



RESEARCH ARTICLE

# The Influencing Factors of Job Satisfaction in Sichuan Province from the Perspective of Organizational Commitment

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ARTICLE INFO	ABSTRACT
Received: Nov 16, 2024 Accepted: Jan 12, 2025	The objectives of this research were: 1) to explore the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment. 2) to explore how Compensation and benefits(CB), Career development opportunities(CO),School culture and management atmosphere(SM),Working Environment and Facilities(WF),Job satisfaction(JS) affect the job satisfaction in Sichuan province from the perspective of organizational commitment. This study used quantitative analysis method and collected data in batches of 386 responses each during each data collection session .This study employed an exploratory factor analysis (EFA) and structural equation model (SEM) testing to assess the construct validity of the questionnaire. The results of the dissertation found that: Job satisfaction In Sichuan province from the perspective of organizational commitment includes 5 influencing factors: Compensation and benefits (CB),career development opportunities(CO),school culture and management atmosphere (SM), working environment and facilities(WF), job satisfaction (JS);compensation and benefits(CB) of job satisfaction in Sichuan province from the perspective of organizational commitment positively influences school culture and management atmosphere (SM). Compensation and benefits (CB) positively influences job satisfaction (JS).Career development opportunities (CO) positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective Of organizational commitment. Career development opportunities(CO) positively influences working environment and facilities(WF) of job satisfaction in Sichuan province from the perspective of organizational commitment.Working environment and facilities(WF) positively influences Job satisfaction(JS)of job satisfaction in Sichuan province from the perspective of organizational commitment. School culture and management atmosphere(SM) positively influences job satisfaction (JS) of job satisfaction in Sichuan province from the perspective of organizational commitment.
<b>Keywords</b>	
Job Satisfaction	
Sichuan Province	
Factors,EFA	
Organizational Commitment	
The Perspective	
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## INTRODUCTION

With the rapid development of our economy and the constant change of social structure, the demand of higher education is increasing. As an important part of higher education, private higher vocational colleges play an important role in cultivating high-quality technical and skilled talents (Organ, D. W. 1980). Especially in Sichuan Province, due to its geographical location and economic development characteristics, the number and scale of private higher vocational colleges are on the rise (Meyer, P. C., & Allen, D. G. 1997). However, private higher vocational colleges are faced with the problems of unstable teachers, limited teaching resources and low social recognition, which directly affect teachers' job satisfaction(Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & Dubois, D. 2008).

In recent years, Sichuan provincial government has given great financial support to private education. Through the increase of investment in private higher vocational colleges, the hardware

facilities of the school are directly improved (Miller, J. S., & Moncrief, W. C.2012). The improvement of hardware conditions, such as campus construction, laboratory equipment and book resources, has provided a better learning environment for teachers and students (Wright, T. A., & Bonnett, D. G. 2002). At the same time, it also lays a solid foundation for the school to improve the quality of teaching (Meyer, J. P., & Allen, N. J.1997). In addition to financial support, Sichuan province also attaches great importance to the teacher training of private education. By organizing various training courses, we will help the private education to improve the quality of the teachers (Mowday, R. T., Porter, L. W., & Steers, R. M. 1982). This not only improves the quality of teaching, but also improves the professional quality of teachers, which makes teachers more professional satisfaction. The welfare treatment of private education teachers is also an important factor affecting teachers' job satisfaction (Rhoades, L., & Eisenberger, R. 2002). The financial support for private education in Sichuan Province is directly related to the salary level and welfare treatment of teachers (Saks, A. M. 2006). With the increase of funds, teachers 'income has increased steadily, and their welfare benefits have been gradually improved, which undoubtedly improves teachers' job satisfaction (Van Dick, R. 2001). The supervision policy of private education in Sichuan Province, especially the policy on the protection of teachers 'rights and interests, also has an important impact on teachers' job satisfaction (Wanous, J. P., & Hudy, M. J. 2001). Through the formulation and implementation of a series of policies, the legitimate rights and interests of teachers, such as formulating a reasonable workload, providing necessary career development opportunities, so that teachers can teach in a good working environment. So we are to study components of the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment and to compare the components of the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment. It is very necessary.

