

The Mediating Role of Job Satisfaction in the Relationship Between Organizational Considerations and Organizational Effectiveness: Evidence from College Counselors in Chongqing, China

Lei Yao¹, Khunanan Sukpasjaroen^{2*}

^{1,2} Chakrabongse Bhuvanarth International College of Interdisciplinary Studies, Rajamangala University of Technology Tawan-ok, Bangkok,

Thailand

¹lei.yao@rmutto.ac.th; ^{2*}khunanan_su@rmutto.ac.th

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ABSTRACT

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As key actors in fulfilling the fundamental mission of moral education in Chinese higher education, university counselors' job satisfaction and its relationship with organizational effectiveness have garnered increasing academic attention. However, current research on counselors' organizational behavior remains limited, particularly lacking systematic empirical analysis of the relationships among perceived organizational justice, job satisfaction, and organizational effectiveness. This study focuses on counselors at undergraduate universities in Chongqing and based on organizational effectiveness theory, constructs a structural equation model (SEM) in which organizational considerations (distributive, procedural, interactional, and informational) serve as independent variables, job satisfaction as the mediating variable, and organizational effectiveness as the dependent variable. Based on empirical analysis of 443 valid survey responses, the study reveals that: 1) all four types of organizational considerations significantly and positively predict counselors' job satisfaction, with procedural consideration having the strongest impact; 2) job satisfaction significantly and positively influences organizational effectiveness, serving as a key psychological mechanism for effective university governance; 3) job satisfaction exerts a significant mediating effect between organizational considerations and organizational effectiveness, uncovering the underlying pathways to

organizational efficiency; 4) significant differences were observed across gender, marital status, age, and income in relation to certain variables, indicating the need for individualized management strategies. These findings enrich the application of organizational effectiveness and organizational justice theories in the higher education context and provide both theoretical support and practical recommendations for improving counselor management systems, enhancing satisfaction, and boosting organizational performance in universities.

Keywords: Organizational Considerations; Job Satisfaction; Organizational Effectiveness; University Counselors; Structural Equation Modeling (SEM)

1. Introduction

In China, university counselors play a pivotal role in the higher education system by taking on responsibilities in ideological and political education as well as daily student management. They are not only guides for students' personal growth but also key forces in fulfilling the fundamental mission of fostering virtue through education. Counselors' primary responsibilities encompass nine areas: ideological and political education, Communist Party and student organization building, academic style development, student affairs management, mental health education and counseling, online ideological and political education, crisis management, career planning, and entrepreneurship guidance (Xu, 2020). In recent years, as the ideological and political work system in universities has continued to improve, the role and career development of counselors have been further clarified and strengthened. According to the Opinions on Accelerating the Construction of the Ideological and Political Work System in Colleges and Universities issued by eight ministries including the Ministry of Education (2020), a dual-track promotion system integrating job rank and professional title should be established to promote the professionalization and specialization of counselor teams. In practice, counselors are required to possess strong emotional regulation abilities to cope with various challenges and pressures in their daily work. Studies have shown that support mechanisms such as "Balint groups" for counselors can effectively enhance their emotional management capabilities, boost their sense of self-efficacy at work, and promote the effectiveness of ideological and political education efforts (Xu, 2020). In addition, counselors play a vital role in student mental health education. They are expected to integrate ideological-political education with mental health services, coordinate multiple educational

resources, identify and intervene in students' psychological crises in a timely manner, and foster students' all-round development (Min, 2024). In summary, university counselors play an irreplaceable role in ideological-political education, daily student management, and psychological well-being. With the continued enhancement of the ideological and political work system, counselors' professional development and competencies are expected to be further strengthened (Department of Social Sciences, Ministry of Education, 2025).

Organizational effectiveness is a key indicator used to assess an organization's ability and efficiency in achieving its set goals and tasks. It encompasses not only whether the organization meets its objectives but also how efficiently internal process's function, how resources are acquired and utilized, and how satisfied various stakeholders are. Enhancing organizational effectiveness is crucial for ensuring long-term success and sustainable development. In academic research, organizational effectiveness is defined as the capacity and efficiency with which an organization fulfills its goals and tasks. This concept emphasizes performance across multiple domains, including strategic planning, resource allocation, and process management. An effective organization is one that remains agile and adaptable in a complex and dynamic environment, thereby continuously improving its performance (Vulpen, 2020). Organizational effectiveness can be assessed using a variety of models and approaches. For example, the goal model focuses on the achievement of set objectives; the internal process model emphasizes efficiency and coordination within the organization; the resource acquisition model examines the ability to secure and utilize resources; and the strategic constituencies model evaluates the extent to which the organization satisfies the needs of its key stakeholders (Shabbir, 2020). In recent years, researchers have advocated for an integrated perspective, suggesting that organizational effectiveness should be evaluated across multiple dimensions, including goal attainment, resource optimization, process efficiency, and stakeholder satisfaction (Cui, 2025). This view stresses that in addition to pursuing performance outcomes, organizations should also pay attention to internal process improvements and external stakeholder needs to achieve comprehensive effectiveness. In conclusion, organizational effectiveness is a multidimensional concept that reflects an organization's ability and efficiency in achieving goals, optimizing processes, securing resources, and satisfying stakeholders. By adopting a variety of evaluation models and methods, organizations can gain a holistic understanding of their effectiveness and formulate improvement strategies to ensure sustained performance and development.

Job satisfaction refers to the pleasurable emotional state an employee experiences regarding their job role. It reflects the individual's subjective evaluation and feelings toward aspects such as job content, work environment, compensation and benefits, and interpersonal relationships (Shafizadeh, 2022). As a crucial indicator of employee well-being, organizational commitment, and performance, job satisfaction is inherently multidimensional. It typically includes both intrinsic and extrinsic factors. Intrinsic factors involve the nature of the work itself, a sense of achievement, opportunities for growth, and autonomy. Extrinsic factors encompass compensation, job design, leadership style, communication quality, and organizational culture (Divya & Bhavikatti, 2024). Additionally, relationships with colleagues and supervisors, as well as perceptions of organizational justice, significantly influence job satisfaction (Vulpen, 2020). In recent years, job satisfaction has also been affected by remote work, flexible arrangements, and employee mental health. Research shows that autonomy and performance feedback in remote work settings significantly enhance job satisfaction (Shafizadeh, 2022). Furthermore, the impact of organizational culture on job satisfaction should not be underestimated; one study found that organizational culture accounted for up to 42% of the variance in job satisfaction (Quidlo, 2025). Job satisfaction is closely related to employee performance, turnover rates, and organizational loyalty. Satisfied employees are more likely to stay with their organizations, reduce turnover intentions, and perform better at work (Divya & Bhavikatti, 2024). Therefore, improving job satisfaction is vital to an organization's long-term success and sustainable development.

