND METHODS

This study uses quantitative research methodology with the aim of exploring the factors affecting the job dedication and psychological identity of employees in Shandong Xinjian Sporting Goods Company and proposing management strategies based on the findings. According to the topic adaptation of the research, this research will use quantitative research method.

According to the sample calculator, the sample calculation for this study used a 5% deviation value, 95% confidence level, and 50% population size value. Based on the number of 537 employees at the study site, the final sample size was calculated to be 225. Further controls were made on the gender ratio of the study participants, with 113 males and 112 females.

This company was chosen because it is one of the leading companies in the sports equipment sales industry in Shandong Province and agreed to cooperate with the researchers in conducting the study. The company needed an objective study conducted by a third party to predict and solve potential problems in the company's future development and internal employee problems.

3. RESULTS AND DISCUSSION

Based on the results, this paper puts forward suggestions for optimizing the compensation and benefits system, improving the performance management mechanism, and strengthening employee participation in decision making in order to provide a useful reference for improving employee job dedication and promoting high performance management enterprises.

The results suggest that the company has successfully cultivated a strong sense of pride and loyalty among employees. This is consistent with existing literature, where Nie (2018) and Guo (2021) noted the importance of cognitive engagement in driving employee performance. Unlike other studies that focus primarily on training and development, this research emphasizes the significance of emotional and cognitive identification with the organization. Employees' positive outlook and strong emotional connection to the company contribute significantly to their overall job dedication and performance. Insights from this cognitive engagement assessment suggest that maintaining a positive and supportive work environment is critical to sustaining employee loyalty and engagement. The company's ability to meet these needs plays a vital role in enhancing employee satisfaction and ensuring long-term success in a competitive marketplace. The strong consensus on pride and loyalty toward the company is a key strength for Shandong Xinjian Sporting Goods Company. By continuing to nurture this emotional connection, the company can ensure a highly engaged and dedicated workforce, contributing to its long-term growth and competitive advantage.

Table 2.2 Emotional dedication Assessment of Emotional dedication Mean Sd. I 47 I am proud to be a member of the company; I speak highly of the company I work for to others I am willing to tell people outside the company about the benefits of working here; I will not resign from the company easily. 4.467 1.009 Strongly agree 4.462 1.018 Strongly agree 4.467 0.977 Strongly agree 4.396 1.013 Strongly Overall averages and interpretation agree 4.448 Strongly agree.

The assessment of emotional dedication among Shandong Xinjian Sporting Goods Company employees shows a strong consensus on their positive emotional connection to the company. The mean score for the statement "I am proud to be a member of the company" is 4.467, with a standard deviation of 1.009, indicating that respondents strongly agree. Similarly, the statement "I speak highly of the company I work for to others" has a mean score of 4.462 and a standard deviation of 1.018, further reflecting strong agreement and pride in the company.

Assessment of Behavioral dedication Behavioral dedication Mean Sd. I I put a lot of energy into my work; When I work

there are very few distractions; When I am working, time always passes quickly; I often do more than is required of me; I am often tireless in my work; I don't leave work until the job is done. 4.480 0.987 Strongly agree 4.396 1.026 Strongly agree 4.516 0.982 Strongly agree 4.436 1.021 Strongly agree 4.422 0.993 Strongly agree 4.476 0.959 Strongly Overall averages and interpretation agree 4.454 Strongly agree.

By assessing the behavioral dedication of the employees of Shandong New Construction Sporting Goods Company, the researcher found that there was a strong consensus that the employees were highly engaged and committed to their work. The mean score for "I put a lot of effort into my work" was 4.480 with a standard deviation of 0.987, indicating that respondents strongly agreed with this view. Similarly, the mean score of 4.396 with a standard deviation of 1.026 for "When I work, I am seldom distracted" reflects that respondents are able to stay focused and minimize distractions at work. The mean score of 4.516 with a standard deviation of 0.982 for the statement "When I work, time always goes by quickly" indicates that employees are highly engaged in their work and experience a state of flow where time seems to go by quickly. This level of engagement is further confirmed by employees' strong agreement with the statement "I often do more than is asked of me," which had a mean score of 4.436 with a standard deviation of 1.021, indicating that employees are willing to go above and beyond in their work. The data also revealed high levels of agreement with the statements "I am often tireless in my work" and "I don't leave work until my work is done," with mean scores of 4.422 (with a standard deviation of 0.993) and 4.476 (with a standard deviation of 0.959), respectively. These responses highlight a strong work ethic and dedication to getting things done, even if it means putting in extra effort or time.

In conclusion, the data suggests that the employees of Shandong Xinjian Sporting Goods Co. have a strong level of behavioral dedication, reflecting a high level of commitment, dedication, and commitment to their work. This behavioral dedication is critical to driving individual and organizational performance, fostering a culture of excellence, and increasing overall productivity. The findings are consistent with the existing literature on behavioral engagement and underscore the importance of behavioral engagement in achieving sustained high performance and creating a positive work environment. The insights derived from the Behavioral Dedication assessment emphasize the value of maintaining and encouraging this dedication to support the long-term success and competitiveness of the company.

For compensation package identity indicate no significant difference in how their compensation package based on their working hours. This suggests that employees, regardless of their hours, generally view their compensation packages similarly. Literatures suggest that employees across working hours value fair and transparent compensation practices as they contribute to perceived equity and job satisfaction (Qi & Yang, 2019).

In the case of decision making interaction style identity implies that employees perception of how their supervisor involved them in decision making do not significantly vary with the working hours. Respect, compassion and inclusivity in decision making are appreciated equally by employees (Shao & Wang, 2022).

Job performance system identification showed further rejected the hypothesis. This indicates that employees satisfaction with the performance evaluation and feedback system is not significantly influenced by their working hours. Effective performance management system perceived as fair, transparent, and supportive are crucial for employee engagement and are valued across all working hours (Yu et Al, 2019).

The findings aligned with the broader literatures indicating that while working hours can influence certain aspects of work life balance and stress levels, they may not significantly differentiate perceptions of organizational practices related to compensation, decision making, and performance management. Organizational culture, leader's quality and transparency play more significant roles in shaping these perceptions (Zhao et Al, 2021).

4. CONCLUSION

The study of employee engagement and psychological identity in Shandong New Construction Sporting Goods Company yielded important findings that provide valuable insights into the factors that influence employee engagement and commitment. Data analysis revealed a strong positive correlation between aspects of psychological identity, such as pay package identity, decision-making interaction style identity, and work performance system identity, and the cognitive, affective, and behavioral dimensions of job dedication. Employees' perceptions of the fairness and transparency of their compensation package, their involvement in the decision-making process, and the supportiveness of their performance management system were found to significantly influence their job engagement. Notably, decision-making interaction style identity had the greatest impact on job engagement, highlighting the importance of inclusive and respectful decision-making practices in promoting employee engagement.

Interestingly, the study also found that factors such as salary, position, and Working hours did not have a significant impact on employees' assessment of job engagement and psychological identity. This finding suggests that the key drivers of

employee engagement lie in organizational practices and culture rather than individual employee characteristics. Based on these findings, this study proposes a comprehensive set of high-performance management programs to improve employee engagement and commitment. These programs include implementing a fair and transparent compensation system, fostering an inclusive decision-making culture, improving the performance management system, enhancing training and development, promoting work-life balance and physical and mental well-being, encouraging open and frequent communication, and building a positive organizational culture. Insights from this study emphasize the need for a holistic approach to employee engagement that addresses multiple aspects of psychological identity. By focusing on creating a supportive, inclusive, and transparent work environment, organizations can significantly increase employee engagement and drive overall organizational success.

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