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Exploring the Role of Organizational Change and Commitment in Shaping Employee Performance: Evidence from Fifteen Supermarkets in Huangpu, Shanghai

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Abstract: In the dynamic retail environment of Huangpu district, Shanghai, large supermarkets face increasing pressure to implement organizational changes to maintain competitiveness and meet evolving consumer demands. This study aims to investigate the influence of organizational change and organizational commitment on employee performance within this context. Utilizing a quantitative research design, data were collected from a sample of 350 employees across fifteen large supermarkets and analyzed using Structural Equation Modeling (SEM). The findings reveal significant positive effects of organizational change on both employee performance and organizational commitment, with organizational commitment acting as a key mediator that amplifies the impact of change initiatives on performance outcomes. The study underscores the importance of strategic change management and fostering strong organizational commitment to drive enhanced employee productivity. These insights offer valuable guidance for retail managers in effectively managing change processes and building a committed workforce, contributing to the broader understanding of employee performance dynamics in the retail industry.

Key words: Organizational change, organizational commitment, employee performance, supermarkets, Shanghai city

1. Introduction

In today's dynamic business environment, organizations must constantly adapt to remain competitive and meet the ever-evolving needs of their customers (Jahan, 2024). This is especially true in the retail industry, where changes in consumer preferences, market trends, and technological advancements are frequent. The supermarket sector, a crucial part of retail, faces substantial pressure to continuously innovate and implement organizational changes to sustain their market position and profitability (Middel et al., 2024). As one of the most economically vibrant and fast-paced districts in Shanghai, Huangpu is home to several large supermarkets that serve a diverse customer base and operate within a highly competitive landscape (Xi, 2020). These supermarkets, integral to Shanghai's retail economy, must navigate significant organizational changes to maintain customer satisfaction and operational efficiency (Wang, 2021).

Organizational change refers to modifications in a company's processes, structure, or strategies aimed at improving performance and responding to internal or external challenges (Chebbi et al., 2020). Such changes may include adopting new technologies, restructuring the workforce, or altering business strategies. However, the success of these changes heavily relies on employee support and engagement, making organizational commitment a critical factor. Organizational commitment, defined as the psychological attachment employees have toward their organization, plays a key role in determining their willingness to accept changes and contribute positively (Nagpal, 2022). High levels of commitment often correlate with enhanced employee performance, as committed employees tend to exhibit greater motivation, job satisfaction, and a proactive attitude towards achieving organizational goals (Abdirahman et al., 2020).

Despite the recognized importance of organizational change and commitment, many large supermarkets in Huangpu district struggle with implementing effective change initiatives. Employee resistance, low morale, and high turnover rates are common challenges faced during periods of organizational transformation (Elfstrom, 2021). Moreover, a lack of strong organizational commitment among employees often exacerbates these issues, negatively affecting overall performance and productivity (Chen et al., 2023). While previous research has highlighted the importance of aligning organizational change with employee needs, there remains a significant gap in understanding how these dynamics play

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out specifically within the retail context of Huangpu district's supermarkets.

In the context of Huangpu district, where competition among supermarkets is intense, understanding the influence of organizational change and commitment on employee performance becomes vital. Employee performance is a key determinant of customer satisfaction, operational success, and overall business growth (Budur & Poturak, 2021). Therefore, examining these factors within the specific cultural and economic landscape of Shanghai's retail market offers valuable insights for business leaders seeking to enhance workforce efficiency and adaptability.

This study aims to address the challenges faced by supermarket managers in effectively managing organizational change while fostering strong organizational commitment among their staff. Given the unique economic and cultural characteristics of Shanghai's retail environment, it is crucial to explore the specific factors that influence employee performance in this context. By doing so, the study seeks to provide actionable insights for improving the implementation of change initiatives and enhancing employee commitment, ultimately leading to better performance outcomes.

2. Literature review

2.1 Studies on organizational change and employee performance

Organizational change, characterized by shifts in strategy, structure, or processes, is commonly linked to the improvement of overall employee performance. Numerous studies have highlighted the positive impacts that such changes can have on individual productivity within an organization.

