

The Mediating Effect of Organizational Commitment and Job Satisfaction Between Organizational Change on Employee Performance in Fifteen Large Supermarkets of Huangpu District in Shanghai City

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Abstract: The rapid evolution of the Chinese supermarket sector, driven by technological advancements and shifts in consumer behavior, has profoundly impacted workforce dynamics. This study aims to analyze the relationship between organizational change and employee performance, examining the mediating effects of organizational commitment and job satisfaction in fifteen large supermarkets in Shanghai's Huangpu District. Employing a quantitative research method, data were collected from a sample of 350 employees using structured questionnaires. The findings reveal that organizational change enhances employee performance by boosting organizational commitment and job satisfaction. These insights underscore the importance of effective change management strategies that prioritize employee well-being, offering valuable guidance for supermarket managers to foster a more engaged and productive workforce amidst ongoing changes.

Keywords: Organizational Change, Employee Performance, Organizational Commitment, Job Satisfaction

1. Introduction

The supermarket sector in China has undergone a remarkable evolution over recent decades, driven by significant technological advancements, shifts in consumer behavior, and the globalization of markets (Han et al., 2020). This rapid transformation is particularly evident in the rise of e-commerce and digital platforms, which have revolutionized traditional retail landscapes. Supermarkets are increasingly required to innovate and adapt to maintain competitiveness in this dynamic environment (Wang, 2020). These changes have not only redefined business models but also profoundly impacted workforce dynamics within these organizations.

In the context of Chinese retail companies, organizational change encompasses a broad spectrum of adjustments related to company structure, technological integration, and cultural shifts (Li et al., 2020). These changes may be reactive, aligning with market dynamics and consumer preferences, or proactive, as part of strategic efforts to seize new market opportunities or enhance operational efficiencies. In recent years, the supermarket sector in China has increasingly embraced change as a constant, driven by the imperative to remain viable in a fast-paced and evolving market landscape.

Employee performance is crucial for the operational success and sustainability of supermarkets. Performance levels are influenced by various factors, including organizational change, organizational commitment, and job satisfaction (Wang, 2020). As supermarkets undergo significant transformations, the interplay of these factors can profoundly impact employee performance. Adapting to new systems, processes, or strategies frequently requires employees to develop new competencies and adjust to altered work methodologies or environments.

Organizational commitment in the supermarket industry refers to the emotional and psychological attachment an employee has towards their employing organization (Ridwan et al., 2020). This form of commitment is vital in impacting employee retention, motivation, and loyalty (Pinho et al., 2020). Given the industry's high turnover rates and competitive pressures, fostering a strong sense of organizational commitment poses a notable challenge. Amidst ongoing changes, maintaining or enhancing organizational commitment is key to ensuring operational stability and continuity.

Job satisfaction within the supermarket sector can be delineated into three primary aspects: satisfaction with salary and welfare, personal growth, and the intrinsic aspects of the work itself (Chai et al., 2023). During periods of organizational change, these facets of job satisfaction can be significantly influenced. Changes in job roles, organizational structures, or company policies can greatly affect employees' perceptions and attitudes towards their jobs. Ensuring job satisfaction amidst changes is critical, as it directly influences employee morale, productivity, and, consequently, the quality of service delivered to customers.

The Chinese supermarket sector has undergone profound transformations, significantly influenced by technological advancements, evolving consumer behaviors, and the globalization of markets (Mancini, 2020). This evolution is particularly evident in the rise of e-commerce and digital platforms, which have necessitated a reevaluation of business strategies and profoundly affected workforce dynamics within these organizations (Zhang & Hänninen, 2022). As supermarkets face ongoing changes in structure, technology, and culture, there is a noticeable impact on employee performance, a critical element for the success and sustainability of retail businesses. Despite the acknowledged linkage between organizational change, commitment, job satisfaction, and employee performance, the precise nature and degree of this impact within the context of Chinese supermarkets remain insufficiently explored (Xiao et al., 2020).

