

The Link between Job Embeddedness, Organizational Identification, Job Satisfaction, and Job Performance among Medical Staff in Guangxi Public Hospitals: A Mediation Model Analysis

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Abstract

This paper investigates the impact of job embeddedness on job performance among medical staff in public hospitals. It has been demonstrated that the employment embedding is positively related to the work performance and the context performance of the public hospital. It is discovered that organization identity and job satisfaction partly mediate the relation of employment embedding and work performance, but demand orientation has a positive effect on the relation between employment embedded and work satisfaction. The results offer an insight into how to improve the work performance of health care workers in public hospitals, emphasizing the significance of embedded work and its dimensions, and the mediation and adjustment factors affecting it. The research provides some beneficial tactics for maintaining and improving the performance of health care workers in public hospitals.



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1. Introduction

1.1 Background of the Study

In recent years, the medical industry in China has undergone significant changes due to the rapid economic growth and increasing competition (Sun, 2023). This has resulted in a growing need for medical staff who can provide high-quality services and improve the overall performance of hospitals. Job embeddedness has emerged as a new concept that can enhance job performance by increasing employees' retention opportunities (Mitchell et al., 2021). But the empirical study about the relation of employment embedded in health care workers' work performance has been very little in recent years. Organizational identity and job satisfaction have been found to be important mediators of the relationship between job embeddedness and job performance (Kang et al., 2020; Zhang et al., 2019). Organizational identification refers to the extent to which individuals identify with their organization and perceive it as an integral part of their self-concept (Zhang et al., 2019). Job satisfaction is a measure of happiness or positive impact that an individual receives from his or her work (Kang et al., 2020). All of these factors are critical to the determination of the impact of job embedding on work performance. Furthermore, the influence of culture on health workers' work performance should not be neglected. Sun (2022a), for example, found Canadian and Chinese entrepreneurial culture differences, whereas Sun (2022b) looked at the United States and its forming mechanism. Understanding the culture gap and its effect on work performance is essential, especially in the growing diversity of health care. The purpose of this paper is to investigate the relation of employment embedded and work achievement of Guangxi Zhuang Autonomous Region. In this research, we will explore the mediator between organization identity and job satisfaction, as well as the role of calling orientation. The results of this research will be helpful for the improvement of health workers' work performance, as well as the development of efficient tactics to maintain and improve their performance.

1.2 Statement of the Problem

The medical industry is facing increasingly fierce competition, and the importance of having a team of medical staff with outstanding job performance has become essential. Job embeddedness is a relatively new concept that can enhance job performance by increasing employees' retention opportunities. However, research on job embeddedness is still in its initial stage, with less empirical research on medical staff in public hospitals. Thus, there is a gap in understanding how job embeddedness affects the job performance of medical staff in public hospitals. The purpose of this research is to investigate the relation of employment embedded in health care workers of Guangxi Zhuang Autonomous Region. This research also discusses the mediation function of organization identity and job satisfaction, and the mediation effect of call-orientation. This paper aims to explore ways to enhance the work performance of health care workers by emphasizing the significance of employment embedded and its dimensions, and the mediation and adjustment factors that affect it. Retention of health care personnel is not a unique issue in China. The COVID-19 epidemic, according to Sun and Zuo (2023), has exacerbated health care workforce shortages in a number of countries, including the United States. This shortage can affect the quality of patient care, patient safety, and patient outcomes (Aiken et al., 2021; O'Brien et al., 2021). One of the ways to address this problem is to increase job embeddedness among medical staff. The study by Tett and Meyer (2021) found that job embeddedness can significantly predict employee retention in a variety of industries, including healthcare. Therefore, it is essential to understand the factors that influence job embeddedness and how it relates to job performance among medical staff in public hospitals.

1.3 Research Question

In this study, we investigated the relationship between job embeddedness and job performance among medical staff of Guangxi Zhuang Autonomous Region. In particular, the following questions will be explored:

- (1) What is the relationship between job embeddedness and job performance among medical staff in public hospitals in Guangxi Zhuang Autonomous Region?
- (2) Does organizational identification play a mediating role in the relationship between job embeddedness and job performance?
- (3) Does job satisfaction play a mediating role in the relationship between job embeddedness and job performance?
- (4) Does calling orientation moderate the relationship between job embeddedness and organizational identification and the relationship between job embeddedness and job satisfaction?

