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The role of commitment on the effect of public workers' OCBO on in-role performance

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Abstract: *Public workers have requirement and characteristics of public jobs are differed from the private ones. It is likely to be more related on political issues. They have to adjust their work orientations in different regimes obligations. They will play different behaviors and attitudes on their jobs. Hence it is important to investigate the effect of their behavior on their attitudes. The services theory could make more academic alternative to solve the problems of the complex service of public workes. OCBO is suggested to be represented to the service theory. However, stronger worker-institution attachment are able to achieve higher work performance. Accordingly this study is aimed to explore the various roles of commitment on the effect of Organizational citizenship behavior-organization (OCBO) on Public Workers' in-role performance. The commitment of public workers is investigated as the mediation of the effect of Organizational citizenship behavior-organization (OCBO) on Public Workers' in-role performance. University staffs are employed to this research. The findings show that OCBO is significantly has an effect on their performance. The Affective, normative and continuance commitment have different roles on the effect of OCBO on in-role performance. The emotional attachment plays a significant role on OCBO rather than feeling of obligation to create stronger effect of OCBO on in-role performance. Public workers are likely to show their emotional attachment at work rather than their feeling of obligation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. The feeling obligation is accepted when investment orientation and emotion attachment is reached. The implications and future research are discussed.*

Keywords: *OCBO; commitment; in-role performance*

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Introduction

Work achievement for public workers is likely to be more related on political issues (Ashraf, 2017; Prysmakova, 2016). It is noted that "Political meddling in aspects of personnel management is often an indicator of political interference in other areas of administration included promotions, transfers, dismissals and performance assessments". A core issue concerns the extent of its' political influence coupled with the appropriateness of how performance is valued and assessed for both centralization and decentralization administration system. Hence public employment is likely being less attractive than is desirable in the public interest.

Empirically, numerous studies on public workers performance have been done. However, different approaches of studying individual work performance is likely common in today's discourses (Chong & Cozzubo, 2017; Koopmans et al., 2011; Palma, Hinna, & Mangia, 2017; Shim & Faerman, 2015). Based on long-term strategy and motivational theories, human resources practices such as recruiting, retaining, and rewarding well-motivated workers who are committed to achieve the goals of the organization is believed to the important issues of public workers management (Norris, 2016). Whereas job-security, regular pay-checks and safe pensions, old-fashioned, hierarchical and hide-bound organizational culture found to be a challenging part of public workers performance (Alonso & Lewis, 2001; Norris, 2016; Shim & Faerman, 2015, Ciobanu et al., 2019). Other scholars found an incompatibility between professionalism and bureaucracy in public sectors. Their work achievement is related to the perceive organizational rules, procedures, and nation norms (Zhang, 2017). Public workers have to adjust their work commitment at work in different regimes obligation (Heydemann & Leenders, 2011; Martin & Thelen, 2017; Prysmakova, 2016). Hence it is believed that there is a significant different of the issues of public and private workers' performance.

The theoretical discourse of public workers' performance is related to the scholars perspectives in analyzing the attitude of public workers. Reinforcement theory is mostly used to make a judgment on scholars' hypotheses and finding discussion (Khan, 2005; Quinn & Thorne, 2014; Rudawska, 2008; Salisu, 2016). Whereas some of them used a job characteristics concept to explore the phenomenon of public workers' work achievements (Bullock, Hansen, & Houston, 2018; Fallah, 2017; Kwon & Sohn, 2017). Those are believed to be a motivational concern rather than practical actions. Accordingly scholars are invited to investigate the concept of service theory to explain the public worker task performance (Gnusowski, Goncharuk, & Skąpska, 2017; Lawson, 2017). It allows us to have a better understanding on the mechanism of how task-performance is formed.

