

Research on Job Satisfaction, Organizational Commitment and Post Selection Intention of Armed Police Financial Personnel

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Abstract: The research objects of this article are the financial personnel who participated in the training in a certain armed police academy. The article investigates and analyzes the job satisfaction, organizational commitment, and position selection intention of the current financial police officers. Through statistical analysis, the financial police officers' understanding and trust of work, and their life satisfaction have a significant impact on job satisfaction; trust and life satisfaction have a significant impact on organizational commitment. Three suggestions have been proposed: firstly, increasing the organizational culture of the Armed Police Force; secondly, establishing a harmonious internal relationship; and finally, increasing the living level of the Armed Police financial personnel. The ultimate purpose is to improve the job satisfaction and organizational commitment of financial staff.

1. Introduction

Finance personnel are the core elements of improving financial security in the new situation, and they are also the strategic resources of the modern armed police force. However, due to various factors, in recent years, the military police's financial talents have been seriously lost, which brings irreparable losses to the troops. At present, the "talent grab war" is becoming more and more intense in all society, how to attract and retain high-quality financial personnel of the armed police forces has been an important subject in the human resources department. In this context, the work satisfaction, organizational commitment and job selection intention of the armed police financial personnel are studied to find out the factors influencing job satisfaction and organizational commitment, which under the current institutional mechanism, and to clearly grasp the psychological trends of financial personnel. It has positive theoretical and practical significance to improve the incentive mechanism, promote the reform of human resources system, and attract and retain more talents to serve the financial construction of the armed police force.

2. Literature Review

Job satisfaction was first proposed by Hoppock in the United States in 1935, who believed that job satisfaction is a psychological and physiological response to environmental factors, that is workers' attention to work situations [1]. Since then, job satisfaction has become an important research topic in the field of management. So far, the study of job satisfaction is mainly based on definition, structure and measurement. The research on job satisfaction is mainly from three aspects: definition, facet and measurement. Its definition evolves from the concept of singularity, which regards job satisfaction as a general attitude of workers towards work and the environment, and gradually evolves into a definition by establishing a reference architecture; its facets have also evolved from a single face to a multi-angle, multi-factor, multi-level; the measurement dimension and scale of job satisfaction are more focused on considering objective factors such as different countries, cultures, economic and social systems. Many experts and scholars at home and abroad have actively discussed the factors affecting employee job satisfaction. While the for-profit sector has been fully demonstrated, which has also been partially studied in non-profit sectors such as the military sector. Wang Xianghua (2006) through empirical analysis, it is believed that incentive

demand, task's characteristics and cultural values have a significant impact on job satisfaction and organizational commitment of grassroots cadres [2]. Liang Yan, Liang Xia and others (2007) prepared a job satisfaction questionnaire for border police officers and analyzed them. In the questionnaire of the job satisfaction survey of the grass-roots border police officers, 10 dimensions such as internal fairness, job identification, wages and benefits were established [3].

The definition of organizational commitment comes from the American scholar Becker (1960), who proposes the side-bet-theory, i.e. the organizational commitment is "consistency tendency of activities" resulting from side-bet [4]. The early research on organizational commitment in foreign countries is mainly based on Becker's theory. For example, Sheldon (1971) argues that after an organization has invested to a certain extent, an individual has to make a commitment to the organization. [5] Later, Buchanan (1974) and Mowday (1982) redefines organizational commitments, which says that organizational commitment refers to an individual's emotional dependence on the organization and recognition of organizational culture, goals and values. There are also scholars who analyze organizational commitments from a moral and obligation perspective, such as the sociologist Weiner (1982), who regards organizational commitments as a standardized motivational process, and that "Organizational commitment is the integration of internalized normative pressures that align actions with organizational goals and interests" [6]. Since then, Meyer and Allen (1991) have summarized previous studies, and based on empirical analysis, suggest that organizational commitments are composed of three factors, including continuance commitment, affective commitment, and normative commitment [7]. Domestic experts and scholars have carried out qualitative and quantitative analysis of organizational commitment. Among them, qualitative analysis mainly introduces the frontier knowledge of foreign mainstream theory and research and development, such as Liu Xiaoping and Wang Xiaoming, and quantitative analysis is in the context of China's institutional mechanism, through empirical analysis to explore the composition of organizational commitment, Such as Ling Wenxuan, Zhang Zhican and Fang Lilo, who divided the organization's commitment into affective commitment, ideal commitment, normative commitment, economic commitment and opportunity commitment.

