

Research on the relationship between organizational commitment and job performance: take manufacturing enterprise A as an example

Ting Wang, Lingyan He^a

Department of economic management, North China electric power university, Baoding 071003, China

^a2511665243@qq.com

Keywords: Manufacturing enterprise, Human Resources Management, organizational commitment, task performance, contextual performance.

Abstract: Financial indicators are indicators that. Since the 1980s, as it is an important factor affecting employees' job performance, organizational commitment has been a hot research topic in the field of organizational behavior, playing an important role in the development of enterprises. This paper takes company A as an example to explore the relationship between organizational commitment and job performance on the premise of clarifying the current situation of employees' organizational commitment. The study found that the analysis of employees' organizational commitment on job performance is beneficial to understand the current status of organizational commitment of employees, enhance the organizational commitment of employees, form good organization-employee's relationship, to create a good environment for human resource management, which has important significance to the development of enterprise.

1. Introduction

1.1. Background and importance of this research.

The 21st century is the era of knowledge economy, apparently, knowledge is gradually replacing capital as the central elements concerned enterprise's survival and development, both enterprises and society, day by day, are taking significant importance and respect to talents and knowledge. Organizational commitment is an attitude of employees to the organization, which is related to the degree of recognition, loyalty and dedication of employees. With the management thoughts changing, management philosophy progressed, and social psychology and cultural changed, since the 1980 s, researchers of management, psychology, sociology, and many other areas had been committing to the study of organizational commitment.

One is the stage in which the dimensions of organizational commitment and work performance are not divided. However, in this stage of relevant research, early scholars believe that the relationship between the two is not significant. The study of Lee and Mowday et al. (1987) also believes that the relationship between them is not significant. Randall (1999) found that the two are weakly correlated. Some of the research results suggest that the relationship between organizational commitment and employee performance is offset to some extent due to the influence of mediating variables and moderating variables, and exogenous variables need to be controlled and mediating variables properly handled.

Second, the dimensions of organizational commitment and job performance are divided, but the results are not the same. Foreign studies on organizational commitment and work performance generally agree with Meyer et al. (1990) 's three-dimensional structure model of organizational commitment, while the division of work performance is mainly based on the two-factor structure model proposed by Borman and Motowidlo (1993). Domestic research on the relationship between organizational commitment and work performance started relatively late, and the five-dimension structure model established by Ling Wenquan et al. (2001) had a large influence, which had been widely acknowledged by other scholars.

1.2. Purposes.

This research endeavored to reduce and confine disturbed factors as far as possible, carried out in a traditional manufacturing enterprise to explore the influence of organizational commitment on job performance, and tried to find out how to keep the employee's organizational commitment at the scientific and reasonable level. Therefore, it is of great theoretical significance to study the relationship of employees' organizational commitment and job performance in company A. According to the purpose of this research, referring to previous study, the hypothesis was proposed as follows:

Hypothesis one: organizational commitment has a significant positive correlation with job performance.

Hypothesis two: organizational commitment has a significant impact on job performance. It is assumed that the three dimensions of the former will have a significant influence on the two dimensions of the latter.

2. Method

2.1. Participants.

There were 186 persons in the survey, and the final effective questionnaires filled by 160 individuals, including 56.2% of the men and 43.8% of the women. The number of employees working in this enterprise below 3 years is only 11.3%, nearly 60% of the employees worked over 10 years, and about 28.8% worked in this company 4 to 9 years. In the survey, production staff accounted for 52.2%, business staff accounted for 28.8%, technology research and development staff nearly occupied 20%.

2.2. Overview of company A.

Established in 1969, company A integrated research, production and sales. It is mainly focused on manufacturing, and has lagged behind in technology research. Because the company is located in the county, the economic development level was relatively backward, the staff overall age was slightly higher than other same kind of companies, mainly workers were middle-aged employees, the company's performance, prospects, salary were difficult to attract superior employees.

2.3. Questionnaire.

The authority scale is referenced in designing this questionnaire. The first part of the questionnaire is the basic information, including the employees' gender, age, working age, job type, education, and the second part is the organizational commitment scale, which is mainly used to observe the employee's affective commitment, continuance commitment and normative commitment level, and the third part is the job performance scale, which includes the task performance and relationship performance level of employees. Using the five-point likert point method, the options include very inconsistent, inconsistent, average, consistent, and very consistent, and the options are evenly distributed and equal to one to five points respectively.

2.4. The reliability analysis.

This paper used Cronbach's Alpha to test all the dimensions of organizational commitment and job performance, in order to ensure the reliability of this questionnaire. Each dimension of organizational commitment and job performance was tested and the results of the internal consistency analysis were as follows:

Table.1. The reliability analysis

	Dimensions	Cronbach`s Alpha	Reliability
Organizational commitment	Affective commitment	0.828	0.816
	Continuance commitment	0.729	
	Normative commitment	0.772	
Job performance	Task performance	0.907	0.942
	Relationship performance	0.931	

In the most cases, if Cronbach Alpha`s coefficient value is greater than 0.6, the scale could be accepted, the test results of Cronbach Alpha`s coefficient were greater than 0.7, so the scale has good internal consistency.

