

## Factors Affecting Organizational Commitment in Catering Industry: Haidilao as a Case Study

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### Abstract

*Organizational commitment is crucial for organizational development. This study analyzes the case of Hai Di Lao to explore the factors influencing organizational commitment in the restaurant industry. The research methodology includes an online survey, yielding 418 valid responses. The results indicate that both results orientation and employee orientation significantly impact organizational commitment through mediating variables: career goal progress, career competence development, promotion rate, and salary growth. Specifically, results orientation significantly affects career goal progress, career competence development, promotion rate, and salary growth, while employee orientation also significantly influences these career-related outcomes. This study emphasizes the critical role of career competence development, promotion opportunities, and salary growth in enhancing employee loyalty, providing empirical evidence for HR managers and organizational leaders in the restaurant industry to design effective retention strategies. Additionally, it recommends that future research adopt longitudinal methods to explore other potential mediating variables, such as job satisfaction and work-life balance, on organizational commitment.*

**Keywords:** *Organizational Commitment, Catering Industry, Employee Orientation, Career Development, Retention Strategies.*

### Introduction

Organizational commitment, a multifaceted concept denoting an employee's psychological attachment to their organization, is critically important for several reasons (Akgün et al., 2023). It encompasses three primary dimensions: affective commitment, which reflects an employee's emotional attachment and identification with the organization; continuance commitment, which pertains to the perceived costs associated with leaving the organization; and normative commitment, which involves a sense of obligation to remain with the organization. High levels of organizational commitment are linked to numerous positive organizational outcomes, such as reduced turnover rates, enhanced job performance, increased employee satisfaction, and improved service quality. Employees who are committed are less likely to leave, thereby reducing recruitment and training costs and minimizing disruptions. They also tend to exhibit higher job performance and satisfaction, as their emotional attachment and sense of duty drive them to excel in their roles. In customer-centric industries like catering, committed employees contribute to consistent and high-quality service delivery, which is crucial for maintaining customer satisfaction and loyalty. Overall, fostering organizational commitment is essential for achieving organizational stability, enabling long-term strategic implementation, driving innovation, and ensuring sustainable growth and success.

The catering industry in China, despite its significant growth and transformation, faces several challenges in fostering organizational commitment among employees. Rapid expansion and a highly competitive market have led to inconsistencies in service quality and organizational culture across different locations, particularly in large companies like Haidilao (Dorta-Afonso et al., 2021). These inconsistencies can negatively impact employee commitment as workers may feel disconnected from the organization's core values and practices. Additionally, the high turnover rate in the industry poses a significant challenge to employee retention. Frequent turnover disrupts service continuity and increases recruitment and training costs, further exacerbating the issue of maintaining a committed workforce (Kim et al., 2022). The COVID-19 pandemic has introduced additional stressors, such as increased workload, health and safety concerns, and financial uncertainties, which have further strained employee satisfaction and organizational

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commitment (St-Jean et al., 2023).

The catering industry's revenue, after experiencing a decline from 880 billion RMB in 2019 to 640 billion RMB in 2020 due to the pandemic, began to recover, reaching 780 billion RMB by 2022 (Zhang et al., 2021). Employment trends similarly reflect these challenges, with the number of employees dropping from 19.8 million in 2019 to 18 million in 2020, and only partially recovering to 18.9 million by 2022 (Horne, 2024). These fluctuations highlight the industry's vulnerability to external shocks and the difficulty in maintaining a stable and committed workforce. Furthermore, smaller enterprises often struggle to access financial support and navigate complex tax relief processes, hindering their ability to recover and grow post-pandemic. The adoption of digital technologies, while beneficial for operational efficiency, poses challenges for smaller businesses that may lack the resources and expertise necessary for successful integration, further impacting employee engagement and satisfaction (Maamari & Osta, 2021).

Despite the substantial foundation of research on organizational commitment, significant gaps remain, particularly within the context of China's catering industry (Zhang et al., 2022). While existing studies have extensively explored the dimensions of organizational commitment—affective, continuance, and normative—and their impacts on organizational outcomes such as employee retention, job performance, and satisfaction, there is a notable paucity of research specifically focused on the catering sector in China, with its unique dynamics and rapid growth (Khan et al., 2021). Most current studies rely on cross-sectional designs, limiting the understanding of how organizational commitment evolves over time (Fragkos et al., 2020). Longitudinal research is needed to provide a nuanced understanding of the impact of variables such as career competence development, career goal progress, salary growth, and promotion rates on organizational commitment. Additionally, critical variables like results orientation, employee orientation, and their mediating effects through career development aspects are underexplored, necessitating comprehensive analyses using advanced methodologies like Structural Equation Modeling (SEM). The relationship between technological adoption and organizational commitment also remains underexamined, particularly in small and medium-sized enterprises that may lack the necessary resources and expertise for successful integration (Jordão et al., 2020). Moreover, the COVID-19 pandemic has introduced new stressors, such as increased workload, health and safety concerns, and financial uncertainties, which further strain employee satisfaction and organizational commitment. Addressing these gaps through targeted, longitudinal, and context-specific studies will enhance the understanding of organizational commitment in China's catering industry and provide practical insights for improving employee retention, service quality, and overall organizational performance (Ma et al., 2021).

Hence, this research aims 1) to explore the factors that influence employees' organizational commitment. 2) to examine the effects of results orientation and employee orientation on affective commitment, continuance commitment, and normative commitment among employees in the catering industry. 3) to investigate the mediating roles of career competence development, career goal progress, salary growth, and the rate of promotion in the relationship between these orientations and organizational commitment.

Following the introduction, the second section presents the theoretical foundation and conceptual framework, utilizing theories such as the Competing Values Framework and social exchange theory to explore variables like results orientation, employee orientation, and career development aspects. The third section details the research methodology, including data collection and Structural Equation Modeling (SEM). The fourth section interprets the data analysis results, discussing key insights. The discussion and conclusion emphasize the study's contributions to new knowledge and its implications for stakeholders. Finally, the study acknowledges its limitations, suggests future research directions, and summarizes the key findings and their significance for the catering industry.