### **Research objective )s(**

1. To explore the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment.
2. To explore how Compensation and benefits(CB), Career development opportunities (CO), School culture and management atmosphere(SM) ,Working Environment and Facilities(WF),Job satisfaction(JS) affect the job satisfaction in Sichuan province from the perspective of organizational commitment.

## **LITERATURE REVIEW**

### **Compensation and benefits**

Yang Ming& Liu Chang.(2015).pointed that there was a positive correlation between organizational commitment and job satisfaction. The study found that employee loyalty and identity to the organization can affect their satisfaction with the job. When employees have a higher commitment to the organization, they are more willing to put into the work and have a higher satisfaction with the work. At the same time, the high organizational commitment can also reduce the employee turnover intention and improve their work performance.

Li Xiaobing& Zhang Xiaohui.(2017).pointed that compensation and benefits have a significant impact on employee job satisfaction. Appropriate compensation and benefits can improve employees' work enthusiasm, sense of belonging and satisfaction. Found a positive correlation between pay and benefits and job satisfaction. According to their needs and market conditions, enterprises should formulate reasonable compensation and welfare policies to improve their job satisfaction.

Chen Limin&Huang Yu& Liang Lihua.(2018).pointed that compensation and benefits also have a significant impact on employee organizational commitment. Appropriate compensation and benefits can enhance employees' satisfaction and loyalty to the enterprise, and improve the organizational commitment of employees. Found a positive correlation between compensation and benefits and organizational commitment. Therefore, enterprises should pay attention to the compensation and welfare needs of employees, and improve their organizational commitment.

Xie Lijun& Luo Wenqin.(2019). pointed that job satisfaction refers to the satisfaction of work content, working environment, colleague relationship and other aspects; organizational commitment refers to the loyalty and identity to the organization; and compensation and benefits refers to the economic

remuneration and welfare guarantee provided by the enterprise for employees. There are close relations between the three, and they influence each other.

Wang Yanjuan& Zhang Tingting&Li Xiaoliang.(2020).pointed that enterprises should pay attention to the needs of employees, and improve their job satisfaction by improving compensation and welfare, strengthening organizational commitment and other aspects, so as to improve the overall performance of enterprises. At the same time, enterprises should also pay attention to the relationship between organizational commitment and job satisfaction, and improve employees' job satisfaction by cultivating their loyalty and identity.

### **Career development opportunities**

Meng Xiangyun.(2010). pointed that in China's higher education system, private higher vocational colleges are playing an increasingly important role. However, due to various reasons, the job satisfaction of the staff in private vocational colleges is low, which affects the quality of education and teaching and the development of the school.

Zhang Lihua&Yang Qiaoling.(2012).pointed that career development opportunities were significantly and positively associated with faculty and job satisfaction. This indicates that career development opportunities have a significant impact on staff job satisfaction. Job satisfaction increases when staff believe that the school can provide good career development opportunities.

Li Jun.(2015).pointed that organizational commitment has a mediating role between career development opportunities and job satisfaction. This means that career development opportunities affect faculty job satisfaction through organizational commitments. When staff have a higher organizational commitment to the school, they are more likely to believe that the school offers good career development opportunities and thus improves job satisfaction.

Wang Yan.(2017).pointed that schools should attach importance to the career development of teaching staff and provide more opportunities for training, promotion and academic communication to meet their career needs. Strengthen organizational commitment. The school should strengthen the construction of enterprise culture, improve the sense of identity and belonging of the staff to the school, and enhance the organizational commitment.

Chen Limin.(2019).pointed that the school should establish a sound human resource management system, pay attention to the personal growth of the staff, and improve job satisfaction.

### **School culture and management atmosphere**

Organization, C. (2000).pointed that common values are central to the school culture. When teachers in a school all identify with and follow the same values, they develop a strong sense of collective belonging. This sense of belonging encourages teachers to contribute more deeply to the development of the school, because they know that their work is not only the embodiment of individual behavior, but also the practice of the common concept of the whole school.