Organizational Considerations, also referred to as Organizational Justice, denote employees' subjective perceptions of fairness within the organization. In recent years, scholars have categorized organizational justice into four key dimensions: distributive, procedural, interpersonal, and informational considerations (Divya & Bhavikatti, 2024). Distributive considerations focus on employees' perceptions of fairness in outcomes such as salary, promotion opportunities, and task allocation. Employees typically assess distribution fairness based on principles of equity, equality, or need. Procedural considerations concern the fairness of the processes used in organizational decision-making. Fair procedures are characterized by consistency, impartiality, accuracy, the ability to appeal decisions, and representativeness (Quidlo, 2025). Interpersonal considerations pertain to the quality of interpersonal treatment within the organization, emphasizing respect, politeness, and dignity. Even when outcomes are unfavorable, positive interpersonal interactions can increase employee acceptance. Informational considerations relate to whether the

organization provides employees with adequate, timely, and truthful explanations during decision-making processes. Transparent and comprehensive communication enhances employees' perceptions of fairness (Shafizadeh, 2022). Studies have shown that these four dimensions of organizational justice significantly impact employees' job satisfaction, organizational commitment, and performance. For instance, Ho (2024) found that perceptions of organizational justice enhanced employees' affective commitment and work engagement by strengthening their identification with the organization.

In summary, it is essential to conduct an in-depth investigation into the relationship between university counselors' job satisfaction and organizational effectiveness, particularly in the context of the ongoing enhancement of ideological and political education systems and the evolving role of counselors in Chinese higher education. University counselors undertake multiple responsibilities, including ideological guidance, psychological intervention, and administrative management, often under considerable professional pressure. Their job satisfaction not only affects individual performance and career stability but also has broader implications for the overall quality of student development and the realization of organizational effectiveness in universities. At the same time, perceptions of fairness—central to organizational considerations—play a key mediating role in shaping counselors' job satisfaction and work engagement. Existing research has primarily focused on the job satisfaction and performance of faculty and administrative staff, while comparatively little attention has been paid to university counselors as a distinct group. In particular, empirical studies systematically examining the dynamic relationships among job satisfaction, organizational considerations, and organizational effectiveness in this population remain scarce. Therefore, constructing an analytical framework that incorporates both job satisfaction and dimensions of organizational considerations can help uncover the underlying mechanisms that influence counselor effectiveness. This, in turn, can contribute to the optimization of university management systems and offer both theoretical and practical guidance for the professional development of the counselor workforce. This research holds not only academic value but also practical significance for achieving educational goals and enhancing organizational performance in higher education institutions.

2. LITERATURE REVIEW

2.1 Research Theory

Firstly, this study is grounded in Organizational Effectiveness Theory, a key framework in the field of organizational management that evaluates an organization's ability to achieve its goals, optimize resource allocation, and adapt to environmental changes. In recent years, with increasing complexity in organizational environments, this theory has evolved to integrate multiple perspectives and methodologies. Xu et al. (2022) suggested that organizational effectiveness can be understood broadly as the effectiveness of organizational performance or more narrowly as the capacity of a workplace to achieve institutional goals—highlighting the relationship between operational performance and goal attainment. Moreover, Mehrad and Harrasi (2025) integrated systems theory, contingency theory, and resource dependence theory in their research, emphasizing the critical role of organizational behavior, leadership, and cultural intelligence in enhancing organizational effectiveness. From the perspective of organizational design, scholars have noted that organizations should adopt dual structural or contextual strategies in response to environmental dynamism and competitiveness. These strategies aim to balance exploratory and exploitative activities to foster innovation and adaptability (Raisch & Birkinshaw, 2008). Additionally, the application of complexity theory has provided new insights into how organizations adapt and evolve in uncertain environments, underlining the importance of self-organization and nonlinear interactions in organizational effectiveness (Burnes, 2005). In summary, modern organizational effectiveness theory highlights multidimensional and dynamic adaptability, integrating goal achievement, resource acquisition, internal process optimization, and external environment adaptation. It offers theoretical support for organizations striving for sustainable development in increasingly complex settings.

Job Satisfaction Theory is another central theme in organizational behavior and human resource management and has seen significant advances in both theoretical integration and practical application in recent years. According to a literature review by Hasan et al. (2025), job satisfaction theories can be broadly categorized into content theories and process theories. Content theories focus on what employees want—such as Maslow's hierarchy of needs and Herzberg's two-factor theory—emphasizing the roles of intrinsic motivation and extrinsic incentives. Process theories, on the other hand, explore how motivation occurs—such as Vroom's expectancy theory and Adams' equity theory—

highlighting individuals' cognitive evaluations of work processes. Recent research has increasingly emphasized the impact of organizational environment on job satisfaction. Mohd Rokeman et al. (2024), in the context of vocational education, found that work values and perceived job characteristics (e.g., autonomy, feedback, and task significance) jointly influence employee satisfaction, underscoring the importance of organizational culture and structural design. Moreover, Strategic Human Resource Management (SHRM) practices have been shown to significantly affect job satisfaction. Hina et al. (2025) demonstrated that training and development, performance appraisal, and incentive systems effectively enhance employee satisfaction and organizational commitment, particularly in academic institutions. Workplace flexibility has also emerged as a prominent area of study. Research from Utah Valley University (2025) indicates that flexible work arrangements—such as remote work and flexible hours—can enhance employee autonomy and work-life balance, thereby improving job satisfaction. However, excessive flexibility may blur the boundaries between work and personal life, increasing stress and negatively impacting satisfaction. Finally, employee mental health is closely linked to job satisfaction. A study by Wang et al. (2024) found that employees with higher levels of depression, anxiety, and stress generally report lower job satisfaction, highlighting the need for organizations to prioritize mental health in order to boost overall satisfaction and performance.

2.2 Research Hypotheses

Distributive consideration is a key component of organizational justice theory and refers to employees' subjective evaluation of the fairness of outcomes such as compensation, promotion, and rewards. Recent studies consistently suggest that distributive consideration significantly enhances job satisfaction (Tang et al., 2023). For example, Sarpong et al. (2024), in a study on Ghana's public sector, found that employees reported significantly higher job satisfaction when they perceived alignment between their efforts and the rewards received. Moreover, fair reward systems can reduce turnover intentions and strengthen organizational loyalty (Ali et al., 2023). Procedural consideration focuses on whether organizational decisions are made through consistent, transparent, and non-discriminatory processes. According to Pathardikar et al. (2023), procedural fairness enhances job satisfaction by fostering greater organizational trust among employees. This effect is particularly evident in high-pressure industries and state-owned enterprises, where transparent procedures help reduce employee uncertainty and increase organizational identification (Valcke et al., 2025). Furthermore, fair decision-making procedures can help mitigate

employee resistance during organizational change (Chen & Lee, 2021). Interactional consideration reflects the degree to which employees feel respected, honestly treated, and humanely managed in their work interactions. Azman et al. (2022) found that when employees experienced respectful and fair treatment from supervisors or peers, their job satisfaction increased significantly. The study also revealed that interactional consideration plays a mediating role in performance-based pay systems, alleviating dissatisfaction caused by pay disparities. Additionally, a positive interactional climate fosters cooperation and a sense of belonging among employees (Ali et al., 2023). Informational consideration refers to the completeness, timeliness, and transparency of communication within the organization. In the context of increasingly common remote and hybrid work models, informational fairness has become particularly important. Wang et al. (2024) pointed out that the adequacy of information flow directly impacts employees' sense of involvement and psychological safety, which in turn influences their job satisfaction. Similarly, Lin et al. (2023) found that the clarity with which management communicates organizational goals and changes determines the level of trust employees have in the organization. Based on these insights, the following hypotheses are proposed:

H1: Distributive Consideration (DCN) is positively related to Job Satisfaction (JSN).

