

The Influence of Person-Organization Fit and Organizational Commitment on Job Performance among Employees in a Consulting Company in Henan Province, China

Zhang Zhi

Faculty of Educational Studies

Universiti Putra Malaysia

Nurul Afiqah Zulkifly (Corresponding author)

Faculty of Educational Studies

Universiti Putra Malaysia

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Abstract

This study examines the influence of person–organization fit and organizational commitment on job performance among employees in a consulting company in Henan Province, China. Adopting a quantitative, correlational research design, data were collected from 247 employees selected through simple random sampling. Linear regression analysis revealed that both person–organization fit and organizational commitment ($p = .000$, respectively) exert significant positive effects on job performance. These findings provide strong empirical evidence that alignment between individual values and organizational culture, together with employees' psychological attachment to the organization, serve as critical predictors of job performance. The study contributes to the growing body of literature on human resource management and organizational behavior in the Chinese consulting sector, offering practical implications for managers to strengthen workforce alignment and commitment as strategies to enhance organizational outcomes.

Keywords: China's consulting company; job performance; organizational commitment; person-organization fit

1. Introduction

1.1 Background of the Study

Talented individuals in organizations are crucial to realizing organizational objectives (Amalou, 2024), as everyone plays the role of executor, thinker and planner in achieving organizational goals. The impact and actions of employees are essential to the growth and running of businesses. In the first place, employees are the resources of productivity and creativity of enterprises. Their job performance has an essential impact on operational efficiency and business results of the enterprise (Shashovec, 2022). Excellent employees can create more values for company and push the business moving forward.

China is one of the most important developing countries in the world. The development of various industries has had a very important influence on the progress of China. However, plenty of industries in China were affected by the outbreak of the COVID- 19, such as the inability to ship products for sale and a decline in the performance of employees in manufacturing industries and the shot down of many transportations which cannot meet travel demand, and therefore, the tourism industry had been influenced (Hoque et al., 2020; Song et al., 2021; Wang et al., 2022).

Nowadays, as China's economy is recovering, the market will provide a plethora of opportunities for businesses, so plenty of companies are trying to increase productivity to capture market share and improve their competitiveness. If an organization wants to increase productivity, it needs to ensure employee performance (Khan et al., 2023). Therefore, for the purpose to increase productivity, businesses must focus primarily on improving staff performance.

Job performance is one of the key elements in evaluating any organizations, as it (job performance) is a very considerable factor influencing profitability of any organization (Triansyah et al., 2023). Job performance not only reflects the ability and performance of employees at work, but also directly affects the whole performance of the organization, because the performance domain embraces behaviors that might have positive effects and behaviors that might have negative effects on organizational goal accomplishment (Fan et al., 2023). Wonderful job performance will lead to excellent organization's productivity, service quality and customer satisfaction, which can enhance competitiveness and expand market. On the contrary, inefficient job performance may lead to lower productivity, higher costs and loss of customers, which will have a bad impact on the whole organization (Shiju et al., 2023).

An employee's job performance can be influenced by a range of factors, such as performance-related feedback, the meaningfulness of the work, personal traits, understanding and skills, established operational procedures, the physical conditions of the workplace, available tools and equipment, expectations of performance outcomes, and systems of reward and penalties (Nguyen et al., 2020). Except elements mentioned above, it is also important to note that organizational commitment and person- organization fit experience notable effects on job performance (Suciati et al., 2021).

Person-organization fit plays an essential role in influencing job performance. Organizations

can better hire people whose core values and faith match company culture, and provide lessons to support such connections by understanding person-organization fit (Prasetyaningrum & Hendarsjah, 2022). When employees are aware of a strong compatibility between their own values and those of the organization, they are more inclined to be engaged, enthusiastic, and driven in their work. This enhanced motivation frequently results in better job performance (Syahid et al., 2022). A person's performance, dedication, and motivation are key factors that determine their success and efficacy at work (Soeprijadi & Sudibjo, 2021). As a result, employee conduct is greatly impacted by their degree of personal dedication to the company, which is a reflection of how they view and interact with the workplace (Purbaningrum & Tjahjaningsih, 2024).

Organizational commitment is having an influence on workers' performance, as it stands for the dedication and belongings that employees have for the company (Lin, 2024). Therefore, organizational commitment is usually reflected the fact that employees are willing to submerge themselves in the organization and work for it for a long period of time. Organizational commitment can increase employee productivity and job performance because the organization's commitment will let employees connect their interests to the interest of the company (Murray & Holmes, 2021). Organizational commitment is needed as a key determinant of employee performance. When employees show strong dedication to their company, they will deliver outstanding and consistent performance (Ridwan et al., 2020).

