

Correlational Study of Organizational Commitment and Job Performance of High-Tech Enterprises Employee in China

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Abstract

This study uses questionnaires and random sampling to select three companies as the research subjects to investigate the relationship between organizational commitment and job performance. A quantitative research design was used in this study. A survey was conducted on 480 employees in three high-tech enterprises in Hunan Province. The significant findings of this study include: Job performance is influenced by organizational commitment. The higher organizational commitment of employees in high technology companies the higher job performance. Finally, based on the results of the study, recommendations were made to: strengthen the cultivation of organizational commitment of employees in high-tech enterprises. Strengthen the emotional management of employees. Provide employees with a broad space for development.

Keywords

High-Tech Enterprises, Job Performance, Organizational Commitment, China.

1. Introduction

High-tech enterprises are enterprises that research, develop and apply high technology. Among them, technology-based SMEs have an important position. They are usually in the initial stage of start-up or growth, developing one or several high-tech products based on high technology, and are the organizational form of transforming the achievements of scientific and technological knowledge into commercial products[1]. The purpose of establishing science and technology industrial parks in areas where scientific and technological talents are concentrated is to create an environment where knowledge, resources and science and technology-based enterprises are concentrated, so that scientific research, technology development and production can be closely integrated, relying on each other and promoting each other to promote rapid development of science and technology and economy[2]. The personnel of high-tech enterprises are mainly scientific and technical personnel, but must be led by top-level decision makers and managers with entrepreneurial qualities to ensure that technology is used as capital to obtain profits.

Facing the fierce market competition, talents become the most important strategic resources, how to effectively use the talents and let them have a sense of belonging. How to establish a highly efficient and energetic knowledge-based workforce becomes the key for high-tech enterprises to win competitive advantage in the future. Many scholars have put forward their views on how to improve the job performance of knowledge-based employees from different perspectives, and many of them start from the perspective of organizational commitment to study the mechanism of organizational commitment on job performance.

2. Research methodology

The study will utilize a quantitative and qualitative mixed methods research design. The researcher used a self-designed questionnaire to collect data and information about organizational commitment, and employee job performance. In this study, employees of

Zoomlion Corporation, Lansen Technology Co. and Shengxiang Biotechnology Co. will be asked to participate in the study as research subjects. From the 5241 employees, the researcher will use a random sampling method.

3. Results and Analysis

3.1. Demographic Profile of the Respondents

Table 1: Frequency and Percentage Distribution of the Respondents in Terms of Age

Age	Frequency	Percentage
25 and under	71	14.8
26-35 years old	105	21.9
36-45 years old	126	26.3
46-55 years old	119	24.8
56 and above	59	12.3
Total	480	100.0

Table 1 shows the age frequency and percentage of respondents, 71 (14.8%) employees belonged to the age group below 25 years, 105 (21.9%) belonged to the age group 26 to 35 years, 126 (26.3%) belonged to the age group 36 to 45 years, 119 (24.8%) belonged to the age group 46 to 55 years, and 59 (12.3%) belonged to the age group 56 years and above. Most of the respondents belonged to the age group of 36 to 45 years. We can conclude that employees in this age group are the main force for the survival and growth of high-tech companies in the three high-tech companies. Their evaluation of organizational commitment and job performance can maximize the business performance of high-tech enterprises.

Table 2: Frequency and Percentage Distribution of the Respondents in Terms of Sex

Sex	Frequency	Percentage
Male	248	51.7
Female	232	48.3
Total	480	100.0

In terms of gender, the data in Table 2 shows that there were 248 male respondents (51.7%) and 232 female respondents (48.3%). The majority of employee respondents were male. In our current survey, there are more male respondents than female respondents, and the actual situation of high-tech enterprises is the same.

3.2. The assessment of the Employees respondents as regards their Organizational commitment

Table 3: Summary Table on the Assessment of Respondents as regards their Organizational commitment

Areas of Evaluation	Mean	Qualitative Description	Interpretation
Emotional Commitment	2.67	Consistent	Satisfactory
Normative Commitment	2.64	Consistent	Satisfactory
Ideal Commitment	2.62	Consistent	Satisfactory
Economic Commitment	2.68	Consistent	Satisfactory
Opportunity Commitment	2.65	Consistent	Satisfactory
Over-all Mean	2.64	Consistent	Satisfactory

Legend: 3.51-4.00 Completely Consistent/Very Satisfactory; 2.51-3.50 Consistent/Satisfactory; 1.51-2.50 Moderately Consistent/Good; 1.00-1.50 Completely Inconsistent/Poor