### *Literature review and hypothesis development*

#### *Theoretical approach*

China's catering industry is a vital segment of the service sector, encompassing a diverse range of establishments, from small eateries to large chains (Shi & Xu, 2024). It significantly contributes to the

national economy by providing employment and enhancing GDP through various culinary practices and customer-focused services, reflecting the country's rich cultural heritage (Shieh & Lin, 2023). Rapid urbanization and rising disposable incomes have driven growth and transformation, leading to increased competition and technological advancements (Theurillat, 2022). Research highlights trends such as the impact of digital transformation, the importance of organizational culture, and resilience during the COVID-19 pandemic (He et al., 2023). This evolving landscape necessitates focused research on factors influencing employee loyalty and dedication, aiming to enhance organizational commitment and sustainability within the industry.

The Haidilao Group, founded in 1994, has transformed from a small hot pot restaurant in Jianyang, Sichuan Province, into a leading global hot pot chain (Loh et al., 2024). Renowned for exceptional customer service, innovative dining experiences, and high-quality ingredients, Haidilao rapidly expanded domestically and internationally, with numerous outlets in major cities and countries such as the United States, Japan, and Singapore (McDougall, 2021). Its success stems from a unique business model prioritizing customer satisfaction, employee welfare, and operational efficiency, complemented by innovative practices like complimentary services and advanced technology (Sjödin et al., 2020). Shandong Haidilao exemplifies the company's commitment to service quality and operational standards, serving as a testing ground for new initiatives and reflecting the group's strategic goals (Gamache et al., 2020). Through its operations, Haidilao continues to enhance organizational commitment and business success, solidifying its market leadership in the catering industry (Czinkota et al., 2021).

Organizational commitment in China refers to the psychological attachment employees have toward their organizations, significantly impacting performance, retention, and overall success (Jing & Yan, 2022). This commitment is analyzed through three dimensions: affective commitment, which involves emotional attachment influenced by organizational culture and values; continuance commitment, relating to perceived costs of leaving; and normative commitment, defined by a sense of obligation shaped by cultural norms (Malla & Malla, 2023). Factors such as traditional values, rapid economic development, and globalization influence these dimensions, highlighting the need for organizations to align practices with cultural expectations to enhance employee loyalty and retention.

Organizational culture in China is a complex concept shaped by the country's historical, social, and economic contexts, encompassing shared values, beliefs, norms, and practices that influence employee behavior (Zhang et al., 2023). Key components include traditional cultural values like Confucianism, which emphasizes harmony, hierarchy, collectivism, and respect for authority (Lau et al., 2023). These values manifest in organizational practices such as centralized decision-making and teamwork. Rapid economic development and globalization have led to a hybrid culture that combines traditional and modern practices, enhancing employee satisfaction and commitment (Moglia et al., 2021). This study focuses on the relationship between organizational culture and employee commitment in China's catering industry, using Haidilao as a case study to identify effective strategies for improving organizational performance.

The Competing Values Framework (CVF) is a comprehensive model for understanding and diagnosing organizational culture (Zeb et al., 2021). It assesses organizational effectiveness through two dimensions: internal versus external orientation and flexibility versus stability (Kurniawan et al., 2021). This intersection creates four cultural quadrants: Clan, Adhocracy, Market, and Hierarchy (Lindquist & Buttazzoni, 2021). Clan culture emphasizes nurturing and teamwork, Adhocracy focuses on innovation, Market culture prioritizes competitiveness and results, while Hierarchy is defined by structure and efficiency (Junior et al., 2021). The CVF aids in diagnosing culture and predicting outcomes like performance and employee satisfaction, highlighting the balance between competing values (Alemu Ambo, 2024). Understanding these dimensions is crucial for fostering effective organizational practices.

Career development theory encompasses various models that explain how individuals progress in their careers by acquiring skills, knowledge, and experiences to enhance professional growth (Okolie et al., 2020). A foundational concept is Austin II and Austin's (2019) theory, which outlines a lifelong process consisting of five stages: growth, exploration, establishment, maintenance, and disengagement. Key components include career competence development, career goal progress, salary growth, and promotion rate (Vande

Griek et al., 2018). Research shows that effective career development opportunities enhance employee motivation, job satisfaction, and organizational commitment (Bashir & Gani, 2020), ultimately guiding organizations in fostering supportive environments that improve retention and performance.

Social exchange theory is a sociological and psychological framework that explains social behavior through the exchange of resources between individuals and groups, positing that relationships are maintained based on reciprocal exchanges of tangible and intangible resources (Xu et al., 2022). Key components include affective commitment, which reflects emotional attachment; continuance commitment, relating to perceived costs of leaving; and normative commitment, driven by a sense of obligation (Mohd Rasdi & Tangaraja, 2022). This theory highlights the significance of organizational support, trust, and perceived fairness in enhancing employee motivation and commitment, providing insights into fostering a dedicated workforce and improving retention in the competitive catering industry.

Organizational culture refers to the shared values, beliefs, norms, and practices that define an organization and influence member behavior, shaping interactions among employees and with external stakeholders (Arghode et al., 2022). Key components include organizational values, traditions, rituals, and the work environment (Asatiani et al., 2021). Two main dimensions of organizational culture are results orientation, which emphasizes achieving performance targets and high productivity (Jardioui et al., 2020), and employee orientation, which focuses on employee well-being and development (Pradhan & Hati, 2019). A strong organizational culture enhances employee engagement, job satisfaction, and retention, ultimately contributing to improved organizational performance and commitment in competitive environments like China's catering industry.