3. Result and analysis

3.1. Correlation analysis.

Due to the dimensions of organizational commitment and job performance was not all obeying normal distribution, so we could use the Spearman correlation coefficient to judge the collation. As can be seen from table 2, affective commitment and normative commitment were significantly positively correlated with task performance and relationship performance, the continuance commitment was also positively correlated with the task performance and relationship performance, but the significance level was below 0.5, which is weakly correlated.

Table.2. correlation analysis of organizational commitment to work performance

		Task performance	Relationship performance
Affective commitment	Spearman Correlation	.613**	.573**
Continuance commitment	Spearman Correlation	.255*	.253*
Normative commitment	Spearman Correlation	.586**	.528**
	N	160	160

Note: **. The correlation is significant when the confidence (double measurement) is 0.01. *. The correlation was significant when the confidence level (double measurement) was 0.05.

3.2. Regression analysis.

The three factors of organizational commitment were the independent variables, and the task performance was the dependent variable. As can be seen from table 2, the value of Durbin-watson was 1.777 less than the ideal value (which is two), indicating that there was no sequence correlation between the independent variables. affective commitment and normative commitment had significant impact on task performance (significance level is lower than 0.05), and continuance commitment was not significant impact on task performance. The adjusted R squared value was 0.311, indicating that the change of the task performance per unit of 31% could be explained by three factors of organizational commitment. The degree of influence on task performance was arranged from big to small: affective commitment and normative commitment, and the β value was 0.343 and 0.326, indicating that affective commitment and normative commitment were basically equal to the impact of task performance. When the affective commitment changed a unit, the task performance was

changed 34% of one unit, and when the normative commitment changed a unit, the task performance was changed 32.6% of one unit. The relationship between organizational commitment and task performance could be summarized as follows: Task performance =0.343 (affective commitment) +0.326 (normative commitment)

Table.3. The regression analysis of organizational commitment to task performance

Independent variable	B	β	T	Significa	Standard	F-value
Affective commitment	0.384	0.343	2.965	0.004	0.129	11.842**
Continuance commitment	-0.	-0.	-0.	0.963	0.143	
Normative commitment	0.3	0.3	2.6	0.011	0.133	
R square				0.34		
Adjusted R squared				0.311		
Durbin-Watson				1.777		

Note: *.P<0.05,**.P<0.01, dependent variable: task performance

The organizational commitment of the three factors as independent variables, the relationship performance as the dependent variable. As can be seen from table 3, the value of Durbin-Watson was 2.077, indicating that there was no sequence correlation between the independent variables. Affective commitment and normative commitment had significant impact on relationship performance (significantly less than 0.05), and continuance commitment did not have significant impact on it. The adjusted R square value was 0.388, the relationship performance changed one unit, about 39% of the variation can be explained in three factors of organizational commitment. Effects on relationship performance level according to the order from large to small was arranged as follows: affective commitment, normative commitment, β value of 0.523, 0.205, affective commitment had bigger influence on the relationship performance. When the affective commitment changed a unit, the relationship performance was changed 52% of one unit, and when the normative commitment changed a unit, the task performance was changed 20.5% of one unit. The relationship between organizational commitment and relationship performance could be summarized as follows: Relationship performance =0.523 (affective commitment) +0.205 (normative commitment).

Table.4. Regression analysis of organizational commitment to relationship performance

Independent variable	B	β	T	Significance	Standard	F-value
Affective commitment	0.5	0.523	4.79	0.000	0.104	16.214**
Continuance	-0.0	-0.03	-0.288	0.774	0.107	
Normative commitment	0.18	0.205	2.75	0.045	0.115	
R square				0.413		
Adjusted R squared				0.388		
Durbin-Watson				2.077		

4. Discussion

Through a series of analyses, the following conclusions are drawn: affective commitment and normative commitment have significant influence on task performance and relationship performance, while continuance commitment has no significant influence on them. Based on data analysis and previous studies on organizational commitment and work performance by scholars, the following management Suggestions are put forward:

First, Carry out "people-oriented management" in enterprise A, and establish the concept of respecting employees, cultivating employees, and making progress together with the enterprise. Of course, the higher the employee's emotional commitment is, the better. If the employees are too

attached to the organization emotionally, they will suffer great harm once they are dissatisfied with the policies, thus greatly weakening their work enthusiasm.

Through pre-job training, post guidance, regular training and communication, etc., employees can familiarize themselves with the rules and regulations of the enterprise, improve their working skills, and deepen their understanding and support for the work. In addition, normative commitment is easily affected by the social group to which it belongs. Therefore, a behavioral culture of doing things according to rules should be formed within the company, and the reinforcement theory should be used to let excellent employees set an example.

References

- [1] Allen, N. J., Meyer, J. P. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 1990, 63 (1), 1-18.
- [2] Mowday, R T., Porter L M.& Steers R M. The measurement of Organizational Commitment. *Journal of Vocational Behavior*,1979, (14):224-247.
- [3] Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252–276.
- [4] The research on the structure model of Chinese employee's organizational commitment, *Journal of Management Sciences in China*, 2000, 3 (2), 76-81.