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## How Does Organizational Commitment Relate to Job Performance? A Conservation of Resource Perspective

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### ABSTRACT

We use the conservation of resources theory to explain why and how organizational commitment facets relate to job performance. We posit the nature of recourses central to an employee differs thus the commitment facets and job performance corresponds efforts to accumulate these resources. Analysis of data collected from 403 sales representatives with their supervisors shows, although the positive association of affective and normative commitment with job performance was less different across levels of transformational behavior, the relationship was strong when the supervisor's transactional behavior was low. However, the negative relationship of continuance commitment with job performance was weak when the supervisor's transformational behaviors were low or when transactional behaviors were high. Also, interactions between the commitment dimensions reveal interesting patterns predicting job performance.

The concept of organizational commitment has attracted extensive research (e.g., Meyer, Becker, & Vandenberghe, 2004; Meyer, Stanley, Herscovich, & Topolnytsky, 2002), owing to the link with numerous desired outcomes as high job performance (e.g., Van Scotter, 2000), low turnover (e.g., Payne & Huffman, 2005), and high job satisfaction (e.g., Yousef, 2000). Meyer and Allen (1991) differentiate between affective (AC), normative (NC), and continuance (CC) organizational commitment, with numerous studies supporting the distinctions (e.g., Dunham, Grube, & Castañeda, 1994). The belief of the Three-Component Model (Meyer & Allen, 1991, 1997) is that they have a negative relationship with turnover, but with other organizational outcomes like performance, the relations of AC and NC are positive though stronger for AC, while for a CC, either negative or no relationship.

However, the organizational commitment–job performance relationship is inconclusive as empirical studies show both positive (e.g., Meyer & Herscovitch, 2001; Wasti & Can, 2008) and negative (e.g., Leiter & Maslach, 1988) relationships. Researchers thus called for further examination of the association (e.g., Meyer et al., 2002; Wright & Bonett, 2002). Wasti et al. (2016) suggested that to enhance our understanding of AC effects, for instance, more studies should be carried in non-Western countries. Although most studies have been carried out in Western countries, Wang, Weng, and Jiang (2018) observed the AC–job performance findings to be heterogeneous in nature considering both Western and Chinese contexts. Moderators have been suggested for the relationships (e.g., Jaramillo, Mulki, & Marshall, 2005; Mathieu & Zajac, 1990; Meyer et al., 2004; Wright & Bonett, 2002). In particular, Meyer et al. (2004) predict the effects of organizational commitment to be influenced by contextual factors such as transactional and transformational leadership behaviors. To the best of our knowledge, no study has yet tested this assumption even that leadership has been found a key contributor to employee performance (Andersen, 2016; Crossan & Apaydin, 2010; Wang, Oh, Courtright, & Colbert, 2011). However, only one study (i.e., Hunter & Thatcher, 2007)

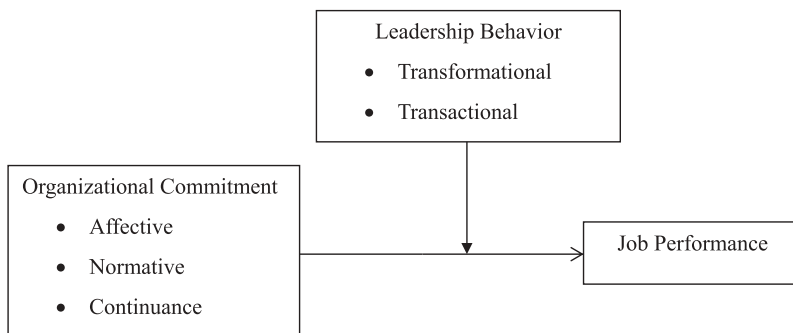
examined the moderation role of stress, whereas more recently, Wang et al. (2018) investigated the moderating roles of occupational commitment and organizational tenure while Sungu, Weng, and Xu (2019) examined the moderating roles of affective occupational commitment and transformational leadership in the AC–job performance relationship. Examining the effects of leadership is also important as it motivates employees and organizes resources toward the attainment of goals (House, Wright, & Aditya, 1997). Building on Meyer et al.'s (2004) model, we take a resource conservation perspective (Hobfoll, 2001) to examine how the facets of organizational commitment are associated with job performance and the moderation effects of transformational and transactional leadership behaviors.