Career growth is a vital concept that encompasses the opportunities and processes enabling employees to develop skills, advance their careers, and achieve professional goals (Al Balushi et al., 2022). Key dimensions of career growth include career competence development, which focuses on enhancing skills through training; career goal progress, which evaluates alignment between current roles and career aspirations; salary growth, reflecting the potential for financial advancement; and the rate of promotion, indicating opportunities for upward mobility (Hupkens et al., 2021). Research shows that effective career growth opportunities enhance employee motivation, job satisfaction, and organizational commitment, ultimately contributing to improved retention and organizational performance (Demir, 2020).

Organizational commitment is a critical factor in understanding employee behavior, retention, and overall effectiveness, defined as the psychological attachment and loyalty an employee has toward their organization (Naz et al., 2020). It consists of three dimensions: affective commitment, reflecting emotional attachment and identification with the organization; continuance commitment, which assesses the perceived costs of leaving; and normative commitment, driven by a sense of obligation to remain (Agus & Selvaraj, 2020). High organizational commitment is linked to positive outcomes, including lower turnover rates and increased job satisfaction, making it essential for developing strategies that enhance employee loyalty and retention, particularly in the competitive catering industry.

### *Hypothesis Development*

The theory of goal management posits that aligning individual and organizational goals enhances teamwork, motivation, and overall performance (Salas-Vallina et al., 2021). A results-oriented culture emphasizes measurable goals, providing employees with direction and purpose, which boosts their commitment (Li & Tsai, 2020). This culture facilitates career growth through structured development programs and merit-based promotions (Hickman, 2021). Herzberg's two-factor theory underscores that recognition and achievement are vital for employee satisfaction and commitment. Transactional leadership in results-oriented cultures ensures clarity and motivation, fostering an environment where employees feel valued, ultimately leading to increased organizational commitment and career development. Therefore, the following hypothesis is formulated.

H1: Results-oriented culture has a positive effect on organizational commitment.

H2: Employee-oriented culture positively affects career growth.

H3: Results-oriented culture positively affects career goal progress.

A results-oriented culture in organizations emphasizes measurable goals and objectives, directing employees' efforts towards tangible outcomes, thereby enhancing organizational performance and developing job-related skills (Camilleri, 2020). This culture promotes continuous learning through structured performance evaluation and feedback (Chuang, 2021), motivating employees to improve their skills and gain valuable experience (Ryani Dhyhan et al., 2020). Merit-based systems for recognizing high performance and leadership that emphasizes performance metrics provide clear expectations for skill enhancement and career advancement (Brewer et al., 2021), enhancing job satisfaction and commitment to organizational goals (Bashir & Gani, 2020). Therefore, the following hypothesis is proposed:

H4: Results-oriented culture positively affects on career competence development.

H5: Results-oriented culture positively affects on the growth of salary.

H6: Results-oriented culture positively affects on the rate of promotion.

Employee-oriented cultures in organizations prioritize career advancement opportunities to recognize and reward employees for their contributions and potential (Jhamb et al., 2022). These cultures emphasize transparent promotion criteria, fair selection processes, and opportunities for professional growth, fostering a supportive environment for career progression. Merit-based advancement promotes fairness and equity, enhancing employees' trust and commitment (Pérez & Sabelis, 2020). Leadership styles in these cultures focus on mentoring and advocating for career development, providing guidance and opportunities for skill development (Baroudi & David, 2020). This inclusive environment encourages knowledge sharing and professional growth (Kuknor & Bhattacharya, 2022). Therefore, the following hypothesis is proposed:

H7: Employee-oriented culture positively affects on career goal progress.

H8: Employee-oriented culture positively affects on career competence development.

H9: Employee-oriented culture positively affects on the growth of salary.

H10: Employee-oriented culture positively affects on the rate of promotion.

Researchers developed a structural equation model to investigate employees' career growth, identifying three key dimensions: career goal progress, competence development, and promotion rate (Liu et al., 2020). Employees who perceive significant career progress are less inclined to leave their organization, fearing career stagnation elsewhere (Gaio Santos & Martins, 2021). Organizational commitment is described as the internalized pressure to align with organizational goals, comprising three attitudes: integration with goals, focus on tasks, and a sense of loyalty (Chigeda et al., 2022). Normative commitment reflects identification with the organization and ethical codes (Graham et al., 2019). Hypotheses are proposed based on this analysis.

H11: Career goal progress positively influences affective commitment.

H12: Career competence development positively affects affective commitment.

Salary growth significantly influences employees' affective commitment by enhancing satisfaction and loyalty (Agyeiwaah et al., 2022). Competitive compensation practices foster emotional attachment and commitment (Kang & Lee, 2021). Employees who view their pay as fair and equitable are more likely to form strong emotional bonds with their organization (Bashir et al., 2023). Perceived fairness in salary policies builds trust, further enhancing commitment (Silva et al., 2023). Additionally, timely promotions positively impact affective commitment by offering recognition and career progression opportunities



(Nauman et al., 2021). Transparent promotion processes reinforce trust and loyalty, aligning with psychological contract theory (Rao, 2021). Hypotheses are proposed based on this analysis.

H13: The rate of promotion positively affects affective commitment.

H14: The growth of salary positively influences affective commitment.

Career goal progress refers to how well employees perceive their current job as aligning with their career aspirations (Hartman & Barber, 2020). Organizations with employee-oriented cultures enhance career goal progress, thereby increasing employees' commitment (Nguyen et al., 2020). When employees feel their organization supports their career ambitions, they are more likely to feel valued and motivated, fostering emotional bonds and commitment. Additionally, clear and challenging career goals from employee-oriented organizations stimulate motivation (He & Kim, 2021). According to social exchange theory, investments in employee development lead to increased loyalty and commitment (Meira & Hancer, 2021). Therefore, the following hypothesis is proposed:

H15: Career goal progress mediates the relationship of results orientation and organization commitment.