H2: Procedural Consideration (PCN) is positively related to Job Satisfaction (JSN).

H3: Interactional Consideration (ITN) is positively related to Job Satisfaction (JSN).

H4: Informational Consideration (IFN) is positively related to Job Satisfaction (JSN).

Job satisfaction is widely regarded as a critical psychological variable that promotes organizational effectiveness. In the fields of organizational behavior and management, satisfied employees tend to exhibit stronger motivation, lower turnover intentions, and greater loyalty and performance—ultimately contributing to higher organizational efficiency and goal achievement (Mehrad & Al Harrasi, 2025). According to Hasan et al. (2025), improved employee satisfaction enhances an organization's effectiveness in resource allocation, goal attainment, and internal process management, especially within high-performance cultures. From an empirical perspective, Ravasi et al. (2023), in their analysis of European enterprises, identified job satisfaction as a key antecedent of organizational adaptability and innovation. When employees perceive alignment between their work values and organizational goals, they are more willing to engage in organizational activities, thereby supporting long-term development and strategic implementation.

Similarly, in the education and healthcare sectors, the positive relationship between job satisfaction and organizational effectiveness has been well documented. For instance, Wang et al. (2024) found that faculty satisfaction in higher education institutions significantly impacts teaching and research quality, student services, and institutional reputation. Moreover, enhanced organizational effectiveness can, in turn, further increase employee satisfaction, creating a positive feedback loop (Yu & Fang, 2022). Therefore, job satisfaction is not only an indicator of individual well-being but also a key predictor of organizational performance, process stability, and innovation capacity. Based on this understanding, the following hypothesis is proposed:

H5: Job Satisfaction (JSN) is positively related to Organizational Effectiveness (OES).

Distributive consideration, which refers to employees' perceptions of the fairness of resource and reward allocation, is widely recognized as a significant factor influencing job satisfaction. Studies have shown that distributive consideration enhances organizational effectiveness by improving employees' job satisfaction. For instance, Sarpong et al. (2024), in a study on Ghana's public sector, found that distributive consideration contributes to organizational effectiveness by increasing employees' satisfaction levels. Procedural consideration involves the consistency, transparency, and fairness of organizational decision-making processes. Pathardikar et al. (2023) highlighted that procedural fairness indirectly enhances organizational effectiveness by boosting employees' trust in the organization and their job satisfaction. Their findings support the mediating role of job satisfaction in the relationship between procedural consideration and organizational effectiveness. Interactional consideration refers to the degree of respect and politeness that employees experience in their interactions with supervisors and colleagues. Azman et al. (2022) found that interactional consideration mediates the effect of performance-based pay systems on job satisfaction, which in turn influences organizational effectiveness. Furthermore, a positive interaction climate promotes collaboration and a sense of belonging among employees, ultimately enhancing the organization's overall effectiveness. Informational consideration pertains to the completeness, timeliness, and transparency of communication within the organization. Research has shown that informational consideration enhances organizational effectiveness through its impact on job satisfaction. For example, Lin et al. (2023) found that the ability of management to clearly communicate organizational goals and changes directly affects employees' trust in the organization, which in turn contributes to organizational effectiveness. Based on these findings, the following

hypotheses are proposed:

H6a: Job Satisfaction (JSN) mediates the relationship between Distributive Consideration (DCN) and Organizational Effectiveness (OES).

H6b: Job Satisfaction (JSN) mediates the relationship between Procedural Consideration (PCN) and Organizational Effectiveness (OES).

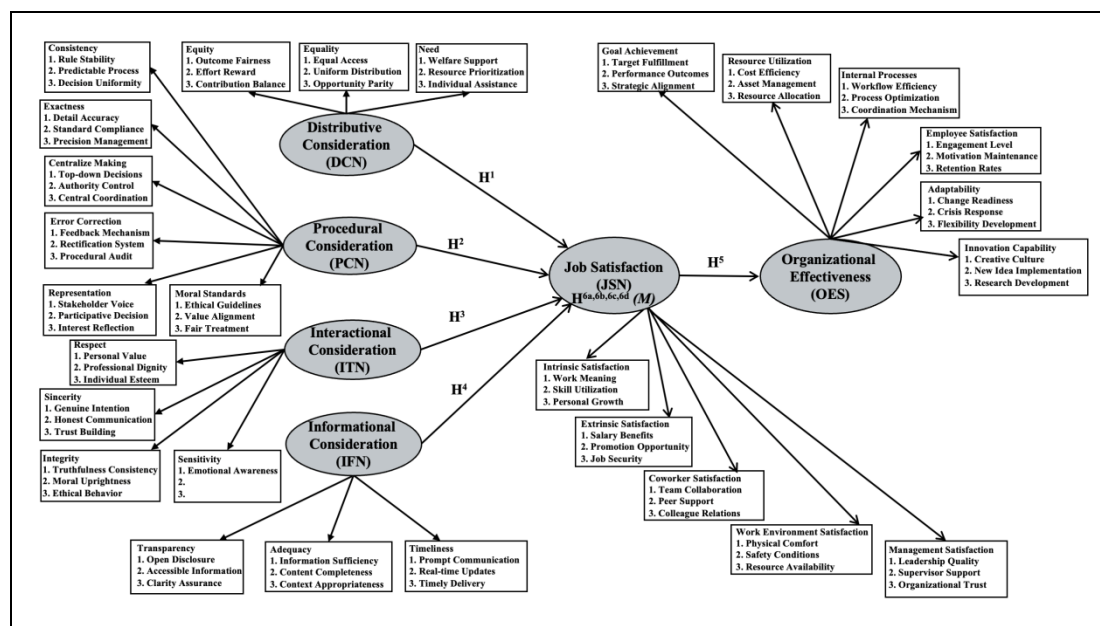
H6c: Job Satisfaction (JSN) mediates the relationship between Interactional Consideration (ITN) and Organizational Effectiveness (OES).

H6d: Job Satisfaction (JSN) mediates the relationship between Informational Consideration (IFN) and Organizational Effectiveness (OES).

2.3 Conceptual Framework

Based on the comprehensive literature review and the logical derivation of research hypotheses, the researcher has developed a conceptual framework to systematically examine the causal pathways among the variables in this study. The model incorporates four core independent variables: Procedural Consideration (PCN), Interactional Consideration (ITN), Informational Consideration (IFN), and Distributive Consideration (DCN), each representing distinct dimensions of employees' perceptions of organizational justice. These variables are hypothesized to influence employees' overall attitudes and perceptions of the organization, which may in turn indirectly affect their job performance and organizational outcomes. Meanwhile, Job Satisfaction (JSN) is introduced as a mediating variable, aiming to explore its bridging role between perceived organizational justice and organizational effectiveness. Job satisfaction serves not only as a key indicator of employees' psychological well-being but also as a crucial predictor of organizational commitment and job performance. Finally, Organizational Effectiveness (OES) is designated as the dependent variable, reflecting the organization's comprehensive performance in terms of goal achievement, resource utilization, internal process efficiency, and adaptability. By constructing this conceptual model, the study seeks to empirically test whether job satisfaction mediates the relationship between organizational justice dimensions and organizational effectiveness, thereby offering both theoretical grounding and practical insights for organizational management.

