



An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China

Zhupei Gu¹, Pongsisi Kamkankaew² and Phithagorn Thanitbenjasith³

¹⁻³ Faculty of Business Administration, North-Chiang Mai University, Thailand

¹ E-mail: g642301046@northcm.ac.th, ORCID: <https://orcid.org/0009-0009-9681-4570>

² Coordinator E-mail: Kpongsiri85@gmail.com, ORCID: <https://orcid.org/0000-0002-5885-4805>

³ E-mail: phithagorn.ncu@gmail.com, ORCID: <https://orcid.org/0000-0002-8967-8285>

Received 17/06/2023

Revised 28/06/2023

Accepted 30/06/2023

Abstract

Background and Aim: Human resource management refers to an organization's systems for monitoring and developing its people. This paper aims to study the level of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China and to study the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China.

Materials and Methods: This research is a quantitative research method. The total sample size for the research will be 296 employees of ZDH Company. A questionnaire was used as a tool to collect data in this study. Statistical values such as mean and standard deviation were used for data analysis to define the information that was presented.

Results: The results indicated that all of the variables had a high level (mean score = 3.79, S.D. = 0.71). ZDH stands for Zone of Determinants of Health, which suggests collaboration between managers and employees can improve work culture, reduce cynicism, boost morale, and reduce negative attitudes.

Conclusion: All variables were high (mean score = 3.79, S.D. = 0.71). The Zone of Determinants of Health (ZDH) argues that manager-employee collaboration can improve work culture, reduce cynicism, boost morale, and minimize negative attitudes. ZDH Company should use attitude tests to attract workers, implement policies for career development, create relationships with employees, and support social and CSR activities to build bonds.

Keywords: Employee Engagement; Job Embeddedness and Organizational Citizenship

Introduction

Since globalization, HR has become a strategic partner and change agent that drives company success (Thiratitsakun, 2020). Scholars and academics (Sawang, Oei & Goh, 2006; Ahmad, 2009; Wefald & Downey, 2009) have popularized the term "Human Capital," which they define as the point at which an individual's investment in their education provides a return in additional income at least commensurate to that investment. Human capital is when a person's education investment pays out in greater revenue (Jijie et al., 2023). Human capital is developed when an individual's education investment starts to generate income at least equal to that investment. Thus, well-organized firms developed the notion of human capital to ensure that investment in people via education and training will benefit both individuals and society. Human capital investment model. The human capital investment model describes this approach.

Although the word employee engagement appears to be relatively new and yet in its formative stages, its roots can be traced back to more established ideas and concepts, such as employee intrinsic motivation, job satisfaction, job involvement, commitment, and organizational citizenship behavior (Ahmad, 2009). Since the 1990s, the idea of engagement has been utilized, and changes in the encompassing field of psychology have resulted in the movement of positive psychology rather than the traditional psychological research trends. In the workplace, new concepts and constructs of the positive psychology of management have been encouraged to generate and maintain positive relationships among employees and to maximize the positive strengths of employees. These concepts and constructs include happiness, hope, optimism, altruism, wisdom, empathy, modesty, well-being, forgiveness, and engagement. Modesty, well-being, forgiveness, and involvement are some of the other ideas that have received positive reinforcement in the workplace. These concepts and frameworks have been developed specifically for application in enterprises as part of positive management practices. They cover issues like attitudes, behaviors, personalities, and interpersonal relationships, all of which

[89]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



can contribute to the development of an individual as well as the advancement of the organization. Specifically, these themes can contribute to an individual's development as well as the advancement of the organization. According to what was mentioned by Wefald & Downey (2009), a model of the results of constructive approaches that can help both human development and the success of organizations was presented.

Openness to new experiences, organizational dedication, effective human resource management techniques, perceived organizational and supervisor support, benefits program, job alternative, skill transferability, defined organizational responsibilities for newcomers, age, extroversion, agreeableness, conscientiousness, job investments, the local dialect, salary, growth potential, experience with negative shocks, affirmative cultural identity, and adult development are some of the factors that may be to The job embeddedness approach has not yet gained widespread practical implementation because of the complexity of the aspects involved, both practical and statistical (Vandenbergh & Tremblay, 2008). It should be applied to other concepts in organizational behavior, such as culture and commitment, for it to have a stronger impact on the rate at which employees are retained.

Organizational citizenship behaviors include but are not limited to, individual behaviors that make a positive contribution to the efficient operation of an organization but are not formally rewarded for doing so (Vanderberg, 1999). According to the organizational citizenship behaviors theory, employees who believe their relationship with their employer is based on social exchange are more likely to behave in a socially responsible manner (Schaufeli & Bakker, 2004). This is because they view their relationship with their company as one of social exchange. Citizenship at the workplace is more of a feeling than a concrete notion, as there is no formal basis for it in the system that is supposed to reward employees for doing what they can to ensure that things run smoothly (Sawang, Oei & Goh, 2006). It is comprised of the following five aspects: helpfulness, courtesy, sportsmanship, and perseverance. The behaviors that employees do towards their company and fellow workers that are self-directed and pragmatic are referred to as organizational citizenship behavior.