The study will address these research questions by collecting data through a survey questionnaire administered to medical staff in public hospitals in Guangxi Zhuang Autonomous Region. The survey will gather information on the participants' job embeddedness, organizational identification, job satisfaction, calling orientation, and job performance. The data collected will be analyzed using statistical techniques such as structural equation modeling to examine the relationships between the variables and to test the research hypotheses.

1.4 Significance of the Study

This study is significant for several reasons. First of all, it adds to a growing body of literature about job embeddedness, showing that job performance among different occupational groups is crucial (Zhang et al., 2021). Secondly, the relationship between job embeddedness and job performance between organizational identification and job performance was studied in this research area. Third, the study focuses specifically on medical staff in public hospitals in Guangxi Zhuang Autonomous Region, which is an important population to study given the increasing demands on the healthcare system in China and the need for high-quality medical care. Furthermore, the study's findings will have practical implications for hospital administrators and policymakers. Understanding the factors that contribute to medical staff's job performance is essential for improving patient outcomes and ensuring that public hospitals operate effectively (Jiang et al., 2018). By identifying the mechanisms through which job embeddedness influences job performance, hospital administrators can develop targeted strategies to increase medical staff's engagement and commitment to their work. Policymakers can also use the study's findings to inform policies aimed at improving working conditions and job satisfaction for medical staff in public hospitals. Finally, the study's significance extends beyond the healthcare setting and can contribute to a better understanding of organizational behavior and management practices in China. As China continues to grow and expand its global reach, understanding the cultural differences and business practices between China and other countries, such as Canada and the United States, becomes increasingly important (Sun, 2022a; Sun, 2022b). This study's findings can provide insights into how to effectively manage and motivate employees in China's rapidly changing economic and social landscape (Sun & Zuo, 2023).

2. Literature Review

2.1 Job Performance

2.1.1 Definition

Job performance refers to how effectively employees perform their duties and responsibilities (Liao, Liu, & Loi, 2022). It is a critical indicator of the overall effectiveness of an organization as

it directly contributes to achieving the organization's goals and objectives. Job performance can be measured in different ways, such as objective measures (e.g., sales volume, absenteeism rate, etc.) or subjective measures (e.g., supervisor ratings, self-evaluations, etc.). It has been proposed by some scholars to classify task performance as task performance, context performance, and counterproductive work behavior (Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek 2014). Task performance is defined as job responsibilities directly related to job description, while contextual performance refers to behaviors that contribute to organizational effectiveness without necessarily being required by the job description. On the other hand, counterproductive work behavior refers to actions that are harmful to the organization such as theft, absenteeism or sabotage (Koopmans et al., 2014). In this study, job performance is measured based on both objective and subjective measures, including job-specific performance indicators and supervisor ratings. The objective measures are based on medical staff's job-specific performance indicators, such as patient satisfaction rate, treatment success rate, and work efficiency. The subjective measures are based on supervisor ratings, which are obtained through a survey administered to the supervisors of the medical staff.

2.1.2 Previous studies

A lot of research has been done on the relation of job embeddedness and work performance. For example, in a study by Lee et al. (2020), it was found that job embeddedness had a significantly positive impact on work performance of South Korea's hotel staff. Similarly, in a study by Zhang et al. (2021), job embeddedness was found to be positively related to job performance among Chinese software engineers. Furthermore, previous studies have also investigated the effect of job satisfaction on the relation of employment embedded and work performance. For instance, in a study by Han et al. (2018), job satisfaction was found to mediate the relationship between job embeddedness and job performance among Korean public sector employees. Similarly, in a study by Wang et al. (2019), job satisfaction was found to mediate the relationship between job embeddedness and job performance among Chinese nurses. Additionally, some studies have investigated the mediating role of organizational identification in the relationship between job embeddedness and job performance. For example, in a study by Wang et al. (2021), organizational identification was found to mediate the relationship between job embeddedness and job performance among Chinese college teachers. All in all, the results indicate that there is a positive correlation between job embedding and work performance, which can be mediated by job satisfaction and organization recognition. But more studies are required to identify the exact mechanisms that are involved, especially with regard to the health care workers in Guangxi's public hospitals.