Figure 1 Conceptual Framework



Source: Design by the researcher (2025)

3. RESEARCH METHODOLOGY

3.1 Research Methods

This study adopts a quantitative research approach and utilizes a structured questionnaire to survey university counselors in order to systematically examine the relationships among organizational considerations, job satisfaction, and organizational effectiveness. The questionnaire was developed based on established scales from both domestic and international research. After a pilot study and expert review, appropriate modifications were made to ensure content validity and cultural relevance. The final questionnaire is divided into five sections, covering the variables of Procedural Consideration, Interactional Consideration, Informational Consideration, Distributive Consideration, Job Satisfaction, and Organizational Effectiveness. Each section employs a five-point Likert scale to quantify respondents' perceptions and attitudes. Data collection was conducted through a combination of online and offline methods, targeting in-service university counselors from undergraduate institutions in Chongqing. To enhance the authenticity and representativeness of the data, a pilot test was conducted prior to the formal survey, during which the questionnaire's logic structure and item wording were refined. After data collection, statistical analysis will be performed using software to conduct reliability analysis, validity testing, correlation analysis, and structural equation

modeling (SEM). These analyses aim to test the proposed hypotheses and examine the mediating effects, thereby providing empirical evidence to support further theoretical development and practical recommendations.

3.2 Research Design

This study adopts the quota sampling method to ensure that the sample possesses strong representativeness. The data collection focuses on the population of university counselors at undergraduate institutions in Chongqing. As a type of non-probability sampling, quota sampling divides the overall population into several subgroups characterized by key attributes and then assigns quotas to each subgroup. This allows for structured representativeness across specific dimensions, even without fully random sampling. According to the most recent data from the Chongqing Municipal Education Commission and Chongqing Bureau of Statistics (2023), there are currently 31,237 full-time university counselors serving in undergraduate institutions throughout the municipality. To enhance the representativeness and comprehensiveness of the research sample, the study establishes stratified quota standards based on critical indicators such as the distribution of counselors across institutions, student enrollment size, and types of universities. Specifically, sampling within each university will be conducted proportionally based on the actual number of counselors and the distribution of their roles, ensuring broad coverage across different institutional tiers, academic disciplines, and counselor responsibilities. Additionally, quota criteria will account for factors such as counselors' years of service, position level, and number of students served, in order to capture variations in job satisfaction and perceived organizational effectiveness under different work environments and functional pressures. Compared to simple random sampling, quota sampling offers greater operability and control, particularly for studying heterogeneous populations such as university counselors. In summary, the use of quota sampling not only facilitates a systematic analysis of counselors' work conditions and professional experiences across diverse contexts in Chongqing's higher education system but also lays a solid foundation for the reliability and generalizability of the research findings. By employing this method, the study aims to identify the key challenges faced by counselors within the current education system and provide theoretical support and practical guidance for educational policy-making and organizational support strategies.

3.3 Research Sampling

This study focuses on university counselors in Chongqing as the research population, aiming to explore the

relationships among organizational decision-making factors, job satisfaction, and organizational effectiveness. The objective is to uncover the psychological perceptions and behavioral responses of counselors under various organizational contexts. To enhance the scientific rigor and representativeness of the findings, the researchers referenced data from the Chongqing Bureau of Statistics (2023), which indicates that there are 25 undergraduate universities in the city, with a total of 31,237 full-time university counselors. To determine an appropriate sample size, the study applied the widely used Yamane formula. Assuming a confidence level of 95% and a margin of error of $\pm 5\%$, the recommended minimum sample size was calculated to be 395 participants. To further improve the precision and robustness of the data, the researchers increased the sample size and set a final target of 474 respondents. A total of 474 questionnaires were distributed, and 451 were returned, among which 443 were valid, yielding a valid response rate of 93.5%. During the data collection process, the research team implemented strict quality control measures, including checks for completeness, response consistency, and logical accuracy. Invalid or abnormal responses were excluded to ensure a reliable foundation for data analysis. The sample encompasses a diverse range of university types in Chongqing, with variation in counselors' years of service, position levels, and job responsibilities. This diversity allows for a comprehensive depiction of the organizational behavior characteristics of university counselors and provides insights into the mechanisms influencing their work-related outcomes.

4. FORMAL TEST

4.1 Descriptive Analysis

The counselor sample exhibited a diverse distribution in terms of gender, marital status, age, and income, providing a good representation of the general characteristics of university counselors in Chongqing. This diversity strengthens the subsequent analysis of the relationships between organizational decision-making, job satisfaction, and organizational effectiveness, ensuring the broad applicability and representativeness of the study's findings.

Table 1 Basic Information of the Sample

Basic information		Frequency	Percent
Gender	Male	198	44.7
	Female	233	52.6

	Not prefer to express	12	2.7
Marital	Single	145	32.7
	Married	217	49.0
	Divorced	58	13.1
	Widowed	23	5.2
Age	30 or younger	194	43.8
	31–40 years	112	25.3
	41–50 years	131	29.6
	51 or older	6	1.4
Income	3,500 RMB or less	73	16.5
	3,501–5,000 RMB	143	32.3
	5,001–7,000 RMB	130	29.3
	7,001 RMB and over	97	21.9
	Total	443	100.0

The counselors in Chongqing universities exhibit a generally positive attitude towards the variables studied, with most mean scores falling between moderate and high levels. However, the differences in standard deviations suggest notable variations in counselors' opinions on certain dimensions, which may be influenced by personal experience, the characteristics of the universities they work for, and their specific job responsibilities. These differences provide a valuable perspective for subsequent analyses of the relationships between various variables in the study.

Table 2 Descriptive Statistical Analysis of Variables

Constructs	Items	Mean	Std. Deviation	Skewness	Kurtosis
Distributive Consideration (DCN)	A1	3.201	1.094	-0.103	-0.489
	A2	3.228	1.046	-0.122	-0.284
	A3	3.305	1.121	-0.109	-0.593
Procedural Consideration (PCN)	B1	3.479	1.134	-0.793	0.106
	B2	3.436	1.106	-0.814	0.228

	B3	3.822	1.187	-1.118	0.530
	B4	3.578	1.091	-1.067	0.663
	B5	3.598	1.083	-1.049	0.636
	B6	3.729	1.205	-0.980	0.198
Interactional Consideration (ITN)	C1	3.472	1.148	-0.300	-0.666
	C2	3.336	1.114	-0.338	-0.496
	C3	3.727	1.260	-0.612	-0.764
	C4	3.174	1.109	0.072	-0.661
Informational Consideration (IFN)	D1	3.262	1.207	-0.305	-0.925
	D2	3.345	1.175	-0.613	-0.526
	D3	3.354	1.155	-0.536	-0.543
	D4	3.345	1.175	-0.613	-0.526
Job Satisfaction (JSN)	E1	3.673	1.037	-0.877	0.658
	E2	3.664	1.008	-0.940	0.936
	E3	3.630	0.988	-1.086	1.226
	E4	3.648	1.100	-0.600	0.025
	E5	3.837	1.116	-0.913	0.376
Organizational Effectiveness (OES)	F1	3.476	1.142	-0.596	-0.074
	F2	3.657	1.240	-0.892	0.003
	F3	3.673	1.258	-0.781	-0.222
	F4	3.756	1.256	-0.831	-0.198
	F5	3.664	1.257	-0.799	-0.180
	F6	3.576	1.194	-0.953	0.164

4.2 Reliability Analysis

This study conducted a reliability analysis of the variables in the formal test to assess the internal consistency of the questionnaire across different dimensions. The results of the reliability analysis indicate that the Cronbach's α

coefficients for all the research variables exceed 0.7, demonstrating that the questionnaire exhibits high internal consistency across the dimensions and effectively ensures the reliability of the data.

