

Employees' Multiple Commitments and Role-Based Performance: Testing a Compatibility Hypothesis

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論文

Employees' Multiple Commitments and Role-Based Performance: Testing a Compatibility Hypothesis

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Synopsis: This study examines the relationships between multiple constituencies of employees' work commitment and their perceived role-based performance. A confirmatory factor analysis over 144 employee data demonstrated that respondents had perceived the hypothesized three forms of commitment, including organizational commitment, job involvement, and career commitment, as separate and distinctive measurement constructs. Moreover, hierarchical multiple regression results showed that in support of a "compatibility" hypothesis, each of the two commitment dimensions, including job involvement and career commitment, had a unique positive effect on its relevant role-based performance such as job and career performance, respectively, while organizational commitment failed to show an independent effect on organizational role-based performance. The study provides an outline for future research on multiple foci of employee work commitment and work outcomes.

Keywords: Multiple work commitment; employees' role-based performance; compatibility hypothesis.

INTRODUCTION

Over past decades, both management scholars and practitioners have expressed interest in employee commitment, mainly because of its many benefits for employee outcomes. A number of prior studies have reported that the sense of commitment or involvement that employees hold toward their organization, job, and/or career is positively related to various employee work outcomes, including reduced turnover and absenteeism and improved performance (e.g., Becker, Billings, Eveleth, & Gilbert, 1996; Cohen, 2000; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). More recent research on employee commitment has shed light on the differential effects of the multiple foci of employee commitment on employee work

outcomes (Cohen, 2006; Snape, Chan, & Redman, 2006). Specifically, individuals within an organization may simultaneously have multiple forms of commitment, such as organizational commitment, job involvement, and career commitment. However, the effect of each form of commitment on various work outcomes might not be so simple - some forms of commitment could have stronger (or weaker) effects on a specific work outcome than other forms of commitment would do, and vice versa. Consequently, there has arisen a question regarding how commonly or uniquely each of the different commitment foci correlates with a variety of employee work outcomes.

In this study, I use the principle of "compatibility" (Fishbein & Ajzen, 1974), in which all of the attitudes and behaviors have the same

target, to predict the differential effects of multiple work commitments on a different range of work outcomes. Prior empirical work implies that multiple forms of commitment are differently correlated to employee work attitudes (e.g., Cohen, 1993; Shore, Newton, & Thornton, 1990). For example, organizational commitment was found to have a stronger positive relationship with organization-related attitudes (Cohen, 1993), whereas job involvement was found to have a stronger correlation with job-related attitudes (Shore, Newton, & Thornton, 1990). A basic theme running through all of these studies is that there should be a specific, compatible work outcome that can be best explained by each commitment component, including organizational and job involvement and career commitment. However, these prior studies focused merely on the employee attitudinal aspects of work outcomes, and thus little is known about whether or not the principle of compatibility works in regard to the relationships between multiple work commitments and employees' different foci of role-based performance.

The present study, therefore, empirically examines the distinctiveness of the conceptual construct among three forms of employee work commitment, namely organizational commitment, job involvement, and career commitment, which are the most commonly accepted forms of multiple work commitment (Cooper-Hakim & Viswesvaran, 2005). In addition, the study attempts to examine the effects of the three forms of commitment on a corresponding range of employees' perceived work role performance, such as organizational, job, and career role-based performance, drawing on the compatibility principle (Fishbein & Ajzen, 1974). In sum, this research aims to advance past research in this field by examining the differentiated effects

of employees' commitments to organization, job, and career on the relevant work role performance, including organizational, job, and career role performance.