ZDH has a level-4 medical machinery automation team with incredible professional skills, extensive supporting facilities, and cutting-edge technology. It is protected by intellectual property rights in medical equipment, steel rolling automation control systems, two-level mathematical models, three-level MES, four-level ERP consulting services and system development, energy control systems, production safety monitoring systems, AC/DC drive systems, network system integration, and other fields of study and practice. It is a state-owned, 56-million-yuan high-tech company. Its software solutions use proprietary technologies, including intelligent centralized metering, vehicle satellite positioning, an intelligent service platform, and a constant weight-cutting system. These are only a few possibilities. With 11 trademarked ideas and 19 software research and development accomplishments, the company has become a major technology company in Henan, Hebei, Shanxi, Shaanxi, and Xinjiang.

In 2012, it was named one of the "Top 20 Enterprises in the Software and Information Service Industry" and received ISO9001, ISO9001 quality certification system, national calibration laboratory, dual software certification enterprise, and computer system integration level III certifications. It was named "Top 20 Enterprises in the Software and Information Service Industry" in 2012. Furthermore, in 2012, it was named one of the "Top 20 Enterprises in the Software and Information Service Industry." Its corporate culture of "openness, transcendence, cooperation, and win-win" aims to develop Henan Province's strongest automation team and impact the nation.

Six hundred thirty-five of ZDH Company's 744 employees have bachelor's degrees. The company's 2016 operating revenue of 120 million yuan and net profit of 20.68 million yuan were driven by smart platform system research and development. 2016 outcomes. The goal is to create "Software," the first brand of intelligent Internet of Things and Internet software services in Henan Province by 2020, and become a high-tech I.T. Corporation and listed company in China with great visibility. Both goals should be achieved by 2020. To achieve this goal, the company is integrating the process of building talent teams with the modernization of ZDH's processes and product specialization and establishing a talent development and management system that recognizes, utilizes, cultivates, gathers,





retains, and motivates talent. The ZDH Company Human Resources Department organizes pre- and post-job transfer training for new hires. This training will help new hires adjust. This course covers company systems, company introductions, corporate cultures, business etiquette, efficient communication, time management, telephone etiquette, team development, and self-management tools. During the first week of employment, a company lecturer will pick the presentation's date and time.

The talent training plan makes it possible for an organization to improve its fundamental competitiveness, foster competition, cultivate and reserve talent, and turn a profit. All of these goals can be accomplished simultaneously. The author of this piece reorganized the training system at that organization into four unique segments so that it would be suitable for the strategic expansion of ZDH Corporation. This was done to accommodate ZDH's growth. In addition to this, a range of instructional formats was developed to accommodate pupils whose learning styles were very different from one another. This study may prove useful in the creation of training systems, the execution of training programs, as well as the internal and external surroundings of the company.

Research Objective

1. To study the level of employee engagement, job embeddedness, and organizational citizenship of ZDH company in China.
2. To study the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH company in China.

Literature Review and Conceptual Framework

Employee engagement

Mauno, Kinnunen & Ruokolainen (2007) noted that there is a distinction between employee engagement and work satisfaction. According to the authors, this distinction exists because employee engagement can play a role in the retention of qualified individuals, whilst job happiness does not play this role. The construct of engagement is more substantial than the concept of job happiness. There are still misconceptions concerning job happiness, whether its role as an antecedent or as a consequence of employee engagement. This is about the hazy understanding of the concept of employee engagement. According to Lee, Burch & Mitchell (2014), engagement is defined as "the individual's involvement and satisfaction with as well as enthusiasm for work. The authors of this study include satisfaction as a component of their measurement (Krug, 2008). According to Andrew Brown of Mercer Delta Consulting, who defined employee engagement as a combination of satisfaction, drive, commitment, and advocacy (Huysse-Gaytandjeva, Groot & Pavlova, 2013), advocacy is an important component of employee engagement. On the other hand, several businesses that provide business consulting services and academic academics have shown that employee engagement can lead to increased job satisfaction. As a concluding point, academic scholars are concerned about the connection between being engaged in one's work and feeling satisfied with one's work.

In conclusion, employee engagement is a concept used to generate and maintain positive relationships between employees and maximize their positive strengths. It is a widely accepted psychological factor, and there is no single definition. Huang et al. (2021) conducted the first study of its kind to investigate it on a business unit level. The definition of employee engagement is a positive attitude held by the employee towards the organization and its value. Towers Perrin considered it an affective state that reflects employee satisfaction and inspiration while believing it was demonstrated by three general behaviors: saying, staying, and striving.

Job embeddedness

According to research carried out by May et al. (2004), employees got dignity and respect, as well as realized the worth and psychological significance of their profession, when they were part of a good interpersonal relationship, whether it was developed officially or unofficially. Maslach and Leiter (1997) proposed that an individual's level of job satisfaction, passion, and engagement were all affected by the compatibility between the individual and the job. According to Aktouf (1992), having a work with minimal psychological meaning might generate feelings of alienation and disengagement from the

[91]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



role. Therefore, employee engagement can be positively impacted by job embeddedness, particularly in-job embeddedness. In addition, a study conducted by Chinese academics Wang et al. (2014) indicated that in-job embeddedness had the potential to positively boost employee engagement.

In conclusion, job embeddedness is a concept proposed by an American psychologist named Mitchell et al. (2001). It consists of three components: fit, links, and sacrifice. According to Mitchell et al., job embeddedness can be further subdivided into in-job (organizational) and off-job (community) embeddedness and is characterized by a deeper level of integration into the work environment. Job embeddedness serves as a measurement of the degree, as opposed to the reason and willingness of an individual's dependence on organization and community, and is more relevant in the prediction of voluntary turnover. Mitchell et al. (2001) calculated the average of every dimension's item, summarized them into the dimension scores, and aggregated such scores to produce the job embeddedness score.