Ichsan et al. (2021) conducted a comprehensive study exploring the direct influence of organizational change on employee performance. In this work, the study argued that well-executed organizational change initiatives can serve as a catalyst for performance improvement by increasing employee engagement, motivation, and adaptability. According to the study, when organizations implement change effectively, it typically involves a combination of strategic planning, clear communication, and a focus on creating a supportive environment. This process encourages employees to adopt new behaviors, develop new skills, and become more invested in their work. The findings suggest that employees tend to respond positively to change when it is perceived as an opportunity for growth and when they feel supported by the organization during the transition. The study concludes that organizational change, when carried out with a clear vision and commitment to employee development, directly contributes to enhanced performance outcomes, as employees align their goals and efforts with the new direction of the organization.

Aziz & Zakiy (2023) extended the exploration of this relationship by focusing on the mechanisms through which organizational change impacts employee performance. The research emphasized the importance of employee perception in the change process, positing that the way employees interpret and react to change initiatives plays a critical role in their subsequent performance. The study found that organizational change positively influences employee performance primarily when it is perceived as beneficial and relevant to their roles. Employees who view change as an opportunity for professional development and personal growth are more likely to exhibit increased productivity and job satisfaction. The study noted that effective communication and involvement in the change process are essential components that help foster a positive perception among employees. The research highlighted that when employees understand the reasons behind the change and feel that their contributions are valued, they are more likely to embrace new processes and technologies, leading to improved individual and collective performance.

Shwede et al. (2023) offered insights by examining the direct impact of structural organizational change on employee performance. The study focused on changes involving organizational hierarchy, workflow redesign, and process improvement. The study found that such changes have a significant positive impact on employee performance, primarily by reducing inefficiencies and clarifying roles and responsibilities. According to the study, when organizations undergo structural change, they often streamline operations and eliminate redundancies, which helps employees focus on higher-priority tasks and work more effectively. The study emphasized that the positive outcomes of organizational change are most evident when employees are equipped with the necessary resources and training to adapt to new structures. Furthermore, the study highlighted that the empowerment of employees during organizational change is a critical factor in enhancing their performance. By involving employees in the decision-making process and providing them with clear guidance and support, organizations can foster a sense of ownership and motivation, which directly translates into improved performance metrics.

These studies reveal that strategic adjustments in structure, strategy, or processes can significantly enhance productivity. Effective organizational changes that include strategic planning, clear communication, and supportive environments encourage employees to embrace new behaviors and improve their skills. When employees perceive changes positively and see them as opportunities for growth, they are more likely to increase their productivity and job satisfaction.

2.2 Studies on organizational change and organizational commitment

Several studies have examined the direct relationship between organizational change and organizational commitment,

revealing a positive influence.

Van Dijke et al. (2024) explored how proactive organizational change can enhance employees' commitment to their organization. The study focused on various dimensions of organizational change, such as structural, strategic, and cultural adjustments. The findings indicate that when employees perceive change as intentional and well-managed, their level of commitment to the organization increases. The study emphasized the importance of clear communication during the change process, which plays a critical role in shaping positive perceptions among employees. The research argued that employees are more likely to exhibit higher levels of commitment when they understand the purpose of the changes and how these changes align with the overall goals of the organization. This suggests that the clarity and perceived fairness of organizational changes can foster a stronger emotional bond between employees and the organization, leading to enhanced organizational commitment.

Rahmawati & Herachwati (2024) also highlighted the positive effects of organizational change on employee commitment through a comprehensive quantitative analysis. This study focused on the psychological processes employees undergo during change initiatives, emphasizing the role of adaptation and acceptance. The study found that well-structured change initiatives that consider employees' needs and provide adequate support systems result in a significant increase in organizational commitment. The research pointed out that changes that are perceived as opportunities for personal growth and development are particularly effective in boosting commitment levels. The study concluded that when employees view change as a positive step towards the organization's growth, they are more likely to feel a stronger attachment and dedication to the organization. Furthermore, the study highlighted that the organization's efforts to support employees during the transition, through training and development programs, are instrumental in reinforcing this positive relationship, ultimately strengthening organizational commitment.