Public workers task is argued to have complex service. In common with all complex services, there are challenges and difficulties and, while these are recognized, thus the services theory could make more academic alternative to solve

the problems. This theory is able to increase experience of object. The service concept is begun with the service design to endorse decision making, selecting and making an action, included people-processing, possession-processing, and information-based services (Gnusowski et al., 2017). Hence OCBO is plausible to represent the service orientation concept. It engages in to maintain the social context that supports task performance. The public sector employees' citizenship behaviors are service actions include helping coworkers with their job tasks; proactively being involved in solving citizens' problems; being actively engaged in identifying problems related to current public service provision and suggesting appropriate solutions; and helping one's agency to maintain a favorable image in the community. Accordingly, public workers with better OCBO is argued to have stronger worker-institution attachment and able to achieve higher work performance rather than their counterparts (Cesário & Magalhães, 2017). This study investigates the role of commitment on the effect of OCBO on in-role performance among public workers.

1. Literature review

This study use the case of staff of public institution. This study investigates how OCBO, and commitment work on in-role performance, and the mediation role of commitment on OCBO-in-role performance. The main difference between public and private job and task environment are reviewed and the framework of relevant literature on OCBO, commitment and in-role performance relationship.

1.1 Differences working in public and private institutions

Working in public service is a working activities and service which is provided by government to people living within its jurisdiction. They are usually known as government employees and subject to regulation going beyond that applying to most economic sectors and closely to the public's interest and motivations (Anderfuhren-Biget, Varone, & Giaque, 2014). Public service institution is often performed by workers known as civil servants. They are hired by elected officials. Studies of civil servant work and private workers have found contrasting. Public workers tend to make less in wages when adjusting for education. However they have other intangible benefits such as increased job security (Bellante, Link, & Bellante, 2014; Campos, Depalo, Papapetrou, & Ramos, 2015; Cohen & Duberley, 2015; Frank & Lewis, 2004).

1.2 The Nature of OCBO on in-role performance

In-role performance comprises required outcomes and employee behaviors as described in employees' job profile, which contribute to the goals of the organization (Motowidlo & Scotter, 1994; Wingerden & Poell, 2017). It is usually relates and refers to the achievement of duties and responsibilities one executes as an integral part of one's job assignments (Vigoda, 2000). In-role performance of public workers is related to the achievement of workers at the street level which are the hands, face, and feet, of government. To citizens, they embody the State, how it

is run and how it performs (Lu & Guy, 2014). It is closely to the proficiency with which an individual carried out the tasks that were specified in his or her job description (Griffin, Neal, & Parker, 2007). Thus public workers which are providing satisfactory services to citizens are required to achieve their tasks in accordance with the expected institutional performance and public satisfaction.

Based on the concept of self efficacy, public workers able to assess their required skills or knowledge desired to achieve their goals i.e; perform a particular satisfactory services to citizens and tasks successfully (Bandura, 1982). Whereas the concept of role theory and identity theory suggest that in-role performance combines a psychological (individual contributions) and a sociological (organizational framework) perspective (Welbourne, Johnson, & Erez, 1998). It is related to the issues of career, innovation, team work, and contribution to institution. Other suggests that in-role performance based on theories of individual differences is related to various proficiencies such as job and non job specific task, written and oral communication, Management and administration, and conscientious initiatives (Johnson, 2003). Further study of Pulakos (Pulakos, Arad, Donovan, & Plamondon, 2000) argue that performance is related to the adaptive behavior such as handling emergencies or crisis situations handling work stress dealing with uncertain work situations, learning tasks, technologies, and procedures demonstrating interpersonal adaptability, demonstrating cultural adaptability and demonstrating physical adaptability. It is especially in the face of regime change and its rules. Hence, in-role performance is individual's proficiency or level of contribution to government and citizen.