Organizational citizenship behavior

The term Organizational Citizenship Behavior, sometimes known as "OCB," was initially coined in the 1980s (Organ, 1988). Behavior that goes beyond the employees' formal responsibilities in the organization and into the realm of organizational citizenship is referred to as organizational citizenship behavior. The OCB is awarded to employees that exhibit positive extra-role behavior that contributes to the aims and value of the organization. To support the efficiency of an organization, these are the qualities of helpfulness, sportsmanship, conscientiousness, and civic virtue. The OCB concept is concerned with behavioral engagement in the sense of starting, fostering change, and proactive behavior. (Macey, & Schneider, 2008). Alternately, numerous other types of research examined organizational citizenship behavior (OCB) as a result of employee engagement. (Saks, 2006; Rich et al., 2010, Anderson & Bolino, 2023). Even though the notion of employee engagement has not yet been conceived, there is some evidence that there is a connection between OCB and employee engagement.

In conclusion, organizational Citizenship Behavior (OCB) is a behavior that goes beyond formal responsibilities in the organization and into the realm of organizational citizenship. Research has found a connection between OCB and employee engagement, which has incorporated both motivational and attitudinal constructs. Employee engagement is a combination of organizational commitment, job involvement, and organizational citizenship behavior that emphasize a good connection between employees and the workplace. Examples of employee engagement include involvement, commitment, passion, enthusiasm, focused effort, and energy. Employees who are engaged feel a positive connection to their company and seek to enhance their performance on the job for the benefit of the organization.

Information of ZDH Company

By capitalizing on the development advantages of Anyang Medical Machinery Group's primary business, ZDH established a level-4 medical machinery automation team with exceptional professional talents, extensive supporting facilities, and fantastic technology that can fight hard and has rich work experience. It has become a key technology with intellectual property rights in the fields of medical machinery, steel rolling automation control system, and two-level mathematical modeling ZDH Group invested in state-owned high-tech corporation ZDH. Its registered capital of 56 million yuan is impressive. Since its founding in 2010, with the automation team as its strong backing, the company has extensively used automation's professional technical force to create good performance both internally and externally with strong technical strength, professional academic spirit, and a first-class scientific research team. Its solutions cover metallurgical automation, informatization, and other sectors. Product positioning emphasizes automation, information system integration, and customer service. Intelligent centralized metering, vehicle satellite location intelligent service platform, and a constant weight-cutting system are among its exclusive software solutions. The market is expanding in Henan, Hebei, Shanxi, Shaanxi, and Xinjiang. The company recognizes independent innovation's value in product development. The corporation owns 11 patents—10 utility models and one inventive patent. Software research and development has yielded 19 patents. Eleven of these successes are software items, according to the Provincial Department of Industry and Information Technology. After obtaining the licenses of "Software Enterprise" and "Model Enterprise of Integration of Two Modernizations,"

[92]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>

the Provincial Department of Industry and Information Technology named it one of the "Top 20 Enterprises in the Software and Information Service Industry" in 2012. The company possesses ISO9001, a national calibration laboratory, dual software certification, and computer system integration level III certifications. The company's business philosophy is "openness, transcendence, cooperation and win-win," and its business approach is "service first, reputation first." In addition to developing new technologies, building new brands, pursuing excellence, and making Hengyuan, the company strives to achieve its corporate objective of leading technology, striving for the Central Plains.

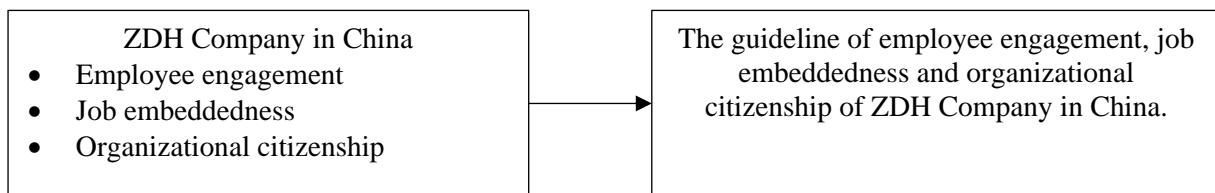


Figure 1 The conceptual framework of this study

Methodology

Population and Sample Size: The term population refers to the total number of people or other entities to which the results of an investigation are intended to be generalized. In 2022, ZDH Company in China had 744 new employees. The 635 employees of ZDH Company who work for ZDH Company were the focus of the study's primary recruitment efforts. To determine the sample size of this study, the number of 635 new employees of ZDH Company who worked for this company is identified. The sample size was calculated based on Yamane (1973). As a result, the total sample size for the research will be 296 employees of ZDH Company. These will represent the total population. The researcher used an original paper questionnaire to facilitate a sampling approach that works for ZDH Company.

Research Tools: The questionnaire was used as a tool to collect data in this study, and the researcher constructed a questionnaire from the related concept and theory, academic research journals related to studied variables such as employee engagement, job embeddedness, and organizational citizenship, which are shown in Table 1.