Chandra & Hendratmoko (2024) examined the impact of sustained organizational change on employee commitment over time. The research found that ongoing and well-executed changes positively correlate with higher organizational commitment, especially when changes are communicated transparently and employees are actively involved in the process. The study argued that involving employees in decision-making processes during organizational change initiatives enhances their sense of ownership and belonging, leading to greater commitment. The study emphasized that employees who are made aware of the rationale behind changes and are given opportunities to provide input tend to develop a stronger attachment to the organization. This sense of involvement fosters a positive perception of the organization as an inclusive environment, which enhances employees' willingness to support the organization's objectives. The findings suggest that employee participation in change processes can be a key driver of increased organizational commitment, highlighting the importance of engagement strategies during times of organizational transformation.

In summary, these studies demonstrate a consistent positive influence of organizational change on organizational commitment, especially when changes are perceived as beneficial, clearly communicated, and involve employee participation. These evidences suggests that effectively managed change initiatives can serve as a strategic tool for enhancing employee commitment, contributing to overall organizational success.

2.3 Studies on organizational commitment and employee performance

The relationship between organizational commitment and employee performance has garnered significant attention in academic literature, with many studies highlighting a positive influence of organizational commitment on the performance of employees.

Donna & Soehari (2024) conducted a comprehensive quantitative analysis that explored the direct effects of organizational commitment on employee performance. The study employed a structured questionnaire to assess various dimensions of organizational commitment, including affective, continuance, and normative commitment. The findings indicated a strong and significant positive relationship between organizational commitment and employee performance. The study demonstrated that employees with high affective commitment, who emotionally identify with their organization, exhibited superior job performance, including enhanced task completion rates and higher-quality outputs. Additionally, the research found that employees who expressed a strong sense of loyalty (normative commitment) also performed better, suggesting that when employees feel a sense of obligation towards their organization, it translates into greater effort and higher productivity levels. The study concluded that fostering a strong organizational commitment among employees could serve as a strategic tool for enhancing performance outcomes across various roles and job functions.

Munda et al. (2024) offered valuable insights through a mixed-methods approach, utilizing both qualitative interviews and quantitative surveys to examine the link between organizational commitment and employee performance. The study emphasized that organizational commitment is a pivotal factor in determining employees' work behavior and outcomes. The results revealed that employees who reported higher levels of organizational commitment tended to demonstrate superior job performance, reflected in higher efficiency, better teamwork, and increased innovation. The study argued that when employees are highly committed, they are more likely to align their personal goals with the goals of the organization, leading to improved performance. Furthermore, the qualitative component of the study highlighted that committed employees often display greater resilience and adaptability in the workplace, suggesting that organizational commitment not only boosts routine task performance but also enhances an employee's capacity to handle

unexpected challenges and changes effectively. The study concluded that increasing organizational commitment should be a key focus for management, as it directly translates into tangible performance improvements.

Rosal & Schneider (2024) examined the dynamic relationship between organizational commitment and employee performance in organizational settings. The findings revealed a sustained positive impact of organizational commitment on employee performance throughout the study period. The study found that employees who maintained high levels of commitment consistently outperformed their less committed peers, both in individual task metrics and in overall job performance assessments by supervisors. The study attributed this sustained high performance to the intrinsic motivation that comes from a strong psychological attachment to the organization. Employees who are committed, according to the study, are more likely to engage in discretionary behaviors that go beyond their job descriptions, such as volunteering for extra tasks or mentoring colleagues, further enhancing their overall performance. The study highlighted that organizational commitment is not merely a transient attitude but a stable, enduring trait that contributes significantly to consistent performance improvements over time.

In summary, these studies consistently support the view that organizational commitment positively influences employee performance. These studies demonstrate that employees who are emotionally, normatively, or continuance-committed tend to exhibit higher job performance, greater productivity, and a strong willingness to go above and beyond their basic job requirements. The positive link between organizational commitment and performance underscores the importance for organizations to cultivate a culture that enhances employee commitment, as this can lead to substantial gains in performance and overall organizational effectiveness.

3. Research methodology

3.1 Research Design

This study adopts a quantitative research approach to investigate the influence of organizational change and organizational commitment on employee performance within the context of fifteen large supermarkets in the Huangpu district of Shanghai, China. Quantitative research methods are employed to objectively measure variables and analyze statistical relationships, allowing for a comprehensive understanding of the impact that organizational dynamics have on employee performance. This approach aligns with the objectives of the study, as it enables the collection of empirical data from a sizable sample, facilitating generalizable and reliable conclusions about the patterns and trends observed across the supermarket sector in this district.