We posit that when an employee is committed to the organization on affective or normative bases then the resources preferred are primarily non-tangible, that is, psychological. However, when the tie between the individual and the organization is based on continuance commitment, the types of resources preferred are more of tangible variety, that is, monetary. Then, consistent with the conservation of resources theory (COR; Hobfoll, 2001), we posit that individuals will engage in high-performance efforts when their central resources will accumulate or conserve. Thus building on Meyer et al.'s (2004) suggestion, we further posit that when moderating factors favor the accumulation and/or conservation of the central resources, job performance is enhanced (because of high-performance efforts) whereas when the factors are less favorable to the accumulation of the desired resources, the outcome suffers (because of diminished performance efforts).

Also, employees are not bound to commit based on only one dimension. There is a possibility for an individual to be committed based on AC more than NC, or NC more than AC, or CC more than NC, and not just AC or NC or CC. However, most often the effects of these dimensions are investigated in isolation. We know little of their interactive effects on their predictions. In the present study, therefore, we examine how combinations of the dimensions influence job performance. The conceptual model is depicted in Figure 1. We contribute to the literature in three broad meaningful ways.

First, by applying the principles of COR theory (Hobfoll, 2001), we base on Meyer et al.'s (2004) model to clarify the commitment–performance relationship. We first identify resources associated with each of the commitment facets (Meyer & Allen, 1991) and then explain how the differences influence behavior such as performance efforts. That is, having an innate desire (Hagger, Wood, Stiff, & Chatzisarantis, 2010; Pugh, Groth, & Hennig-Thurau, 2011) to obtain and protect resources that help attain their goals (Hobfoll, 1989, 2001), individuals engage in behaviors necessary to accumulate central resources. Consequently, the commitment–performance association is likely to be positive and strong when performance efforts involve accumulation and/or conservation of one's central resources.

Second, based on Meyer et al.'s (2004) suggestion, we draw on COR theory to explain how transformational and transactional behaviors (Bass, 1985; Bass & Riggio, 2006) fit in the commitment–performance relation and test the effects. Whereas transactional leadership appeals to follower



**Figure 1.** Proposed relationships between main study variables.

appetite for rewards, transformational is relational and appeals to follower growth needs, advocating for performance beyond contractual levels (Bass & Riggio, 2006). Thus, given the different reasons for commitment (AC, NC, CC), we posit leadership behavior is likely to influence employee perception of whether performance efforts accumulate and/or conserve valuable resources. This determination is likely to influence the direction and magnitude of the relationship between the organizational commitment facets and job performance.

Third, the examination of interactive effects of AC, NC, and CC increases our understanding of their effectiveness. Because AC and CC have strong clear bases compared to NC, the two are likely to influence the effects of the vulnerable NC (Meyer et al., 2004).

## Theory and hypotheses development

While the relationship of the commitment facets with retention is well established (Meyer & Allen, 1991, 1997), the theorized relationship with other outcomes like job performance has produced heterogeneous results at least considering studies conducted in Western countries and China (Wang et al., 2018). Based on Meyer et al.'s (2004) theorization, we employ the principles of COR theory to explain how organizational commitment facets are associated with job performance, thus the likely anchor for moderators. Hobfoll (2001) argues that one's behaviors are driven by a need to accumulate and/or conserve valuable resources (Hobfoll, 2001). That is, a person engages in behavior based on their perception of the association between the behavior and acquisition of central resources. In the voice literature, for instance, Ng and Feldman (2011) found employees engage in voice behavior when they perceive that it accumulates valuable resources.