LITERATURE REVIEW AND HYPOTHESIS

Many prior studies on commitment have theoretically developed and empirically demonstrated that individuals simultaneously perceive commitment in more than one form because "they are exposed to more than one object of commitment in the workplace" (Cohen, 2006: 106). The process by which an individual comes to commit to specific objects within an organization can be explained by social exchange theory (Blau, 1964). Individuals who experience high quality exchange relationships with their organization, job, and/or career within an organization tend to display greater levels of organizational, job, and/or career commitment (Cohen, 2006; McNeely & Meglino, 1994). For example, individuals tend to feel committed to the organization and the top management when they perceive that the organization values their contributions and cares about their well-being. Similarly, employees are likely to have loyalty to their job and/or career if the job and/or the career provides them with a strong sense of fulfillment. As such, employee commitment takes various forms, and it can be broadly classified into three categories, namely organizational commitment, job involvement, and career commitment (Cooper-Hakim & Viswesvaran, 2005).

First, the three forms of commitment, including organizational, job, and career commitment, have been *theoretically* differentiated. Organizational commitment can be defined as an

emotional attachment to the organization. Organizational commitment theory hypothesizes that employees with strong organizational commitment tend to remain with their companies (Allen & Meyer, 1996). On the other hand, job involvement is referred to as “psychological identification with a job” (Kanungo, 1982: 97). Individuals with high job involvement are apt to feel committed to their jobs and see them as a critical part of themselves. Previous research has reported that the more employees are involved in their jobs, the greater the levels of satisfaction they have with the jobs and the organization they work for (e.g. Huselid & Day, 1991; Shore, Newton & Thornton, 1990). Finally, career commitment is characterized by the development of personal career goals and involvement in setting strategies for those goals (Colarelli & Bishop, 1990). Chang (1999) argued that individuals who have strong career commitment are likely to exert greater efforts in their current jobs and organization than those who do not. In addition, career commitment is considered to be essential for individuals’ career progression and development, not only within an organization but also between organizations from the boundaryless career perspective (Sullivan & Arthur, 2006).

Second, the distinctiveness between the three dimensions of commitment, including employees’ commitment to organization, job, and career, has been *empirically* demonstrated in previous works on multiple commitments. Regarding the relationship between organizational commitment and job involvement, Meyer, Allen, and Smith (1993) empirically showed that individuals were able to perceive the two as different commitment constructs. Subsequent empirical studies have assessed and confirmed the

distinctiveness between organizational commitment and job involvement by advancing the model developed by Meyer et al.’s (1993) work (e.g., Irving, Coleman, & Cooper, 1997). Regarding career commitment, Blau (1985) found that individuals could distinguish a career commitment construct from two other constructs, namely organizational commitment and job involvement. More recent empirical studies on commitment have observed that an individual’s career commitment plays a key role in moderating the relationships between organizational and job-related commitment and employee outcomes (e.g., Maier & Brunstein, 2001), providing evidence for differentiating career commitment from other forms of commitment. Hence, this study suggests the following hypothesis:

Hypothesis 1: Employees will distinguish among three forms of multiple work commitment, namely organizational commitment, job involvement, and career commitment.

Multiple Commitments and Employee Performance

The principle of compatibility (Fishbein & Ajzen, 1974) proposes that the relationship between a given attitude and other attitudes or behaviors is based on the attitudes and behaviors having an identical focus. According to the compatibility principle, measures of attitudes and behavior are more likely to be correlated with each other when they are compatible with respect to action, object, and context. The theoretical proposition of compatibility has been empirically validated by numerous studies. For example, Ajzen and Fishbein (1977) demonstrated that attitude-behavior links were strongest when the attitude was measured with