The current mainstream view of domestic and foreign research on job satisfaction and organizational commitment relationship is that job satisfaction and organizational commitment present relevant relationships, combining the two not only to analyze changes in employee seission performance, but also can predict an employee's propensity to leave. This view has been demonstrated both inside and outside the military. Such as Ma Ling, Wang Yu, Xin (2013) prove the relationship between employee satisfaction and organizational commitment to job performance [8]; Nie Lin (2014) explores the impact of learning organization culture and job satisfaction on organizational commitment[9]; and Liu Haibing (2011) takes the civilian cadres of the armed police as the research object, through empirical analysis, it is proved that job satisfaction and organizational commitment are significantly related, and the impact of job satisfaction and organizational commitment on the tendency to change careers is explored [10]; Deng Jing (2015) takes the basic military doctors of the Armed Police Force as the research object, her paper analyzes the job satisfaction, organizational commitment and turnover intention and its influencing factors [11]. This paper takes the financial personnel of the Armed Police Academy as the research object, and understands the job satisfaction, organizational commitment and job choice intention of the financial personnel of the Armed Police Force through questionnaire survey. Through empirical analysis to explore the impact factors of the financial staff's job satisfaction and organizational commitment of the Armed Police Force.

3. Study Design

3.1 Sample Data

According to the content and purpose of the study, based on reference to relevant literature in China and abroad, the questionnaire is designed. The questionnaire is divided into six parts: the first part is the personal basic information questionnaire of the armed police financial personnel,

including the subject's gender, education background, military age, company, resident, grade and job selection intention and other information; the second part is the intrinsic work feature perception scale, which covers the subjective perception of the financial staff on the content of work, the importance and the rate of return on work, including 10 question items, the scoring method uses five component values; the third, fourth, fifth and sixth parts, are trust, life satisfaction, job satisfaction and organizational commitment scale, the number of questions are respectively 12, 16, 16, 9, the scoring method uses seven components. The trust metrics table includes the internal identification and evaluation of the financial staff's working relationship and work rapies between superiors and colleagues; The job satisfaction scale relates to the financial staff's satisfaction with the financial work characteristics, salary, management and promotion, such four aspects; the Job Satisfaction Scale and the Organizational Commitment Scale are based on the MSN Scale and the Meyer & Allen Organizational Commitment Scale, respectively, combined with the actual revision of the Armed Police Force.

In this paper, the cadres who trained in financial junior service in an armed police college were the subject of the study, and a total of 107 questionnaires were sent out, 107 were recovered, and 89 questionnaires were valid. Among them, 79 are male and 10 are female. After preliminary processing of the data according to the scale score, spss13.0 was used to perform validity and reliability analysis, descriptive analysis, correlation and regression analysis.

3.2 Research Hypotheses

If the armed police finance personnel have an inherent recognition of the culture and values of the force, it indicates that the financial personnel have a positive attitude towards the work and organization, and are satisfied with servicing and working for the force. If the financial personnel are satisfied with the financial position and the interpersonal relationship in the work, the work is full of harmonious and positive work atmosphere, indicating that both the work itself and the management have a strong sense of identity and satisfaction. Life satisfaction is an important manifestation of the salary of the armed police financial staff, if the work improves the financial personnel's living standard and life satisfaction, there will be a subjective satisfaction with work for armed police financial personnel. Therefore, the following research hypotheses are made:

H1: Intrinsic job characteristic perception is positively correlated with job satisfaction.

H2: Trust is positively correlated with job satisfaction.

H3: Life satisfaction is positively correlated with job satisfaction.

H4: Trust is positively correlated with the organizational commitment.

H5: Life satisfaction is positively correlated with organizational commitment.

4. The Results of the Study

4.1 Reliability and Validity Analysis

Credibility refers to the reliability of the data and obtained conclusions, the credibility test generally uses the Cronbach alpha coefficient, the researchers generally accept that the Cronbach alpha coefficient is greater than 0.7 (Peterson, 1994; Nunnally, 1978). In this study, the reliability test results ranged from 0.766 to 0.948, which meets the reliability requirements. Validity refers to the degree to which the questionnaire reflects the correctness of the indicators to be measured. The validity analysis generally uses the factor analysis method. In this study, the load of each measurement item was greater than 0.5, indicating that the scale had good efficiency.