Table 1 Research variables and measurements

Research variables	Source	Number of Items
Employee engagement	Zhang (2003) Achmad, Noermijati & Irawanto (2023)	14
Job embeddedness	Lee et al. (2004) Martadiani et al. (2022) Wahyudi et al (2022)	9
Organizational citizenship	Al-Madadha et al. (2023) Anderson & Bolino (2023)	16

A questionnaire was developed based on three variables. The measure items are close-ended response questions about the perception of employee engagement, job embeddedness, and organizational citizenship. For measurement of the perception of employee engagement, job embeddedness, and organizational citizenship, the interval scale was used a five-point Likert Scale to measure the level of agreement. The five-point Likert scale was ranked below (Likert, 1932):

- 5 = the highest level of perception
- 4 = the high level of perception
- 3 = the moderate perception
- 2 = the low level of perception
- 1 = the lowest perception

[93]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



The width of the class interval was defined by utilizing the formula as follows (Sauro & Lewis, 2011):

4.21-5.00	= Respondent acceptance of all variable factors is the highest level of perception
3.41-4.20	= Respondent acceptance of all variable factors is a high level of perception
2.61-3.40	= Respondent acceptance of all variable factors is the moderate perception
1.81-2.60	= Respondent acceptance of all variable factors is a low level of perception
1.00-1.80	= Respondent acceptance of all variable factors is the lowest perception

Cronbach's alpha coefficient was used to do statistical analysis to find the reliability of each variable factor from 36 respondents. The value of Cronbach's alpha must be between $0 \leq \alpha \leq 1$; the higher value means higher reliability and is closely related to the section. Based on the above, Cronbach's alpha (α) of each factor in this research was from 0.672 to 0.807 for 296 test results. Therefore, the reliability of all the indices in the pilot test and a full-scale survey was conducted and were good. Cronbach alpha (α) of all the variables passed the benchmark of 0.65 (Craig & Moores, 2006).

Data Collection: Primary data consisted of information collected straight from respondents. The questionnaire was the research instrument of choice. The researcher read a substantial number of articles, documents, and publications before deciding on a research topic and developing survey questions. As a result, between March 2023, we gathered data from 296 individual questionnaires. Completed questionnaires were double-checked for accuracy using both student and adviser suggestions before data analysis began. Data were entered into a statistical program in its raw form from filled-out surveys for further processing and analysis. After that, we did the calculations, analyzed the data, and summarized the findings. In this case, secondary data was easily accessible. The research team gathered information from a wide range of resources, such as textbooks, academic journals, paperwork, websites, company profiles, and other documents.

Data Analysis: The completed questionnaire served as the basis for arriving at the weight determined based on the predetermined requirements. Using a statistics tool, the information was saved to a file. To present the first research objective, the calculation of the mean and standard deviation was utilized to investigate the new employee perception regarding their level of employee engagement, job embeddedness, and organizational citizenship. To present the second research objective, the findings of the first objective of the research will be categorized, and descriptive statistics will be utilized in the process of generating descriptions for the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China.

Statistics Used in Data Analysis: Statistical values such as mean and standard deviation were used for data analysis to define the information that was presented in the form of a descriptive table. These statistical values were utilized as part of the statistics that were employed in the study of the data.

Result

To provide the first research objective of the study, the first research objective aims to explore the level of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China. This section covers the level of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China.

Table 2 shows the overall level of agreement for this study

Variables	Mean	S.D.	Meaning
Employee engagement	3.76	0.68	high
Job embeddedness	3.78	0.78	high
Organizational citizenship	3.85	0.67	high
Total	3.79	0.71	high

Table 2 provides the level of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China. The results indicated that all of the variables had a high level

[94]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



(mean score = 3.79, S.D. = 0.71), especially organizational citizenship (mean score = 3.85, S.D. = 0.67), job embeddedness (mean score = 3.78, S.D. = 0.78) and employee engagement (mean score = 3.76, S.D. = 0.68) accordingly.

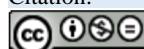
To provide the second research objective of the study, the second research objective aims to study the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China. This section covers the guidelines study the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China, which is based on the result of the previous section. Applied research aims to solve problems, unlike academic or theoretical research. At the start of this research project, small and medium-sized enterprises had little empirical grasp of employee engagement's role in the workplace. This research study addressed this information gap—no data supported using the engagement construct to manage bad workplace outcomes. Despite what has been said above, the practical contributions that are about to be offered are aimed at fostering good work relations and excellent employee engagement practices.

This study supports the growing interest in ZDH Company's changing employer-employee relationship. This study supports increased interest. This study found that co-owners and managers contribute to healthy workplaces. Co-owners and managers are needed to create this environment, which motivates employees to work hard. This emphasizes the need for a mutually beneficial relationship between employers (owners/managers) and employees. Collaboration between both sides boosts employee engagement and encourages workers to exhibit the extra-role behaviors of organizational commitment and cynicism reduction desired by the organization. Employee involvement increases. The study found that employers can encourage good attitudes and decrease negative ones. Treating these attitudes benefits both the individual and the business because they can hurt both. Successful employers attain these benefits through pleasant interpersonal relationships and a good work environment. Pessimism may turn an employee against the company, which would be detrimental to both parties. This research conceptualizes employee engagement using a framework that illuminates its emotional and social aspects. The conceptual framework based on social exchange theory gives ZDH Company managers a new perspective that allows them to see the gap between their actions and aspirations and the daily challenges of operationalizing participation. Social exchange theory gives them a new perspective.

This study will affect ZDH Company managers' employment outcomes. Employee engagement promotes good attitudes and improves short- and long-term performance. How to achieve these goals is the most pressing issue for practitioners. To manage people effectively, norms and procedures must be established initially. Must comply. The second, more difficult issue is ensuring that owners and managers follow these policies and procedures consistently. Owners and managers should self-assess their performance based on how they manage people and connect performance goals and objectives with intended outcomes. Focus on aligning performance goals and objectives with outcomes. Focus on aligning performance goals and objectives with expected outcomes.