The decision to utilize a quantitative research method is based on several important considerations. First, quantitative research is well-suited for studies aiming to explore relationships between measurable variables, such as the effects of organizational change and commitment on employee performance. Unlike qualitative approaches, which focus on subjective interpretations, a quantitative method allows for the collection of numerical data that can be statistically analyzed, providing objective and consistent findings (Franklin, 2024). Given the scale of this research, involving a large employee population across multiple supermarkets, the quantitative method is preferred as it supports the use of structured instruments (e.g., surveys) to gather standardized responses. This standardization reduces the potential for bias and enhances the reliability of the data collected. Furthermore, the quantitative approach allows for the use of advanced statistical techniques, such as Structural Equation Modeling (SEM), to assess complex relationships among variables, thereby offering deeper insights into the direct and indirect effects of organizational change and commitment on employee performance. Based on the following flow of the research process presented in Fig. 1, the study explores the role of organizational change and commitment in shaping employee performance in fifteen supermarkets in Huangpu district of Shanghai city, China.

3.2 Sampling Strategy

The research focuses on fifteen large supermarkets operating in the Huangpu district of Shanghai, a bustling and economically significant area known for its competitive retail market. The total employee population across these fifteen supermarkets, based on the human resource data provided, is 2,058. To ensure that the sample accurately represents this diverse workforce and to enhance the validity of the findings, a random sampling method is employed. Random sampling helps to eliminate selection bias and provides each employee an equal chance of being included in the study, increasing the generalizability of the results to the broader population of supermarket employees in Huangpu.

The sample size was determined using the Raosoft sample size calculator, a tool widely used in social science research for its ability to account for confidence levels and margin of error. Considering a confidence level of 95% and a margin of error of 5%, the calculator suggested a minimum sample size of 324 respondents. However, to further ensure robust statistical analysis and account for potential non-responses, the study decided to select a slightly larger sample of 350 employees. This sample size is sufficient to provide reliable and meaningful insights into the relationships being investigated, given the overall population of 2,058 employees across the selected supermarkets. To collect data, the study utilized WJX, a popular online platform widely used in China for the design and distribution of questionnaires. A total of 346 completed questionnaires were initially gathered through this platform for a month from November 2 to December 2, 2024 in fifteen large supermarkets in the Huangpu district of Shanghai, China. Following a thorough review and data

cleaning process, which involved eliminating incomplete or invalid responses, the final dataset comprised 343 valid questionnaires.

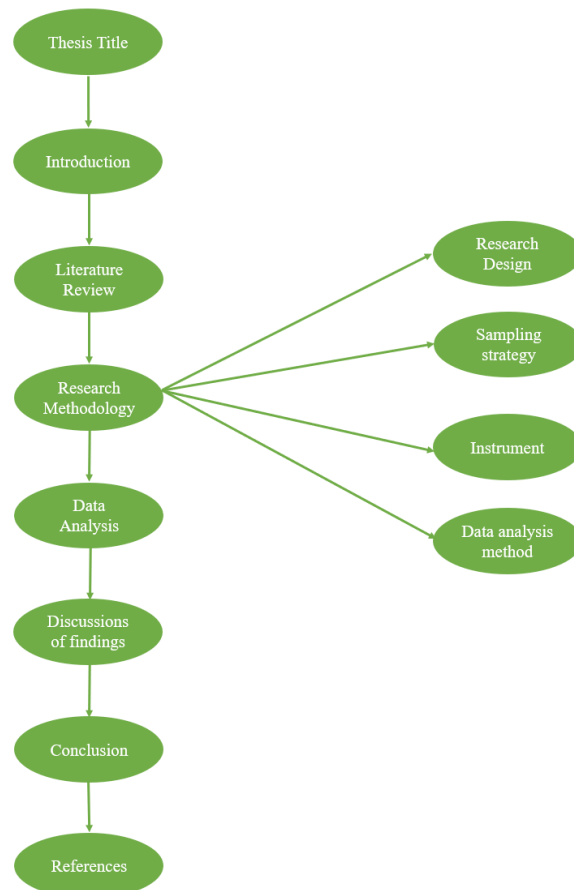


Figure 1. Research process

3.3 Instrument

The study utilizes a structured survey questionnaire as the primary data collection instrument, employing Likert-5 scale items to measure the key variables: organizational change, organizational commitment, and employee performance. The Likert-5 scale, which ranges from “1 - Strongly Disagree” to “5 - Strongly Agree”, is chosen for its ease of use and ability to capture the intensity of respondents' attitudes towards specific statements. The survey question items included in the questionnaire are adapted and designed from validated scales used in previous scholarly research, ensuring the reliability and validity of the measures.