Bernstein, M., & Moore, J. (2006).pointed that a clear vision is also critical to teachers' job satisfaction. A clear development direction and goal can help teachers realize the long-term significance and value of their work, so as to stimulate their enthusiasm for work. After having a clear understanding of the development blueprint of the school, teachers are more able to closely connect their personal career plans with the future of the school and improve their work enthusiasm.

Liu Yongfang, & Zhang Jianming. (2010). pointed that a good team atmosphere is also critical to improving teachers' job satisfaction. Teachers who work in an environment of mutual support and respect are more likely to feel satisfied and happy. This atmosphere not only contributes to professional growth and knowledge sharing among teachers, but also reduces unnecessary friction and conflict, thus improving work efficiency and satisfaction.

Wang Lili, & Gao Jinlei.(2014).pointed that the management atmosphere also has a profound impact on teachers' job satisfaction. Support and trust from the leadership, fairness and justice in the management process, and an effective communication mechanism are all key factors to improve teacher satisfaction. In an environment full of trust and support, teachers will feel that their own value and contribution are recognized, which naturally stimulates their work motivation. Fair and just management allows teachers to work in an environment without prejudice and discrimination,

further stimulating their enthusiasm. The effective communication mechanism is not only conducive to the communication and cooperation between teachers, the management and colleagues, but also can eliminate misunderstandings and contradictions in time, and create a harmonious working environment for teachers.

### **Working environment and facilities**

Meyer, P. C., & Allen, N. J. (1997) pointed that optimize the working environment and improve teachers' job satisfaction. Private higher vocational colleges should pay attention to the improvement of teachers' working environment and improve their working comfort level.

Locke, E. A., & Latham, G. P. (1990). pointed that strengthen the construction of facilities to meet the work needs of teachers. Private higher vocational colleges should increase the investment, improve the teaching, scientific research, life and other facilities, and improve the work efficiency of teachers.

Allen, D. G., & Meyer, P. C. (2000). pointed that improve the level of organizational commitment and enhance teachers' sense of identity to colleges and universities. Private higher vocational colleges should pay attention to the cultivation of teachers' organization commitment to stimulate teachers' loyalty and sense of responsibility to colleges and universities.

### **Job satisfaction**

Meyer, J. P., & Allen, N. J. (1997). pointed that the concept, types and measures of organizational commitment, and explore the relationship between organizational commitment and work attitude and behavior. It provides an important reference for understanding the theoretical basis and empirical research of organizational commitment.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). pointed that psychological connections between employees and organizations, especially the role of organizational commitment in employee absenteeism and turnover. The authors propose several empirical research models, which provide a theoretical framework for subsequent studies.

Rhoades, L., & Eisenberger, R. (2002). pointed out that POS has a significant impact on employee job satisfaction and organizational commitment. The authors also discuss the POS measurements and future research directions.

Saks, A. M. (2006). pointed that the causes and consequences of employee participation (employee engagement) point out that organizational commitment is one of the important factors affecting employee participation. The authors verified this view through empirical research and make specific management recommendations.

Van Dick, R. (2001). pointed that a multi-level analysis explored the mediating role of group identity between the perceived quality of social exchange and emotional commitment. The results suggest that group identity plays a key role in the formation of organizational commitment.

Wanous, J. P., & Hudy, M. J. (2001). pointed that updated and expanded the three-component model of new employee adaptation to the organization, pointing out the importance of organizational commitment in the adaptation process of new employees. This paper verifies the effectiveness of the model through empirical research and proposes specific management strategies.

Wright, T. A., & Bonnett, D. G. (2002). pointed that the regulatory role of job satisfaction in the relationship between organizational commitment and employee retention was explored. The findings suggest that high job satisfaction can enhance the positive impact of organizational commitment on employee retention.

## **METHODOLOGY**

This study used quantitative analysis to explore the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment and the various influencing factors.