H16: Career goal progress mediates the relationship of employee orientation and organization commitment.

H17: Career competence development mediates the relationship of results orientation and organization commitment.

H18: Career competence development mediates the relationship of employee orientation and organization commitment.

Results orientation in organizations focuses on achieving measurable outcomes and performance goals (Cho & Jiang, 2021). This approach is linked to structured performance management systems, merit-based rewards, and career advancement opportunities, including promotions. Promotions are viewed as rewards for contributions to success (Davies et al., 2021), and perceived fairness in promotion processes enhances trust and commitment (Russen et al., 2021). Opportunities for advancement significantly influence organizational commitment, suggesting that aligning results orientation with promotion policies fosters motivation (Aggarwal et al., 2022). Therefore, the following hypothesis is proposed:

H19: The rate of promotion mediates the relationship of results orientation and organization commitment.

H20: The Rate of Promotion Mediates the Relationship Between Employee Orientation and Organizational Commitment.

Employee-oriented cultures, marked by supportive leadership, development opportunities, and fair treatment, significantly enhance employees' affective commitment to the organization (Wu et al., 2020). Additionally, salary growth linked to performance and career advancement within such cultures boosts job satisfaction and commitment (Ashraf, 2020). When employees see a clear connection between their skill development, career progression, and salary increases, their organizational commitment increases. Favorable organizational treatment leads to reciprocal commitment from employees (Kim et al., 2020), while competitive salary growth signals organizational investment in employees' long-term success (Rahmandad & Ton, 2020). Therefore, the following hypothesis is proposed:

H21: The growth of salary mediates the relationship of results orientation and organization commitment.

H22: The growth of salary mediates the relationship of employee orientation and organization commitment.

## Research Methodology

*Data Collection Method*

This study employed an online questionnaire method and utilized systematic sampling to collect data. A total of 418 valid questionnaires were obtained from employees of Haidilao in Shandong Province, as detailed in the table 1.

Table 1 provides essential demographic information of the study participants. A total of 418 individuals were surveyed, comprising 266 employees (63.6%) and 152 managers (36.4%). The gender distribution was nearly equal, with 207 males (49.5%) and 211 females (50.5%). The majority of respondents were aged between 18 and 24 years, accounting for 268 participants (64.1%). Those aged 25 to 34 constituted 105 participants (25.1%), while individuals aged 35 and above made up 45 participants (10.8%). Regarding work experience, 130 participants (31.1%) had less than one year of experience, 132 participants (31.6%) had one to three years of experience, 81 participants (19.4%) had three to five years of experience, and 75 participants (17.9%) had more than five years of experience. This demographic information is crucial for understanding the context and diversity of the study sample.

**Table 1** Essential Information

Information	Categories	Frequency	Percent
Are you an employee or a manager	Employee	266	63.6
	Manager	152	36.4
Gender	Male	207	49.5
	Female	211	50.5
Age	18-24	268	64.1
	25-34	105	25.1
	35 and above	45	10.8
Work experience	Less than one year	130	31.1
	One to three years	132	31.6
	Three to five years	81	19.4
	More than five years	75	17.9

*Measurement*

Organizational culture is defined as the collective values, beliefs, norms, and practices that shape the behaviors within an organization (Szydło & Grześ-Buklaho, 2020). This scale comprises eighteen items across two dimensions—results orientation and employee orientation—providing a comprehensive framework for assessing the impact of organizational culture on employee behavior and performance outcomes in the context of the catering industry.

Career growth defines the opportunities and processes that help employees enhance their skills, advance their careers, and achieve their professional goals (Son & Kim, 2021). Researchers measure it using a scale that includes sixteen items across four dimensions: career goal progress, career competence development, rate of promotion, and growth of salary (Weng et al., 2023). This scale provides a detailed framework for assessing career development opportunities within organizations like Haidilao, focusing on its influence on

employee motivation and organizational commitment.

Organizational commitment is defined as the psychological attachment and loyalty an employee feels towards their organization, influencing their decision to stay and contribute to its goals (Wang et al., 2020). Researchers measure it using a scale that consists of 24 items across three dimensions (Allen & Meyer, 1990): affective commitment, continuance commitment, and normative commitment. This scale provides a comprehensive framework for assessing levels of commitment within organizations, particularly focusing on its impact on employee retention and organizational performance.

#### *Data analysis*

After collecting the questionnaires, we conducted descriptive statistical analysis, reliability and validity analysis, and structural equation modeling using data analysis software. This included confirmatory factor analysis and path analysis based on model fit discussions, aiming to explore the dimensions and relationships among different variables.

### Results and Discussion

Table 2 presents the reliability statistics for the factors measured in the study, using Cronbach's alpha ( $\alpha$ ) as the reliability coefficient. Results Orientation and Employee Orientation exhibit high reliability, with Cronbach's  $\alpha$  values of 0.946 and 0.931, respectively. Career Goal Progress, Career Competence Development, and the Rate of Promotion each demonstrate strong reliability, with  $\alpha$  values of 0.879 and 0.876. The Growth of Salary also shows good reliability at 0.856. Organizational Commitment has the highest reliability with a Cronbach's  $\alpha$  of 0.971, indicating excellent internal consistency across all factors.

**Table 2** Reliability Statistics

Factor	Cronbach $\alpha$
Results Orientation	0.946
Employee Orientation	0.931
Career goal progress	0.879
Career competence development	0.876
The rate of promotion	0.876
The growth of Salary	0.856
Organizational Commitment	0.971

Table 3 presents the results of the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO measure of sampling adequacy is 0.976, indicating an excellent level of sample adequacy for factor analysis. Bartlett's Test of Sphericity shows a significant result with an approximate chi-square value of 18,288.520, degrees of freedom (df) of 1,596, and a significance level (Sig.) of 0.000. This suggests that the correlation matrix is significantly different from an identity matrix, justifying the use of factor analysis for this dataset.