4.2 Descriptive Statistical Analysis

As can be seen from variable descriptive statistics table 1, in this questionnaire, the average value of the job satisfaction and organizational commitment of the armed police financial personnel was 4.6292 and 4.5818, respectively, slightly higher than the median of the seven-component table 4.0, indicating that the job satisfaction and organizational commitment of the armed police financial personnel only reached the general level. In the statistics of the armed police finance personnel on

the choice of posts, only 25.8% want to continue to engage in financial work, accounting for a quarter of the total sample.

Table 1 Descriptive Statistics For Each Variable

Variable	N	Average	Median	Standard deviation	Min	Max
Intrinsic work characteristic perception	89	3.335	3.300	0.625	1.900	5.000
Trust	89	4.660	4.583	0.649	3.420	6.000
Life satisfaction	89	4.725	4.750	0.901	2.560	7.000
Job satisfaction	89	4.629	4.625	0.994	2.130	7.000
Organizational commitment	89	4.582	4.556	0.728	2.000	7.000

4.3 Correlation Analysis

To test the correlation between the variables, make a correlation analysis of the variables (as shown in Table 2). It can be found from the correlation coefficient matrix that the intrinsic work feature perception, trust and life satisfaction are significantly related to job satisfaction and organizational commitment respectively, and there is a positive correlation between organizational commitment and job satisfaction.

Table 2 Table of Correlation Coefficients for Each Variable

	Intrinsic work characteristic perception	Trust	Life satisfaction	Job satisfaction	Organizational commitment
Intrinsic work characteristic perception	1				
Trust	0.527**	1			
Life satisfaction	0.316**	0.444**	1		
Job satisfaction	0.570**	0.669**	0.631**	1	
Organizational commitment	0.241**	0.408**	0.398**	0.323**	1

Note: ** represents a significant correlation on the 0.05 level (both sides).

4.4 Regression Analysis

Before the regression analysis of job satisfaction and organizational commitment, the multi-collinearity problem between the independent variables of the regression model is first diagnosed. The test results show that the variance expansion coefficient VIF of each variable is between 1.260 and 1.569, both less than 10. Therefore, there is no serious multi-collinearity problem between the three independent variables. Forced entry is used in the regression analysis of job satisfaction and organizational commitment, with the regression results shown in Table 3. The results show that the intrinsic job feature perception, trust and life satisfaction respectively account for 63.3% variation of job satisfaction, and trust and life satisfaction explain the 22.5% variation of organizational commitment.

Table 3 Job Satisfaction and Organizational Commitment Regression Results

Variable	Model 1 (dependent variable: life satisfaction)	Model 2 (dependent variables: organizational commitment)
(Constant)	-1.342** (-2.645)	2.038*** (3.775)
Intrinsic work characteristic perception	0.408*** (3.298)	0.006 (0.045)
Trust	0.554*** (4.394)	0.321* (2.391)
Life satisfaction	0.429*** (5.280)	0.218* (2.514)
F	48.954	8.233
R2	0.633	0.225
Adjust R2	0.620	0.198

Note: ** and *** respectively represents at the 10%, 5%, and 1% levels; the values in parentheses are t values.

5. Conclusions and Recommendations of the Study

5.1 The Conclusions of the Study

Table 1 shows that the job satisfaction and organizational commitment of the armed police finance staff are slightly above average, and their overall level is average. In terms of the financial personnel's job choice intention, only 25.8% of the financial staff are willing to continue to engage in financial work. This also reflects that the armed police financial personnel do not have a strong recognition of financial work. Furthermore, the degree of their job satisfaction is not high. The results of correlation analysis and regression analysis show that the financial person's intrinsic job characteristics perception, trust and life satisfaction have a significant impact on job satisfaction, while for organizational commitment, only trust and life satisfaction have a significant impact on it. The results of the specific test of the theoretical hypothesis are shown in Table 4.