2.2 Job Embeddedness

2.2.1 Definition

Job embeddedness refers to how much an individual feels about his or her work, organisation, and society, and how much he or she will lose both his or her career if he or she quit (Mitchell, 2001). Job embeddedness is a multi-dimensional construction that includes (a) connections, (b) suitability, and © sacrifice. A relationship is a relationship or a relationship between an employee and his or her co-workers, superiors, and others at the workplace. Suitability is the degree to which the staff is compatible with the organisation, which includes the degree of alignment of their values, objectives and capabilities with that of the organization. Sacrifice is the amount of time, energy, and resources spent on the work, as well as the individual and professional relations that are created by the work (Crossley, 2007). Past studies have indicated that there is positive correlation between job embeddedness (Holtom et al., 2008) and job performance (Carmeli & Freund, 2002). In a study of nurses, Holtom et al. (2008) found that a higher degree of employment embedding was related to a lower turnover intention,

while a lower degree of embedding was related to a higher turnover intention. Likewise, Carrillo and Freund (2002) found that there is positive correlation between the employment embedded and the work performance of the executives of high tech firms. Their argument is that job embeddedness gives workers social and mental resources that increase their motivation and commitment to work, thus improving their work performance. Generally speaking, job embedding is a key consideration in the research of work performance because it shows how closely people relate to their work and organisation and how they behave in the workplace.

2.2.2 Previous Studies

Research on job embedding has been increasing in the last few years as it has been proven to have a major effect on many aspects of staff's behaviour and attitudes. Mitchell et al. (2001) introduced the notion of job embeddedness, which is the degree to which an employee is associated with his or her job, organization, and community, and it has been found to affect employee retention, turnover, and job performance (Lee & Mitchell, 2020). Research has also indicated that there is a positive correlation between job embedding and job satisfaction and organizational commitment (Reisel et al., 2010). In a study by Holtom et al. (2008), job embeddedness was found to be negatively related to voluntary turnover, while a meta-analysis conducted by Kim and Beehr (2018) found that job embeddedness was positively related to organizational citizenship behavior. Furthermore, a study by Zhang et al. (2019) found that job embeddedness was positively associated with work engagement among Chinese employees. Moreover, there is a positive correlation between job embedding and performance in a research on Chinese hotel staff by Mr. Huang and Wang (2019). Additionally, a study by Choi et al. (2021) found that job embeddedness was positively related to knowledge sharing behavior among Korean employees. Generally speaking, prior studies have shown that the role of the embedded role plays an important role in forecasting the behaviour and attitudes of the workers, including their work performance.

2.3 Organizational Identification

2.3.1 Definition

In this research, organizational identification is defined as the sense of belongingness, attachment, and loyalty that an employee feels towards their organization (Ashforth & Mael, 1989). It is a measure of how much an employee views his or her own values and objectives as being compatible with the organisation's objectives and how much he or she believes that his or her status is determined by his or her membership in the organisation (Riketta, 2005). Organizational identity plays an important role in staff's attitudes and behaviors, including job satisfaction, turnover intent, and performance (Mael & Ashforth, 1992; Riketta, 2005). Once an employee is recognized by his or her organization, he or she will be more motivated by his or her commitment to his or her work as well as his or her peers (Chang & Lee, 2007). Additionally, organizational identification has been found to positively influence job performance by increasing job-related motivation and engagement (Ashforth & Mael, 1989). Studies have indicated that the degree of organization recognition can be affected by a variety of factors such as job satisfaction, leadership, and organizational culture (Chang & Lee, 2007; Lee & Ashforth, 1993). It is thus essential to examine the relation between job embedding, organization recognition, and work performance since this may offer insight into how an organization can increase its staff's work performance through a stronger sense of identity.

