

MOTIVATIONAL FACTORS THAT DRIVE ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES AT BEIJING COMPIT SPORTS TECHNOLOGY CO., LTD.

Xingchen Qi¹ and Suwisa Plaikaew^{2*}

Faculty of Business Administration, Thongsook College

*Corresponding author e-mail: suwisa.ople@gmail.com

Received: 26 March 2025

Revised: 10 April 2025

Accepted: 10 April 2025

Abstract

The purpose of this study was to investigate the motivational and hygiene factors influencing employees' organizational commitment at Beijing Compit Sports Technology Co. Ltd. The study employed quota sampling to select a sample of 254 employees from a known population of 700. The research instrument was a structured questionnaire developed based on relevant theories and literature. The data were analyzed using descriptive statistics and multiple regression (using the Enter method) at the 0.05 significance level. The findings showed that motivational factors, especially achievement, recognition, and responsibility, significantly influenced organizational commitment with a predictive power of 41.7%. In addition, hygiene factors such as supervision, relationships with supervisors, job security, and compensation and welfare also had a statistically significant impact on organizational commitment, with a predictive power of 31.6%. These results suggest that improving both motivation and hygiene factors can effectively strengthen employees' organizational commitment and thus provide valuable insights for organizational development and human resource management.

Keywords: Motivation Factors, Hygiene Factors, Organizational Commitment

Introduction

Beijing Compit Sports Technology Co., Ltd., a firm specializing in the research, development, and sale of nutritional supplement products, has recently encountered significant challenges concerning employee retention and engagement. The company utilizes a diversified distribution model, leveraging both online platforms such as Alibaba and JD.com and offline networks that include fitness centers, sports academies, and professional athletic institutions. Despite its strong market presence and growth trajectory, the company has seen a marked increase in employee attrition. Internal reports indicate that the annual turnover rate surged from 10% in 2020 to 15% in 2023, surpassing the industry average of 11%. The ramifications of this trend are profound, including escalated recruitment and training costs, disruption of workflow efficiency, and diminished institutional knowledge retention. More critically, high turnover can erode workplace morale, undermine team cohesion, and weaken employee trust in management.

The role of human resources in an organization extends beyond operational execution to strategic value creation, making it a crucial determinant of organizational success. Effective human capital management fosters innovation, enhances competitive advantage, and ensures long-term sustainability. Employee motivation and organizational commitment are pivotal in maintaining a stable and high-performing workforce (Ozsungur, 2020). Organizations that cultivate a motivated and committed workforce benefit from enhanced productivity, improved job satisfaction, and increased employee retention. Conversely, low motivation and weak organizational commitment are correlated with high turnover, reduced efficiency, and substantial operational costs. The importance of employee retention is particularly pronounced in high-growth, competitive industries such as sports nutrition, where expertise and experience are vital to maintaining product innovation and brand reputation.

The impact of high staff turnover goes beyond financial ratios and affects both short-term operational efficiency and long-term strategic positioning. Research has consistently shown that organizations with highly motivated and committed employees have greater workforce stability and better performance outcomes (Trofimov et al., 2017). Conversely, lower engagement leads to lower productivity, financial inefficiency, and weaker collaboration within the organization (Davoudi, 2012). Organizations that struggle with employee engagement often have difficulty attracting and retaining top talent, which in turn limits their ability to drive innovation, maintain customer satisfaction and achieve sustainable market growth. In addition, unmotivated employees contribute to stagnant knowledge creation and learning within the organization, leading to inefficiencies over time.

Employee motivation is a fundamental factor in organizational commitment and job performance. Deci and Ryan (2013) emphasize that motivation influences cognitive and behavioral processes and shapes an individual's drive to achieve professional and organizational goals. Herzberg's two-factor theory describes two different categories of

motivational factors: intrinsic (motivators) and extrinsic (hygiene factors) (Alshmemri, Shahwan-Akl, & Maude, 2017). Motivating factors — such as career development, recognition, and job autonomy — serve to increase employee satisfaction and deepen organizational commitment. Hygiene factors — including salary, workplace policies, and management practices— - serve as basic requirements that, if inadequate, contribute to dissatisfaction and disengagement. The lack of appropriate motivational incentives can lead to stagnation in the workplace, lower creative performance, and higher turnover rates. Companies that fail to address these issues adequately risk a dissatisfied, change-resistant workforce that is ultimately detrimental to the company's continued existence.