Although there are important findings that are related to organizational commitment and person-organization fit with employees' job performance, existing studies are limited by different geographical locations and industrial sectors and may not be generalizable across different regions or industries (Jyoti et al., 2020). Hence, this study seeks to investigate the influence of person-organization fit and organizational commitment on job performance among employees in a consulting company in Henan province, China.

1.2 Objectives of the Study

This study seeks to identify the influence of person-organization fit and organizational commitment on job performance among workers in selected consulting company in Zhengzhou, Henan province, China. More specifically, this study seeks to determine the influence of person-organization fit and organizational commitment on job performance in the selected consulting company in Zhengzhou, Henan province, China.

1.3 Hypotheses

The hypotheses involved in this study are as follows:

H1: Person-organization fit significantly influences job performance in the selected consulting company in Zhengzhou, Henan province, China.

H2: Organizational commitment significantly influences job performance in the selected consulting company in Zhengzhou, Henan province, China

1.4 Scope and Limitations of the Study

The scope of this study examines the relationships between person–organization fit (P–O fit), organizational commitment, and job performance among employees of a consulting company in Zhengzhou, China. Focusing on a single firm allows for an in-depth analysis of internal dynamics but limits generalizability, as organizational cultures and employee perceptions vary widely across contexts. The study also relies on self-report measures, which may introduce bias due to subjective perceptions or social desirability, affecting the validity and reliability of the findings.

Additionally, the cross-sectional design restricts the ability to establish causality between variables, offering only a snapshot of correlations at one point in time. Future research should consider longitudinal designs to better capture causal relationships and provide more robust insights. In summary, although the study sheds light on key factors affecting job performance within one consulting firm, its single-setting focus, reliance on self-reported data, and cross-sectional approach remain important limitations.

2. Underpinning Theory

Maslow (1943; 1954) proposed that human needs are arranged in a hierarchical structure, beginning with basic physiological needs at the bottom and progressing to more complex needs related to creativity and intellectual growth, such as "self-actualization" at the top. He categorized these needs into five levels: physiological needs (such as food, water, shelter, and rest); safety needs (such as security and protection); belongingness and love needs (such as close relationships and friendships); esteem needs (such as recognition and a sense of accomplishment); and self-actualization (the realization of one's full potential). The lower two levels—physiological and safety needs—represent basic requirements, while belongingness and love needs, as well as esteem needs, fall under psychological needs, and self-actualization represents the fulfillment of personal potential.

Maslow's Hierarchy of Needs Theory emphasizes that motivation is an internal force in the development of individuals. When people decide to do something, they need some "internal motivation" as the power according to their different needs. According to contemporary psychological research, needs determine motivation and motivation controls an individual's behavior. Individuals' behavior is normally dominated by their deepest needs, which means that what kinds of needs they have will lead to different behaviors in order to satisfy their needs. Based on Maslow's hierarchy of needs theory, people have a primary need and a secondary need at each stage, but there are not strict boundaries separating the various levels of needs.

Maslow classified human needs into five levels that are physiological needs, safety needs, belongingness and love needs, esteem needs and self-actualization needs. These needs rise in order from low to high like a ladder, and after the needs at the bottom have been satisfied, the needs at the higher level will become the driving force of human behavior. Several human needs may exist at the same time, but there is always one need that dominates and will determine a particular behavior in some particular situations.

Zhu (2007), combining organizational commitment with Maslow's Hierarchy of Needs

Theory, mentioned that continuance commitment reflects the material foundation and employees having high continuance commitment will get the attitude of “needing to work” to the organization. Affective commitment reflects spiritual needs and employees with high level of affective commitment will have the attitude of “voluntary work” to the organization. For employees, continuance commitment should be the foundation of organizational commitment, finally achieving affective commitment of employees.

Besides, employees increase or decrease their job performance through the degree of fulfilment of their commitment by the organization. In other words, the reason why employees work hard to perform their job duties, complete their tasks and achieve job performance is to obtain the promises offered by the organization, such as salary, benefits, promotion, bonuses and so on. Therefore, organizational commitment has an impact on job performance.

Therefore, Maslow's Hierarchy of Needs Theory serves as the foundational framework for this study to determine the relationship between person-organization fit and organizational commitment with job performance among employees in selected consulting company in Henan Province, China.

3. Method

This study applied quantitative research methods and was a correlational study. This study's independent variables are person-organization fit and organizational commitment, and the dependent variable is job performance. This study was designed to investigate at the relationship between person-organization fit and organizational commitment and job performance among employees at a consulting company in Zhengzhou, Henan Province, China.

3.1 Population and Sampling

In this study, the population was focused on employees who worked in the selected consulting company in Zhengzhou, Henan Province, China. There were 516 employees from different departments in this company. According to G*Power, 134 employees is the sample size and simple random sampling technique was used to select the sample size.

3.2 Instrumentation

In Part A, there were 7 items about the background of the respondents, such as age, gender, position, education level, position, marital status, length of service in this company and salary (before taxes). The aim of this part was to identify personal characteristics and the answer would be helpful to compare the respondents based on their background.