2.3.2 Previous studies

In the past, it has been shown that organizational identity has an important effect on the prediction of staff's attitude and behavior. A study by Liu et al. (2018) found that organizational

identification positively influences job satisfaction and reduces turnover intentions among Chinese workers in the high tech sector. Similarly, a study by Haroon et al. (2021) found that organizational identification mediates the relationship between organizational support and job satisfaction among Pakistani healthcare professionals. In addition, a study by Yang et al. (2019) found that perceived organizational support positively influences employee engagement through the mediating role of organizational identification. Similarly, a study by Kamal et al. (2020) found that organizational identification mediates the relationship between transformational leadership and job satisfaction among Pakistani nurses. All of these results indicate that organizational identity is critical to the formation of staff's attitudes and behavior. In particular, it has been found to mediate the relation between different antecedents and outcomes, including job satisfaction, turnover intention, and employee involvement. Thus, an understanding of the mediation function of the organization is critical to the development of an efficient strategy to improve staff performance and retention.

2.4 Job Satisfaction

2.4.1 Definition

Job satisfaction refers to an individual's overall positive or negative feelings about their job (Judge et al., 2020). It is one of the most important factors that influence staff's work behavior and attitudes, including their intention to stay with the organization, job performance, and productivity (Saunders et al., 2018). Herzberg's Two Elements Theory shows that there are incentives for job satisfaction, including challenging tasks, recognizing and growing chances, and lack of sanitation, including bad working conditions, low wages, and insecure employment (Herzberg et al., 2011). A number of studies have shown that job satisfaction is a mediator between various work-related factors and job performance (Khan et al., 2018; Zhang et al., 2019). Job satisfaction is also associated with organizational commitment, which is an individual's emotional attachment to the organization, and turnover intentions or the likelihood of an employee quitting the job (Bakker et al., 2020). Thus, it is very important to examine the relation of job satisfaction with work performance because it may give us insight into the factors affecting staff's attitude and behavior toward their work.

2.4.2 Previous studies

Previous research on the relation of job satisfaction with work performance has been widely carried out in many areas, including healthcare. There is a positive correlation between job satisfaction and job performance (Judge et al., 2017; Hu et al., 2020). A meta-analysis conducted by Jiang, Hu, and Li (2021) found that job satisfaction is a reliable predictor of job performance, with a moderate to strong correlation. Moreover, past research has also examined whether work satisfaction plays an intermediary role in relation to other variables and work performance. For instance, Hu et al. (2020) found that the relationship between job crafting and job performance was partially mediated by job satisfaction among nurses. In another study, Huang et al. (2019) found that job satisfaction mediated the relationship between perceived organizational support and job performance among nurses. Generally speaking, the former study indicates that the degree of satisfaction is one of the most significant predictors of work performance, which may act as a mediator in relation to other variables. Thus, it is necessary to take into account the effect of job satisfaction as an intermediary on the relation of employment embedding and work performance.

2.5 Social Identity Theory

2.5.1 Introduction to SIT

Social identity theory proposes that individuals derive part of their sense of self from the groups to which they belong (Tajfel & Turner, 1979). That is to say, we are not only a matter of personal traits and experiences but also of being a member of a community of different kinds:

occupation, ethnicity, ethnicity, religious affiliation, etc. In the view of this theory, we classify ourselves and other individuals in a community of common traits, which we then use to identify and assess ourselves and other individuals. This process is known as social categorization. Social identity theory has been applied in organizational research to understand how organizational identification affects employees' attitudes and behaviors towards their work and their organization (Ashforth & Mael, 1989). Organizational identity is defined as the extent to which an individual defines himself in terms of their membership in the organization (Dutton, Dukerich, & Harquail, 1994). Although the degree of satisfaction is the degree of satisfaction of an individual with his or her work, it is the degree of recognition of his or her organization. Studies have demonstrated that the organization's identity can significantly influence the behavior of staff. Workers who are more closely associated with their organization tend to be more loyal and committed to the organization, have a greater sense of community, and are more inclined to devote more time to the good of the organization (Riketta, 2005). Moreover, they tend to be more satisfied with their work and have lower turnover intention (Mael & Ashforth, 1992). In this research, SA is important in that it offers a framework for understanding how organization recognition might play an important role in determining the relation between work placement and work performance. Through identification with the organization, the staff might have a greater responsibility to remain at work and do good work, even though they might not be completely happy with the work. Such a sense of duty can be particularly powerful when workers think they have limited choices outside the organization because of the high degree of embedded work. Therefore, organizational identity can play an intermediary role in the relationship between job embedding and job performance by affecting the staff's attitude and behavior toward the workplace and the organization.

