

The Relationship between Job Satisfaction and Organizational Commitment of Knowledge Workers in Beijing Intellectual Property Companies

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Abstract: This study focuses on knowledge workers in Beijing intellectual property companies and aims to explore the relationship between their job satisfaction and organizational commitment. By combing relevant theories, collecting data through questionnaires, and using statistical analysis methods, the results show that there is a positive correlation between the job satisfaction and organizational commitment of knowledge workers in Beijing intellectual property companies, and the impacts of different dimensions of job satisfaction on organizational commitment vary. This study provides a theoretical and practical basis for improving the employee management level of intellectual property companies and promoting enterprise development.

Keywords: Beijing Intellectual Property Companies; Knowledge Workers; Job Satisfaction; Organizational Commitment

1. Introduction

In the era of knowledge-based economy, the intellectual property industry has developed rapidly. As the economic, cultural, and scientific and technological innovation center of China, Beijing has gathered numerous intellectual property companies. Knowledge workers are the core competitiveness of such companies. Their job satisfaction and organizational commitment directly affect the company's innovation ability, service quality, and sustainable development [1]. Job satisfaction reflects employees' subjective feelings about their work, while organizational commitment reflects employees' identification and loyalty to the organization [2]. In-depth research on the relationship between the two is of great significance for Beijing intellectual property companies to develop reasonable

human resources strategies, attract and retain talents. Therefore, this study selects knowledge workers in Beijing intellectual property companies as the research object and deeply analyzes the relationship between their job satisfaction and organizational commitment.

2. Theoretical Basis

2.1 Definition and Characteristics of Knowledge Workers

Knowledge workers refer to employees who mainly rely on knowledge and wisdom to work and can create new knowledge and use knowledge to improve work efficiency [3]. In intellectual property companies, knowledge workers usually include patent agents, trademark agents, lawyers, and professionals engaged in intellectual property research and analysis. They have high-level professional knowledge and skills, pursue self-actualization, have high requirements for work autonomy and challenge, and also pay more attention to their personal career development.

2.2 Connotation and Dimensions of Job Satisfaction

Job satisfaction is employees' overall feeling and evaluation of their work, including satisfaction with the work itself, work environment, salary and benefits, career development opportunities, and other aspects [4]. Referring to relevant domestic and foreign research, this study divides job satisfaction into five dimensions: job-itself satisfaction, salary-and-benefit satisfaction, career-development satisfaction, work-environment satisfaction, and interpersonal-relationship satisfaction. Job-itself satisfaction involves employees' feelings about the interestingness, challenge, and sense of achievement of the work content; salary-and-benefit satisfaction covers employees' evaluations of material rewards

such as wages, bonuses, and benefits; career-development satisfaction focuses on employees' promotion opportunities, training, and development resources within the company; work-environment satisfaction includes satisfaction with office facilities, work-time arrangements, and company management systems; interpersonal-relationship satisfaction reflects employees' feelings about the harmony of relationships with colleagues and superiors.

2.3 Concept and Types of Organizational Commitment

Organizational commitment is a psychological contract between employees and the organization, manifested as the identification with the organization's goals and values, the willingness to stay in the organization, and the commitment to making efforts for the organization [5]. Common types of organizational commitment include affective commitment, continuance commitment, and normative commitment. Affective commitment is employees' emotional identification and sense of belonging to the organization, originating from their love and trust in the organization; continuance commitment is the commitment generated by employees based on the consideration of the costs of leaving the organization, such as benefits and accumulated connections that will be lost when leaving the job; normative commitment is a sense of responsibility that employees should be loyal to the organization based on social norms and professional ethics.

3. Research Design

3.1 Research Hypotheses

Based on previous research and theoretical analysis, the following research hypotheses are proposed:

Hypothesis 1: There is a positive correlation between the job satisfaction and organizational commitment of knowledge workers in Beijing intellectual property companies.

Hypothesis 2: Different dimensions of job satisfaction have different impacts on different types of organizational commitment. Specifically, job-itself satisfaction and career-development satisfaction have a greater impact on affective commitment; salary-and-benefit satisfaction has a greater impact on

continuance commitment; interpersonal-relationship satisfaction has a greater impact on affective commitment and normative commitment; work-environment satisfaction has a certain impact on affective commitment and continuance commitment.