Despite the extensive research on employee motivation and organizational commitment, there are few studies that specifically address the interaction between these two factors in the sports technology industry, particularly in China. While previous literature has examined employee retention in various sectors, the unique challenges of the sports nutrition industry, including rapid technological advancements, changing consumer expectations, and increased competitive pressures, call for a more in-depth examination of employee retention strategies. Missing from the current research landscape is a comprehensive analysis of the interplay between motivational and hygiene factors that drive employee engagement in this industry. Given these gaps, this study attempts to empirically investigate the determinants of organizational commitment at Beijing Compit Sports Technology Co., Ltd. The findings are expected to contribute to both theoretical discourse and practical application, providing actionable insights for HR decision-makers and organizational leaders. By identifying the key motivators and barriers to employee engagement, this study aims to inform strategic people management initiatives that promote employee retention, increase productivity, and support long-term organizational growth. In addition, this study will contribute to the broader academic discussion on talent engagement strategies by providing empirical evidence that can be used to develop robust employee engagement frameworks in highly specialized and competitive industries.

Research Objectives

1. To examine the motivation factors influencing the organizational commitment of employees at Beijing Compit Sports Technology Co., Ltd.
2. To investigate the hygiene factors affecting the organizational commitment of employees at Beijing Compit Sports Technology Co., Ltd.