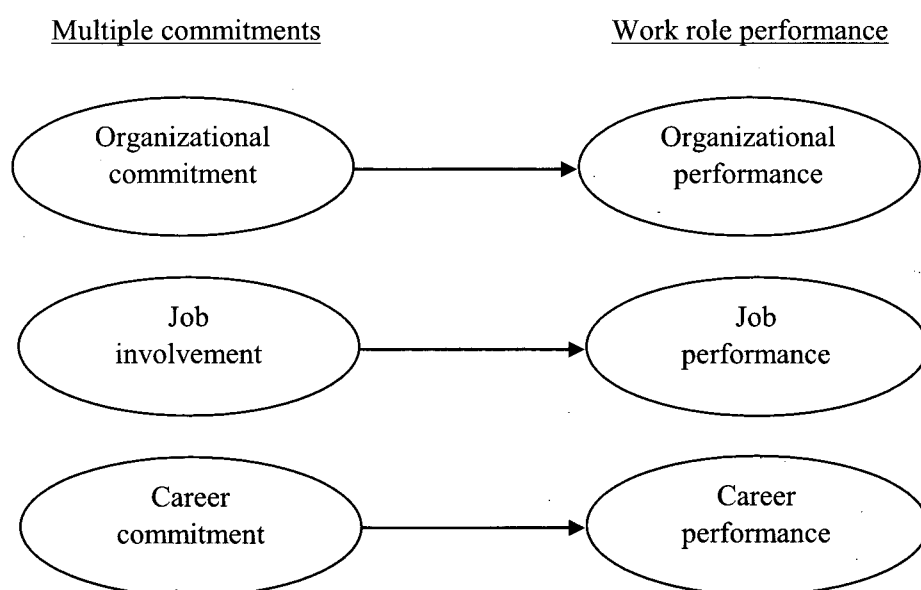
congruent behavior. In a similar vein, Kraus (1995) found that in non-work contexts, there were meta-analytic correlations of .29 versus .62 under low and high compatibility, respectively.

On the basis of the principle of compatibility, in particular, Cheng, Jiang, and Riley (2003) have argued that multiple employee commitments would have distinct and unique effects on various work outcomes because each form of employee commitment represents a distinctive employee attitude. Regarding the relationship between the multiple commitment and the outcomes, some empirical studies have shown evidence that multiple work commitments accounted differently for their relevant, compatible work attitudes. For instance, an individual's organizational commitment was found to have stronger positive effects on the attitudes and behaviors that are relevant to organization, such as turnover intentions (Cohen, 1993; Randall, 1990), absenteeism, withdrawal behaviors (Snape et al., 2006), and organizational citizenship behavior

(Cohen, 2006), than those relevant to job and/or career. Similarly, job involvement is more likely to be associated with the attitudes and behaviors relevant to job, including job satisfaction (e.g., Baba & Jamal, 1991; Shore et al., 1990), than those relevant to organization and/or career, although some studies have reported that it correlates with some organizational-relevant attitudes, such as absenteeism (Shore et al., 1990) and the intent to leave (Huselid & Day, 1991). Furthermore, an individual's career commitment within an organization has been observed to correlate more with the attitudes relevant to career, including subjective career success (Super, 1990) and career satisfaction (Aryee & Chay, 1994), than those relevant to organization and/or job.

Nevertheless, the relationships between multi-dimensional concepts of commitment and employee "performance," from the compatibility perspective, have rarely been examined, and therefore the question still remains of whether or not the compatibility principle can be applied to the

FIGURE 1
Hypothesized Compatibility Model of the Attitude-Performance Relationship



relationships by extending empirical evidence on the positive relationships between multiple commitments and employee attitudes. In their meta-analysis of already published work on multiple commitments, Mathieu and Zajac (1990) noted that "commitment has relatively little direct influence on performance in most instances" (1990: 184). As such, the relationships between various dimensions of commitment and performance have been only tenuously tested. Only a few studies have reported that there is a positive but marginal effect of employee commitment on performance, including the effect of organizational commitment on in-role performance (Farh, Tsui, Xin, & Cheng, 1998; Mathieu & Zajac, 1990) and the effect of supervisor commitment on both in-role and extra-role performance (Chen, Tsui, & Farh, 2002). However, the compatibility between multiple commitments and various forms of employee performance is still unknown.