2.5.2 Empirical Research on SIT

Many studies have been carried out to examine how the theory of social identification is applied in various settings, including organizational, athletic, and inter-group relationships. Studies have found that staff's recognition of their team or organization has positive effects on their job satisfaction, commitment, and achievement (Ashforth & Mael, 1989; Riketta, 2005; Van Dick, 2004). Riketta (2005), for instance, has found that organization identification has a positive correlation with work performance and that this relation is stronger for those who have a higher degree of task identity. Furthermore, it has been shown that organizational identity is a mediator of a variety of antecedents (e.g., leadership style, organizational culture) and outcomes (e.g., job satisfaction, turnover) (Haslam et al., 2011; Li et al., 2013). Studies have also examined the effects of social identification processes on inter-group relationships, including bias, discrimination, and conflict resolution. For example, Tajfel and Turner (1986) put forward the concept of social identity in inter-group conflict, which indicates that inter-group discrimination and conflict are caused by social classification and the need to improve one's own ingroup status. In a study by Hewstone and colleagues (2018), it was found that a sense of shared identity can reduce intergroup bias and promote positive intergroup relationships. Moreover, it is possible to study the influence of group recognition on fan behavior, including attendance, purchase intent, and loyalty (Wann et al., 2011). Studies have also examined the role of social identity in shaping health-related behaviors such as smoking and physical activity (Jetten et al., 2012; Sabiston et al., 2015). Generally speaking, social identity theory has been used in a wide range of contexts and has provided insights into the effects of social identification processes on individual and group outcomes. The theory has been proved to have powerful empirical support and remains a useful framework for understanding social phenomena.

2.5.3 The connection between SIT and this study

The Social Identity Theory (SIT) offers a theoretical framework to study how an individual's self-concept and group membership affect his or her work behavior (Ellemers et al., 2019). In this research, SIT could be applied to analyze the relation of employment placement, organization recognition and work achievement of Guangxi Public Hospitals. Based on SIT, an individual obtains his or her identity from his or her own community and tries to preserve a positive social status by favoring his or her own group and discriminating against those outside (Tajfel & Turner, 1986). In the organizational environment, employees might recognize their work group or organization and view it as an extension of their self-concept (Ashforth & Mael, 1989). Such recognition can result in improved work satisfaction, commitment, and performance (Ricketta, 2005; Van Dick, 2004). According to SIT, this paper proposes that there are significant effects of job embedding on organization identity (H2) and work performance (H1 and H3). Furthermore, organization recognition may play an important role in the relation of job embedding and work performance (H4). Additionally, it is hypothesized that job embeddedness has a positive effect on job satisfaction (H5), while job satisfaction has a positive effect on work performance (H6), which may play an important role in the relation of employment integration with work performance (H7). Moreover, SIT showed that individual differences, for example in terms of calling orientation, may play a role in reducing the relation of H8 to H9. This research is intended to examine whether the role of calling orientation may play a role in determining the degree of organization recognition or job satisfaction. To sum up, SIT can be used to study the role of organization recognition and job satisfaction as intermediaries in relation to work performance.

3. Research Methods

This study follows a quantitative, analytical, applied, and conclusive research design. It takes a deductive approach and an empirical research philosophy based on social identity theory. The research objectives are proposed based on this theory and combined with the study's subject. Hypotheses are then formulated and used to evaluate the objectives, leading to the construction of the research framework based on various study variables and the hypotheses. The study's main process involves collecting and analyzing relevant literature on job embeddedness, job performance, organizational identification, job satisfaction, and calling orientation. The current state of job performance for medical staff in public hospitals is then examined, and the importance of improving job performance through job embeddedness is highlighted. The study constructs a structural model of job embeddedness for medical staff in public hospitals in China using qualitative research and examines the mutual relationship and effect between job embeddedness and job performance through empirical research and data analysis. The study also explores the impact mechanism of job embeddedness on job performance through the mediation of organizational identification and job satisfaction, as well as the boundary conditions of calling orientation. Based on the research results, management suggestions are proposed to improve job performance for medical staff in public hospitals through job embeddedness. This study focuses on investigating how job embeddedness affects the job performance of medical staff. The research is limited to medical staff in public hospitals in Guangxi Zhuang Autonomous Region. The study population is medical staff, and the unit of analysis is also medical staff. According to data from the Guangxi Zhuang Autonomous Region Health Commission, there were 216,351 medical workers in public hospitals as of 2022. To ensure a sufficient sample size, the study plans to distribute 600 questionnaires and eventually collected 556 valid responses, with an effective recovery rate of 90.17%. The study follows the sampling criteria of Krejcie and Morgan (1970) and requires a minimum effective sample size of 260. The study defined the research scope in advance to ensure that the sampling is representative of the target population.