3.4 Data analysis method

The collected data were analyzed using two main statistical techniques: descriptive statistics and Structural Equation Modeling (SEM) path analysis. Descriptive statistics, including measures of central tendency (mean, median, mode) and dispersion (standard deviation), will be used to summarize the demographic characteristics of the sample and provide an overview of the respondents' perceptions of organizational change, commitment, and performance. This initial analysis will help identify general trends and patterns within the data.

Following the descriptive analysis, the study will employ SEM path analysis, a powerful statistical technique that allows for the examination of complex relationships between multiple variables simultaneously. SEM is useful in this study as it enables the testing of both direct and indirect effects, providing a comprehensive understanding of how organizational change influences employee performance both directly and through the mediating role of organizational commitment. By using SEM, the study can test the hypothesized model and assess the strength of the relationships between variables, offering deeper insights into the dynamics at play within the supermarket sector of Huangpu district.

In conclusion, the chosen research methodology, including the quantitative approach, random sampling strategy, and advanced data analysis techniques, is suited to address the objectives of the study. By examining the relationships between organizational change, commitment, and employee performance, the research aims to provide actionable insights

for supermarket managers in Huangpu district, ultimately helping them implement more effective change initiatives and foster a committed workforce that drives improved performance outcomes.

4. Data analysis

SEM (Structural Equation modelling) path analysis through AMOS software 28.0 was employed to investigate the relationship between organizational change, organizational commitment and employee performance with the detailed SEM path analysis results shown in the Table 1.

Table 1. SEM path analysis results

| Path | Estimate | S.E. | C.R. | P-value | Std Path coefficient |
|--|----------|-------|--------|---------|----------------------|
| Organizational change--->employee performance | 0.662 | 0.059 | 11.220 | *** | 0.558 |
| Organizational change--->Organizational commitment | 0.617 | 0.058 | 10.638 | *** | 0.513 |
| Organizational commitment--->employee performance | 0.669 | 0.062 | 10.790 | *** | 0.567 |

The SEM path analysis results presented in the Table 1 indicate significant positive relationships between organizational change, organizational commitment, and employee performance in the context of large supermarkets in Huangpu district, Shanghai. This suggests that changes within the organization, when effectively managed, can substantially impact both employee commitment and performance, highlighting the critical role of change management in enhancing workforce outcomes.

The path from organizational change to employee performance has an estimate of 0.662 and a standardized path coefficient of 0.558. This implies a strong direct influence of organizational change on employee performance. The positive coefficient indicates that as the organization undergoes strategic changes, employee performance tends to improve. The high standardized coefficient (0.558) suggests that more than half of the variance in employee performance can be explained by changes implemented at the organizational level. When change initiatives are clearly communicated and well-supported, employees are more likely to adapt positively, boosting their productivity and efficiency.

The path from organizational change to organizational commitment has an estimate of 0.617 and a standardized path coefficient of 0.513. This indicates a robust relationship between organizational change and employee commitment, suggesting that when changes are perceived as beneficial and are implemented in a transparent manner, they significantly enhance the psychological attachment employees feel towards the organization. The strong standardized coefficient of 0.513 reflects that effective change management can boost organizational commitment by fostering a sense of trust and belonging among employees. This finding emphasizes the importance of involving employees in the change process and ensuring they understand the rationale behind these changes, which in turn increases their commitment levels.

The path from organizational commitment to employee performance shows an estimate of 0.669 with a standardized path coefficient of 0.567, the highest among the three relationships analyzed. This suggests that organizational commitment is a key predictor of employee performance, with a substantial positive impact. Employees who exhibit strong organizational commitment are more likely to perform better, as they tend to be more motivated, dedicated, and aligned with the company goals. The coefficient of 0.567 indicates that a significant portion of employee performance can be attributed to their level of commitment, highlighting that fostering a strong sense of loyalty and engagement within the workforce can lead to considerable performance improvements.