Different antecedent of in-role performance for public workers are suggested to reach some specific behavior as their main characteristics of their job (Griffin et al., 2007; Pulakos et al., 2000, 2002). Hence the service orientations to citizen and government of public workers are closely to relate the plausible explanation of in-role performance antecedent. Thus OCBO is an appropriate construct determining the most significant in-role performance antecedent. Ravichandran (Ravichandran, Gilmore, & Strohbahn, 2007) concludes that OCBO is developed by various theories such as Social exchange, Norm of Reciprocity, Equity Theory, Social Learning Theory, Social Information Processing Theory, Leader-Member Exchange Theory and Transformational and Transactional Leadership. OCBO is required public workers to serve and help such as to behave altruism, sportsmanship, civic virtue, courtesy, and conscientiousness (Organ, 1997; Organ & Ryan, 1995) and or helping behavior/altruism and organizational loyalty/allegiance to organizational leaders and promotion of organization's image (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). OCBO is believed to the behaviors that benefit the organization in general (Williams & Anderson, 1991). They act altruism in the workplace consists essentially of helping a specific work colleague with an organizationally relevant task or problem. Conscientiousness consists of behaviors that go well beyond the minimum role requirements of the organization. These behaviors indicate that employees accept and adhere to the rules, regulations, and procedures of the organization that in turn may reach the

goal of the tasks. Civic virtue is indicated by the workers' deep concerns and active interest in the life of the organization, such as attending meetings and keeping up with what is going on with the organization in general and defending the organization's policies and practices when they are challenged by an outside source. Hence they with better civic virtue will follow the task requirement and orientation. Courtesy is related to prevent work-related conflicts with others as a form of helping behavior such as making extra copies of the meeting agenda for teammates, and giving a colleague ample notice when alter something that will affect them. This behavior may promote productive teamwork to achieve better job performance. Sportsmanship is a willingness to show workers' tolerance of less ideal organizational circumstances without complaining and blowing problems out of proportion. Thus these reducing the amount of complaints, sportsmanship conserves time and energy to reach higher performance. The idea is that over time, the compilation of employees helping behavior will eventually be advantageous for the organization by the high of workers job achievements. Accordingly public workers which are actively to behave OCBO able to achieve their in-role performance better. Accordingly the hypothesis proposed is:
Hypothesis 1: OCBO has a positive effect on in-role performance among public workers.

1.3 The role of commitment on the effect of OCBO on in-role performance

Scholars argued that commitment has been conceptualized and measured in various ways (Allen & Meyer, 1990). It may increase various positive behaviors and attitudes at work. Various conceptualizations of commitment involve the psychological state reflected in commitment, the antecedent conditions leading to its development, and the behavior (other than remaining) that are expected to result from commitment. Hence commitment are included three general themes i.e., affective attachment, perceived costs and obligation namely affective, continuance and normative commitment. "Employees with strong affective commitment - as a positive emotional attachment to the organization - remain because they want to, those with strong continuance commitment - "Side bets", or investments, are the gains and losses that may occur should an individual stay or leave an organization- because they need to, and those with strong normative commitment – as feelings of obligation – because they feel they ought to do so" (Allen & Meyer, 1990; Mura et al., 2018). Theoretically affective attachment is generally shown by personal characteristics, job characteristics, work experiences and structural characteristics. Whereas continuance commitment is likely to be endorsed by the time and energy been invested have to be paid off. However the normative commitment arises in line with the individual's experiences entry into the organization. Hence workertolerates of less ideal organizational circumstances without complaining and blowing problems and furhter have a positive emotional attachment to the organization is likely have stronger effort to reach the task results. This strengten effect is stronger rather than worker tolerates of less ideal organizational

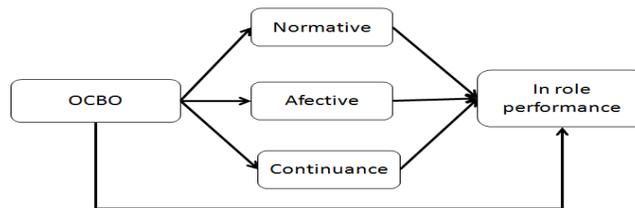
circumstances without complaining and blowing problems and further have investments orientation. However the feelings of obligation play lower effect on the OCBO-in-role performance relationship rather than have investments orientation. No one enjoy their job without payment. Hence investments orientation is likely the middle effect on the OCBO-in-role performance relationship rather than feelings of obligation. Thus the Mediating commitment hypothesis proposed are:

Hypothesis 2: Normative commitment mediates the effect of OCBO on in-role performance among public workers.