The study also found that employees' relationships and workplace conditions affect performance, commitment, cynicism, and intention to leave. This suggests that employee connections and workplace environment affect performance and commitment. These interventions could also encourage trust-building behaviors like consistent communication to improve workplace satisfaction and openness to new ideas to foster effective commitment through supportive management. Consistent communication channels could boost job satisfaction. For instance, reliable communication routes can boost job satisfaction in an organization. This study's findings could be applied to education, public affairs, and non-profit management, all of which face similar organizational problems.

A recent study suggests that workplace involvement should be prioritized due to its impact on job outcomes. The study's vast and diverse sample found that ZDH Company managers should promote good work relations and decent working conditions at all levels to maximize employee engagement. This will help balance employee performance with business promises. According to the research, employee involvement reduces cynicism and the likelihood that people may quit. Employee engagement instills ownership and accountability. Thus, company management must realize that





employees require a psychological contract with their employers during their employment. This applies throughout their employment. This study found that psychological contract adherence predicts work engagement. This will prevent cynicism's negative impacts, such as dissatisfaction, rage, and despair.

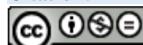
Managers at ZDH Company can build more effective human resource practices and techniques to retain valued employees by emphasizing organizational culture and commitment, which result in job embeddedness. Better H.R. practices and methods can do this. ZDH Company managers today grasp how human resource practices related to organizational culture and commitment can directly affect job embeddedness. Job embeddedness and if it affects stay intention can help ZDH Company make people more invested in their jobs and less likely to quit. ZDH Company is trying to make workers more loyal. During the company's many holiday celebrations, employees were thanked with moon cakes, dumplings, and other tasty delicacies. This was done to improve company-employee relations. An initiative that pays employees for recommendations. The corporation should create more cross-functional groups and teams for information sharing and business innovation to boost employee morale.

Even in companies that are not reorganizing or eliminating workers, impression management practices may affect employee-organization relations. Expect this. Affective organizational citizenship is increased by higher job security, lower workload, and lower expectations of organizational change, and social capital partially mediates these effects. These studies also show that stronger job stability, reduced workload, and fewer organizational change expectations boost effective organizational citizenship. Social capital research suggests that decreased expectations of organizational transformation promote emotional and organizational citizenship. This study uses social exchange theory to describe virtuous cycles like these. Given the existing trajectory, increased levels of organizational citizenship will lead to even higher levels of citizenship within the corporation.

ZDH Company's expanding social capital is due to its employee's and stakeholders' extensive exercise of organizational citizenship. Sociology studies revealed an association between high civic participation and high social capital. This research found a link between strong civic participation and high social capital. They conclude that organizational citizenship causes social capital, not the other way around. Even when conditions are better, managers should conduct an in-depth critical analysis of their employees' positive attachment and organizational citizenship, as well as the factors that contribute to them. This suggests that ZDH Company's major purpose may be to improve efficacy and performance by building a positive attachment to the business. This information suggests this. This requires prioritizing worker care over data and KPIs.

However, if the major organizational purpose is to produce short-term improvements in numbers (in line with quarterly earnings expected by the investing community and many managers' bonus plans), ZDH Company's laser-like focus on KPIs may be appropriate. Investors and managers value quarterly earnings. However, this technique does not eliminate the risk of long-term confidence erosion and associated losses for the company, its investors, and its employees. Even when there is a lot of change in the organization, it is important to understand how people develop or destroy "deep structure identification." ZDH Company emphasizes the importance of the job environment, recognizing that stable companies are better equipped to foster deep structure identification with the organization. ZDH Company also values the workplace. Deep structural identification is more likely to be maintained in volatile contexts if enterprises protect their employees from external shocks by redeploying redundant workers rather than firing them.

Organizational citizenship can arise from unselfish and altruistic intentions, and if social contact and impression control can coexist, managers have an additional challenge. How well do they promote citizenship and organization-wide events? Whether or not a worker knows their mix, they are unlikely to tell their boss even if the worker knows their mix. Because of this, managers must try to understand their employees' actions and their causes. Many companies spend a lot of effort and money on employee engagement for ZDH Company. Thus, such evaluations may be vital.



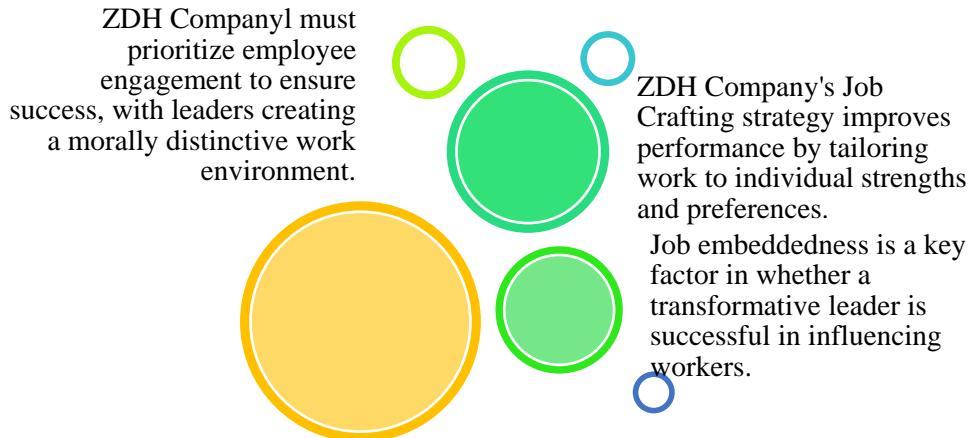


Figure 2 The guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China.