Table 3 shows the level of respondents' assessment of the organizational commitment of the business. The mean scores, from highest to lowest, are, for the highest indicator, Economic Commitment is 2.68, or satisfactory; for Emotional Commitment, the mean score is 2.67, or satisfactory; for Opportunity Commitment, 2.65, or satisfactory; for Normative Commitment is 2.64, which is satisfactory; the lowest indicator, Ideal Commitment is 2.62, which is satisfactory; and the overall mean score is 2.64, which is the assessed satisfaction. This indicates that the respondents have a satisfactory assessment of the organizational commitment of the company. These findings are supported in the study of Benjamin & Montse (2019), who concluded that normative commitment supports the level of organizational commitment of employees in high-tech companies, and emotional commitment and ideal commitment reflect the strength of loyalty, pride, and responsibility of employees in high-tech companies, which affect the level of job performance. Economic commitment has the highest score, and employees of high-tech enterprises are satisfied with the current level of compensation and benefits. The low score of ideal commitment indicates the low sense of belonging of high-tech enterprise employees, which may affect the job performance, especially the task performance. From the results, we can analyze the possible instability of employees in high-tech enterprises. Several options in opportunity commitment about job-hopping have low scores, indicating that there are high-tech enterprise employees who have the tendency to job-hop, which needs attention.

Organizational commitment is a normative pressure internalized by individuals, and this normative pressure motivates organizational members to behave in accordance with organizational goals [3]. Organizational commitment allows us to understand the state of the relationship between employees and the organization, and also to know whether employees are loyal to the organization and whether they want to stay with the organization [4]. Emotional commitment is the employee's perception of self-fulfillment and identification with the organization's goals in the work process after being committed to the job, when the employee's spiritual needs are met and emotional dependence on the organization is created [5]. Any factor that may increase the cost of employee separation can be considered as its antecedent variable; the tendency of employees to repay after voluntarily staying in the company because of moral obligation constraints, i.e., receiving organizational benefits [6].

3.3. The assessment of the respondents as regards their performance

Table 4: Summary Table on the Assessment of Respondents as regards their Work Performance

Areas of Evaluation	Mean	Qualitative Description
task performance	2.60	Very Satisfactory
Interpersonal facilitation	2.64	Very Satisfactory
work dedication	2.65	Very Satisfactory
Over-all Mean	2.63	Very Satisfactory

Legend: 3.51-4.00 Excellent; 2.51-3.50 Very Satisfactory; 1.51-2.50 Fair; 1.00-1.50 Poor

Table 4 shows the level of respondents' assessment of their job performance. The mean scores from highest to lowest are, the highest indicator, work dedication is 2.65, which is satisfactory; the lowest indicator, task performance is 2.60, which is satisfactory; and the overall mean score is 2.64, which is satisfactory for the assessment. This indicates that the respondents have a satisfactory assessment of the job performance of the employees of the company.

These findings are supported in the study of Peter Kanls, D. Gordon S .Willams (2020), who concluded that task-performing employees aim to accomplish their own share of tasks and usually lack a sense of the big picture and dedication; work-dedicated employees put in forgetful labor and effort in the work process, integrate their own interests with the development of the company, and usually grow into the backbone of the company. Usually grow into the backbone of the enterprise; interpersonal promotion type employees are willing to boost morale, encourage colleagues, care for colleagues in the work process, and focus on establishing better personal relationships with colleagues.

The gaksi of high-tech enterprises comes from the loyalty and dedication to the survival and development of the enterprise [7]. The core backbone of high-tech enterprises have a strong sense of work responsibility and commitment, and work not only seriously, diligently and professionally, with solid style, but also have a strong enterprising spirit and strong will, able to study hard, overcome all kinds of difficulties, pioneer and innovate, which is an important reason for their achievements in work and the survival and development of the enterprise.

3.4. Significant relationships between organizational commitment and job performance

Table 5: Correlation analysis between organizational commitment and job performance

Variables		Computed r	Sig	Decision on Ho	Interpretation
organizational commitment	job performance	0.362	0.000	Rejected	Significant
Emotional Commitment	job performance	0.032	0.608	Accepted	Not Significant
Normative Commitment	job performance	0.150	0.001	Rejected	Significant
Ideal Commitment	job performance	0.174	0.000	Rejected	Significant
Economic Commitment	job performance	0.161	0.000	Rejected	Significant
Opportunity Commitment	job performance	0.302	0.000	Rejected	Significant

Level of Significance:* is significant at the 0.05 level (2-tailed) ;**is significant at the 0.01 level (2-tailed)

As shown in Table5, respondents' organizational commitment and job performance calculated r value of 0.362 with a significance value of 0.000. since the significance value is less than the set level of significance of 0.05, the original hypothesis is rejected that there is a significant correlation between organizational commitment and job performance. This implies that organizational commitment is highly positively correlated with job performance. This further indicates that job performance is influenced by organizational commitment.