Table 3 Reliability Analysis of Formal Test

Research Variable	n	Cronbach's α
Distributive Consideration (DCN)	3	0.934
Procedural Consideration (PCN)	6	0.932
Interactional Consideration (ITN)	4	0.826
Informational Consideration (IFN)	3	0.881
Job Satisfaction (JSN)	5	0.876
Organizational Effectiveness (OES)	6	0.934

4.3 Validity Analysis (CFA) Correlation Analysis

1) Procedural Consideration (PCN)

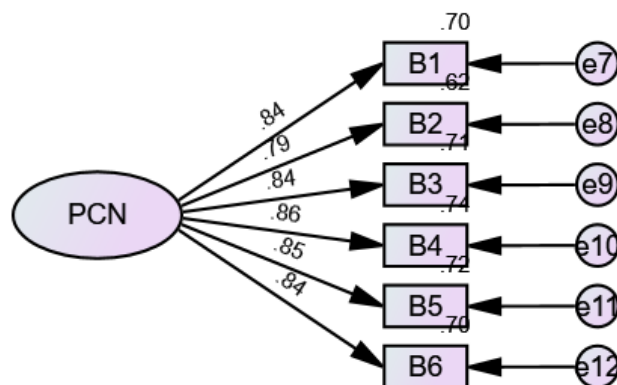


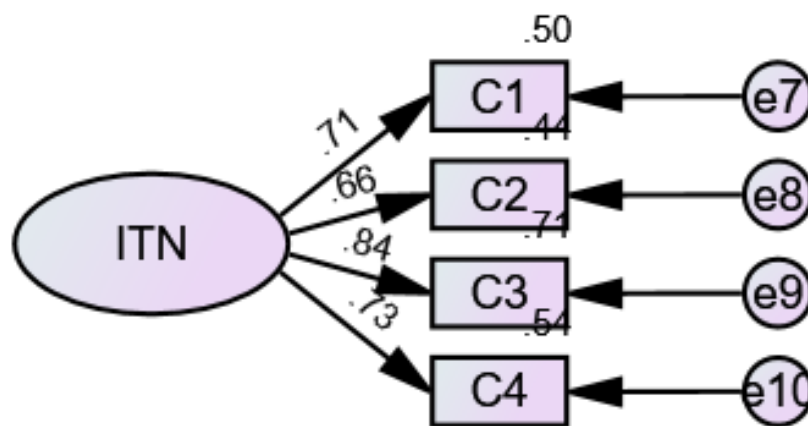
Table 4 Fit of Measurement Model for Procedural Consideration (PCN)

Fit index	Standard	Value	Fitting situation
χ^2/df	1-3	2.874	Good
GFI	>0.8	0.982	Good
NFI	>0.8	0.987	Good

IFI	>0.8	0.992	Good
TLI	>0.8	0.986	Good
CFI	>0.8	0.992	Good
RMSEA	<0.08	0.065	Good

Table 5 Convergent Validity for Procedural Consideration (PCN)

Variables	Items	loading	CR	AVE
Procedural Consideration (PCN)	B1	0.839	0.933	0.699
	B2	0.789		
	B3	0.843		
	B4	0.859		
	B5	0.847		
	B6	0.836		

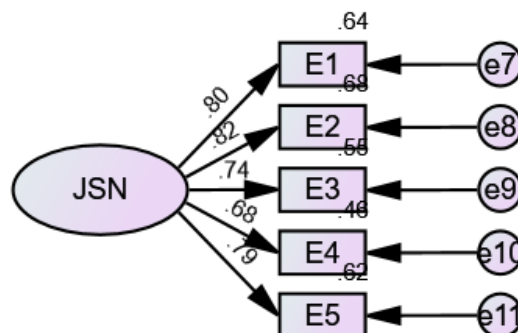
4.2.3.2. Interactional Consideration (ITN)**Table 6 Fit of Measurement Model for Interactional Consideration (ITN)**

Fit index	Standard	Value	Fitting situation
χ^2/df	1-3	1.901	Good
GFI	>0.8	0.996	Good

NFI	>0.8	0.994	Good
IFI	>0.8	0.997	Good
TLI	>0.8	0.991	Good
CFI	>0.8	0.997	Good
RMSEA	<0.08	0.045	Good

Table 7 Convergent Validity for Interactional Consideration (ITN)

Variables	Items	loading	CR	AVE
Interactional Consideration (ITN)	C1	0.708	0.828	0.547
	C2	0.662		
	C3	0.844		
	C4	0.733		

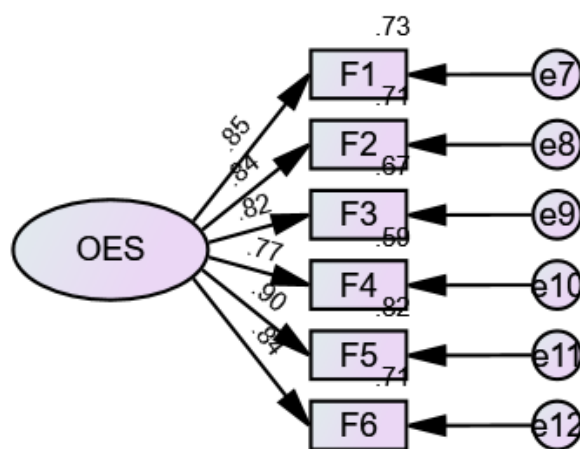
4.2.3.3. Job Satisfaction (JSN)**Table 8 Fit of Measurement Model for Job Satisfaction (JSN)**

Fit index	Standard	Value	Fitting situation
χ^2/df	1-3	2.496	Good
GFI	>0.8	0.988	Good
NFI	>0.8	0.988	Good
IFI	>0.8	0.993	Good

TLI	>0.8	0.986	Good
CFI	>0.8	0.993	Good
RMSEA	<0.08	0.058	Good

Table 9 Convergent Validity for Job Satisfaction (JSN)

Variables	Items	loading	CR	AVE
Job Satisfaction (JSN)	E1	0.800	0.878	0.591
	E2	0.824		
	E3	0.740		
	E4	0.682		
	E5	0.789		

4.2.3.4. Organizational Effectiveness (OES)**Table 10 Fit of Measurement Model for Organizational Effectiveness (OES)**

Fit index	Standard	Value	Fitting situation
χ^2/df	1-3	2.755	Good
GFI	>0.8	0.983	Good
NFI	>0.8	0.988	Good
IFI	>0.8	0.992	Good

TLI	>0.8	0.987	Good
CFI	>0.8	0.992	Good
RMSEA	<0.08	0.063	Good

Table 11 Convergent Validity for Organizational Effectiveness (OES)

Variables	Items	loading	CR	AVE
Organizational Effectiveness (OES)	F1	0.853	0.934	0.704
	F2	0.841		
	F3	0.821		
	F4	0.769		
	F5	0.903		
	F6	0.841		

4.4 Correlation Analysis and Discriminant Validity

The correlation analysis shows that there are generally significant positive correlations between the variables in the sample of university counsellors in Chongqing. The good discriminant validity of the variables provides a solid theoretical foundation for further analysis and empirical research in this study.