Conclusion

The findings of the study revealed that each of the variables exhibited a high level, with a mean score of 3.79 and a standard deviation of 0.71. Notably, organizational citizenship, job embeddedness, and employee engagement demonstrated particularly high levels, with mean scores of 3.85 (S.D. = 0.67), 3.78 (S.D. = 0.78), and 3.76 (S.D. = 0.68), respectively. This research found that a mutually beneficial collaboration between business owners/managers and their workers improves work culture and reduces cynicism. The research found that a good work environment and strong interpersonal relationships might boost employee morale and reduce negative attitudes. This can keep employees engaged and prevent them from harming the organization. ZDH Managers must have clear policies and methods for managing staff, set performance goals and objectives that fit with desired outcomes, and routinely evaluate their performance to be effective. Job environment and relationships affect dedication and productivity. It's crucial to encourage employee involvement because recent studies suggest it can improve corporate performance. Positive work relations and a pleasant workplace help employees balance job performance with organizational duties.

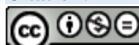
Discussion

Discussion for the level of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China, employee engagement scores 3.76 with S.D. 0.68. The narrator has a motivation to work and mental and physical toughness. They are highly productive and dedicated to their work. They focus on work and lose situational awareness. Canavesi & Minelli (2022) found that servant leadership and employee engagement are linked in a large Italian consulting firm. Empowerment, team-centered mediators, organizational environment indicators, job-centered mediators, and proactive personality appear to boost employee engagement under servant leadership. Pressure, distant work, and poor work-life balance are drawbacks. The essay suggests theoretical and practical servant leadership studies. Thus, Afrifa Jr. et al. (2022) support that organizational culture affects work engagement in Ghanaian higher education institutions. The impact of four cultures on worker engagement was examined. The findings of sampling at a participant's convenience showed that clan culture positively affects employee engagement, and hierarchy culture affects child engagement. The research identified good but not significant connections between adhocracy culture and consumer engagement, market culture, and employee engagement. Teamwork and collaboration pieces of training help the organization reach its goals.

Job embeddedness averages 3.78, S.D. 0.78. I'm thrilled since I can work for this company my whole life. The author cares about the company's problems. This organization is dear to me. I'd struggle to leave this company. Leaving this company is hard because of my deep engagement. I couldn't leave work. I care about this company. I love this group. This company and I are close. Zhang, Qu & Ma, J.

[97]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



(2010) similarly discovered a positive association between overwork and knowledge workers' turnover intention in China, with job embeddedness as an intermediary component. Like, Ali et al. (2022) observed that work embeddedness mediates psychological capital and employee performance. The psychological environment modifies this relationship to strengthen it. The hypothesized model was analyzed using partial least squares structural equation modeling on 350 nurses from four public hospitals. Researchers can use the data to conserve resources, define psychological capital, and improve staff performance. Martadiani et al. (2022) examined the effects of person-organization fit, job fit, job satisfaction, and job embeddedness on nurse turnover intention. A private hospital investigated a representative sample of 311 staff members using questionnaires and logistic regression. PO-Fit, PJ-Fit, job embeddedness, and job happiness all reduce the intention to leave a job, according to the research. This study adds to the literature on turnover intention and related factors that should be considered in hospital decision-making.

Organizational citizenship scores are 3.85 (S.D. 0.67). The narrator is dependable and fills in for coworkers. They seek answers and listen to colleagues. They also attend corporate-sponsored events and react to all company messages. This confirms Al-Madadha et al. (2023), who investigated how employee views of corporate social responsibility (CSR) can boost creative performance in an organization both directly and indirectly through job satisfaction and organizational citizenship behavior. Structural equation modeling studied survey data from three communication service providers. The research found a positive relationship between employee attitudes toward CSR, creative performance, job satisfaction, job happiness, and organizational citizenship. Both organizations discovered a positive correlation. Anderson & Bolino (2023) suggested that regret can help sustain OCB. They observed that employees are more prone to regret doing or not doing and that particular circumstances intensify regret. According to the research, employees may regret participating in OCB or not, which may damage their future organizational citizenship. These theories and their implications for OCB and regret research are presented.

Discussion for the guideline of employee engagement, job embeddedness, and organizational citizenship of ZDH Company in China, this study examined China's ZDH Company's employee engagement, work embeddedness, and organizational citizenship requirements. The results showed that small and medium-sized firms lacked an empirical understanding of employee engagement in the workplace. The study found that co-owners' and managers' cooperation promotes employee engagement and a positive workplace environment. Organizations can elicit positive responses from workers and suppress negative ones, benefiting both parties. Managers must design suitable regulations and protocols, ensure consistent policy and procedure execution, and align performance targets and objectives with desired results to achieve this goal. It confirms Kulenur & Nanjundeswaraswamy (2023) examined HRM practices and employee engagement in I.T. firms. The study surveyed 345 private-sector companies. Effective HRM practices and strong employee engagement are linked since the model fit indications were adequate. The study found that successful commercial businesses should prioritize human resource management. 345 private sector human resources employees were sampled using a non-probability sampling approach. Zhang, Di Fan & Zhu (2014) noted that employee involvement could help retain qualified workers, but job satisfaction does not. Job pleasure as an antecedent or outcome of employee engagement is still misunderstood.