Table 4 Hypothesis Test Result

Research assumptions	Test results
H1: Intrinsic job characteristic perception is positively correlated with job satisfaction	Get support
H2: Trust is positively correlated with job satisfaction	Get support
H3: Life satisfaction is positively correlated with job satisfaction	Get support
H4: Trust is positively correlated with organizational commitment	Get support
H5: Life satisfaction is positively correlated with organizational commitment	Get support

According to the results of the questionnaire survey, the above variable indicators of the armed police financial personnel are at a medium level. The intention of the armed police financial personnel to transfer their posts is more obvious, only a quarter of finance staff incline to continue their work, which reflects that the financial staff of the armed police show a low recognition and satisfaction to the financial position. According to the interview, there are three main reasons for these problems. Firstly, since the 18th National Congress, the Central Inspection Team and the military audit department intensified the financial investigation of the Armed Police Force, and seriously investigated and dealt with the illegal financial personnel and behavior, which formed a powerful shock. Compared with employees in other positions, they have heavier tasks, greater responsibilities, higher risks and more pressure for the same salary. Therefore, the existing financial personnel do not want to work, and workers on other posts do not want to come to finance posts. Secondly, in the context of the reform of the civilian personnel system, the financial department is mostly prepared for non-active service. Some finance officials believe that the conversion of civilian personnel may be detrimental to the achievement of individual objectives. Thirdly, financial work and professional qualifications are not match with their academic education. According to the survey, 76.4% of people do not have a relevant financial professional background. The financial personnel of the armed police force who do not have a professional background will face more difficulties, and a longer period of adjustment for their posts will be needed to conduct their financial operations.

5.2 Policy Recommendations

In order to improve the job satisfaction and organizational commitment of the financial personnel of the Armed Police Force and reduce the tendency of financial personnel to transfer, this paper puts forward the following four suggestions:

First, increase the intensity of organizational culture. Organizational culture, as a common value and goal identification system for members of the organization, determines the behavior and ideology of the members. The first is to proceed from reality. Based on the actual situation of the troops, the organizational culture construction will be closely integrated with the characteristics of the new era and the mission of the armed police force, while ensuring that personal values and organizational culture are matched. The second is to combine form and content. Organizational culture can be expressed through concise organizational culture expressions, or visible organizational activities such as lectures, trainings, ceremonies and so on to enhance financial personnel's perception and recognition of organizational values. Constantly cultivate the

professional mission, honor and dedication of the financial personnel of the armed police force, and internalize the noble spiritual quality.

Second, draw a clear line of responsibility for the finance department and clarify the development path of financial personnel. The first is to accurately locate the personal growth path. Clearly define the fields of finance personnel in financial positions, clarify the professional attributes and functional characteristics of financial work, and reduce the impact of personal development on job restrictions. According to the age, education background and work of financial personnel, the armed police financial personnel are regularly organized to study and train in military academies or local financial institutions to meet the needs of personal career development. The second is to define the scope and limits of responsibility. Reasonably divide the scope of duties and responsibilities of the organization and positions of personnel in daily economic activities and various management matters, and stipulate the procedures, methods and procedures for authorizing the handling procedures and interrelated and constrained, and realize the rights and obligations of the finance department and financial personnel equal.

Third, build a harmonious internal relationship. Building a harmonious internal relationship requires active communication, mutual respect and understanding between people and departments of the organization. First, we must build a politically ecological culture in the army, firmly establish the “four consciousness” and improve the ideological levels. Leaders should take the lead in continually enhancing their ability to self-purify, self-improve, and self-innovate, maintaining advancement and purity and value. Second, the relevant departments should promptly understand the ideological dynamics of the financial personnel, work together to solve various problems faced by the financial personnel, and further strengthen the internal cohesion of the troops by strengthening the sense of belonging of the financial personnel and improving the happiness of the personnel and their combat power.

Fourth, improve the living standards of the financial personnel. The salary of the financial personnel of most armed police units is the only income that guarantees the staff and family life needs. The level of living standards will inevitably affect the financial staff's satisfaction with the work. One-sided emphasis on spiritual needs, not pay attention to the material needs of military personnel, will inevitably reduce the life satisfaction of military personnel. To improve the level of military life, all policies and systems need to be supported. First, by improving the policies of the army personnel in the areas of salary treatment, housing security, social insurance and welfare benefits, we will solve the worries of the financial personnel of the armed police force and provide basic guarantees for the living standards. The second is to improve the military reward system. Establish a benign incentive mechanism to ensure that the work of the armed police financial staff is directly proportional to the return, thus fully mobilizing the enthusiasm and initiative of the financial personnel. With the improvement of life level, the financial personnel of the armed police not only have a higher level of satisfaction and organizational commitment to the military profession, but also attract more talents to join the modernization of the armed police force.

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