Table 12 Correlation Analysis and Discriminant Validity Results

	DCN	PCN	ITN	IFN	JSN	OES
DCN	0.910					
PCN	0.374***	0.836				
ITN	0.477***	0.397***	0.741			
IFN	0.478***	0.408***	0.550***	0.848		
JSN	0.429***	0.412***	0.450***	0.448***	0.768	
OES	0.257***	0.396***	0.367***	0.342***	0.524***	0.839

Note: *** denotes significance at the 0.001 level.

4.5 Analysis of Differences

4.5.1 Gender Differences in Perception among Counselors

Gender differences are reflected in some dimensions, particularly in Distributive Consideration (DCN) and Job Satisfaction (JSN), with male counselors reporting higher perceptions. These differences may be influenced by gender roles, work expectations, and different workplace experiences shaped by socialization processes. However, in dimensions like Procedural Consideration (PCN), Interactional Consideration (ITN), and Informational Consideration (IFN), gender differences are not significant, indicating that these perceptions are more likely shaped by the work itself and organizational culture rather than by gender factors.

Table 13 Gender Differences in Counsellor Perceptions

		n	Mean	Std. Deviation	F	P
Distributive Consideration	Male	198	3.424	1.020	5.738	0.003
	Female	233	3.093	1.022		
	Prefer not to disclose	12	3.222	0.557		
	Total	443	3.245	1.023		
Procedural Consideration	Male	198	3.708	0.853	2.378	0.094
	Female	233	3.511	1.082		
	Prefer not to disclose	12	3.792	0.749		
	Total	443	3.607	0.981		
Interactional Consideration	Male	198	3.424	0.973	0.002	0.998
	Female	233	3.429	0.917		
	Prefer not to disclose	12	3.438	0.886		
	Total	443	3.427	0.940		

Informational Consideration	Male	198	3.412	1.019	1.571	0.209
	Female	233	3.236	1.099		
	Prefer not to disclose	12	3.444	0.845		
	Total	443	3.321	1.060		
Job Satisfaction	Male	198	3.799	0.699	3.005	0.051
	Female	233	3.597	0.971		
	Prefer not to disclose	12	3.717	0.779		
	Total	443	3.690	0.859		
Organizational Effectiveness	Male	198	3.718	0.976	2.272	0.104
	Female	233	3.542	1.134		
	Prefer not to disclose	12	4.014	0.802		
	Total	443	3.634	1.062		

4.5.2 Analysis of Perception Differences by Marital Status

Marital status plays a significant role in shaping perceptions of Distributive Consideration and Procedural Consideration, with single counselors having higher scores in these areas. This may be related to their lower family responsibilities and higher work engagement. However, marital status does not significantly impact perceptions in other dimensions. These results provide useful insights into how marital status influences university counselors' work perceptions and can serve as a reference for organizations when designing and optimizing counselors' work arrangements and support policies.

Table 14 Perception Differences by Marital Status among Counselors

		n	Mean	Std. Deviation	F	P
Distributive Consideration	Single	145	3.471	0.968	4.506	0.004
	Married	217	3.088	1.040		
	Divorced	58	3.190	0.963		
	Widowed	23	3.435	1.112		
	Total	443	3.245	1.023		
Procedural Consideration	Single	145	3.780	0.783	3.496	0.016
	Married	217	3.457	1.093		
	Divorced	58	3.687	0.961		
	Widowed	23	3.725	0.877		
	Total	443	3.607	0.981		
Interactional Consideration	Single	145	3.490	0.941	1.730	0.160
	Married	217	3.336	0.960		
	Divorced	58	3.496	0.961		
	Widowed	23	3.717	0.545		
	Total	443	3.427	0.940		
Informational Consideration	Single	145	3.333	1.064	2.141	0.094
	Married	217	3.246	1.058		
	Divorced	58	3.626	1.017		
	Widowed	23	3.174	1.077		
	Total	443	3.321	1.060		
Job Satisfaction	Single	145	3.825	0.752	2.019	0.111
	Married	217	3.599	0.951		
	Divorced	58	3.700	0.716		

Organizational Effectiveness	Widowed	23	3.678	0.848	1.868	0.134
	Total	443	3.690	0.859		
	Single	145	3.756	0.936		
	Married	217	3.514	1.158		
	Divorced	58	3.707	0.995		
	Widowed	23	3.804	0.944		
	Total	443	3.634	1.062		

4.5.3 Analysis of Perception Differences by Age among Counselors

Age significantly influences counselors' perceptions in certain dimensions. Younger counselors tend to have higher perceptions in Distributive Consideration and Organizational Effectiveness, while older counselors show higher recognition in Procedural Consideration and Organizational Effectiveness. These results suggest that universities may need to develop targeted work support and development strategies for counselors based on the specific needs and characteristics of different age groups.

Table 15 Perception Differences by Age among Counsellors

		n	Mean	Std. Deviation	F	P
Distributive Consideration	≤30	194	3.416	1.001	4.174	0.006
	31-40	112	3.140	0.985		
	41-50	131	3.059	1.058		
	≥51	6	3.722	0.772		
	Total	443	3.245	1.023		
Procedural Consideration	≤30	194	3.727	0.831	2.305	0.076
	31-40	112	3.494	1.139		
	41-50	131	3.506	1.044		
	≥51	6	4.028	0.164		

	Total	443	3.607	0.981		
Interactional Consideration	≤30	194	3.499	0.928	1.025	0.381
	31-40	112	3.440	0.946		
	41-50	131	3.315	0.926		
	≥51	6	3.333	1.455		
	Total	443	3.427	0.940		
Informational Consideration	≤30	194	3.313	1.081	0.203	0.894
	31-40	112	3.271	1.114		
	41-50	131	3.369	0.997		
	≥51	6	3.444	0.807		
	Total	443	3.321	1.060		
Job Satisfaction	≤30	194	3.767	0.806	1.746	0.157
	31-40	112	3.716	0.784		
	41-50	131	3.571	0.976		
	≥51	6	3.333	1.001		
	Total	443	3.690	0.859		
Organizational Effectiveness	≤30	194	3.773	0.929	3.695	0.012
	31-40	112	3.665	1.008		
	41-50	131	3.433	1.233		
	≥51	6	2.917	1.320		
	Total	443	3.634	1.062		

4.5.4 Analysis of Perception Differences among Counselors by Monthly Income

Monthly income has a significant impact on counselors' perceptions of Job Satisfaction, with higher-income counselors reporting higher levels of satisfaction. However, income differences did not significantly affect perceptions in other dimensions, indicating that factors such as work environment and task type may play a more

important role in shaping perceptions in areas like distributive, procedural, informational, and interactional considerations.