Welbourne, Johnson, and Erez (1998) developed multidimensional constructs of role-based performance, namely organization, job, team, career, and innovation role-based performance. To assess the compatibility between three forms of commitment, namely organizational commitment, job involvement, and career commitment, and employees' perceived role-based performance, this study focuses on organizational, job, and career role-based performance as employee commitment outcomes. Existing performance literature repeatedly mentions that job performance (i.e., in-role performance) constitutes one of the most important criteria for employee work outcomes (Austin & Villanova, 1992). Subsequent studies have asserted that employees' organizational citizenship behaviors (i.e., extra-role or organizational-role performance) should be

reflected in employee performance evaluations, providing evidence of the direct significant effect of employees' citizenship behaviors on firm performance (Borman & Motowidlo, 1997). In addition to the job and organization member roles, there has been increased interest from both researchers and practitioners in the concept of career role-based performance, as a new psychological contract emerges between employers and employees where a more autonomous and "protean" career paradigm (Hall & Moss, 1998; Hall, 2002) penetrates into business organizations worldwide (Noe, Hollenbeck, Gerhart, & Wright, 1994). As such, employees will be evaluated not only from their job and organizational roles but also from their career role - the extent to which individuals set clear and well-defined career objectives, and the strategies they use to accomplish these objectives in the organization.

Considering the relationships between multiple commitments and various constructs of role-based performance from the compatibility perspective, I expect that organizational commitment, job involvement, and career commitment would be associated with each of the relevant, compatible role-based performance components; namely, organization, job, and career role-based performance, respectively. Thus, this study develops the following hypotheses:

Hypothesis 2a: Organizational commitment will have a stronger positive effect on organization role-based performance than it will have on job and career role-based performance.

Hypothesis 2b: Job involvement will have a stronger positive effect on job role-based performance than it will have on

organization and career role-based performance.

Hypothesis 2c: Career commitment will have a stronger positive effect on career role-based performance than it will have on organization and job role-based performance.

METHOD

Participants and Procedures

Questionnaire surveys were administered in Korea to collect data following the sequence below. First, we contacted HR managers at several companies in Korea and asked for their permission to conduct a survey of their employees. I targeted seven companies in the manufacturing, wholesale, service, construction, and transportation industries, all of which agreed to my request to visit and conduct a survey of randomly-selected full-time employees.

Second, I visited each company and distributed the survey questionnaires to a group of employees at each site. The random sampling in each job category at each company was done using employee ID numbers. In total, 144 out of 180 (80.0%) completed questionnaires were collected. The percentages of employees working for manufacturing, wholesale, service, construction, and transportation divisions of the participating industries were 29.9%, 22.2%, 20.1%, 13.9%, and 13.9% respectively. Women constituted 21.5% of the 144 employees. They had, on average, worked in their current organizations for 6.8 years, and 77.8% had at least a college education.

Measures

Organizational commitment. This study used the eight items of the organizational

commitment scale developed by Meyer et al. (1993). Respondents were asked to rate on a seven-point Likert-type answer format, ranging from 1 = "strongly disagree" to 7 = "strongly agree." Sample items were "I do not feel a strong sense of belonging to my organization," and "I do not feel 'emotionally attached' to this organization. (R)" The Cronbach's alpha coefficient was found to be .91.

Career commitment. The six-item scale for career commitment was adapted from the scales developed by Meyer et al. (1993). Respondents were asked to rate on a seven-point Likert-type answer format, ranging from 1 = "strongly disagree" to 7 = "strongly agree." Sample items were "I am proud to be in my career," and "I am enthusiastic about my current career." The Cronbach's alpha coefficient was .91.

Job involvement. This study used the four items of the job involvement scale developed by Kanungo (1982). Respondents were asked to rate on a seven-point Likert-type answer format, ranging from 1 = "strongly disagree" to 7 = "strongly agree." A sample item was "I am very much involved personally in my job." The Cronbach's alpha coefficient was .80.