The adaptation required by employees to new systems, strategies, and processes necessitates the development of new skills and adjustments to varying work methods. This adjustment process can generate stress and uncertainty, significantly influencing their efficiency and effectiveness within a transformed work environment (Caligiuri et al., 2020; Saad Alessa, 2021). Organizational commitment, which reflects the emotional and psychological bond an employee feels toward their supermarket, becomes particularly significant in this context. Given the retail industry's high turnover rates and intense competition, fostering and sustaining this commitment amid change poses a considerable challenge (Anika, 2024). The impact of organizational changes on the commitment levels of supermarket employees and how this, in turn, affects their performance remains a pivotal question that is yet to be fully answered.

Moreover, job satisfaction, encompassing salary and welfare satisfaction, personal growth, and satisfaction with the work itself, is crucial during periods of organizational transition within supermarkets (Ali & Anwar, 2021). Changes in job roles, organizational structures, or company policies can drastically alter employees' perceptions and attitudes towards their jobs (Utomo et al., 2023). Understanding how these changes in job satisfaction affect employees' performance in a shifting work environment is essential (Ali et al., 2023).

Maintaining high-quality customer service is paramount in the supermarket sector, making the exploration of these dynamics even more critical (Afolabi et al., 2023). Ineffective adaptation to change, diminished organizational commitment, or waning job satisfaction can directly impact customer experiences and, subsequently, the supermarket's profitability (Gumasing & Ilo, 2023). Thus, it is imperative to investigate how supermarkets can manage these changes while ensuring their employees remain engaged, satisfied, and perform at a high level.

Additionally, the unique cultural and economic context of China introduces further complexity (Naughton, 2015).

The perceptions and reactions of Chinese supermarket employees to organizational changes, and how these perceptions influence their commitment and job satisfaction, might diverge from global patterns. This cultural specificity emphasizes the need for a targeted study within the Chinese supermarket sector.

In summary, while the imperative for organizational change in Chinese supermarkets is clear in response to a rapidly evolving market, the subsequent effects on employee performance, mediated by organizational commitment and job satisfaction, are not fully understood. This knowledge gap poses a substantial challenge for supermarkets aiming to stay competitive while ensuring the well-being and efficacy of their workforce. Thus, this research seeks to illuminate these crucial aspects, offering insights that could prove vital for supermarkets in managing their employees effectively amidst significant change.

Based on research background and problems mentioned above, the study puts forward the following objectives:

- (1) To analyze the relationship between organizational change on employee performance in supermarkets of Huangpu district of Shanghai city, China.
- (2) To examine the mediating effect of organizational commitment between organizational change on employee performance in supermarkets of Huangpu district of Shanghai city, China.
- (3) To examine the mediating effect of job satisfaction between organizational change on employee performance in supermarkets of Huangpu district of Shanghai city, China.

2. Literature Review

2.1 Organizational Change and Employee Performance

Recent studies have converged on the notion that organizational change, when adeptly managed and communicated, can significantly enhance employee performance, albeit through varying lenses and emphases. Daniel (2019) underscores the transformative potential of change from a disruptive force to a motivational tool, emphasizing the critical role of employee involvement in decision-making, and fostering a culture of transparency. This perspective aligns closely with the findings of Osunsan et al. (2019), who argue that technological advancements and skill development, viewed positively by employees, serve as catalysts for performance enhancement. Their research champions the idea of technological change as an opportunity for career progression, contingent on the organization's investment in training and development to facilitate this shift. Meanwhile, Rozanna et al. (2019) contributed to this discourse by highlighting the efficacy of structural changes, such as departmental restructuring, in improving performance through clearer role definitions and optimized workflow processes. However, while Daniel (2019) and Osunsan et al. (2019) focus on the psychological and skill development aspects of change management, Rozanna et al. (2019) offer a more operational perspective, suggesting that the success of organizational changes hinges not only on their technical execution but also on their human-centered approach. This juxtaposition reveals a multi-faceted understanding of organizational change's impact on employee performance, suggesting that while the strategic communication and participative management advocated by Daniel (2019) are foundational, the specific nature of change, be it technological as highlighted by Osunsan et al. (2019) or structural as in Rozanna et al. (2019), necessitates tailored approaches to maximize employee engagement and performance outcomes. These studies advocate for a holistic view of organizational change, one that balances the technical, psychological, and operational dimensions to foster an environment where change is not merely endured but embraced as a pathway to personal and professional growth.