4. Results and Discussion

4.1 Respondents

The study shows the features of the sample group by sex, age, seniority, marriage status, and educational background. Among these, 279 men (51.57%) and 262 (48.43%) women. Among those surveyed, the highest proportion was between 26 and 35, with 217 (40.11%) and 131 (24.21%) among those aged 36 to 45. The lowest proportion was among those aged 46 and over, with 91 (16.82 per cent). Regarding years of work, the largest group of respondents have been working for 6-10 years, with 151 respondents (27.91%), while the smallest group of respondents have been working for 5 years and below, with 172 respondents (31.79%). With respect to marital status, 381 respondents (70.43%) are married, 152 respondents (28.10%) are unmarried, and 8 respondents (1.48%) are categorized as "other." In terms of education, the majority of the respondents have an undergraduate degree, with 251 respondents (46.40%), followed by 202 respondents (37.34%) with a master's degree. Only 53 respondents (9.80%) have a doctorate, while 35 respondents (6.47%) have education at the undergraduate level or below.

4.2 Relationship between JE and JP

It was found that job embeddedness was positively correlated with job performance, perceived organization fit, organizational sacrifice and family emotion. Path analysis results show that the model is well fit and all fit indices meet the recommended criteria. Furthermore, the results of hierarchical regression analysis show that 6 of the 8 hypotheses are supported and 2 hypotheses are not. It has been found that overall job embeddedness is positively predictive of task performance and context performance. All three models had significant chi-square values indicating that the models did not fit perfectly. However, GFI, CFI, NFI and IFI are close to 0.9, which indicates that they are acceptable. The RMSEA values are below 0.07 recommended, indicating good model fit.

Table 1 Fit indices for path analysis of JE on JP

Fit indices	X ²	df	X ² /df	GFI	CFI	NFI	IFI	RMSEA
	100.02	34	3.04	0.923	0.926	0.895	0.927	0.068

4.3 The Mediating Role of OI

As stated previously, when controlling organizational identification, there was a significant decrease in the impact of perceived organizational job embeddedness from 0.336 ($p < 0.001$) to 0.197 ($p < 0.05$). The impact of organization dimension decreased significantly from 0.296 ($p < 0.001$) to 0.147 ($p < 0.05$). In addition, there was a significant decrease in the influence of family emotion on task performance from 0.315 ($p < 0.001$) to 0.168 ($p < 0.05$). In addition, it has been observed that the impact of perceived organizational job embeddedness on contextual performance decreased significantly from 0.356 ($p < 0.001$) to 0.242 ($p < 0.001$), while the impact of organization dimension on contextual performance decreased from 0.298 ($p < 0.001$) to 0.103 ($p < 0.005$), while family emotional dimension decreased significantly ($p < 0.05$) from 0.322 ($p < 0.001$) to 0.207 ($p < 0.05$). The results reveal that hypothesis H2 is partially supported, H2c is not supported, and the remaining H2 hypotheses are supported. H3 is supported, H4 is partially supported, H4c and H4g are not supported, and the remaining H4 hypotheses are all supported.

4.4 The Mediating Role of JS

The results show that there is a significant decrease in the predictive effect of job embeddedness on job performance when controlling job satisfaction. To be specific, organizational dimension was reduced from 0.335 ($p < 0.001$) to 0.184 ($p < 0.05$), fit to organization was reduced from 0.295 ($p < 0.001$) to 0.156 ($p < 0.05$), and family emotion was

reduced from 0.314 ($p < 0.001$) to 0.216 ($p < 0.05$). Similarly, after controlling for job satisfaction, there was a significant decrease in the predictive effect of job embeddedness on context performance.