Besides, the study also checks the mediating effect of organizational commitment in the influence of organizational change on employee performance with the mediating effect analysis results shown in Table 2.

Table 2. Mediating effect analysis results of organizational commitment

| Standard effect | Path | Effect coefficient | 95% confidence interval | | S.E. | P-value |
|-----------------|--|--------------------|-------------------------|-------|-------|---------|
| | | | Lower | Upper | | |
| Total effect | Organizational change--->Employee performance | 0.849 | 0.798 | 0.900 | 0.026 | *** |
| Direct effect | Organizational change--->Employee performance | 0.558 | 0.513 | 0.603 | 0.023 | *** |
| Indirect effect | Organizational change--->Organizational commitment--->Employee performance | 0.291 | 0.250 | 0.332 | 0.021 | *** |

The mediating effect analysis presented in Table 2 provides valuable insights into the role of organizational commitment in the relationship between organizational change and employee performance. The analysis examines

whether organizational commitment acts as a mediator, enhancing the influence of organizational change on employee performance within the context of large supermarkets in Huangpu district, Shanghai.

The total effect of organizational change on employee performance is strong, with an effect coefficient of 0.849. This suggests that organizational change, when managed effectively, has a substantial positive impact on employee performance. However, the analysis reveals that this relationship is not entirely direct. Instead, part of the effect is channeled through the mediating variable of organizational commitment. The direct effect, measured at 0.558, indicates the portion of the influence that is exerted directly without considering the mediating role of organizational commitment.

The indirect effect, with an effect coefficient of 0.291, highlights the contribution of organizational commitment as a mediator in this relationship. This indirect effect is statistically significant, as indicated by the P-value, and falls within the 95% confidence interval range of [0.250, 0.332]. The positive indirect effect implies that when organizational change initiatives are implemented effectively, they lead to increased levels of organizational commitment among employees, which in turn enhances their performance. In other words, organizational commitment partially explains the mechanism through which organizational change affects employee performance, suggesting that committed employees are more likely to embrace and adapt to change, thereby boosting their productivity and effectiveness.

The presence of both significant direct and indirect effects points to a mediation model of organizational commitment. This indicates that while organizational change has a direct impact on employee performance, the strength of this relationship is amplified when organizational commitment is considered as a mediating factor. The significant indirect effect underscores the importance of fostering strong organizational commitment during times of change, as it plays a crucial role in translating change initiatives into improved performance outcomes. By increasing employees' psychological attachment and loyalty, organizational commitment serves as a critical pathway that enhances the positive impact of change on performance.

In conclusion, the analysis of the mediating effect demonstrates that organizational commitment not only strengthens the link between organizational change and employee performance but also acts as a vital mechanism in this process. This finding highlights the importance of prioritizing efforts to build and maintain high levels of organizational commitment, especially during periods of change.

5. Discussion of findings

The results of this study provide substantial evidence on the influence of organizational change and organizational commitment on employee performance within the context of large supermarkets in the Huangpu district of Shanghai. Using Structural Equation Modeling (SEM) and examining direct, indirect, and mediating effects, the analysis offers critical insights that align with and extend the existing literature on these relationships.

The analysis highlights a significant positive relationship between organizational change and employee performance, as indicated by the standardized path coefficient of 0.558 ($p < 0.001$). This finding suggests that effective implementation of organizational changes has a direct and meaningful impact on improving employee performance in the supermarket sector of Huangpu district. The results resonate with the conclusions of Karanja (2015), who emphasized that well-executed organizational change initiatives lead to enhanced employee engagement, adaptability, and overall productivity. In the retail industry, where adaptability is essential due to rapidly changing consumer demands and market dynamics, strategic changes in organizational processes, technology, or structure can streamline operations and enhance employees' ability to meet performance targets. When supermarkets introduce new technologies or optimize workflows, employees are required to adapt and enhance their skill sets, leading to improved efficiency and productivity.