Research Hypothesis

1. Motivation factors affect the organizational commitment of employees at Beijing Compit Sports Technology Co., Ltd.

2. Hygiene factors affect the organizational commitment of employees at Beijing Compit Sports Technology Co., Ltd.

Research Framework

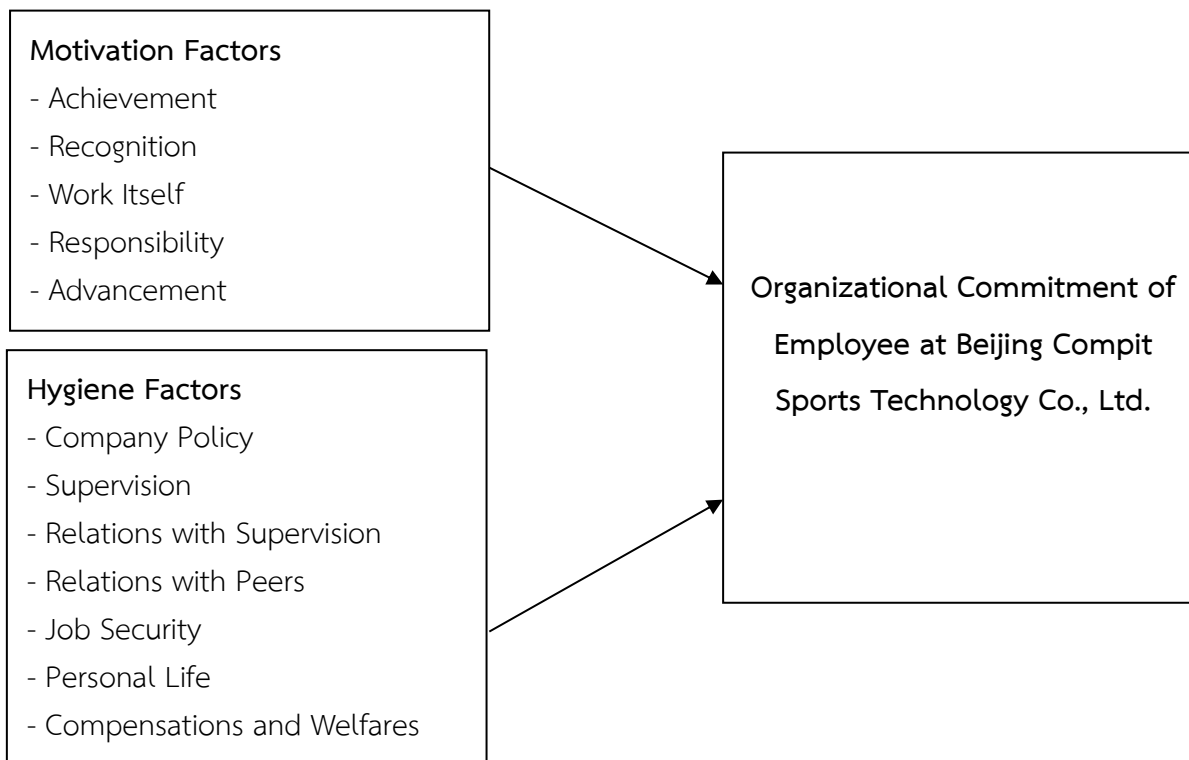


Figure 1 Conceptual framework

Literature Review

Concept and theory of motivation factors

Motivation is the stimulation or arousal of effort, or the activation of a person's hidden power, to perform a holy action. To achieve a wish Solving problems or adding goals that will bring satisfaction (Zamecnik, 2014). Peters (2015) defined Motivation means readiness to use power to achieve success. Achieve goals or awards. It is essential to human action. And that's the thing that attracts them. For the purposes for which the contract is awarded. Herzberg's theory of motivation for proposing the theory of stimulus-sustaining factors, also known as the two-factor theory (Alshmemri, Shahwan-Akl, & Maude, 2017). Herzberg proposed the Two-Factor Theory to explain work motivation, identifying two distinct sets of factors that influence employee satisfaction and dissatisfaction. Motivation Factors, such as achievement, the nature of the work itself, recognition, advancement, and responsibility, directly enhance job satisfaction and stimulate higher performance. Conversely, Hygiene Factors, including company policies, salary, interpersonal relationships, working conditions, job security, and supervision, do not inherently motivate employees but can cause dissatisfaction if inadequately addressed. While

Motivation Factors drive individuals to perform better, Hygiene Factors must be managed to prevent dissatisfaction and create a stable work environment.

Concept and theory of organizational commitment

Mercurio (2015) speaks of organizational commitment. This is the feeling or attitude of the person and the behavior that the person expresses towards the organization in which they are by accepting the purpose of the organization, feeling part of the organization, being willing and committed to make every effort for the success of the organization— and dedicating himself physically and mentally to work for the organization. Ridwan, Mulyani and Ali (2020) stated that organizational commitment is like a catalyst for the personnel of the organization to work efficiently. When personnel are loyal to the organization, it leads to more effective and efficient organizational performance. Meyer and Allen (1997) conceptualized employee commitment as consisting of three key components: continuous commitment, affective commitment and normative commitment. Continuous commitment refers to the employee's rational evaluation of the costs and benefits of staying with or leaving the organization, often influenced by personal investment and expected returns. Affective commitment reflects the emotional attachment and identification a person feels toward the organization, leading to a strong sense of belonging and a willingness to contribute. Normative commitment arises from internalized social norms and values, leading employees to feel a moral obligation or desire to remain loyal to the organization and to give back.

Research Methodology

1. Population and sample: The population for this research consisted of employees of Beijing Compit Sports Technology Co., Ltd. The total number of employees was 700, which represents a finite population known to the researcher. The sample size was determined using Yamane's (1967) formula for calculating an appropriate sample size. In this research, the researcher has required a confidence level of 95 percent and also accepts a sample error of 5 percent. Therefore, the required sample size was 254 employees. For sample selection, this research employed a quota sampling method, ensuring that the sample was proportionally distributed across different departments. Before proceeding with the questionnaire, respondents were required to provide informed consent by answering a preliminary question indicating their agreement to participate and share their information voluntarily.

2. Research tools: The primary research instrument used in this study was a structured questionnaire, developed based on a comprehensive review of relevant concepts and theories. The questionnaire aimed to assess the motivational factors influencing organizational commitment among employees at Beijing Compit Sports Technology Co., Ltd. It was divided into four sections as follows: (1) The demographic and background information about the respondent's questionnaire, (2) motivation factors questionnaire ($\alpha = 0.873$), (3) hygiene factors questionnaire ($\alpha = 0.874$), and

(4) organizational commitment questionnaire ($\alpha = 0.881$). To ensure the validity and reliability of the research instrument, the questionnaire underwent a systematic evaluation process, focusing on content validity and reliability testing. The content validity of the questionnaire was assessed using the Index of Item-Objective Congruence (IOC) method, which involved evaluation by three experts to ensure the relevance and appropriateness of each item in relation to the research objectives. Reliability testing was conducted using Cronbach's alpha coefficient, a measure of internal consistency. All sections of the questionnaire demonstrated Cronbach's alpha values exceeding the acceptable threshold of 0.70, confirming a high level of reliability.

