



## The relationship between organizational commitment and contextual performance among private club leaders

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### ABSTRACT

The present study examined the factor structure of, and relationships between, multi-dimensional constructs of organizational commitment (OC) and contextual performance (CP) in the context of the private club industry. Data were collected from private club leaders ( $N = 549$ ) via a web survey. Structural equation modeling showed that affective commitment (AC) had the strongest positive effects on both dimensions of CP. Continuance commitment (CC) related negatively to both dimensions of CP; however, the relationship between CC and job dedication only was statistically significant. Normative commitment was associated positively with both dimensions of CP, but these two relationships were not statistically significant.

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### 1. Introduction

A considerable body of literature relates to the concept of organizational commitment (OC) (Mathieu and Zajac, 1990; Meyer and Allen, 1984, 1991, 1997; Meyer et al., 1993, 2002, 2004; Mowday et al., 1982; Porter et al., 1974). Mainly, there are two approaches to understanding OC. First, OC is understood as an individual intention or preference to stay with the present organization (Meyer, 1997). Second, OC can be viewed as an individual's attitude towards an organization and is reflected in the relative strength of an individual's relationship and identification with the organization (Mowday et al., 1979).

Although the general definition of OC reflects its significance in binding or linking the individual to the organization itself, the majority of research surrounding OC has focused heavily on examining employees' (internal customers') commitment, in attempting to understand the relationship between employee and employer. However, the investigation of OC and its consequences should not be limited to staff members solely, but should be extended to internal customers who are at top management levels. In particular, understanding top management's attitude toward the organization is critical in the context of

the private club industry. Club members, in fact, serve as owners of the club, by retaining their memberships, continuing to pay dues, and sponsoring others to join through the relationships developed. From the club members' perspectives, highly committed club leaders are desirable, since top management's performance is key in guiding and maintaining organizational success and effectiveness.

The increasing attention to OC has led to many important developments in both theory and research. Meyer and Allen (1984, 1991) and Allen and Meyer (1990, 1996) proposed a three-component conceptualization of OC, comprising affective commitment (AC), continuance commitment (CC), and normative commitment (NC), each of which ties individuals to their organizations. A distinction between these three reflects the nature of the psychological bonding of each OC component with the organization. Individuals with strong AC remain with the organization because they *want to*, those with strong CC stay because they *need to*, and those with strong NC continue to work because they feel they *ought to* (Meyer and Allen, 1991; Meyer et al., 1993).

In part, the popularity of studying OC is attributable to the fact that a multi-dimensional OC is known to predict various desirable outcomes. Thus, much research has been directed at identifying effects of a multi-dimensional construct of OC on important job outcomes (cf., Jaramillo et al., 2005; Meyer et al., 2002). OC effects on job performance in the work setting are of high interest to researchers. The literature demonstrates that OC predicts prescribed in-role (known as task performance) and discretionary extra-role (known as contextual performance; CP) behaviors in job

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performance (Brewer, 1996; Chen and Francesco, 2003; Chen et al., 2002; Cohen, 2006; Gautam et al., 2005; Paulin et al., 2006; Preston and Brown, 2004; Shaw et al., 2003; Sinclair et al., 2005; Williams and Anderson, 1991). This present study examined OC effects on CP, including job dedication and interpersonal facilitation, since leaders interacting with many levels of individuals within the organization are likely to be successful when engaged in extra-role behaviors beyond formal role requirements. Despite growing interest in the concepts of OC and CP, relationships between these two constructs are still somewhat unclear because of the multi-dimensionality of the constructs. Meyer and Allen (1997) posited that researchers can achieve a better understanding of an individual relationship with an organization when all three components of OC are considered together. Not many empirical studies have investigated all three components of OC; therefore, it is imperative for researchers to investigate those components to understand their effects on CP.

### 1.1. Study objectives

This study was conducted in the private club industry, an under-researched segment of the hospitality industry, in terms of organizational commitment and CP. The club industry has a unique emphasis on the nature of the relationships among private club leaders and their customers, called members (Cichy et al., 2007). In private clubs, customers are called members; they represent more than a single encounter with a service business. Club members are owners of the club and often are part of a legacy of membership spanning generations in families and in their club. By contrast, many other hospitality service businesses do not enjoy this relationship with their guests (hotels) or customers (restaurants). Therefore, due to the importance of the relationship with club members, leaders in private clubs have much to gain from an understanding and application of organizational commitment and CP.