Table 16 Perception Differences by Monthly Income among Counsellors

		n	Mean	Std. Deviation	F	P
Distributive Consideration	≤3500 RMB	73	2.973	1.116	2.237	0.083
	3501-5000 RMB	143	3.298	0.987		
	5001-7000 RMB	130	3.338	1.021		
	≥7001 RMB	97	3.244	0.983		
	Total	443	3.245	1.023		
Procedural Consideration	≤3500 RMB	73	3.482	1.130	0.736	0.531
	3501-5000 RMB	143	3.684	0.923		
	5001-7000 RMB	130	3.618	0.978		
	≥7001 RMB	97	3.572	0.955		
	Total	443	3.607	0.981		
Interactional Consideration	≤3500 RMB	73	3.199	1.067	2.145	0.094
	3501-5000 RMB	143	3.423	0.897		
	5001-7000 RMB	130	3.544	0.812		
	≥7001 RMB	97	3.448	1.039		
	Total	443	3.427	0.940		
Informational Consideration	≤3500 RMB	73	3.260	1.221	0.400	0.753
	3501-5000 RMB	143	3.380	1.014		
	5001-7000 RMB	130	3.262	1.017		
	≥7001 RMB	97	3.357	1.061		
	Total	443	3.321	1.060		
Job Satisfaction	≤3500 RMB	73	3.381	1.123	4.153	0.006

Organizational Effectiveness	3501-5000 RMB	143	3.793	0.749	0.927	0.428
	5001-7000 RMB	130	3.752	0.798		
	≥7001 RMB	97	3.689	0.820		
	Total	443	3.690	0.859		
	≤3500 RMB	73	3.457	1.172		
	3501-5000 RMB	143	3.710	0.986		
	5001-7000 RMB	130	3.641	1.086		
	≥7001 RMB	97	3.644	1.051		
	Total	443	3.634	1.062		

4.6 Common Method Bias

Although there is some degree of common method bias, its impact is minimal and does not significantly interfere with the study results.

Table 17 Common Method Bias Results

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.860	36.519	36.519	9.860	36.519	36.519	4.578	16.956	16.956
2	3.066	11.357	47.876	3.066	11.357	47.876	4.554	16.865	33.821
3	2.644	9.792	57.668	2.644	9.792	57.668	3.391	12.558	46.379
4	1.790	6.629	64.297	1.790	6.629	64.297	2.700	10.000	56.379
5	1.546	5.725	70.021	1.546	5.725	70.021	2.638	9.769	66.148
6	1.291	4.781	74.802	1.291	4.781	74.802	2.336	8.654	74.802

4.2.6 Structural Equation Model

All fit indices meet or exceed the required standards, indicating that the structural model has good adaptability and explanatory power, with the theoretical model fitting the actual data very well. This provides strong support for the reliability of the study's results.

Table 18 Structural Model Fit

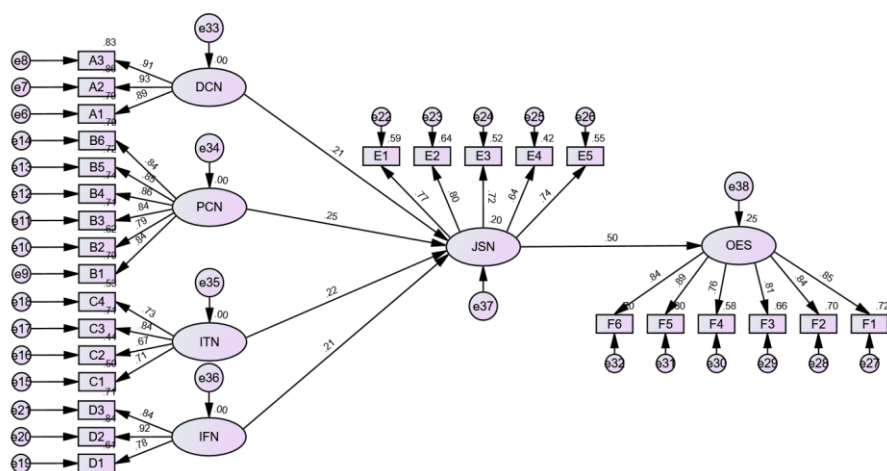
Fit index	Standard	Value	Fitting situation
χ^2/df	1-3	2.754	Good
GFI	>0.8	0.861	Good
NFI	>0.8	0.900	Good
IFI	>0.8	0.934	Good
TLI	>0.8	0.927	Good
CFI	>0.8	0.933	Good
RMSEA	<0.08	0.063	Good

4.2.6.1 Path Analysis

This study reveals the impact mechanism of multiple dimensions (distributive consideration, procedural consideration, Interactional consideration, and informational consideration) on job satisfaction and further explores the role of job satisfaction in promoting organizational effectiveness. These path relationships not only help theoretically understand the dynamic relationship between job satisfaction and organizational effectiveness but also provide valuable guidance for management practices in higher education counseling.

Table 19 Direct Effect Test Results

Hypothesis	Path			Unstandardized	Standardized	S.E.	T- Value	P	Result
	Relationship		Path Coefficient	Path					
				Coefficient					
H1	DCN	→	JSN	0.162	0.210	0.044	3.653	<0.001	Accepted
H2	PCN	→	JSN	0.196	0.248	0.044	4.460	<0.001	Accepted
H3	ITN	→	JSN	0.201	0.217	0.058	3.469	<0.001	Accepted
H4	IFN	→	JSN	0.170	0.213	0.049	3.496	<0.001	Accepted
H5	JSN	→	OES	0.636	0.504	0.061	10.458	<0.001	Accepted



4.2.6.2 Mediating Effect Analysis

The mediating effect test results for all paths indicate that job satisfaction plays an essential mediating role in the impact of distributive consideration, procedural consideration, interactional consideration, and informational consideration on organizational effectiveness. This finding suggests that high job satisfaction not only directly enhances organizational effectiveness but also indirectly contributes to improving organizational effectiveness by improving employees' work experience. This discovery further emphasizes the importance of focusing on employee

satisfaction in organizational management, particularly by optimizing the work environment and management practices to enhance job satisfaction and, in turn, improve overall organizational effectiveness.

Table 20 Mediating Effect Test Results

Hypothesis	Indirect Path	Effect Coefficient	SE	LLCI	ULCI	P
H6a	DCN→JSN→OES	0.106	0.032	0.049	0.179	0.000
H6b	PCN→JSN→OES	0.125	0.040	0.053	0.212	0.001
H6c	ITN→JSN→OES	0.109	0.045	0.028	0.206	0.009
H6d	IFN→JSN→OES	0.107	0.036	0.044	0.186	0.001

4.3 The Results of Hypothesis

Table 21 List of Hypothesis Results

No.	Hypothesis	Result
H1	Distributive Consideration (DJE) is positively related to Job Satisfaction (JSN).	Accepted
H2	Procedural Consideration (PJE) is positively related to Job Satisfaction (JSN).	Accepted
H3	Interactional Consideration (ITE) is positively related to Job Satisfaction (JSN).	Accepted
H4	Informational Consideration (IFE) is positively related to Job Satisfaction (JSN).	Accepted
H5	Job Satisfaction (JSN) is positively related to Organizational Effectiveness (OES).	Accepted
H6a	Job Satisfaction (JSN) mediates the relationship between Distributive Consideration (DJE) and Organizational Effectiveness (OES).	Accepted
H6b	Job Satisfaction (JSN) mediates the relationship between Procedural Consideration (PJE) and Organizational Effectiveness (OES).	Accepted
H6c	Job Satisfaction (JSN) mediates the relationship between Interactional Consideration (ITE) and Organizational Effectiveness (OES).	Accepted
H6d	Job Satisfaction (JSN) mediates the relationship between Informational	Accepted

Consideration (IFE) and Organizational Effectiveness (OES).