In Part B, there were 25 items about the person-organization fit. Person-organization fit had five dimensions: Individual and Team Orientation (Item 1-8), Performance Orientation (Item 9-12), Professionalism Orientation (Item 13-16), Innovation and Development Orientation (Item 17-20) and Social Responsibility Orientation (Item 21-25). The scale ranging used 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

In Part C, there were 12 items about the organizational commitment. Organizational commitment had two dimensions: Affective Commitment (Item 1-6) and Continuance Commitment (Item 7-12). The scale ranging used 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

In Part D, there were 14 items about the job performance. Job performance was measured by three dimensions, which were Dedication to Work (Item 1-4), Task Performance (Item 5-9) and Interpersonal Relationship (Item 10-14). The scale ranging used 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

4. Results

Table 8 presents the results of a linear regression analysis. The standardized regression coefficient ($\beta = 0.845$, $p < 0.05$) indicates a significant influence of person-organization fit on job performance, which presents that the hypothesis 3 is supported. The unstandardized coefficient ($B = 0.917$) further suggests that for every unit increase in person-organization fit, job performance increases by nearly 0.917 unit, which highlights its practical significance.

These findings suggest that increasing person-organization fit, such as value alignment, cultural compatibility, and shared goals, will enhance employee performance. For practitioners, this implies that emphasizing alignment during recruitment, onboarding, and internal development processes could be a strategic lever for improving organizational outcomes.

Table 8 also presents the results of a linear regression analysis examining the effect of organizational commitment on job performance, where $p < 0.001$ indicates a significant influence of organizational commitment on job performance. The unstandardized coefficient ($B = 0.576$) implies that for each one-unit increase in commitment, job performance rises by approximately 0.576 units.

These findings imply that employees who are more committed to their organization tend to perform better in their jobs. From a practical perspective, organizations may benefit from strengthening employees' emotional attachment, value alignment, and long-term identification with the organization to enhance performance.

Table 8. Regression analysis results

	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>p</i>
	<i>B</i>	Std. Error	<i>Beta</i>		
(Constant)	0.562	0.135	-	4.161	0.000**
Person-organization Fit	0.917	0.037	0.845	24.783	0.000**
Organizational commitment	0.576	0.026	0.817	22.188	0.000**

** Significant at $p < 0.05$

5. Discussion

The findings of this study demonstrate that both person–organization fit and organizational commitment significantly predict job performance among employees in the consulting sector in Henan Province, China. This aligns with previous research suggesting that employees who perceive a strong alignment between their personal values and organizational culture tend to exhibit higher levels of motivation, engagement, and work effectiveness. For instance, studies have shown that enhanced person–organization fit results in more positive work behaviors, greater productivity, and increased job satisfaction, underscoring the critical importance of value alignment in the workplace (Mumcu, 2021; Robbie et al., 2024).

When individuals feel that their organization reflects their values and expectations, they are more likely to invest discretionary effort, leading to improved performance outcomes. This connection has been substantiated through various studies that link consistent performance to a strong emotional attachment to the organization, as characterized by organizational commitment (Jehanzeb & Mohanty, 2018; Wibowo & Aryoko, 2024). Employees with a high level of commitment demonstrate greater resilience and loyalty, particularly in high-pressure environments common to consulting, which in turn positively influences service quality and client satisfaction (Osagie & Itua, 2019; Natalia & Sandroto, 2020).

The significant role of organizational commitment further highlights that employees' emotional attachment, identification, and involvement with their organization are crucial in driving productivity. Research indicates that enhanced organizational commitment can create a stabilizing factor against demanding workloads, thereby fostering an environment where employees are more engaged and willing to exceed the minimum requirements of their roles (Wibowo & Aryoko, 2024; , Zeng & Hu, 2024). Consequently, fostering POF through effective recruitment, selection, and socialization processes not only ensures employees possess the right skills but also that they resonate with the organizational mission and values (Shim et al., 2015; Pujiastuti, 2022).

This synergy creates a positive psychological climate that encourages consistent high performance (Ibrahim et al., 2018; , Shah & Ayub, 2021). From a practical standpoint, the study underscores the necessity of human resource strategies that simultaneously enhance fit and strengthen commitment. Managers should focus on cultivating a supportive organizational culture, facilitating employee involvement, and recognizing contributions to deepen commitment (Idris, 2019; Gonlepa et al., 2023). Moreover, refining recruitment practices to emphasize value congruence alongside technical expertise can optimize employee performance and, ultimately, organizational effectiveness. Future research could extend these findings by examining potential mediating variables, such as job satisfaction or self-efficacy, to provide a more comprehensive understanding of the mechanisms through which fit and commitment influence performance (Linderbaum & Levy, 2010; Chen, 2023).

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