**Table 3** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.976
Bartlett's Test of Sphericity	Approx. Chi-Square	18288.520
	df	1596
	Sig.	0.000

#### *Confirmatory factors analysis*

Confirmatory Factor Analysis (CFA) is a statistical technique used to test whether the data fit a hypothesized measurement model, involving predefined relationships between observed variables and their underlying latent constructs.



Table 4 details the convergence validity of various factors, assessed using standardized estimates (Std. Estimate), standard errors (Std. Error), composite reliability (CR), and average variance extracted (AVE).

For Results Orientation, standardized estimates range from 0.715 to 0.858, indicating strong item loadings. The factor demonstrates high reliability with a CR of 0.947 and an AVE of 0.664, signifying that a substantial proportion of variance is captured by the factor. Employee Orientation exhibits item loading from 0.735 to 0.810, with a CR of 0.931 and an AVE of 0.599, ensuring sufficient internal consistency and validity. Career Goal Progress shows strong loading (0.740 to 0.836), with a CR of 0.880 and an AVE of 0.647, confirming reliable measurement. Career Competence Development has loading between 0.737 and 0.841, a CR of 0.878, and an AVE of 0.644, indicating robust factor reliability and validity. The Rate of Promotion shows item loading between 0.775 and 0.821, with a CR of 0.878 and an AVE of 0.642, ensuring consistent measurement. The Growth of Salary shows item loading from 0.786 to 0.844, a CR of 0.856, and an AVE of 0.665, affirming strong convergence validity. Lastly, Organizational Commitment, with items loading between 0.706 and 0.868, has a CR of 0.971 and an AVE of 0.585, indicating exceptional reliability and sufficient convergence validity.

**Table 4** Convergence Validity

Factor	Name	Std. Estimate	Std. Error	C.R.	AVE	CR
Results Orientation	RO1	0.715	-	-	0.664	0.947
	RO2	0.815	0.076	16.426		
	RO3	0.805	0.072	16.225		
	RO4	0.816	0.079	16.440		
	RO5	0.830	0.078	16.735		
	RO6	0.811	0.074	16.335		
	RO7	0.858	0.081	17.303		
	RO8	0.842	0.082	16.974		
	RO9	0.832	0.079	16.771		
Employee Orientation	EO1	0.799	-	-	0.599	0.931
	EO2	0.735	0.053	16.491		
	EO3	0.810	0.055	18.766		
	EO4	0.767	0.057	17.424		
	EO5	0.773	0.054	17.612		
	EO6	0.787	0.054	18.035		
	EO7	0.748	0.051	16.862		
	EO8	0.805	0.057	18.596		
	EO9	0.739	0.058	16.621		
Career goal progress	CG1	0.740	-	-	0.647	0.880
	CG2	0.836	0.077	16.817		
	CG3	0.828	0.075	16.657		
	CG4	0.810	0.073	16.288		
Career competence development	CD1	0.797	-	-	0.644	0.878
	CD2	0.841	0.057	18.830		
	CD3	0.737	0.054	15.988		
	CD4	0.830	0.061	18.525		
The rate of promotion	TR1	0.821	-	-	0.642	0.878
	TR2	0.805	0.052	18.297		
	TR3	0.775	0.044	17.423		
	TR4	0.803	0.051	18.250		

The growth of Salary	TP1	0.815	-	-	0.665	0.856
	TP2	0.844	0.053	19.064		
	TP3	0.786	0.051	17.489		
Organizational Commitment	AC1	0.765	-	-	0.585	0.971
	CC2	0.786	0.059	17.503		
	CC3	0.767	0.057	16.997		
	CC4	0.740	0.057	16.276		
	CC5	0.868	0.061	19.791		
	CC6	0.742	0.057	16.339		
	CC7	0.764	0.061	16.897		
	CC8	0.770	0.059	17.073		
	NC1	0.740	0.057	16.283		
	NC2	0.835	0.060	18.867		
	NC3	0.751	0.056	16.555		
	AC2	0.738	0.056	16.225		
	NC4	0.780	0.056	17.343		
	NC5	0.767	0.058	16.990		
	NC6	0.743	0.059	16.344		
	NC7	0.706	0.053	15.390		
	NC8	0.734	0.058	16.109		
	AC3	0.780	0.060	17.347		
	AC4	0.778	0.059	17.286		
	AC5	0.761	0.058	16.835		
AC6	0.733	0.055	16.105			
AC7	0.733	0.055	16.101			
AC8	0.790	0.059	17.603			
CC1	0.761	0.057	16.830			

Table 5 presents the Pearson correlation coefficients and the square root values of the average variance extracted (AVE) for the latent variables. The diagonal elements represent the square root of the AVE for each construct.

Results orientation has an AVE square root value of 0.815, indicating adequate convergent validity. It shows moderate correlations with other variables, ranging from 0.479 to 0.572, demonstrating significant relationships with other constructs.

Employee orientation has an AVE=0.774. It exhibits moderate to strong correlations with other variables, particularly with career goal progress (0.566) and Organizational Commitment (0.565), indicating a close relationship among these constructs. Career Goal Progress has an AVE square root value of 0.804, with notable correlations with Career Competence Development (0.604) and the Growth of Salary (0.621), suggesting its importance in employee development. Career Competence Development displays an AVE square root value of 0.802. It is strongly correlated with Organizational Commitment (0.669), indicating that career development is crucial for organizational loyalty. The Rate of Promotion has an AVE square root value of 0.801, showing significant correlations with most variables, especially Organizational Commitment (0.615), underlining the role of promotions in employee commitment. The Growth of Salary has an AVE square root value of 0.816. It is highly correlated with Organizational Commitment (0.671), emphasizing the importance of salary growth in fostering organizational commitment.