The study reveals a strong positive relationship between organizational change and organizational commitment, with a standardized path coefficient of 0.513 ($p < 0.001$). This suggests that organizational changes, when perceived as beneficial and managed effectively, significantly enhance employees' psychological attachment to the organization. The result aligns with the findings of Fedor et al. (2006), who argued that well-executed change initiatives tend to increase employees' trust in the organization, thereby fostering a stronger sense of commitment. In the context of large supermarkets in Huangpu district, where market competition is intense, ensuring that employees feel valued and involved in the change process can be a critical factor in building commitment. Transparent communication and employee involvement during the change process play a crucial role. When employees understand the rationale behind changes and perceive them as aligned with their personal and professional growth, they are more likely to develop a stronger attachment to the organization. Involving employees in decision-making during change initiatives enhances their sense of ownership and belonging, leading to higher levels of commitment. Furthermore, the retail context of Huangpu district, characterized by rapid economic development and a diverse customer base, necessitates frequent organizational adjustments. Employees who perceive these changes as opportunities for career advancement and skill development are more likely to exhibit increased loyalty and commitment.

The findings indicate that organizational commitment has a positive impact on employee performance, with a standardized path coefficient of 0.567 ($p < 0.001$). This relationship suggests that employees who exhibit high levels of commitment tend to perform better, as they are more motivated, aligned with organizational goals, and willing to go beyond their basic job requirements. The strong positive effect observed is consistent with previous research by Nazir & Islam (2017), who found that organizational commitment is a key determinant of job performance. Employees who feel a strong emotional attachment or a sense of loyalty to their organization tend to be more productive, efficient, and

proactive in their roles. The positive relationship between organizational commitment and employee performance can be explained by the intrinsic motivation that comes from a strong psychological bond with the organization. Committed employees are more likely to engage in discretionary behaviors, such as assisting colleagues, taking initiative, and demonstrating resilience during challenging times. Committed employees often show higher levels of job satisfaction and are more adaptable to organizational changes, leading to improved performance metrics. The findings also highlight the importance of fostering a supportive work environment that promotes employee engagement, as this can lead to a virtuous cycle where increased commitment drives better performance, which in turn reinforces commitment.

The study found the mediating role of organizational commitment in the relationship between organizational change and employee performance. The mediating effect analysis revealed a total effect coefficient of 0.849, with a direct effect of 0.558 and an indirect effect of 0.291 ($p < 0.001$). This indicates that while organizational change has a direct positive impact on employee performance, a significant portion of this influence is mediated through increased organizational commitment. The findings suggest that changes implemented at the organizational level enhance employee performance not only directly but also by strengthening employees' psychological attachment to the organization. The mediating role of organizational commitment aligns with the theoretical framework proposed by Meyer and Allen (1991), who identified organizational commitment as a critical factor influencing work behavior and performance. The indirect effect observed in this study supports the notion that commitment acts as a key pathway through which the benefits of organizational change are realized. When employees perceive change initiatives as fair, beneficial, and aligned with their career development, they are more likely to feel a greater sense of loyalty and attachment to the organization. This increased commitment, in turn, enhances their motivation and willingness to engage in behaviors that improve performance.

6. Conclusion

This study underscores the significant impact of organizational change and organizational commitment on employee performance within the supermarket sector of Huangpu district, Shanghai. Effective organizational change was shown to directly enhance employee performance, with well-implemented changes fostering adaptability, efficiency, and productivity among employees. Furthermore, the study revealed that organizational change also plays a critical role in strengthening organizational commitment, suggesting that transparent communication and employee involvement in change processes can significantly increase employees' psychological attachment to the organization. High levels of organizational commitment, in turn, were found to be a key predictor of improved employee performance, as committed employees demonstrated greater motivation, alignment with company goals, and a proactive approach to their roles. The mediating role of organizational commitment highlights that the positive effects of organizational change on performance are amplified when employees feel a strong sense of loyalty and belonging. This mediation model suggests that fostering organizational commitment is vital for translating change initiatives into tangible performance gains. In conclusion, the study provides valuable insights for supermarket managers in Huangpu district, emphasizing the importance of strategic change management and the cultivation of a committed workforce to drive enhanced employee performance and operational success. These findings contribute to the broader literature on organizational behavior, highlighting the intertwined relationship between change management, employee commitment, and performance outcomes in a dynamic retail environment.

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Conflict of Interest

The authors declare no conflicts of interest.

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