Employee performance. Employee performance was assessed by using a role performance measure made by Welbourne et al. (1998), which involves five sub-dimensions of role performance, including job, team, organization, career, and innovation. Of the five sub-dimensions of their measurement, three of them, namely organizational, job, and career dimensions (four items each) were measured. The response format was a seven-point Likert-type scale, with 1 = "needs much improvement" to 7 = "excellent." Sample items for organizational-role, job-role, and career-role performance were "doing things that

help others when it's not part of his/her job," "quality of work output," and "obtaining personal career goals," respectively. The coefficient alphas for organizational-role, job-role, and career-role performance were found to be .91, .82, and .94, respectively.

Control variables. Several variables were controlled to avoid potential confounding effects on dependent variables (Van Dyne and Lepine, 1998). Specifically, gender (0 = "female," 1 = "male"), age (self-reported in years), organizational tenure (self-reported in years), education level (0 = "high school," 1 = "undergraduate degree or higher"), firm size (natural logarithms of the number of employees in the firm), and position (0 = "non-managerial employee," 1 = "lower middle manager," 2 = "middle manager").

RESULTS

Preliminary Analyses

Descriptive statistics. Correlations of all the key measures are reported in Table 1.

Confirmatory factor analyses. Before testing the compatibility hypotheses, a confirmatory factor analysis (CFA) was conducted to evaluate the discriminant validity of three dimensions of multiple commitment constructs; namely organizational commitment, job involvement, and career commitment. The results suggested that the hypothesized, a priori three-factor model ($\chi^2 = 295.98$, $df=132$, $IFI=.92$, $CFI=.92$, $TLI=.91$, $RMSEA=.09$) yielded a better fit than the alternative single-factor model ($\chi^2 = 584.42$, $df=135$, $IFI=.78$, $CFI=.77$, $TLI=.74$, $RMSEA=.15$) where all the commitment items are assumed to be explained by a single commitment factor. The increment in chi-square from the three-factor model to the single-factor model was found to be statistically significant ($\Delta\chi^2 = 288.44$, $\Delta df=3$, $p < .001$), indicating that the hypothesized three-factor model fits significantly better with the current data than the alternative single-factor model does. These results provide empirical evidence that respondents could differentiate, in their conceptual understandings, the three distinctive commitment constructs (i.e., organizational and career

TABLE 1

Correlation Matrix for All the Variables Used in the Study^a

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1 Gender	—											
2 Age	.31 ***	—										
3 Organizational tenure	.02	.79 ***	—									
4 Educational background	-.41 ***	-.18 *	-.16	—								
5 Position	.38 ***	.62 ***	.47 ***	-.03	—							
6 Firm size	-.09	.09	.25 **	-.21 *	-.23 **	—						
7 Organizational commitment	.09	.33 ***	.37 ***	-.08	.16	.28 **	—					
8 Job involvement	.14	.22 **	.21 *	-.19 *	.17 *	.26 **	.66 ***	—				
9 Career commitment	.03	.27 **	.31 ***	-.12	.12	.37 ***	.67 ***	.79 ***	—			
10 Organizational performance	.05	.36 ***	.30 ***	-.06	.19 *	.06	.61 ***	.59 ***	.60 ***	—		
11 Job performance	.23 **	.20 *	.17 *	-.37 ***	.21 *	.11	.40 ***	.59 ***	.49 ***	.43 ***	—	
12 Career performance	.13	.16	.08	-.04	.14	.17 *	.49 ***	.60 ***	.55 ***	.64 ***	.35 ***	—

^a n=144.

† p<.10

* p<.05

** p<.01

*** p<.001

commitment, and job involvement). Therefore, Hypothesis 1 was supported.