Lastly, Organizational Commitment has an AVE square root value of 0.765, and it exhibits strong correlations with most constructs, particularly with Career Competence Development (0.669) and the

Growth of Salary (0.671), highlighting the critical factors influencing organizational loyalty.

**Table 5** Pearson correlation and AVE square root value

Latent variables	RO	EO	CG	CD	TR	TG	OC
RO	<b>0.815</b>						
EO	0.503	<b>0.774</b>					
CG	0.479	0.566	<b>0.804</b>				
CD	0.507	0.528	0.604	<b>0.802</b>			
TR	0.534	0.479	0.562	0.590	<b>0.801</b>		
TG	0.483	0.598	0.621	0.624	0.551	<b>0.816</b>	
OC	0.572	0.565	0.579	0.669	0.615	0.671	<b>0.765</b>

Note: The diagonal is the square root of the corresponding dimension AVE. RO: Results Orientation. EO: Employee Orientation. CG: Career goal progress. CD: Career competence development. TR: The rate of promotion. TG: The growth of Salary. OC: Organizational Commitment

### Structural Equation Model

Table 7 presents the model fit metrics, which include chi-square divided by degrees of freedom ( $\chi^2/df$ ), Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Normed Fit Index (NFI). The  $\chi^2/df=1.474$  ( $<3$ ), indicating an excellent fit between the model and the data. The GFI=0.842 ( $>0.8$ ), demonstrating an acceptable fit, while the RMSEA=0.034 ( $<0.10$ ), indicating a very good fit.

Furthermore, the CFI value of 0.959 and the NFI value of 0.883 are both above the recommended threshold of 0.8, suggesting a high level of fit. These indices collectively support that the model is a suitable representation of the underlying data structure. In summary, the model demonstrates robust fit across all indices, validating its adequacy and appropriateness in representing the data.

**Table 6** Model fit metrics

Fit index	$\chi^2/df$	GFI	RMSEA	CFI	NFI
Reference standards	$<3$	$>0.8$	$<0.08$	$>0.8$	$>0.8$
Result	1.474	0.842	0.034	0.959	0.883

Table 8 details the results of the path analysis, examining the relationships between various factors and organizational outcomes. Each hypothesis (H) represents a specific path, with coefficients indicating the strength and direction of the relationships. The estimates, standard errors (S.E.), critical ratios (C.R.), and p-values (P) are provided to assess the significance of each path.

H1 shows that Results Orientation significantly influences Organizational Commitment (Estimate = 0.105,

C.R. = 2.593,  $P = 0.010$ ), supporting the hypothesis. However, H2 indicates that Employee Orientation does not significantly impact Organizational Commitment (Estimate = 0.017, C.R. = 0.270,  $P = 0.787$ ), thus not supporting the hypothesis.

H3 to H6 demonstrate significant positive effects of Results Orientation on Career Goal Progress (Estimate = 0.248, C.R. = 6.410,  $P < 0.001$ ), Career Competence Development (Estimate = 0.304, C.R. = 7.551,  $P < 0.001$ ), Growth of Salary (Estimate = 0.234, C.R. = 6.429,  $P < 0.001$ ), and Rate of Promotion (Estimate = 0.397, C.R. = 8.943,  $P < 0.001$ ). These results indicate strong support for these hypotheses, highlighting the critical role of Results Orientation in various career-related outcomes.

H7 to H10 reveal that Employee Orientation significantly impacts Career Goal Progress (Estimate = 0.563, C.R. = 9.645,  $P < 0.001$ ), Career Competence Development (Estimate = 0.489, C.R. = 8.829,  $P < 0.001$ ), Growth of Salary (Estimate = 0.596, C.R. = 10.635,  $P < 0.001$ ), and Rate of Promotion (Estimate = 0.406, C.R. = 7.316,  $P < 0.001$ ). These findings support the hypotheses, underscoring the importance of Employee Orientation in promoting various career advancements.

H11 shows that Career Goal Progress does not significantly affect Organizational Commitment (Estimate = 0.047, C.R. = 0.997,  $P = 0.319$ ), indicating no support for this path. Conversely, H12 through H14 confirm significant positive impacts of Career Competence Development (Estimate = 0.261, C.R. = 5.470,  $P < 0.001$ ), Rate of Promotion (Estimate = 0.170, C.R. = 3.931,  $P < 0.001$ ), and Growth of Salary (Estimate = 0.319, C.R. = 5.562,  $P < 0.001$ ) on Organizational Commitment, supporting these hypotheses.

In conclusion, the path analysis demonstrates significant relationships between Results Orientation and various career outcomes, and between Employee Orientation and career advancements. It also highlights the importance of career development factors in enhancing Organizational Commitment.

**Table 7** Path analysis

	Path coefficient	Estimate	S.E.	C.R.	P	Results
H1	OC <--- RO	0.105	0.040	2.593	0.010	Supported
H2	OC <--- EO	0.017	0.064	0.270	0.787	Not Supported
H3	CG <--- RO	0.248	0.039	6.410	***	Supported
H4	CD <--- RO	0.304	0.040	7.551	***	Supported
H5	TP <--- RO	0.234	0.036	6.429	***	Supported
H6	TR <--- RO	0.397	0.044	8.943	***	Supported
H7	CG <--- EO	0.563	0.058	9.645	***	Supported
H8	CD <--- EO	0.489	0.055	8.829	***	Supported
H9	TP <--- EO	0.596	0.056	10.635	***	Supported
H10	TR <--- EO	0.406	0.055	7.316	***	Supported
H11	OC <--- CG	0.047	0.047	0.997	0.319	Not Supported
H12	OC <--- CD	0.261	0.048	5.470	***	Supported
H13	OC <--- TR	0.170	0.043	3.931	***	Supported
H14	OC <--- TP	0.319	0.057	5.562	***	Supported

(Note: RO: Results Orientation; EO: Employee Orientation; CG: Career goal progress; CD: Career competence development; TR: The rate of promotion; TP: The growth of Salary; OC: Organizational Commitment.)