5. DISCUSSION AND CONCLUSION

5.1 Discussion

This study aimed to explore how university counselors' perceptions of organizational considerations—including the four dimensions of distributive, procedural, interactional, and informational justice—influence their job satisfaction, which in turn affects organizational effectiveness. Structural Equation Modeling (SEM) analysis confirmed the significance of all hypothesized paths, thereby supporting the proposed research framework. The following discussion elaborates on the findings in detail. First, the results demonstrate that all four dimensions of organizational consideration significantly and positively influence counselors' job satisfaction. Among them, procedural consideration (PCN) had the highest standardized path coefficient to job satisfaction ($\beta = 0.248$), indicating that counselors place strong emphasis on fairness in decision-making processes. This finding aligns with Pathardikar et al. (2023), who noted that procedural justice enhances employees' trust and sense of belonging, thereby increasing satisfaction. Distributive consideration ($\beta = 0.210$) and informational consideration ($\beta = 0.213$) also showed significant positive effects, suggesting that counselors are highly sensitive to the fairness of resource allocation and the transparency of organizational communication. Likewise, interactional consideration ($\beta = 0.217$) was significantly related to job satisfaction, validating Azman et al.'s (2022) finding that interpersonal respect and support contribute positively to employees' psychological well-being. Collectively, these results confirm that organizational considerations—representing perceived fairness—serve as foundational factors in shaping counselors' job satisfaction. The study further reveals that job satisfaction has a significant positive effect on organizational effectiveness ($\beta = 0.504$, $p < 0.001$), supporting Hypothesis H5. This indicates that counselors who experience positive emotions toward their work are more likely to engage actively, solve problems proactively, and deliver high-quality services, thereby facilitating the achievement of organizational goals. This finding echoes the satisfaction–performance mechanism proposed by Mehrad and Harrasi (2025), underscoring that satisfied employees are key contributors to achieving strategic organizational objectives. In the context of higher education, counselors—who operate on the front lines of student affairs—exert influence across multiple functional areas, including ideological-political education, student management, and mental health support. Their satisfaction directly affects the quality of

these outcomes.

Through bootstrap analysis, the study also confirms that job satisfaction significantly mediates the relationships between all four organizational considerations and organizational effectiveness (H6a–H6d supported). This theoretical contribution not only reveals the indirect impact of organizational justice on effectiveness but also highlights the emotional experiences of employees as a crucial mechanism in organizational functioning. For instance, the indirect effect of procedural consideration on organizational effectiveness via job satisfaction had a path coefficient of 0.125 ($p = 0.001$), indicating that the perceived fairness of institutional design has far-reaching implications for performance. This finding is consistent with Chen and Lee (2021), who emphasized the role of procedural transparency in facilitating change acceptance and provides empirical support for personnel system reform in universities. The variance analysis further reveals significant differences across gender, marital status, age, and income on several variables. For example, male counselors and those who are single scored higher in distributive and procedural considerations, suggesting that demographic background may shape perceptions of organizational justice. Younger counselors reported higher perceptions of organizational effectiveness, reflecting their greater expectations and identification with institutional development. Additionally, income level significantly influenced job satisfaction, indicating that material rewards remain an important external factor in shaping satisfaction. These findings imply that universities should tailor their management practices to account for such demographic differences by designing more inclusive and targeted incentive and support mechanisms.

5.2 Conclusion

This study, using university counselors in Chongqing as the research sample, constructed a structural equation model (SEM) based on organizational effectiveness theory to systematically examine the mechanisms through which four dimensions of organizational justice—distributive, procedural, interactional, and informational considerations—influence job satisfaction and, in turn, affect organizational effectiveness. Based on the analysis of 443 valid survey responses, the following key conclusions were drawn: First, all four dimensions of organizational considerations—distributive, procedural, interactional, and informational—were found to significantly and positively predict job satisfaction among university counselors. This indicates that the organization's performance in terms of resource allocation, procedural fairness, interpersonal treatment, and communication transparency directly affects

counselors' emotional identification with and satisfaction toward their work. Notably, procedural consideration had the most substantial impact, highlighting the central role of institutional fairness in organizational management. Second, job satisfaction positively influences organizational effectiveness, confirming that satisfaction serves as a critical psychological driver of organizational performance, management efficiency, and goal attainment. Counselors with higher job satisfaction are more likely to devote themselves to student services, ideological and political education, and administrative innovation, thereby enhancing the overall operational quality of the university. Third, job satisfaction plays a partial mediating role between organizational considerations and organizational effectiveness. This finding suggests that perceptions of organizational justice indirectly improve effectiveness by enhancing employee satisfaction, thereby revealing the internal logic of organizational behavior. This offers important theoretical insights into the mechanisms underlying organizational performance enhancement. Finally, the study identified significant differences based on demographic variables such as gender, age, marital status, and income. These results indicate that organizational management should account for intra-group heterogeneity by formulating differentiated human resource strategies, in order to build a more effective counselor support system and performance incentive mechanism. In summary, this study not only empirically validated the interrelationships among organizational justice, job satisfaction, and organizational effectiveness, but also provides theoretical guidance and practical implications for optimizing university management and developing targeted support policies for university counselors.

5.3 Implications

Based on the research findings, this study offers the following implications at both theoretical and practical levels: Theoretical Implications, 1) Extension of Organizational Effectiveness Theory: This study expands the applicability of organizational effectiveness theory within the context of higher education management and enriches the structural pathways of organizational justice research, particularly by clarifying the mediating role of job satisfaction. 2) Focus on University Counselors as a Unique Group: By focusing on university counselors, the study addresses a gap in organizational behavior literature concerning frontline ideological and political educators in higher education. It contributes to the theoretical expansion of organizational justice research from corporate

settings to the educational domain. 3) Integrated Analytical Framework: The study proposes an integrated justice–satisfaction–effectiveness framework, which provides a novel theoretical foundation for future research exploring the causal mechanisms between human resource management and organizational effectiveness in educational institutions. Practical Implications, 1) Optimizing Decision-Making Processes to Enhance Procedural Fairness: Universities should establish open, transparent, and appealable procedures in areas such as daily management, promotion, merit evaluation, and resource allocation. This can foster institutional trust and improve counselors’ job satisfaction. 2) Strengthening Internal Communication to Improve Information Transparency: During policy changes or role transitions, management should communicate background information and implementation logic clearly and promptly to counselors. Reducing information asymmetry can enhance their psychological safety and sense of belonging. 3) Fostering a Respectful and Supportive Interaction Environment: Institutions should cultivate administrators’ communication skills and humanistic literacy, and promote a culture of respect, empathy, and care, thereby improving the quality of interpersonal interactions and enriching counselors’ work experience. 4) Aligning Compensation with Contribution to Enhance Distributive Fairness: Universities should implement scientific performance evaluation and reward distribution mechanisms based on counselors’ workload, service quality, and job responsibilities. A diversified incentive system can help improve perceptions of fairness and strengthen motivation.

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