Another confirmatory factor analysis was conducted to examine the distinctiveness of the three role-based performance variables (organizational, job, and career performance). The results showed that the three-factor model ($\chi^2 = 101.17$, $df=51$, $IFI=.97$, $CFI=.96$, $TLI=.95$, $RMSEA=.08$) yielded a better fit than the single-factor model ($\chi^2 = 504.29$, $df=54$, $IFI=.66$, $CFI=.66$, $TLI=.58$, $RMSEA=.24$). The change in chi-square from the hypothesized three factor model to the alternative single-factor model was found to be statistically significant, with the increment in chi-square value being 403.12 ($\Delta df=3$, $p < .001$), providing further empirical support for the hypothesized three-factor model. Thus, these results

suggest that employees are able to distinguish among multi-dimensional constructs of the employees' role-based performance that subsumes the distinctive dimensions of organization, job, and career role-based performance.

Tests of Compatibility Hypotheses

As shown in Table 2, compatibility hypotheses (H2a, H2b, and H2c) were tested by using a hierarchical multiple regression analysis. Hypothesis 2a predicted that organizational commitment would have a stronger positive effect on organization role-based performance than it would have on job and career role-based performance. To test this hypothesis, this study examined the 95% confidence intervals around organizational performance regression weights. As

TABLE 2
Results of Hierarchical Multiple Regression Analyses for Testing the Relationship between Multiple Commitments and Role-based Performance^{a, b}

	Model 1			Model 2				Model 3							
	Organizational performance			Job performance				Career performance							
	β	(S.E.)	<i>p</i>	CI (B) ^c		β	(S.E.)	<i>p</i>	CI (B)		β	(S.E.)	<i>p</i>	CI (B)	
			L ^d	H ^e				L	H				L	H	
Step 1: Control variables															
Gender	-.16	(.20)	†			-.06	(.20)				.04	(.27)			
Age	.38	(.14)	**			.03	(.14)				.13	(.18)			
Tenure	-.13	(.02)				-.07	(.02)				-.25	(.02)	†		
Education	-.01	(.16)				-.38	(.16)	***			.07	(.22)			
Position	-.14	(.06)				.08	(.06)				.01	(.07)			
Firm size	-.22	(.04)	**			-.11	(.04)				-.02	(.06)			
R^2_1	.15		**			.22		***			.05				
Step 2: Multiple commitments															
Organizational commitment	.27	(.08)	**	.072	.384	.03	(.08)	-.129	.182	.12	(.11)		-.091	.327	
Job involvement	.25	(.10)	*	.030	.431	.32	(.10)	**	.067	.468	.25	(.14)	†	-.010	.527
Career commitment	.22	(.09)	†	-.005	.371	.18	(.09)		-.054	.321	.27	(.13)	*	.002	.504
R^2_2	.51		***			.42		***		.33		***			
$\Delta R^2_{(1-2)}$.36		***			.20		***		.28		***			

^a $n=144$.

^b R^2_1 and R^2_2 denote the adjusted R squares generated by the first and second step regressions, respectively. $\Delta R^2_{(1-2)} = R^2_2 - R^2_1$.

^{c, d, e} CI (B) L denotes 5% lower bound of confidence interval, while CI (B) H denotes 95% upper bound of confidence interval.

† $p < .10$

* $p < .05$

** $p < .01$

*** $p < .001$

can be seen in Model 1 of Table 2, although organizational commitment was found to have a significant impact on organization role-based performance ($\beta = .27, p < .01$), other dimensions of commitment also had meaningful effects on the performance ($\beta = .25, p < .05$ for job involvement, and $\beta = .22, p < .10$, for career commitment). In addition, the confidence interval around the regression weight for organizational commitment ($CI_{(low)} = .072$ and $CI_{(high)} = .384$) overlapped with the intervals for job involvement ($CI_{(low)} = .030$ and $CI_{(high)} = .431$), indicating that, inconsistent with the compatibility principle, the effect of organizational commitment on organization role-based performance was not necessarily stronger than the effects of job involvement on the organizational performance. These results suggest that organizational commitment and job involvement simultaneously contributed to organizational performance. Thus, Hypothesis 2a was not supported.