2.2 Organizational Change and Organizational Commitment

Recent studies have indicated the influence of organizational change on organizational commitment in the past few years.

Yi et al. (2020) and Oreg & Berson (2019) both illuminate the pathways through which organizational change fosters organizational commitment, albeit from distinct vantage points. Yi et al. (2020) emphasized the importance of cultural integration during mergers and acquisitions, arguing that a focus on blending corporate cultures and prioritizing

employee well-being can significantly preserve morale and loyalty. This perspective is complemented by Oreg & Berson's (2019) findings that a shift towards participative and supportive leadership styles enhances employees' sense of belonging and respect, thereby deepening their commitment to the organization. While both studies underline the centrality of addressing human aspects in organizational transitions—be it through cultural integration or leadership style modification—they diverge in their emphasis on the mechanisms at play. Yi et al. (2020) highlighted the strategic importance of cultural harmony and transparent communication, whereas Oreg & Berson (2019) advocate for the adoption of management practices that directly engage and empower employees. Despite these differences, these two studies collectively advocate for a reorientation of organizational strategies towards more inclusive and people-focused approaches to bolster commitment. This synthesis reveals a broader consensus on the beneficial impact of thoughtful organizational change on commitment, though the specific avenues through which such outcomes are achieved may vary.

2.3 Organizational Commitment and Employee Performance

The examination of the relationship between organizational commitment and employee performance has garnered considerable attention, with scholars such as Zain & Setiawati (2019), Loan (2020), and Al-Tarawneh (2021) contributing valuable insights into this intricate dynamic. Zain & Setiawati (2019) highlighted that employees who are strongly committed to their organization not only align their personal goals with those of the organization, leading to increased job satisfaction and motivation, but also tend to demonstrate higher productivity and a willingness to exceed job requirements. This perspective is echoed by Loan (2020), who underscored the significance of discretionary effort, suggesting that committed employees display greater initiative and creativity, which in turn enhances problem-solving capabilities and operational efficiencies. Loan (2020) further emphasized the necessity of rewards, career development opportunities, and the provision of meaningful work to nurture employee commitment, thereby suggesting mechanisms to bolster this attribute among employees. Meanwhile, Al-Tarawneh (2021) focused on the impact of affective commitment, noting that an emotional attachment to the organization fosters a deeper level of engagement and loyalty. This form of commitment, according to Al-Tarawneh (2021), not only motivates employees beyond financial incentives but also cultivates a higher tolerance for change and a positive attitude towards challenges. These studies collectively advocate for a more differentiated understanding of the pathways through which this influence is exerted and the types of commitment that may be most beneficial in different organizational contexts.

2.4 Organizational Change and Job Satisfaction

The relationship between organizational change and job satisfaction has garnered significant attention in recent research, focusing on various dimensions that link these two critical aspects of the modern workplace.

Mayhara et al. (2023) underscore the essentiality of management's role in driving job satisfaction through effective organizational change, highlighting the importance of communication, employee involvement, and the alignment of changes with employees' values. This perspective resonates with the findings of Abbas et al. (2022), who pinpoint the perception of change by employees as a pivotal factor influencing job satisfaction, emphasizing the need for perceived fairness, beneficial outcomes, and leadership in articulating the advantages of change. Both studies agree on the significance of employee-centric approaches, but Mayhara et al. (2023) place a stronger emphasis on the procedural aspects of implementing change, such as planning and execution, while Abbas et al. (2022) focus more on the emotional and psychological reactions of employees to change. Balogun (2022) shifts the narrative slightly by discussing 'hygiene' factors, such as company policy and administration, that underpin job satisfaction during organizational changes. These studies present a holistic understanding that for organizational change to positively affect job satisfaction, it must be multifaceted, addressing both the dynamic process of change and the static conditions that preexist within an organization.

2.5 Job Satisfaction and Employee Performance

The intricate relationship between job satisfaction and employee performance has been a focal point of organizational

research over recent years.