3.2 Survey Objects

Knowledge workers from 10 representative intellectual property companies in Beijing were selected as the survey objects. These companies cover different scales and business fields to ensure the diversity and representativeness of the sample. A total of 300 questionnaires were distributed, and 260 valid questionnaires were recovered, with a valid recovery rate of 86.67%.

3.3 Survey Tools

Job Satisfaction Scale: This study refers to mature scales at home and abroad and modifies them according to the characteristics of the intellectual property industry to design a job satisfaction scale. The scale covers 25 items, corresponding to the five dimensions of job-itself satisfaction, salary-and-benefit satisfaction, career-development satisfaction, work-environment satisfaction, and interpersonal-relationship satisfaction. A Likert 5-point scale was used, and respondents were asked to rate from "very dissatisfied" to "very satisfied".

Organizational Commitment Scale: This study uses the organizational commitment scale developed by Meyer and Allen, which contains 18 items. The scale mainly measures the three dimensions of affective commitment, continuance commitment, and normative commitment. The researchers also used a Likert 5-point scale, asking respondents to rate from "strongly disagree" to "strongly agree".

3.4 Data Analysis Methods

SPSS 22.0 statistical software was used to analyze the collected data. The main analysis methods include descriptive statistical analysis, correlation analysis, regression analysis, etc., to test the research hypotheses and explore the relationship between job satisfaction and organizational commitment.

4. Research Results and Analysis

4.1 Descriptive Statistical Analysis

Descriptive statistical analysis was carried out on the basic information of the sample, and the results are shown in Table 1. In terms of gender distribution, men accounted for 53.85% and women accounted for 46.15%; in terms of age, employees under 30 years old accounted for 42.31%, employees aged 30-40 accounted for 38.46%, and employees over 40 years old accounted for 19.23%; in terms of educational level, employees with a master's degree or

above accounted for 61.54%, employees with a bachelor's degree accounted for 34.62%, and employees with a sub-bachelor's degree accounted for 3.84%; in terms of working years in the company, employees with less than 3 years of service accounted for 38.46%, employees with 3-5 years of service accounted for 30.77%, and employees with more than 5 years of service accounted for 30.77%.

Table 1. Distribution of Basic Information of Knowledge Workers in Beijing Intellectual Property Companies

Variable	Category	Number	Percentage
Gender	Male	140	53.85%
	Female	120	46.15%
Age	Under 30 years old	110	42.31%
	30-40 years old	100	38.46%
	Over 40 years old	50	19.23%
Educational Level	Master's degree or above	160	61.54%
	Bachelor's degree	90	34.62%
	Sub-bachelor's degree	10	3.84%
Working Years	Less than 3 years	100	38.46%
	3-5 years	80	30.77%
	More than 5 years	80	30.77%

4.2 Correlation Analysis

Correlation analysis was carried out on each dimension of job satisfaction and each type of organizational commitment. The results show (see Table 2) that job-itself satisfaction is significantly positively correlated with affective commitment and normative commitment ($r=0.562$, $p<0.01$; $r=0.431$, $p<0.01$), and positively correlated with continuance commitment but not significantly ($r=0.213$, $p>0.05$); salary-and-benefit satisfaction is significantly positively correlated with continuance commitment ($r=0.487$, $p<0.01$), and positively correlated with affective commitment and normative commitment but not significantly ($r=0.286$, $p>0.05$; $r=0.245$, $p>0.05$); career-development satisfaction is significantly positively correlated with affective commitment and

normative commitment ($r=0.598$, $p<0.01$; $r=0.476$, $p<0.01$), and positively correlated with continuance commitment but not significantly ($r=0.258$, $p>0.05$); work-environment satisfaction is positively correlated with affective commitment and continuance commitment ($r=0.356$, $p<0.01$; $r=0.312$, $p<0.05$), and positively correlated with normative commitment but not significantly ($r=0.237$, $p>0.05$); interpersonal-relationship satisfaction is significantly positively correlated with affective commitment and normative commitment ($r=0.523$, $p<0.01$; $r=0.402$, $p<0.01$), and positively correlated with continuance commitment but not significantly ($r=0.201$, $p>0.05$). Overall, job satisfaction is positively correlated with organizational commitment, and Hypothesis 1 is verified.