Hypothesis 2b predicted that job involvement would have a stronger positive effect on job role-based performance than it would have on organization and career role-based performance. As shown in Model 2 of Table 2, job involvement was found to be significantly and positively related to job role-based performance ($\beta = .32, p < .01$). In addition, the 95% confidence intervals around the beta weights for both organizational commitment ($CI_{(low)} = -.129$ and $CI_{(high)} = .182$) and career commitment ($CI_{(low)} = -.054$ and $CI_{(high)} = .321$) included zero. Organizational commitment ($\beta = .04, p > .10$) and career commitment ($\beta = .18, p > .10$) did not significantly explain job performance. These results indicate that organizational commitment and career commitment were not significantly related to job performance. Thus, the

fact that job involvement had the highest weight supports Hypothesis 2b.

Finally, Hypothesis 2c stated that career commitment would have a stronger positive effect on career role-based performance than it would have on organization and job role-based performance. The results of Model 3 of Table 2 show that career commitment is significantly and positively related to career role-based performance ($\beta = .27, p < .05$). The 95% confidence intervals around the beta weights for both organizational commitment ($CI_{(low)} = -.091$ and $CI_{(high)} = .327$) and job involvement ($CI_{(low)} = -.010$ and $CI_{(high)} = .527$) included zero, indicating that neither organizational commitment ($\beta = .13, p > .10$) nor job involvement ($\beta = .25, p > .10$) significantly predicted the career performance. These results suggest that the positive effect of career commitment on career role-based performance is stronger than the individual effects of organizational commitment and job involvement on organizational performance. Thus, Hypothesis 2c was supported.

DISCUSSION

The purpose of this study was to examine the conceptual and construct distinctiveness among three forms of commitment, namely organizational commitment, job involvement, and career commitment, and to test how each form of commitment was differently correlated to various perceived forms of role-based performance, such as organizational, job, and career performance. In support of the compatibility hypothesis (Cheng et al., 2003), two of the commitment dimensions - job involvement and career commitment - showed predictive and stronger positive effects on their

respective role-based forms of performance, namely job and career performance, respectively, than other forms of commitment did, while organizational commitment failed to show a unique positive effect on organizational role-based performance. More specifically, for the organizational role-based performance, not only organizational commitment but also other commitment foci, including job involvement and career commitment, were found to significantly and positively influence the organizational performance; a result that failed to support the principle of compatibility as suggested by Fishbein and Ajzen (1974). These findings contribute to existing commitment studies in the following way.

First, this study has demonstrated the construct validity of multiple commitments by illustrating that the respondents of the present study perceived each of the three commitment foci, including organizational commitment, job involvement, and career commitment, as a distinctive measurement construct. The confirmatory factor analysis results indicate that the hypothesized three-factor model fits significantly better with the present sample covariance structure than the alternative single-factor model does. This suggests that the respondents could recognize the measurement items of commitment measures as having the hypothesized three distinctive conceptualizations, namely employees' commitment to organization, job, and career, rather than as having merely an overall commitment conceptualization. These findings replicate previous empirical reports (Cooper-Hakim & Viswesvaran 2005; Irving et al., 1997; Meyer et al., 1993), which demonstrate the construct validity of multiple commitments in non-Asian contexts. The main merit of this study is that it illustrated that multiple commitments could be distinguishable and were

valid operationalizations among Korean employees.

Second, the study has provided empirical evidence that of the three forms of employee commitment, two of the commitment foci - job involvement and career commitment - had distinct effects on these respective, compatible performance functions, namely job and career role-based performance. Specifically, job involvement had a stronger positive effect on in-role job performance than organizational and career commitments did on the same performance component. The same was also true for the relationship between career commitment and career performance. These findings give consistent support to the compatibility hypothesis, as predicted in Hypotheses 2b and 2c of the study. Prior work on multiple commitments demonstrated this compatibility effect only from the commitment-attitude link, not from the commitment-performance link (Cohen 2006; Snape et al., 2006). Moreover, as noted by several studies (Farh et al., 1998; Mathieu & Zajac, 1990), employee commitment might not be a significant antecedent of employee performance, although it did significantly account for employee work attitudes. However, as far as the present study is concerned, the commitment-performance link is not negligible, and the principle of compatibility can work not only for the commitment-attitude link, but also for the commitment-performance link, especially for the relationship between job and career commitment foci and their respective role-based performance.