Affective commitment and job performance calculated r value is 0.032 with a significance value of 0.608. Since the significance value is greater than the set significance level of 0.05, the original hypothesis is accepted that there is no significant relationship between affective commitment and job performance.

Normative commitment and job performance calculated r value is 0.150 with a significance value of 0.001. ideal commitment and job performance calculated r value is 0.174 with a significance value of 0.000. economic commitment and job performance calculated r value is 0.161 with a significance value of 0.000. opportunity commitment and job performance calculated r value is 0.302 with a significance value of 0.000. since the significance value are less than the set significance level of 0.05, the original hypothesis is rejected that there is a significant relationship between ideal commitment and job performance, normative commitment and job performance, economic commitment and job performance, and opportunity commitment and job performance.

These findings were supported in a study by Zhang, Jiawei & Niu, Zu. (2020), who concluded that organizational commitment significantly and positively affects job performance, and overall dimensions of organizational commitment are positively related to dimensions of job performance, and higher levels of organizational commitment indicate higher employee identification with the organization and higher job performance. Organizational commitment is significantly and positively related to job performance, and the dimensions of organizational commitment are significantly and positively related to the dimensions of job performance [8,9]. For high-tech companies, employee job performance is directly related to the normative commitment, economic commitment and ideal commitment of the company. The higher the

level of economic commitment, normative commitment and ideal commitment that energy companies provide to their employees[10].

The formation and cultivation of high-tech employees' commitment to the organization is a complex process, which is essentially an emotional contract and an intangible means of forming organizational culture and cohesion. Employees with higher organizational commitment help to create higher performance because they have great enthusiasm for their work and can actively take countermeasures to solve problems they encounter, i.e., the higher the organizational commitment of employees in high-tech enterprises, the higher their work performance.

Economic commitment and normative commitment show a significant positive effect on counterproductive performance, which is similar to the results of existing studies, although existing studies have not explored the relationship between affective and normative commitment and counterproductive performance, individuals with strong normative commitment may be more willing to do a good job or be a good employee[11]; economic commitment and normative commitment positively affect job performance[12].

It is possible to understand the closeness of the relationship between organizational commitment and job performance of employees in high-tech enterprises, so as to effectively predict the future level of job performance of employees in high-tech enterprises, and then provide corresponding management suggestions for enterprises to improve their performance level. In this case in order to avoid a large number of employee turnover, it is necessary to improve employees' sense of identity and belonging to their jobs, improve their job satisfaction, and achieve an increase in job performance level, for high-tech enterprises it is necessary to improve their organizational commitment [13,14]. For the managers of the company, they should provide employees with organizational commitment that is appropriate to the specific situation.

4. Conclusion

Emotional commitment, normative commitment, aspirational commitment, economic commitment and opportunity commitment, are consistent and considered to be satisfactory. This indicates a high level of organizational commitment among employees in high-tech companies. task performance, interpersonal relationship promotion and job dedication were assessed as highly satisfactory. This indicates that the job performance of employees in high-tech companies is good. There is a significant correlation between organizational commitment and job performance. This implies that organizational commitment is significantly and positively related to job performance. This further indicates that job performance is influenced by organizational commitment. The higher the organizational commitment of employees in high technology companies the higher the job performance.

5. Recommendations

Based on the conclusions derived in this study, the following are the recommendations:

Strengthen the cultivation of organizational commitment of employees in high-tech enterprises. Especially for young personnel with master's degree in enterprises, improving their organizational commitment, including emotional commitment, continuous commitment and normative commitment, is an important means and way to improve employees' work performance.

Business leaders should pay more attention to the inner world of employees, observe the psychological changes of employees in the work process from time to time, carry out regular heart-to-heart talks, and strengthen the emotional management of employees.

Stimulate the enthusiasm and creativity of employees, eliminate their anxiety, promote the cultivation of a positive and optimistic work attitude, and enhance their sense of identity and belonging to the organization.

Provide employees with a broad space for development. Enterprises play their unique advantages to provide employees with more space for development and promotion, thus enhancing employees' emotional commitment, continuous commitment and normative commitment, enhancing job satisfaction and work commitment, making employees see the future and reducing their willingness to leave.

Optimize the performance appraisal and salary incentive of high-tech enterprises. Let employees realize their own value, which is more reflected in the salary and rewards they can get, in addition to the spiritual aspect.

In future research, factors such as organizational support and must-have capital can be included in the model study to make further research on the influence mechanism of employee organizational commitment on job performance in high-tech enterprises. Other relevant mediating variables can be and introduced to innovate the research content and research methods.

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