3. Data analysis: Data analysis and hypothesis testing in this research were conducted using a statistical software program. The analysis was divided into descriptive statistics and inferential statistics. Descriptive statistics were used to summarize the sample's general characteristics. Inferential statistics were used to test research hypotheses at a significance level of 0.05 to determine the relationships among variables with Multiple Regression Analysis (Enter method).

Results

1. The analysis of general respondent data

The analysis of general respondent data indicates that the majority of respondents were female, accounting for 131 individuals (51.57%). Most respondents were aged 31-40 years, totaling 111 individuals (43.70%). Regarding educational attainment, the majority held a bachelor's degree (57.87%; 147 individuals). The most common monthly income is below or equal to 4,000 yuan, reported by 88 individuals (34.65%). Additionally, most respondents had 3-5 years of work experience, with 79 individuals (31.10%).

2. The overall mean and standard deviation of each factor

Table 1 Mean and standard deviation

Motivation Factors	\bar{X}	SD	Level of opinion
- Achievement	3.66	0.95	High
- Recognition	3.99	0.84	High
- Work Itself	3.75	0.91	High
- Responsibility	3.94	0.87	High
- Advancement	4.02	0.86	High
Total	3.87	0.61	High

Table 1 (Ext.)

Hygiene Factors	\bar{X}	SD	Level of opinion
- Company Policy	3.72	0.91	High
- Supervision	3.68	0.98	High
- Relations with Supervision	3.61	0.98	High
- Relations with Peers	3.90	0.85	High
- Job Security	4.04	0.86	High
- Personal Life	4.04	0.85	High
- Compensations and Welfares	3.80	0.89	High
Total	3.83	0.57	High

3. The hypothesis testing results of motivation factors on organizational commitment

Table 2 The hypothesis testing results of motivation factors on organizational commitment

Motivation Factors	b	Std. Error	β	t-value	Sig.	Tolerance	VIF
Constant	1.610	.216		7.457	.000***		
- Achievement	.334	.045	.492	7.370	.000***	.516	1.938
- Recognition	.101	.043	.131	2.349	.020*	.737	1.357
- Work Itself	-.011	.039	-.015	-0.280	.779	.787	1.270
- Responsibility	.082	.041	.110	2.018	.045*	.777	1.286
- Advancement	.052	.041	.069	1.252	.212	.768	1.302
R = 0.655, R ² = 0.429, Adjusted R ² = 0.417, SE _{EST} = 0.494, F = 37.218, Sig. = .000***							

*** Statistically significant at the .001 level.

** Statistically significant at the .01 level.

* Statistically significant at the .05 level.

From Table 2, it was found that motivation factors in the aspects of achievement, recognition, and responsibility had a statistically significant affecting overall organizational commitment of employee at Beijing Compit Sports Technology Co., Ltd., with significance levels ranging from .000 to .045. The predictive power of the model was 41.7%. Among the motivation factors, the strongest influence on overall organizational commitment of employee at Beijing Compit Sports Technology Co., Ltd. was observed in Achievement (β =

0.492), followed by Recognition ($\beta = 0.131$), and the least influential factor was Responsibility ($\beta = 0.110$).

4. The hypothesis testing results of hygiene factors on overall organizational commitment

Table 3 The hypothesis testing results of hygiene factors on overall organizational commitment

Hygiene Factors	b	Std. Error	β	t-value	Sig.	Tolerance	VIF
Constant	1.209	.238		5.085	.000***		
- Company Policy	.069	.044	.096	1.562	.120	.712	1.404
- Supervision	.084	.040	.126	2.094	.037*	.744	1.344
- Relations with Supervision	.107	.039	.163	2.769	.006**	.778	1.285
- Relations with Peers	.059	.044	.078	1.329	.185	.786	1.272
- Job Security	.136	.045	.181	3.046	.003**	.763	1.310
- Personal Life	.074	.045	.098	1.631	.104	.755	1.325
- Compensations and Welfares	.128	.043	.177	3.006	.003**	.782	1.279
R = 0.579, R ² = 0.335, Adjusted R ² = 0.316, SE _{EST} = 0.535, F = 17.728, Sig. = .000***							

*** Statistically significant at the .001 level.

** Statistically significant at the .01 level.

* Statistically significant at the .05 level.