Third, it was found that organizational role-based performance was significantly and positively influenced not only by organizational commitment but also by job involvement. According to Cheng et al.'s (2003) propositions based on the principle of compatibility, organizational role-based performance should be

more explicitly and strongly explained by its relevant commitment, namely organizational commitment, than by other commitment forms. However, the present findings showed that both commitment foci, namely organizational commitment and job involvement, had significant and positive effects on the organizational role-based performance, with few differences in terms of the magnitude of the effects. These results failed to support Hypothesis 2a and the principle of compatibility. Organizational role-based performance is a close conceptualization of organizational citizenship behavior, which, as many prior studies have observed, is influenced by job-related attitudes (Chughtai, 2008; Piccolo & Colquitt, 2006). Logically, the more positive the attitude toward their job employees have, the more likely they are to engage in organizational citizenship behavior, and thereby to exercise higher extra-role performance. Although tentative, the organizational citizenship behavior and its subsequent outcome of extra-role performance can be explained by each of the multiple commitments combined. In this sense, the study has made an important contribution to the existing commitment literature by providing a possibility that the commitment-performance link may not be as simple as the commitment-attitude link, especially in light of the principle of compatibility.

However, despite these contributions the study has several limitations that entail caution in interpreting the results. First, the study employs self-report measures of role-based performance (Welbourne et al., 1998). The use of self-report performance measures might inflate the size effect brought by multiple commitments, which are also measured on a self-report basis. Future studies are encouraged to test commitment-performance

compatibility by using supervisor-rated, role-based performance measures. Second, the present study was limited in its sample size ($n=144$) in order to adequately test the compatibility hypothesis as well as the construct validity of multiple commitment measures. In order to give solid empirical evidence to the hypotheses developed in the study, future studies should increase the sample size to offer more robust findings. Third, the study focused only on the three foci of multiple commitments, namely organizational commitment, job involvement, and career commitment, and their respective effects on the three aspects of role-based performance. However, there are more dimensions of multiple commitments, such as supervisor commitment (Becker et al., 1996), work group commitment (Zaccaro & Dobbins, 1989), and so forth. It is recommended that more dimensions should be included in future research and that an attempt should be made to test the compatibility hypothesis using multiple commitment concepts.

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APPENDIX**Items in Multiple Commitments and Performance Scale****Organizational commitment**

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel like 'part of the family' at my organization. (reverse-coded)
4. I do not feel 'emotionally attached' to this organization. (reverse-coded)
5. This organization has a great deal of personal meaning for me.
6. I do not feel a strong sense of belonging to my organization. (reverse-coded)
7. I enjoy discussing my organization with people outside it.
8. I think that I could easily become as attached to another organization as I am to this one.

Job involvement

1. I consider my job to be very central to my existence.
2. I like to be absorbed in my job most of the time.
3. Usually I feel detached from my job. (reverse-coded)
4. I am very much involved personally in my job.

Career commitment

1. My current career is important to my self-image.
2. I regret having entered this career.
3. I am proud to be in my career.
4. I dislike my current career. (reverse-coded)
5. I do not identify with my current career. (reverse-coded)
6. I am enthusiastic about my career.

Organizational performance

1. Doing things that help others when it's not part of my job.
2. Working for the overall good of the company.
3. Doing things to promote the company.
4. Helping so that the company is a good place to be.

Job performance

1. Quantity of work output.
2. Quality of work output.
3. Accuracy of work.
4. Customer service provided (internal and external).

Career performance

1. Obtaining personal career goals.
2. Developing skills needed for my future career.
3. Making progress in my career.
4. Seeking out career opportunities.