Table 9 presents the results of the mediation effect bootstrap test, examining the indirect effects of Results Orientation (RO) and Employee Orientation (EO) on Organizational Commitment (OC) through various mediators. The table includes effect sizes, standard errors (SE), and bias-corrected 95% confidence intervals (CI).

H15 tests the mediation path from RO through Career Goal Progress (CG) to OC. With an effect size of 0.012 and a 95% CI ranging from -0.013 to 0.048, this hypothesis is not supported, indicating no significant mediation effect.

H16 examines the path from EO through CG to OC. The effect size of 0.026 and a 95% CI of -0.037 to 0.100 also indicate no significant mediation effect.

H17 investigates the mediation path from RO through Career Competence Development (CD) to OC. This hypothesis is supported with an effect size of 0.080 and a 95% CI of 0.042 to 0.133, demonstrating a significant mediation effect.

H18 explores the path from EO through CD to OC. Supported by an effect size of 0.128 and a 95% CI of 0.075 to 0.206, this indicates a significant mediation effect.

H19 assesses the mediation path from RO through the Rate of Promotion (TR) to OC. With an effect size of 0.067 and a 95% CI of 0.022 to 0.122, this hypothesis is supported, showing a significant mediation effect.

H20 examines the path from EO through TR to OC. This hypothesis is supported with an effect size of 0.069 and a 95% CI of 0.017 to 0.143, indicating a significant mediation effect.

H21 tests the mediation path from RO through the Growth of Salary (TP) to OC. Supported by an effect size of 0.075 and a 95% CI of 0.035 to 0.134, this hypothesis shows a significant mediation effect.

H22 investigates the path from EO through TP to OC. This hypothesis is supported with an effect size of 0.190 and a 95% CI of 0.101 to 0.292, demonstrating a significant mediation effect.

In summary, the analysis supports the mediation effects of Career Competence Development, Rate of Promotion, and Growth of Salary in linking both Results Orientation and Employee Orientation to Organizational Commitment. Career Goal Progress, however, does not serve as a significant mediator in these relationships.

**Table 8** Mediation effect bootstrap test

Hypothesis	Mediation path	Effect size	SE	Bias-Corrected		Results
				95%CI		
H15	RO→CG→OC	0.012	0.015	-0.013	0.048	Not Supported
H16	EO→CG→OC	0.026	0.033	-0.037	0.100	Not Supported
H17	RO→CD→OC	0.080	0.023	0.042	0.133	Supported
H18	EO→CD→OC	0.128	0.032	0.075	0.206	Supported
H19	RO→TR→OC	0.067	0.026	0.022	0.122	Supported
H20	EO→TR→OC	0.069	0.031	0.017	0.143	Supported
H21	RO→TP→OC	0.075	0.025	0.035	0.134	Supported
H22	EO→TP→OC	0.190	0.048	0.101	0.292	Supported

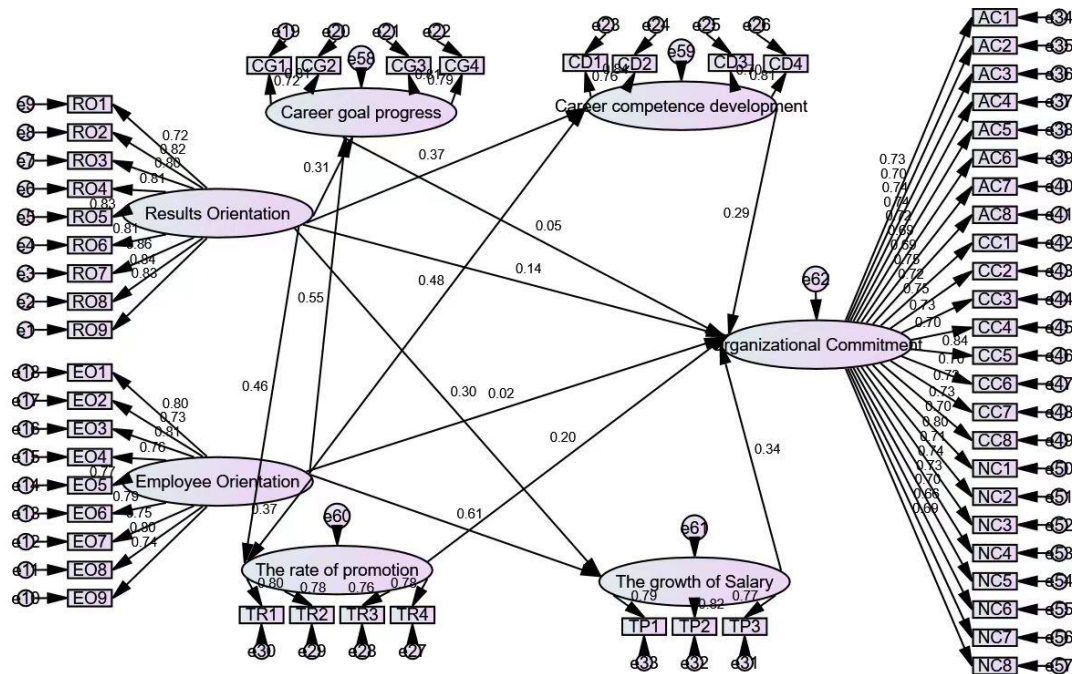
Note: RO: Results Orientation; EO: Employee Orientation; CG: Career goal progress; CD: Career competence development; TR: The rate of promotion; TP: The growth of Salary; OC: Organizational Commitment.

Figure 2 uncovers the structural equation model diagram and explains the relationship among results orientation, employee orientation, career goal progress, the rate of promotion, career competence development, the growth of salary, and organizational commitment. In this way, this model identifies the mediation role of career goal progress, the rate of promotion, career competence development, the growth



of salary.