Buntaran et al. (2019) presented a nuanced exploration of job satisfaction, highlighting the influence of various dimensions such as work environment, relationships with colleagues and supervisors, remuneration, and personal growth opportunities on employee performance. Their research, characterized by methodological robustness through the inclusion of diverse industries and job roles, underscores the multifaceted nature of job satisfaction and its direct correlation with enhanced employee output. This comprehensive approach offers valuable insights for managers and HR professionals, pointing towards targeted interventions to elevate job satisfaction and, by extension, performance. Conversely, Arifin et al. (2019) adopted a meta-analysis methodology, synthesizing data across studies to unveil a moderate yet significant link between job satisfaction and performance. This broadened perspective brings to light the influence of additional variables such as organizational culture, employee engagement, and personal circumstances, thus painting a more complex picture of the dynamics at play in the workplace. Their emphasis on psychological dimensions accentuates the necessity for an empathetic and supportive work culture that caters to the emotional and psychological well-being of employees, suggesting that the path to enhancing performance may require more nuanced strategies than previously thought. Mira et al. (2019) diverged from these broader assessments by focusing on the intrinsic aspects of job satisfaction, such as autonomy, task variety, work significance, and opportunities for skill development, and their impact on performance. This angle posits that intrinsic motivation, stemming from the nature of the job itself, is a crucial determinant of employee engagement and productivity. The implication for job design and organizational leadership is significant, hinting those roles engineered to be meaningful, challenging, and aligned with employee passions could be more effective in boosting performance than reliance on extrinsic rewards. These studies not only affirm the positive correlation between job satisfaction and employee performance but also enrich the understanding of the complexity and diversity of factors that contribute to this dynamic, offering a multidimensional roadmap for enhancing employee satisfaction and performance across different organizational contexts.

3. Research Methodology

3.1 Research Design

The study employs a quantitative research method to explore the mediating effect of organizational commitment and job satisfaction between organizational change and employee performance in fifteen major supermarkets in the Huangpu District of Shanghai City. Quantitative research, characterized by the collection and analysis of numerical data, allows for the precise measurement and statistical analysis of variables (Hodge, 2020). This approach is invaluable in identifying patterns, correlations, and potential causations within organizational behavior and human resource management (Anwar & Abdullah, 2021).

One of the primary reasons for selecting a quantitative approach for this study is its effectiveness in testing theoretical models and hypotheses (Skinner, 2020). The research aims to delineate the relationships between organizational change, organizational commitment, job satisfaction, and employee performance, a task that necessitates a method capable of quantifying these variables and assessing their interrelations systematically. Moreover, quantitative methods provide a level of objectivity that is crucial for minimizing researcher bias, thus enhancing the credibility and replicability of the research findings (Sürücü & Maslakçı, 2020).

The significance of quantitative research in social sciences and business studies has been extensively documented (Younus & Zaidan, 2022). Its importance lies not only in its capacity for broad generalization but also in its ability to provide clear, actionable insights derived from empirical evidence (Bell et al., 2022). Scholars like Jahja et al. (2021) have highlighted the dual strength of quantitative research in offering both the depth of understanding necessary to identify and analyze trends in data and the breadth to apply these findings across larger populations.

3.2 Research Population and Sample Size

The research focuses on the examination of the mediating effects of organizational commitment and job satisfaction between organizational change and employee performance in fifteen large supermarkets located in the Huangpu District

of Shanghai City. The total number of employees at these supermarkets is 2,058, providing a substantial group for studying the impacts of organizational changes on employee performance, commitment, and satisfaction. Using the Raosoft sample size calculator, a sample size of 324 was initially obtained. However, to account for potential issues such as non-response and incomplete data, the sample size was adjusted upwards to 350 employees. This adjustment ensures the sample remains representative of the larger employee population within the supermarkets, allowing for robust analysis and inference regarding the effects of organizational change.

3.3 Sampling

The study employs a random sampling technique, acclaimed for its effectiveness in ensuring equitable representation of the target demographic (Berndt, 2020). Random sampling significantly curtails the potential for selection bias, crucial for the study's aim to formulate generalizable insights into the impacts of organizational change across a heterogeneous workforce (Peng et al., 2023). By allocating every individual an equal chance of selection, random sampling amplifies the probability that the sample authentically mirrors the broader attributes of the target population (Elhabashy et al., 2021).