From Table 3, it was found that hygiene factors in the aspects of supervision, relations with supervision, job security, and compensations and welfares had a statistically significant affecting overall organizational commitment of employee at Beijing Compit Sports Technology Co., Ltd., with significance levels ranging from .003 to .037. The predictive power of the model was 31.6%. Among the hygiene factors, the strongest influence on overall organizational commitment of employee at Beijing Compit Sports Technology Co., Ltd. was observed in Job Security ($\beta = 0.181$), followed by Compensations and Welfares ($\beta = 0.177$), Relations with Supervision ($\beta = 0.163$), and the least influential factor was Supervision ($\beta = 0.126$).

Conclusions and Discussion

The results demonstrate that motivation factors, specifically Achievement, Recognition, and Responsibility, significantly influence organizational commitment among

employees at Beijing Compit Sports Technology Co., Ltd., with an overall predictive power of 41.7%. These findings indicate that employees' commitment to the organization is strongly tied to their sense of accomplishment, the recognition they receive for their contributions, and their perceived level of responsibility. The findings are well-aligned with Herzberg's Two-Factor Theory of Motivation, which categorizes motivational influences into hygiene factors and motivators. Achievement, Recognition, and Responsibility are motivators that enhance job satisfaction and drive employees toward deeper organizational commitment. Similarly, Shahid and Shahbaz (2017) found that recognition plays a crucial role in improving continuance commitment, as employees who feel valued by their superiors are more likely to remain loyal to their organization despite potential external job opportunities. The study found that Achievement and Responsibility significantly influence affective commitment. This suggests that employees who feel a sense of accomplishment and responsibility in their roles are more likely to develop an emotional attachment to their organization. Research by Rafiei and Davari (2015) corroborates this, demonstrating that employees with greater autonomy and responsibility report stronger organizational loyalty. Moreover, Caillier (2016) confirmed that when employees perceive their work as meaningful, their emotional connection to the company strengthens, leading to higher affective commitment. Both Achievement and Recognition significantly affected continuance commitment, indicating that employees are more likely to remain with the organization when they experience a sense of accomplishment and appreciation. This aligns with research by Dechawatanapaisal (2018), which found that organizations that actively recognize employee contributions experience lower turnover rates and higher levels of continuance commitment. Similarly, Kim and Beehr (2020) reported that employees are more likely to remain with their company if they receive recognition for their efforts, as leaving would mean forfeiting the acknowledgment and career advantages they have accumulated.

The findings reveal that Supervision, Relations with Supervision, Job Security, and Compensation & Welfares significantly influence organizational commitment among employees at Beijing Compit Sports Technology Co., Ltd., with a predictive power of 31.6%. This result highlights that while hygiene factors alone may not necessarily increase job satisfaction, they play a crucial role in preventing dissatisfaction and maintaining employee commitment. When analyzing different dimensions of commitment, Relations with Supervision and Job Security influenced affective commitment, Job Security influenced normative commitment, and Compensation & Welfares impacted continuance commitment. These findings align with Herzberg's Two-Factor Theory of Motivation, which categorizes hygiene factors (such as supervision, compensation, and job security) as essential in preventing dissatisfaction but not necessarily fostering deep motivation. Herzberg posited that employees remain committed to an organization when hygiene factors are adequately managed, even though these factors do not inherently drive job satisfaction or high

performance. Empirical research supports the relationship between hygiene factors and organizational commitment. Karatepe and Olugbade (2016) found that employees who experience positive supervisory relationships and job security exhibit stronger organizational attachment, particularly in industries where stability is valued. Additionally, Zhang, Avery, Bergsteiner, and More (2018) emphasized that fair compensation and well-structured employee welfare programs contribute to continuance commitment, as employees weigh financial stability when deciding to stay or leave an organization. The study shows that Relations with Supervision and Job Security significantly influence affective commitment, suggesting that employees develop emotional attachment to the organization when they perceive support from supervisors and long-term job security. This aligns with Eisenberger et al. (2016), who found that perceived supervisor support enhances employees' emotional connection to their workplace, leading to more substantial affective commitment. Similarly, Ng and Feldman (2015) reported that job security positively correlates with higher affective commitment, as employees who feel secure are more likely to engage emotionally in their roles.