Figure 2 structural equation model diagram



### Discussion and Conclusion

The findings have significant theoretical implications when examined through the lenses of the competing values framework, career development theory, and social exchange theory. These frameworks collectively enrich our understanding of the dynamics of organizational commitment and career development within the workplace.

The competing values framework posits that organizations operate within a matrix of competing values and priorities, balancing internal focus with external focus, flexibility with stability, and control with innovation (Beus et al., 2020). Our study reveals that both results orientation and employee orientation significantly impact organizational commitment through career-related factors such as career competence development, promotion rates, and salary growth. These findings align with the emphasis of competing values framework on the importance of balancing organizational goals with employee needs. For instance, results orientation aligns with the market and adhocracy quadrants of competing values framework, which prioritize results and innovation, while employee orientation aligns with the human relations quadrant, emphasizing employee well-being and development (Franco-Santos et al., 2020). This balance ensures that organizations can foster a committed and motivated workforce while achieving strategic objectives.

Career development theory emphasizes the role of career progression, skill development, and personal growth in shaping employees' career trajectories (Weng & Zhu, 2020). Our study supports this theory by demonstrating that career competence development, promotion rates, and salary growth significantly mediate the relationship between results orientation and employee orientation and organizational commitment. This highlights the critical role of providing career advancement opportunities and development programs in enhancing employees' commitment to their organizations. Previous research has shown that career development initiatives lead to higher job satisfaction and organizational loyalty (Velooso et al., 2021), which is consistent with our findings. Organizations that invest in employee development are likely to see higher levels of commitment and retention, as employees perceive a clear pathway for growth and success.

Social exchange theory posits that social behavior is the result of an exchange process to maximize benefits and minimize costs (Ohemeng et al., 2020). The theory suggests that employees who perceive high levels of support and rewards from their organization are more likely to reciprocate with loyalty and commitment. Our findings confirm that career competence development, promotion opportunities, and salary growth are significant mediators of organizational commitment, supporting the principles of social exchange theory. Employees who experience tangible benefits and opportunities for growth are more likely to develop a strong sense of loyalty and commitment to their organization. This reciprocal relationship has been supported by previous studies, which found that perceived organizational support and rewards enhance employee commitment and reduce turnover intentions (Huang et al., 2021).

Our findings are consistent with existing literature, which underscores the importance of career development and rewards in fostering organizational commitment. However, the non-significant mediation effect of career goal progress on organizational commitment presents a divergence from some studies that emphasize goal setting and achievement as critical factors for employee motivation and commitment (Yogalakshmi & Suganthi, 2020). This discrepancy could be due to contextual differences or varying definitions and measurements of career goal progress.

Furthermore, while previous research has often highlighted the direct effects of various organizational practices on commitment, our study uniquely emphasizes the mediating roles of career competence development, promotion rates, and salary growth. This mediation perspective provides a more nuanced understanding of how specific career development activities and rewards translate into higher organizational commitment.

In conclusion, integrating the competing values framework, career development theory, and social exchange theory with our study results provides a comprehensive understanding of the factors influencing organizational commitment. Our findings underscore the importance of balancing organizational objectives with employee development and support, offering valuable insights for both theory and practice. Organizations aiming to enhance commitment should focus on robust career development programs, clear promotion pathways, and competitive compensation strategies, which align with the principles of these theoretical frameworks.

## Conclusion

This study examined the factors influencing organizational commitment through the lenses of the competing values framework, career development theory, and social exchange theory. The results reveal that both results orientation and employee orientation significantly impact organizational commitment through career-related factors such as career competence development, promotion rates, and salary growth. Specifically, career competence development, promotion opportunities, and salary growth were found to be significant mediators in the relationship between results orientation and employee orientation and organizational commitment, highlighting the importance of comprehensive career development and reward systems.

This study makes several important contributions to the existing literature. Firstly, by integrating competing values framework, career development theory, and social exchange theory, it provides a multifaceted understanding of how organizational practices influence employee commitment. This theoretical integration enhances our understanding of the dynamic interplay between organizational goals and employee development needs. Secondly, the study offers empirical evidence on the mediating roles of career competence development, promotion opportunities, and salary growth in strengthening organizational commitment. This insight is crucial for HR managers and organizational leaders aiming to design effective retention strategies. Thirdly, the study underscores the need for a balanced approach that values both results and employee well-being, providing a nuanced perspective on fostering organizational loyalty.

Despite its contributions, this study has several limitations that should be addressed in future research. One limitation is the cross-sectional design, which limits the ability to infer causality. Longitudinal studies are needed to confirm the causal relationships between the examined variables. Additionally, the study primarily

focuses on a specific organizational context, which may limit the generalizability of the findings. Future research should explore these relationships in diverse organizational settings and across different industries to enhance the robustness of the results.

Another limitation is the reliance on self-reported data, which may be subject to social desirability bias. Future studies should consider incorporating objective measures of career development and organizational commitment to validate the findings. Furthermore, while this study highlights the importance of career development factors, it does not fully explore other potential mediators, such as job satisfaction and work-life balance. Future research should investigate these additional mediators to provide a more comprehensive understanding of the factors influencing organizational commitment.

Finally, the study suggests several practical implications for HR managers and organizational leaders, yet it does not delve deeply into the specific implementation strategies for these recommendations. Future studies could focus on developing and testing specific interventions based on the identified mediators, such as targeted career development programs and transparent promotion policies, to determine their effectiveness in enhancing organizational commitment.

In conclusion, this study provides valuable insights into the factors influencing organizational commitment by integrating competing values framework, career development theory, and social exchange theory. It highlights the critical roles of career competence development, promotion opportunities, and salary growth in fostering employee loyalty. While the study offers significant contributions to both theory and practice, future research should address its limitations and further explore the complex dynamics of organizational commitment to provide more comprehensive and actionable insights.

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