### **Sample size**

If the sample size for the study can be calculated using the simplified formula, where the equation is  $n = \frac{N}{1 - N(e)^2}$ , (Chaokromthong & Sintao, 2021), To ensure enough valid data, this study has decided to collect data in batches of 386 responses each during each data collection session.

**Hypothesized**

**H1:** Compensation and benefits (CB) of job satisfaction in Sichuan province from the perspective of organizational commitment positively influences School culture and management atmosphere(SM).

**H2:** Compensation and benefits (CB) positively influences job satisfaction (JS).

**H3:** Career development opportunities (CO) positively influences job satisfaction (JS) of job satisfaction in Sichuan province from the perspective of organizational commitment.

**H4:** Career development opportunities (CO) positively influences working environment and facilities(WF) of job satisfaction in Sichuan province from the perspective of organizational commitment.

**H5:** Working environment and Facilities (WF) positively influences job satisfaction (JS) of job satisfaction in Sichuan province from the perspective of organizational commitment.

**H6:** School culture and management atmosphere(SM) positively influences job satisfaction (JS) of job satisfaction in Sichuan province from the perspective of organizational commitment.

**RESULTS**

The reliability test value of the scale is an indicator used to evaluate the stability and reliability of the scale's measurement results. This article uses internal consistency reliability to test, and the commonly used one is Cronbach's  $\alpha$ , whose value is between 0 and 1. The closer it is to 1, the better the internal consistency. After testing the scale, the Cronbach's  $\alpha$  in this article is 0.863, which exceeds 0.8 and can be used for further analysis.

The KMO and Bartlett's test results for this questionnaire and its constructs are presented in the table below:

**Table 1**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	6346.456
	df	386
	Sig.	.000

The KMO for the questionnaire is 0.863, which is greater than 0.7, and the Bartlett's test (Sig. < 0.001) indicates significance. The results of the KMO and Bartlett's sphericity test demonstrate that there is a strong interrelation among constructs, aligning with the requirements for factor analysis.

**Structural equation model (SEM) testing**

Structural Equation Modeling enables the establishment and examination of complex conceptual models, including the relationships between observed variables and latent variables. It comprises two parts: the Measurement Model and the Structural Model (Ji,Y.li.2018).

**Model Fit test**

In this study, we employed AMOS 24.0 for computations and utilized the maximum likelihood method to estimate the model. The model fit results are presented in Table 2.

**Table 2: The results of model fitting**

<b>Indices</b>	<b>Optimal Standards</b>	<b>Statistical Values</b>	<b>Status</b>
CMIN	---	1330.874	---
DF	---	509	---
CMIN/DF	<3	2.615	Good
RMR	<0.08	0.016	Good

GFI	>0.8	0.763	Accepted
AGFI	>0.8	0.722	Accepted
NFI	>0.9	0.812	Good
IFI	>0.9	0.822	Good
TLI	>0.9	0.933	Good
CFI	>0.9	0.920	Good
RMSEA	<0.08	0.015	Good

From the table 7 above, it can be observed that CMIN/DF of model is 2.615, which is below the standard threshold of 3. Additionally, GFI and AGFI are both above 0.8, within an acceptable range. NFI, TLI, IFI, and CFI all exceed the standard of 0.9. Furthermore, RMR is 0.016, below the 0.08 threshold, and RMSEA is 0.015, also less than 0.08. According to relevant research, this model demonstrates good fit (Kline, 2016b).