The objective of this study was to evaluate the construct validity of a three-factor model of OC, comprising AC, CC, and NC and of a two-factor model of CP, comprising interpersonal facilitation and job dedication, using a sample of private club leaders. More specifically, this study examined the relationships between three dimensions of OC and two dimensions of CP (known as discretionary extra-role behavior). Of particular importance in the current study was the potential to demonstrate the generalizability of the three-factor model of OC in the context of the private club industry, and to understand the different natures and correlates of psychological bonding and identification with the club among private club leaders, rather than targeting staff members in the private club industry.

In the following section, first the dependent variable, CP, is reviewed briefly. Second, a proposed conceptual model is presented, along with explaining hypothesized relationships linking OC and CP. Third, the estimation and testing of measurement models are explained, and hypotheses are tested in the context of the private club industry. Fourth, the findings of the study are explained. Last, study implications, limitations, and directions for future research are presented.

## 2. Theoretical background

### 2.1. Contextual performance (CP)

Attempts to examine the relationship between OC and job performance have yielded mixed results. For example, several early studies failed to demonstrate a significant organizational commitment and performance relationship (Angle and Lawson,

1994; Randall et al., 1990). For example, Mathieu and Zajac's (1990) meta-analysis found only a weak direct relationship between OC and individual performance, whereas Meyer et al.'s (2002) meta-analysis showed mixed findings, depending on the dimension of OC. Until early 1990, research in job performance was limited to focusing on formal and core job responsibilities while ignoring a set of interpersonal and volitional behaviors (Conway, 1999).

Borman and Motowidlo (1993, 1997a,b) were the first researchers to use the term, CP. They argued that CP should be differentiated from task performance. Now, it is generally agreed that CP should be distinguished from task performance theoretically and practically, because they are determined by different antecedents (Borman and Motowidlo, 1993, 1997a,b; Conway, 1999; Organ and Ryan, 1995). While task performance reflects expected and required job-specific behaviors including formal and core job responsibilities, CP includes patterns of behaviors beyond job-specific duties, namely discretionary extra-role behaviors (Borman and Motowidlo, 1993, 1997a,b; Motowidlo and Van Scotter, 1994).

While both in-role prescribed behavior (known as task performance) and discretionary extra-role behavior (known as CP) in job performance are important to the success of a private club organization, this present study explicitly focuses on investigating consequences of OC on extra-role behaviors, namely CP. Private club leaders tend to interact with many levels of staff members and club members, and likely will be successful when engaged in extra-role discretionary behaviors beyond formal role requirements (Cichy et al., 2007).

Van Scotter and Motowidlo (1996) initially investigated two separate dimensions of CP: interpersonal facilitation (IF) and job dedication (JD). According to these researchers, IF "consists of interpersonally oriented behaviors that contribute to organizational goal accomplishment" and JD "centers on self-disciplined behaviors such as following rules, working hard, and taking the initiative to solve a problem at work" (p. 526). The postulated two-factor structure of CP, consisting of JD and IF, is necessary because of the conceptual distinction between these two dimensions. For example, while two dimensions of JD and IF are related to each other in terms of representing the discretionary extra-role behaviors, they are distinctive because IF represents the interpersonally focused aspects of CP, while JD implies self-disciplined behaviors that are beyond personal job requirements. Besides the conceptual distinction, empirical findings demonstrated that each of IF and JD contributed uniquely and significantly to the prediction of overall performance ratings beyond ratings of task performance (Borman and Motowidlo, 1997a,b; Conway, 1999; Johnson, 2001).

The discretionary behaviors, labeled as CP, by Borman and Motowidlo (1993) and others (Conway, 1999; Motowidlo and Van Scotter, 1994) have much in common with the work of organizational citizenship behavior (OCB) by Organ (1988, 1997). Organ (1997, p. 91) defined OCB as a class of discretionary behaviors that contributes "to the maintenance and enhancement of the social and psychological context that supports task performance." These discretionary extra-role behaviors have been defined and identified under a variety of different labels (Bettencourt et al., 2001; Borman and Motowidlo, 1993; Brief and Motowidlo, 1986; Motowidlo and Van Scotter, 1994; Organ, 1988, 1997; Organ and Ryan, 1995) and seem to have some or significant overlap with each other. Conway (1999, p. 3) also argued that "CP is virtually identical to Organ's (1997) recent conception of OCB at the conceptual level." In fact, the dimensions of IF and JD are conceptually similar to Organ's (1988, 1997) altruism and conscientiousness. For example, Organ (1988)

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