Table 2. Correlation Analysis Results of Job Satisfaction and Organizational Commitment of Knowledge Workers in Beijing Intellectual Property Companies

Variable	Affective Commitment	Continuance Commitment	Normative Commitment
Job-itself Satisfaction	0.562**	0.213	0.431**
Salary-and-Benefit Satisfaction	0.286	0.487**	0.245
Career-Development Satisfaction	0.598**	0.258	0.476**
Work-Environment Satisfaction	0.356**	0.312*	0.237
Interpersonal-Relationship Satisfaction	0.523**	0.201	0.402**

Note: * indicates $p < 0.05$, ** indicates $p < 0.01$

4.3 Regression Analysis

Regression analysis was carried out with each dimension of job satisfaction as the independent variable and each type of organizational commitment as the dependent variable. The results show (see Table 3) that job-itself satisfaction and career-development satisfaction have a significant positive predictive effect on affective commitment ($\beta = 0.325$, $p < 0.01$; $\beta = 0.302$, $p < 0.01$); salary-and-benefit satisfaction has a significant

positive predictive effect on continuance commitment ($\beta = 0.416$, $p < 0.01$); interpersonal-relationship satisfaction has a significant positive predictive effect on affective commitment and normative commitment ($\beta = 0.287$, $p < 0.01$; $\beta = 0.253$, $p < 0.01$); work-environment satisfaction has a certain positive predictive effect on affective commitment and continuance commitment ($\beta = 0.185$, $p < 0.05$; $\beta = 0.163$, $p < 0.05$). Hypothesis 2 is verified.

Table 3. Satisfaction Analysis

Dependent Variable	Independent Variable	β	t	p
Affective Commitment	Job-itself Satisfaction	0.325	4.562	<0.01
	Career-Development Satisfaction	0.302	4.235	<0.01
	Interpersonal-Relationship Satisfaction	0.287	3.987	<0.01
	Work-Environment Satisfaction	0.185	2.567	<0.05
Continuance Commitment	Salary-and-Benefit Satisfaction	0.416	5.231	<0.01
	Work-Environment Satisfaction	0.163	2.234	<0.05
Normative Commitment	Interpersonal-Relationship Satisfaction	0.253	3.456	<0.01
	Career-Development Satisfaction	0.198	2.765	<0.01

5. Research Conclusions and Suggestions

5.1 Research Conclusions

There is a positive correlation between the job satisfaction and organizational commitment of knowledge workers in Beijing intellectual property companies. The higher the employees' satisfaction with all aspects of their work, the higher their commitment to the organization. Different dimensions of job satisfaction have different impacts on different types of organizational commitment. Job-itself satisfaction and career-development satisfaction have a greater impact on affective commitment; salary-and-benefit satisfaction has a greater impact on continuance commitment; interpersonal-relationship satisfaction has a greater impact on affective commitment and normative commitment; work-environment satisfaction has a certain impact on affective commitment and continuance commitment.

5.2 Management Suggestions

To improve employees' job satisfaction and organizational commitment, companies can start from multiple dimensions. In terms of the salary and benefit system, it is crucial to develop competitive policies. Not only should

basic salaries and benefits be guaranteed, but also incentive measures such as performance bonuses and project bonuses should be set up to ensure that employees' efforts are commensurate with their rewards, thereby improving salary-and-benefit satisfaction and enhancing continuance commitment.

Career development planning cannot be ignored. Companies need to establish a perfect career development system, provide clear promotion channels and rich training opportunities for employees. According to employees' professional skills and career interests, personalized plans should be developed to help employees achieve their career goals. This can not only improve career-development satisfaction but also enhance affective commitment and normative commitment.

The work environment also has a significant impact on employees. Improving office facilities and working conditions, optimizing management systems, and reasonably arranging working hours to create a relaxed and harmonious work atmosphere can improve employees' work-environment satisfaction, thereby enhancing affective commitment and continuance commitment. In addition, good interpersonal relationships are indispensable in the organization. Companies can strengthen

communication and exchanges among employees through team-building activities, and enhance trust and cooperation. When employees have good interpersonal relationships, their interpersonal-relationship satisfaction will be improved, and their affective commitment and normative commitment will also increase accordingly.

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