Recommendations

Policy and Practical Recommendations

Based on the motivators discussed, it is recommended that organizations take a more structured and transparent approach to driving employee engagement through performance, recognition, accountability and advancement. Setting clear goals and performance indicators as well as providing consistent feedback and celebrating milestones can significantly improve employees' sense of accomplishment. Recognition programs -- both formal and collegial -- should be implemented to create a culture of appreciation and motivation. Providing employees with autonomy and involving them in decision-making processes fosters a sense of ownership and engagement. Clearly defined career paths and accessible professional development opportunities will further promote employees' intrinsic motivation and long-term growth within the company.

In terms of hygiene factors, companies should prioritize creating a supportive and stable work environment by addressing the quality of leadership, job security, compensation and work-life balance. Training supervisors in leadership and communication skills will improve team dynamics and ensure that employee concerns are addressed effectively. Transparent policies regarding employment, career development and internal promotions can increase trust and reduce uncertainty. Competitive compensation, comprehensive benefits and flexible work arrangements help to meet the diverse needs of employees, increase satisfaction and reduce turnover. In addition, integrating mental health support and promoting work-life balance through flexible working hours contributes to a more sustainable and engaged workforce.

Future research

Future research should consider segmenting the sample by departmental or functional roles to better capture the distinct challenges, expectations, and needs of employees across organizational units. This segmentation would enable the development of more tailored and effective organizational strategies. In addition, expanding future research to include variables such as corporate image, job satisfaction, and quality of work life would strengthen the theoretical framework and provide a more comprehensive perspective on the determinants of employee commitment. Such extensions would meaningfully advance academic knowledge in organizational behavior and human resource management.

References

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Caillier, J. G. (2016). Do transformational leaders affect turnover intentions and extrarole behaviors through mission valence? *American Review of Public Administration*, 46(2), 226-242.
- Davoudi, S. M. M. (2012). Organizational commitment and extra-role behaviour. *Journal of Law and Governance*, 7(1), 65-74.
- Dechawatanapaisal, D. (2018). Employee retention: The effects of internal branding and organizational commitment. *Personnel Review*, 47(3), 675-693.
- Deci, E. L., & Ryan, R. M. (2013). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing perceived organizational support to enhance employee engagement. *Human Resource Management Review*, 26(1), 122-136.
- Karatepe, O. M., & Olugbade, O. A. (2016). The effects of high-performance work practices on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 28(1), 1-28.
- Kim, M., & Beehr, T. A. (2020). The long reach of the leader: Can empowering leadership at work result in enriched home lives? *Journal of Organizational Behavior*, 41(8), 709-723.
- Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, 14(4), 389-414.
- Ng, T. W. H., & Feldman, D. C. (2015). The effects of perceived job security on organizational commitment. *Journal of Vocational Behavior*, 88(1), 104-113.
- Ozsungur, F. (2020). The effects of boreout on stress, depression, and anxiety in the workplace. *Business & Management Studies: An International Journal*, 8(2), 1391-1423.
- Peters, R. S. (2015). *The concept of motivation*. Routledge.
- Rafiei, S., & Davari, F. (2015). The role of job motivation in organizational commitment. *International Journal of Business and Social Science*, 6(4), 101-108.

- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12), 839-849.
- Shahid, A., & Shahbaz, M. (2017). Impact of employee motivation on organizational commitment. *Management Research Review*, 40(4), 462-474.
- Trofimov, A., Bondar, I., Trofimova, D., Miliutina, K., & Rrabchych, I. (2017). Organizational commitment factors: role of employee work engagement. *Revista Espacios*, 38(24).
- Yamane, Y. (1967). *Statistics, an introductory analysis* (2nd ed.). Harper and Row.
- Zamecnik, R. (2014). The measurement of employee motivation by using multi-factor statistical analysis. *Procedia-Social and Behavioral Sciences*, 109, 851-857.
- Zhang, J., Avery, G. C., Bergsteiner, H., & More, E. (2018). Compensation, benefits, and employee retention strategies. *Asia Pacific Journal of Human Resources*, 56(4), 441-460.