Specific sampling criteria include: (1) only employees presently working at one of the supermarkets in the Huangpu District of Shanghai, (2) inclusion of employees across various roles, (3) voluntary participation to ensure engaged and sincere feedback, and (4) adherence to ethical guidelines including informed consent and confidentiality (Cilliers & Viljoen, 2021). This strategic approach is poised to lay a robust foundation for the ensuing quantitative analysis.

3.4 Research Instrument

The primary research instrument is a structured questionnaire, adapted from previous studies in organizational behavior and human resource management. The questionnaire comprises two main parts: demographic information and key variables (organizational change, organizational commitment, job satisfaction, and employee performance). Items are adapted from validated scales to ensure academic rigor and practical relevance, using a Likert-5 scale format for quantification.

3.5 Data Analysis

Data analysis is conducted in two main stages: Descriptive Analysis using SPSS, and Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), and Path Analysis using AMOS. SPSS is used for initial data handling and descriptive statistics, providing an overview of data characteristics. AMOS facilitates advanced model testing, allowing for the testing of hypothesized relationships among constructs through SEM and Path Analysis. Fit indices such as RMSEA, RMR, Chi-Square/df, GFI, IFI, CFI, NNFI, and NFI are used to assess model fit.

4. Findings and Discussion

The study employed SEM path analysis to analyze the relationship among organizational change (OC), organizational commitment (OCO), job satisfaction (JS), and employee performance (EE) in the context of fifteen large supermarkets in the Huangpu District of Shanghai City. The study obtained the following SEM path analysis results shown in **Figure 1**.

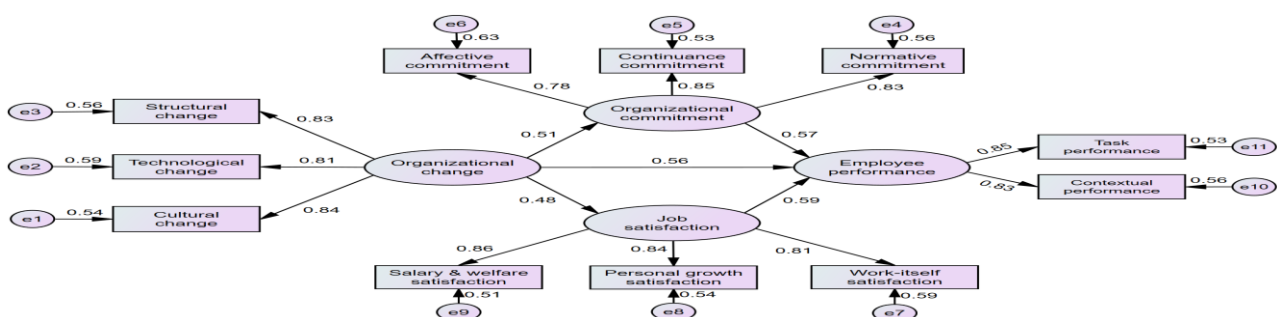


Figure 1: Results of SEM path analysis

To examine the mediating effect of organizational commitment and job satisfaction, the study used bootstrap method and obtained the following mediating analysis results shown in **Table 1**.

Table 1: Mediating analysis results

Standard effect	Path	Effect coefficient	95% confidence interval		S.E.	P-value	Results
			Lower	Upper			
Total effect	OC --->EE	0.849	0.798	0.900	0.026	***	Mediating effect
Direct effect	OC --->EE	0.558	0.513	0.603	0.023	***	
Indirect effect	OC-->OCO--> EE	0.291	0.250	0.332	0.021	***	
Total effect	OC --->EE	0.840	0.791	0.889	0.025	***	Mediating effect
Direct effect	OC --->EE	0.558	0.513	0.603	0.023	***	
Indirect effect	OC-->JS--> EE	0.282	0.243	0.321	0.020	***	

According to SEM path analysis and mediating effect analysis results, the following main findings were obtained:

4.1 Organizational Change and Employee Performance

The analysis reveals a significant positive influence of organizational change on employee performance in the supermarkets studied. This finding aligns with previous research indicating that well-managed change initiatives can enhance performance by motivating employees and encouraging the development of new skills and competencies (Daniel, 2019; Osunsan et al., 2019). The adaptation to new technologies, processes, and organizational structures has been shown to foster a more dynamic and efficient working environment. Employees who perceive these changes as beneficial are more likely to increase their effort and output, thereby enhancing overall performance.