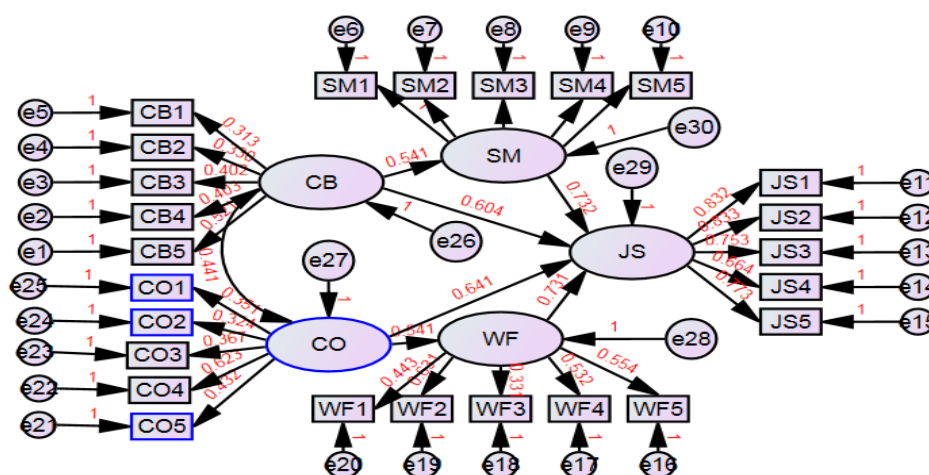


Figure 1: Job satisfaction in Sichuan province from the perspective of organizational commitment model

**Path model analysis**

The study employed AMOS 24.0 to perform structural equation modeling on the collected data, resulting in standardized path coefficients (refer to Figure 1) and significance tests.

Table 8: The result of path analysis

			Estimate	S. Estimate	S.E.	C.R.	P	Label
SM	<---	CB	0.209	0.541	0.031	5.229	***	Support H1
JS	<---	CB	0.589	0.604	0.047	5.629	***	Support H2
JS	<---	CO	0.511	0.641	0.034	5.415	***	Support H3
WF	<---	CO	0.438	0.541	0.037	5.339	***	Support H4
JS	<---	WF	0.599	0.731	0.053	6.755	***	Support H5
JS	<---	SM	0.431	0.732	0.032	8.208	***	Support

								H6
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Based on Table 8 , Compensation and benefits(CB) of job satisfaction in Sichuan province from the perspective of organizational commitment positively influences School culture and management atmosphere(SM) (standardized coefficient  $\beta=0.209$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of Compensation and benefits(CB), they tend to have stronger school culture and management atmosphere(SM), as hypothesized in H1.

Compensation and benefits (CB) positively influences job satisfaction (JS) (standardized coefficient  $\beta=0.589$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of compensation and benefits(CB) , they tend to have stronger Job satisfaction(JS) , as hypothesized in H2.

Career development opportunities (CO) positively influences job satisfaction (JS) of job satisfaction in Sichuan province from the perspective of organizational commitment (standardized coefficient  $\beta=0.511$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of Career development opportunities (CO), they tend to have stronger Job satisfaction (JS), as hypothesized in H3.

Career development opportunities (CO) positively influences working environment and facilities (Wf) of job satisfaction in Sichuan province from the perspective of organizational commitment (standardized coefficient  $\beta=0.438$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of Career development opportunities(CO), they tend to have stronger individualism and collectivism, as hypothesized in H4.

Working Environment and Facilities(WF)positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective of organizational commitment (standardized coefficient  $\beta=0.599$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of working environment and facilities(WF), they tend to have stronger Job satisfaction(JS), as hypothesized in H5.

School culture and management atmosphere(SM) positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective of organizational commitment (standardized coefficient  $\beta=0.431$ ,  $P<0.05$ ), indicating that when employee perceive a higher degree of School culture and management atmosphere(SM), they tend to have stronger Job satisfaction(JS), as hypothesized in H6.

**DISCUSSION**

Based on the literature review and related research, the factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment includes 5 influencing factors: Compensation and benefits(CB),Career development opportunities(CO),School culture and management atmosphere(SM),Working Environment and Facilities(WF), Job satisfaction(JS),are the foundation for building catering brands loyalty.