Hypothesis 3: Affective commitment mediates the effect of OCBO on in-role performance among public workers.

Hypothesis 4: Continuance commitment mediates the effect of OCBO on in-role performance among public workers.

Figure 1. Research Model



(Source: authors' own processing)

2. Research Methodology

This study employs University staffs of Yogyakarta State University Indonesia.

2.1 Instrument and Model Validation

It is included 34.09% female and they represents from various unit (table 1).

Table 1. Descriptive of Respondent

Department	Percentage
Academic	6.8%
Finance	65.9%
Library	13.6%
Supply and equipment	13.6%

(Source: authors' own processing)

The 24 items of instruments of commitment used from Allen & Meyer (Allen & Meyer, 1990). The sample of affective commitment questionnaire is "I would be very happy to spend the rest of my career with this organization" and The sample of normative commitment questionnaire is "One of the major reasons

I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain”, whereas The sample of continuance commitment questionnaire is “One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here”. The 8 items of instruments of OCBO used from Williams & Anderson (Williams & Anderson, 1991). The sample of those questionnaires is “Gives advance notice when unable to come to work”. The 8 items of instruments of in-role performance used from Williams & Anderson (Williams & Anderson, 1991). The sample of those questionnaires is “Meets formal performance requirements of the job“. A 5-point rating scale was used to evaluate the level of constructs.

Measure validation

Confirmatory factor analysis (CFA) is adopted to test for the quality and adequacy of the measurement model. In accordance with the two-step procedure suggested by Anderson and Gerbing (Anderson & Gerbing, 1988), confirmatory factor analysis (CFA) is performed to examine reliability, convergent and discriminant validity of the multi-item construct measures. Initial specification search led to deletion of some of the items in the constructs scale in order to provide acceptable fit. There are 4 items of in-role performance, 4 items of OCBO, 4 items of affective commitment, 3 items of normative commitment, and 5 items of continuance commitment are accepted of representative valid items with loading value above .50. The correlation values among construct is found less than .85 (table 2). Hence based on Fornell & Larcker (Fornell & Larcker, 2012), the convergent validity is accepted. Accordingly it indicates that the values shown represent that between variables do not overlap (diverge) each-others. Selected statistics for the final overall-model assessment by using AMOS 16 show acceptable fit of the measurement model (figure 2).

Table 2. Correlation and cronbachα

Variables	1	2	3	4	5	6
1. Division	-					
2. OCBO	-,038	.816				
3. Affective Commitment	,066	,279	.814			
4. Continuance Commitment	,174	,207	,140	.773		
5. Normative Commitment	-,202	,234	,605**	,240	.738	
6. In-role performance	,154	,085	,260	,267	,212	.756

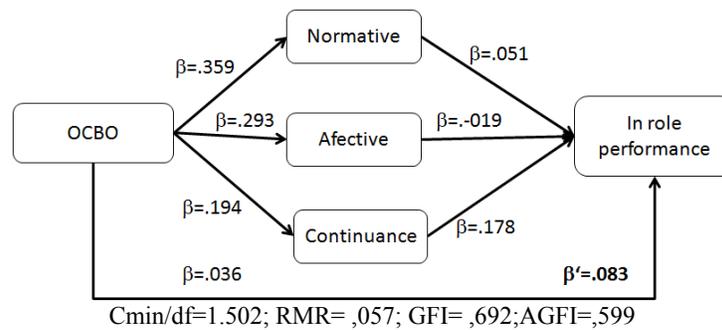
Value of cronbachα on bold
(Source: authors' own processing)