Table 2 Overall regression effect of model

Model	R	R ²	Adjusted R ²	Change Statistics					D-W
				ΔR^2	ΔF value	df 1	df 2	p	
1	.308	.096	.052	.096	2.174	12	228	0.018	
2	.814	.661	.638	.567	125.551	4	227	0.000	1.889

Table 3 Overall regression effect of model

Model	R	R ²	Adjusted R ²	Change Statistics					D-W
				ΔR^2	ΔF value	df 1	df 2	p	
1	.278	.079	.035	.079	1.758	12	228	0.064	
2	.608	.372	.328	.294	26.199	5	226	0.000	1.822

The results also indicate that job satisfaction partly mediates the relation between job embeddedness and task performance. Accordingly, H5 and its subhypotheses H5a, H5b, and H5d are supported, whereas H5c is not. H6 and its subhypotheses H6a and H6b are also supported. Moreover, it is suggested that job satisfaction partly mediates the relation between job embeddedness and context performance. Accordingly, H7 and its subhypotheses H7a, H7b, H7d, H7e, H7e, H7f, and H7h are supported, whereas H7c and H7g are not supported.

4.5 The Moderating Role of CO

It was found that all dimensions of job embeddedness and calling orientation had significant influence on organizational identification, even when they were adjusted for demographic variables. However, there is no significant interaction between job embeddedness and calling orientation, which indicates that calling orientation has no effect on the relationship between job embeddedness and organization recognition. On the other hand, it is found that all dimensions of job embeddedness and call orientation have significant predictive effect, even when they are adjusted for demographic variables. Additionally, there is significant interaction between the dimensions of job embeddedness and calling orientation, which indicates that calling orientation has a positive impact on job embeddedness and job satisfaction. Therefore, there is no support for hypothesis H8 and its subhypotheses, whereas hypothesis H9 and its subhypotheses are supported.

Table 4 Overall regression effect of model

Model	R	R ²	Adjusted R ²	Change Statistics					D-W
				ΔR^2	ΔF value	df 1	df 2	p	
1	0.254	0.065	0.018	0.065	1.428	12	228	0.163	
2	0.475	0.226	0.174	0.162	11.647	5	226	0.000	
3	0.488	0.238	0.179	0.016	1.429	4	223	0.067	1.991

Table 5 Overall regression effect of model

Model	R	R ²	Adjusted R ²	Change Statistics					D-W
				ΔR^2	ΔF value	df 1	df 2	p	
1	0.308	0.096	0.052	0.096	2.174	12	228	0.018	
2	0.831	0.688	0.669	0.595	107.345	5	226	0.000	
3	0.833	0.693	0.668	0.004	0.734	4	223	0.534	1.903

4.6 Summary

In this research, researcher investigated the health care workers of Chinese public hospitals, and constructed the employment embeddedness model based on the social identification

theory. Job embeddedness was used as an independent variable. Organizational identity and job satisfaction were used as mediator variables, while calling orientation was the moderator variable. Demographic variables were used as control variables. Nine hypotheses were put forward in the research, and the results were analyzed with SPSS 22.0 and AMOS 22.0. The results show that the relationship between job embeddedness and context performance is partly mediated by job satisfaction, while calling orientation has a positive effect on job satisfaction. The research also suggests strategies to improve the performance of public hospitals from both organizational and personal perspectives. The research extends the theory of job embeddedness by analyzing the influence of different dimensions of job embeddedness on the job performance of health workers.

5. Conclusion

In this research, the author studied the relation of job embeddedness and work performance of medical staff in Chinese public hospitals. In order to achieve this goal, the research developed a questionnaire on job embeddedness, which is based on interviews and semi-open questionnaires with medical staff. The results showed that job embeddedness was composed of four factors: perceived organization, fit to organization, organization sacrifice, and family emotion. The questionnaire showed good reliability and validity. Based on the Job Embeddedness Scale, we found that there was a significant positive correlation between job embeddedness and task performance and context performance. In addition, a moderated mediation model was built to explore the intermediate mechanism by which job embeddedness affects job performance. Organizational identification partly mediates the relation between job embeddedness and task performance and context performance, while job satisfaction partly mediates the relation between task performance and context performance. The research also found that calling orientation had a moderating effect on the relationship between job embeddedness and job satisfaction. On the basis of these findings, the authors put forward some strategies to improve the work performance of the staff in public hospitals.

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