4.2 Organizational Change and Organizational Commitment

The study also found that organizational change positively influences organizational commitment among employees. This relationship is mediated by how change is managed and communicated within the organization. Effective change management, characterized by transparent communication and inclusive decision-making, has been shown to strengthen employees' emotional and psychological attachment to the organization (Yi et al., 2020; Oreg & Berson, 2019). Employees who feel valued and involved in the change process are more likely to develop a stronger commitment to their organization, viewing changes as opportunities for growth rather than threats to their job security.

4.3 Organizational Commitment and Employee Performance

Organizational commitment has a direct positive impact on employee performance. This finding corroborates earlier studies that have highlighted the importance of employee commitment in driving performance outcomes (Zain & Setiawati, 2019; Loan, 2020). Committed employees tend to align their personal goals with those of the organization, which enhances their job satisfaction and motivation. This alignment results in higher productivity and a greater willingness to go beyond basic job requirements. Additionally, committed employees are more likely to exhibit discretionary effort, creativity, and problem-solving capabilities, all of which contribute to improved performance (Loan, 2020).

4.4 Organizational Change and Job Satisfaction

The analysis demonstrates that organizational change has a positive influence on job satisfaction. This relationship is particularly significant when changes are perceived as fair and beneficial by employees (Abbas et al., 2022). Effective management of organizational change, which includes clear communication, employee involvement, and alignment with employees' values, is crucial for maintaining and enhancing job satisfaction (Mayhara et al., 2023). When employees perceive organizational changes as opportunities for personal and professional growth, their satisfaction with their roles increases, leading to higher morale and productivity.

4.5 Job Satisfaction and Employee Performance

Job satisfaction is found to have a positive effect on employee performance. This finding supports the extensive body of literature indicating that satisfied employees are more likely to perform better (Buntaran et al., 2019; Arifin et al., 2019). The various dimensions of job satisfaction, including work environment, relationships with colleagues and

supervisors, remuneration, and opportunities for personal growth, contribute to an employee's overall sense of well-being and engagement at work. Higher job satisfaction leads to increased motivation and productivity, which in turn enhances employee performance.

4.6 Mediating Role of Organizational Commitment

The study confirms that organizational commitment mediates the relationship between organizational change and employee performance. This mediation effect suggests that the impact of organizational change on performance is partly channeled through the enhancement of organizational commitment. Employees who develop a stronger commitment to their organization in response to change are more likely to exhibit higher levels of performance. This finding underscores the importance of fostering organizational commitment through effective change management strategies (Yi et al., 2020; Oreg & Berson, 2019)

4.7 Mediating Role of Job Satisfaction

Similarly, job satisfaction plays a mediating role in the relationship between organizational change and employee performance. The positive effects of organizational change on performance are partly explained by the increase in job satisfaction that such changes can bring about. When employees experience higher levels of job satisfaction because of organizational change, they are more motivated and productive, which enhances their performance (Mayhara et al., 2023; Abbas et al., 2022). This finding highlights the critical role of job satisfaction in the successful implementation of organizational change initiatives.

5. Conclusion

The study elucidates the intricate dynamics between organizational change, organizational commitment, job satisfaction, and employee performance in large supermarkets within Shanghai's Huangpu District. The findings reveal that well-managed organizational changes positively influence employee performance, primarily by enhancing organizational commitment and job satisfaction. Effective change management, characterized by transparent communication and inclusive decision-making, fosters a sense of belonging and satisfaction among employees, thereby driving higher performance. This research underscores the critical role of addressing human factors in organizational change, advocating for strategies that not only implement technical adjustments but also prioritize the psychological and emotional well-being of employees. Ultimately, the study highlights the necessity for a holistic approach to change management to ensure both operational success and workforce engagement.

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Conflict of Interest

The authors declare no conflicts of interest

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