Compensation and benefits(CB) of job satisfaction in Sichuan province from the perspective of organizational commitment positively influences School culture and management atmosphere (SM). Compensation and benefits is one of the key factors affecting teachers' job satisfaction. Reasonable salary can not only meet the basic living needs of teachers, but also stimulate their work enthusiasm. Research shows that teachers are more likely to show higher job satisfaction when they feel their reward. This is compatible with Byram, M. (2019)'s theory.In addition, welfare systems such as health insurance and children's education support can also enhance teachers' job security and further enhance their job satisfaction. Teachers with high job satisfaction are more likely to develop a positive school culture.This is compatible with Deardorff, D. K. (Ed.). (2019)'s theory. This is because satisfied teachers are more willing to participate in various activities of the school, and they are willing to cooperate with their colleagues to create a harmonious and positive working environment together. At the same time, teachers 'high satisfaction will also affect students' learning attitude and create a good learning atmosphere. In terms of management atmosphere, teachers with high job satisfaction are more likely to be supportive of the school's management policies, actively participate in the school decision-making process, and provide valuable feedback.This is compatible with Kramsch, C. (2021)'s theory. This helps to establish an open and transparent management mechanism and improve the management level of the school.

In addition to the basic compensation, diversified benefits are also an important means to improve employee satisfaction. Modern enterprises are increasingly focusing on providing personalized welfare programs to meet the needs of different employees. For example, for young employees, companies provide flexible working hours, telecommuting opportunities, and for employees with family responsibilities, parental care, family health care, etc. These personalized benefits can not only solve the practical problems of the employees, but also enhance the employees' sense of belonging and loyalty to the enterprise. This is compatible with Bennett, M. J. (2017)'s theory.

Long-term incentive mechanisms, such as equity incentive, profit sharing plan, etc., can effectively improve employees' job satisfaction. This kind of incentive mechanism can not only make employees feel the benefits brought by the growth of the enterprise, but also strengthen the interest binding between employees and the enterprise, and promote employees to make more active contributions to the long-term development of the enterprise. This is compatible with Deardorff, D. K. (Ed.).(2018).'s theory. At the same time, the long-term incentive mechanism also reflects the enterprise's attention and recognition to outstanding talents, and further enhances the employees' sense of professional honor and sense of achievement. The communication and transparency of compensation and welfare policies are also important factors affecting employee satisfaction. Enterprises should establish effective communication channels and regularly explain the salary structure, welfare policies and performance appraisal standards to their employees. This is compatible with Witte, C. (2023).'s theory. Transparent communication can not only eliminate misunderstandings and reduce suspicion, but also enhance employee trust, thus enhancing the overall working atmosphere.

## CONCLUSION

The factors influencing job satisfaction in Sichuan province from the perspective of organizational commitment includes 5 influencing factors: Compensation and benefits(CB) ,customer database (CO), School culture and management atmosphere(SM), Working Environment and Facilities(WF), Job satisfaction(JS).

Compensation and benefits(CB) of job satisfaction in Sichuan province from the perspective of organizational commitment positively influences school culture and management atmosphere(SM), indicating that when employee perceive a higher degree of compensation and benefits(CB), they tend to have stronger School culture and management atmosphere(SM), as hypothesized in H1.

Compensation and benefits(CB) positively influences job satisfaction(JS), indicating that when employee perceive a higher degree of compensation and benefits(CB) , they tend to have stronger Job satisfaction(JS) , as hypothesized in H2.

Career development opportunities(CO) positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective of organizational commitment, indicating that when employee perceive a higher degree of career development opportunities(CO), they tend to have stronger job satisfaction(JS), as hypothesized in H3.

Career development opportunities(CO) positively influences working environment and facilities(WF) of job satisfaction in Sichuan province from the perspective of organizational commitment, indicating that when employee perceive a higher degree of Career development opportunities(CO), they tend to have stronger individualism and collectivism, as hypothesized in H4.

Working Environment and Facilities(WF) positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective of organizational commitment, indicating that when employee perceive a higher degree of working environment and facilities(WF), they tend to have stronger Job satisfaction(JS), as hypothesized in H5.

School culture and management atmosphere(SM) positively influences job satisfaction(JS) of job satisfaction in Sichuan province from the perspective of organizational commitment, indicating that when employee perceive a higher degree of School culture and management atmosphere(SM), they tend to have stronger job satisfaction(JS), as hypothesized in H6.



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