2.2 Result and Discussion

This study investigates the effect of public workers OCBO and their commitment on in-role performance. The result at figure 2 and table 3 shown that OCBO contributes to explain & has significant effect on public workers in-role

performance ($\Delta R^2=0.7\%$; $\beta= ,085$), whereas Affective Commitment contributes to explain &has significant effect on public workers in-role performance ($\Delta R^2=7.5\%$; $\beta= ,051$), Continuance Commitment contributes to explain &has significant effect on public workers in-role performance ($\Delta R^2=6.5\%$; $\beta= ,178$), and Normative Commitment contributes to explain &has significant effect on public workers in-role performance ($\Delta R^2=3.9\%$; $\beta= ,204$). The mediation effect of commitment show that Affective Commitment mediates the effect OCBO on public workers in-role performance ($\beta=,085$; $\beta^'=,014$), Continuance Commitment mediates the effect OCBO on public workers in-role performance ($\beta=,085$; $\beta^'=,031$), and Normative Commitment mediates the effect OCBO on public workers in-role performance ($\beta=,085$; $\beta^'=,037$).

Figure 2. Research result of direct effect



(Source:authors' own processing)

Table 3. Regression of model of mediation effects

Variables	step 1	step 2	step 3	step 4
OCBO	,085	,014	,037	,031
Affective Commitment		,256		
Normative Commitment			,204	
Continuance Commitment				,260
R ²	,007	,068	,046	,072
ΔR^2	,007	,075	,039	,065

(Source:authors' own processing)

This finding shows that affective commitment play a higher effect on the influence of OCBO on in-role performance ($\beta=,085$; $\beta^'=,014$) whereas Normative Commitment shows a lowest effect on the OCBO and in-role performance ($\beta=,085$; $\beta^'=,037$).It indicates that the effect of OCBO on in-role performance is found varying. Thus, affective commitment has a higher effect on OCBO to create in-role performance. whereas normative commitment is found to be a weaker effect on

OCBO. It is argued that emotional attachment play a significant role on OCBO whereas feeling of obligation is not enough to create stronger effect of OCBO on in-role performance. Accordingly, public workers is likely showed an emotional attachment at work rather than feeling obligation even the investment orientation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. Hence public services represent a job guarantee such as job-security, regular pay-checks and safe pensions for public workers. Whereas feeling obligation is accepted when investment orientation and emotion attachment is reached. Accordingly this study found a different role of commitment on the effect of public workers' OCBO on in-role performance significantly.

3. Original contribution

This study convinces the different effect of various forms of commitment. The OCBO is likely to be related to Affective Commitment rather than the others forms of commitments. Hence the different forms of commitment are argued to be perceived as different perspective/concept of commitments. It must be analysed as different dimension of commitment rather than the different indicators of commitment behaviour (Cheung, 1999; Gerbing, Hamilton, & Freeman, 1994; Koufteros, Babbar, & Kaighobadi, 2009).

4. Conclusion, limitation and future research

This study concludes that OCBO has a significant effect on their performance. The Affective, normative and continuance commitment have different roles on the effect of OCBO on in-role performance. The emotional attachment plays a significant role on OCBO rather than feeling of obligation to create stronger effect of OCBO on in-role performance. Public workers are likely to show their emotional attachment at work rather than their feeling of obligation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. The feeling obligation is accepted when investment orientation and emotion attachment is reached.

Notwithstanding these contributions, this study has its limitations. Present study strengthened the previous point of views believed to the positive effect of public workers OCBO and their commitment on in-role performance, and the role of commitment on effect of public workers OCBO on in-role performance. However this finding indicates to fail generating the model (p value is more than .05). This study allows us to rule out the relationship between public workers OCBO, their commitment, and their in-role performance. Various theories are proposed to explain the research model, that in turn various style of commitment is dynamically mediate effect of public workers OCBO on in-role performance. However, diverse situations at public work environment may promote different effect of public workers OCBO on in-role performance. Limitation discussion on control variable with appropriate theory is challenges to investigate the dynamic effect of public workers OCBO on in-role performance. Further different and interaction of Bureaucracy style may lead to various response on commitment and the public workers achievement. Hence longitudinal study is needed to

strengthened the present findings and investigate the dynamic response of public worker in various regimes.

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