Engagement determines performance and inspires dedication. Managers must prioritize company culture and employee loyalty. Human resource practices and approaches can help achieve this goal. The company also wants to boost employee engagement, retention, and intimacy. ZDH Company is a management firm that promotes business owner-employee cooperation. Park, Nite & Lee (2023) found that organizational citizenship behavior (OCB) and dysfunctional organizational behavior in sports organizations (ODB) positively affect employees' justice beliefs and behavior. Exchange orientation strengthened the favorable relationship between negative affect and ODB. This research helps sports groups manage personnel to elicit OCB and reduce organizational dishonesty. Crossley et al. (2007) developed a seven-item overall measuring scale that outperformed combined measurement. This scale measures organization dependency, connection, and turnover. It encourages measuring tool





and method reform, overcomes combined measurement limitations, and recognizes people's weight allocations for work embeddedness characteristics. Mitchell collected this data by surveying chain retail and community hospital employees.

To do this, the firm should create cross-functional groups and teams to share knowledge and create creative business ideas. Affective organizational citizenship increases with social capital, job stability, workload, and organizational transformation expectations. Managers should critically assess their employees' favorable attachment and organizational attachment and prioritize employee attention over KPIs to better understand the variables that affect attachment and citizenship. The corporation should realize the importance of the workplace and the opportunity for organizational citizenship through unselfish and altruistic goals. Magdaleno et al. (2023) investigated how work autonomy and self-efficacy affect organizational citizenship behavior (OCB) through the mediating role of job building of social resources. Five hundred ninety-three people from 24 companies were studied. Structural equation modeling (SEM) demonstrated that job autonomy (t1) predicts OCB behavior (t2) via job crafting of social resources (t1), and self-efficacy (t2) affects OCB via OCB (t01) and independently from job crafting. When job autonomy is high, the work manufacture of social resources modulates OCB. Zigarmi et al. (2009) studied four characteristics: employee engagement with organizational commitment, job involvement, and organizational citizenship behavior. Four performance dimensions—personality type, basic orientation, the objective of support, situational compatibility, inter-organizational transferability, and guiding discipline—were analyzed and summarized. Employee engagement, the latest development, blends motivational and attitudinal dimensions to describe meaningfully.

Recommendation

Managerial Recommendations

1. The administrator of ZDH Company, practitioners, and employees can benefit from understanding the importance of engagement and the employee engagement model, which can help them develop and implement H.R. practices to improve employee engagement. This may lead to better-serving customers and a direct improvement in the work environment. Understanding the antecedent of employee engagement can also help them in their supervisory roles.
2. The administrator of ZDH Company should be used aptitude tests in the recruitment process to attract conscientious and optimistic workers and to instill an organizational culture. This would be beneficial for all stakeholders, including coworkers, managers, and customers.
3. The administrator of ZDH Company should implement policies and practices to motivate employees for career development, such as using a merit system, performance-based appraisal, and 360-degree assessment. Talent management and succession planning can help retain high-potential employees with positive action.
4. The administrator of ZDH Company should create relationships with employees to increase employee engagement and create lasting relationships. Executive support on policies and practices for social activities and CSR activities could help build bonds between workers and communities.

Further research Recommendations

1. This study was conducted in the SME context in China to explore the use of a research framework to compare employee engagement models among different nations. It is recommended that further research be conducted to further understand the model and contribute to the body of knowledge.
2. Other researchers and academic scholars should explore the power of individual differences and consider additional variables such as hope and organization-based self-esteem.

References

Achmad, L. I., Noermijati, R. & Irawanto, D. W. (2023). Job Satisfaction and Employee Engagement as Mediators of the Relationship between Talent Development and Intention to Stay in Generation Z Workers. *International Journal of Professional Business Review (JPBReview)*, 8(1), 1–19.

[99]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P. (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. *International Journal of Sociologies and Anthropologies Science Reviews (IJSASR)*, 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



Afrifa Jr., S., Fianko, S. K., Amoah, N., & Dzogbewu, T. C. (2022). The Effect of Organizational Culture on Employee Work Engagement in a Higher Education Institution. *Organizational Cultures: An International Journal*, 22(2), 89–104.

Ahmad, K. Z. (2009). The association between training and organizational citizenship. *International Conference on Global Research in Business and Economics*, 28-30 December 2008, Bangkok, Thailand.

Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism? *The Academy of Management Review*, 17(3), 407–431. <https://doi.org/10.2307/258717>

Ali, I., Khan, M. M., Shakeel, S., & Mujtaba, B. G. (2022). Impact of Psychological Capital on Performance of Public Hospitals Nurses: the Mediated Role of Job Embeddedness. *Public Organization Review*, 22(1), 135–154.

AL-MADADHA, A., SHAHEEN, F., ALMA'ANI, L., ALSAYYED, N., & ADWAN, A. A. (2023). Corporate Social Responsibility and Creative Performance: The Effect of Job Satisfaction and Organizational Citizenship Behavior. *Organizacija*, 56(1), 32–50.

Anderson, H. J., & Bolino, M. C. (2023). Haunted by the past: How performing or withholding organizational citizenship behavior may lead to regret. *Journal of Organizational Behavior (John Wiley & Sons, Inc.)*, 44(2), 297–310.

Canavesi, A., & Minelli, E. (2022). Servant Leadership and Employee Engagement: A Qualitative Study. *Employee Responsibilities & Rights Journal*, 34(4), 413–435.

Craig, J.B.L., Cassar, G., & Moores, K. (2006). A 10-year longitudinal investigation of strategy, systems, and environment on innovation in family firms. *Family Business Review*, 19(1), 1-10.

Crossley, C., Bennett, R.J., Jex, S.M., & Burnfield, J.L., (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*. 92 (4), 1031–1042; doi 10.1037/0021-9010.92.4.1031.

Huang, H., Xia, X., Zhao, W., Pan, X., & Zhou, X. (2021). Overwork, job embeddedness and turnover intention among Chinese knowledge workers. *Asia Pacific Journal of Human Resources*, 59(3), 442–459.

Huysse-Gaytandjieva, A., Groot, W., & Pavlova, M. (2013). A new perspective on job lock. *Social Indicators Research*, 112, 587–610.

Jijie, L., Onyon, N., Nuansri, M. ., & Charoontham, O. . (2023). The Influence of Teacher Factors on Online Learning Outcomes: The Mediating Effect of Online Learning Engagement. *International Journal of Sociologies and Anthropologies Science Reviews*, 3(3), 72–92.

Krug, R. M. (2008). Fulfilling the promise of personal engagement: Recognizing realistic process requirements. *Organization Development Journal*, 26(1), 63-68.

Kulenur, S., P., N., & Nanjundeswaraswamy, T. S. (2023). Relationship between Human Resource Management Practices and Employee Engagement. *Brazilian Journal of Operations & Production Management*, 20(1), 1–15.

Lee, T. W., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 199–216.

Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711-722.

Likert, R. (1932). A Technique for the Measurement of Attitudes. *Archives of Psychology*, 140, 1–55.

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.

Magdaleno, J., Caballer, A., Sora, B., García-Buades, M. E., & Rodríguez, I. (2023). The Mediating Role of Job Crafting of Social Resources in the Relationship between Job Autonomy, Self-Efficacy, and Organizational Citizenship Behavior. *Employee Responsibilities & Rights Journal*, 35(1), 95–110.

[100]





Martadiani, A. A. M., Supartha, I. W. G., Manuati Dewi, I. G. A., & Riana, I. G. (2022). The Role of Job Satisfaction and Embeddedness in Managing Turnover Intention in Healthcare Industries. *Polish Journal of Management Studies*, 25(1), 228–241.

Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco, CA: Jossey-Bass.

Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70(1), 149-171

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, availability, and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.

Park, S., Nite, C., & Lee, H.-W. (2023). The impact of sport organization employees' justice perceptions on organizational citizenship and dysfunctional behavior: the affect-based model. *Sport Management Review*, 26(2), 315–338.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

Sauro, J. & Lewis, J.R. (2011). When designing usability questionnaires, does it hurt to be positive? *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems (CHI' 11)*. 2215–2224.

Sawang, S., Oei, T. P. S., & Goh, Y. W. (2006). Are country and culture values interchangeable? A case example using occupational stress and coping. *International Journal of Cross-Cultural Management*, 6(2), 205-219.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.

Thiratitsakun, M. B. (2020). Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits. *Mahachula Academic Journal*, 7(1), 315–332.

Vandenberge, C., & Tremblay, M. (2008). The role of pay satisfaction and organizational commitment in turnover intentions: A two-sample study. *Journal of Business and Psychology*, 22(3), 275-286.

Vanderberg, R. R. (1999). The impact of high involvement work processes on organizational effectiveness: A second-order latent variable approach. *Group & Organizational Management*, 24(3), 300-339.

WAHYUDI, T. A., HENDRYADI, H., ISKANDAR, D. A., SURYANI, S., & GUSTIAWAN, D. (2022). Gender Differences in the Impact of Leader-Member Exchange Quality on Job Embeddedness and Turnover Intention. *Business: Theory & Practice*, 23(2), 476–484.

Wang, M., Degol, J., (2014). Staying Engaged: Knowledge and Research Needs in Student Engagement. *Child Development Perspectives* 8(3), 137-143., DOI:10.1111/cdep.12073

Wefald, A. J., & Downey, R. G. (2009). Construct dimensionality of engagement and its relation with satisfaction. *The Journal of Psychology*, 143(1), 91-112.

Yamane, T. (1973). *Statistics: An Introductory Analysis*. 3rd Edition, New York: Harper and Row.

Zhang, L., Qu, H., & Ma, Jintao, E. (2010). Examining the relationship of exhibition attendees' satisfaction and expenditure: The case of two major exhibitions in China. *Journal of Convention & Event Tourism*, 11(2), 100-118.

Zhang, M. (2003). Transferring human resource management across national boundaries: The case of Chinese multinational companies in the U.K. *Employee Relations*, 25(6), 613–627.

[101]

Citation:



Gu, Z., Kamkankaew, P., & Thanitbenjasith, P., (2023). An Examination of Employee Engagement, Job Embeddedness, and Organizational Citizenship of ZDH Company in China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 89-102; DOI: <https://doi.org/10.60027/ijasr.2023.2984>



Zhang, M., Di Fan, D., & Zhu, C. J. (2014). High-performance work systems, corporate social performance, and employee outcomes: Exploring the missing links. *Journal of Business Ethics*, 120(3), 423-435.

Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2009). Beyond engagement: Toward a framework and operational definition for employee work passion. *Human Resource Development Review*, 8(3), 300-326.

[102]