In the employee–organization relationship, it can be argued that people get employed to be paid as a basic requirement. However, whereas AC is mostly an emotional attachment to one's organization with an emphasis on resources that are psychological, CC is anchored on “cost implication” which is less for psychological and more for physical/monetary resources. Whereas NC may be for either resource, what differentiates with CC is the sense of “obligation” to reciprocate the organization which brings satisfaction (removes guilt) that is a psychological resource. However, because NC may entail reciprocation for benefits received from the organization (Scholl, 1981), a result of felt obligation (Weiner, 1992) compared to AC that is more innate (a willingness to stay: Iverson & Buttigieg, 1999), the attachment of AC to one's organization is stronger compared to NC. Taken together, AC and NC are based on belief that one's organization values and cares for their well-being (e.g., Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Lee & Peccei, 2007; Meyer & Allen, 1997; Rhoades & Eisenberger, 2001), beliefs which activate a need to reciprocate (Gouldner, 1960; Meyer & Allen, 1984; Scholl, 1981). Thus, even employees get similar resources from the organization, the AC and NC and not CC individuals are willing to exert considerable effort (e.g., high-performance efforts) for the organization (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Riketta, 2002).

To explain this difference in performance efforts, we apply principles of COR theory (Hobfoll, 2001) to posit that whereas individuals on CC are likely to exert performance efforts just necessary to protect their jobs (e.g., Meyer et al., 1989), those on AC and NC exert higher efforts because the behavior accumulates further resources (satisfaction from reciprocation) (Meyer & Allen, 1997). Comparing AC with NC, however, the resultant performance effort is higher for the AC compared to the NC because as Sheldon and Elliot (1998) observed, “controlled goals are less likely to be well protected from competing desires and temptation” (p. 547). Deci and Ryan (1991) further explain that because autonomous goals originate internally, they have an advantage over those that originate externally, therefore, more likely to acquire high levels of effort and persistence (Meyer et al., 2004). Generally, however, the high-performance efforts of AC and NC are likely to result in high job performance whereas the minimum performance efforts of CC likely to result in low job performance. We, thus, posit,

Hypothesis 1a: *There will be a positive association between AC and NC and job performance. However, the strength of this association will vary such that the relationship will be stronger for AC compared to NC*

Hypothesis 1b: *There will be a negative association between NC and job performance*

### ***Moderation role of transformational and transactional leadership***

Whether AC, NC or CC, we posit the end game is to enhance well-being; accumulate resources beneficial to the self. A disturbance on this mission, therefore, will cause individuals to act such that they protect the central resources. Applying the COR theory, the more that performance efforts are positively associated with accumulation and/or conservation of important resources, the more likely that employees will engage in the behavior, consequently affecting the relationship between commitment and job performance. For instance, although one may be committed because of the cost implications (CC) theorized to have no or negative association with job performance, when the individual perceives that without high-performance efforts they will lose their job, they are likely to engage in the behavior for fear of losing this important resource. Another employee committed for psychological resources (AC) theorized to have a strong positive relationship with job performance when the individual perceives that engaging in performance efforts does not accumulate these resources, they are likely to be less motivated for that behavior, thus diminished efforts. Therefore, moderators of the commitment-performance association are likely based on whether they enhance or diminish the accumulation of one's important resources. Leadership suggested by Meyer et al. (2004) is such a moderator. Propositions in the Meyer et al.'s (2004) model on the moderating role of transformational and transactional leadership behaviors are consistent with Bass and Riggio (2006) incremental variance. According to Meyer et al.'s model, the influence of transactional leadership is exerted through making clear the consequences of employee actions; contingent rewards for those who meet the agreed-upon performance levels, and management-by-exception for those who fail to meet these agreements. Transformational leadership, however, in addition to the adept use of contingent reward applied by transactional leadership, encourages followers to transcend narrow, short-lived interests for objectives that are in the best interest of the organization and their professional development.

It follows that given the commitment facets and their associative central resources, for individuals to whom psychological resources are important (AC and NC), transformational and not transactional behaviors are likely to encourage high performance efforts for not only the satisfaction derived from reciprocation, but also accumulate resources the leadership offers to its followers (e.g., career advice, recognition). That is, compared to transformational behaviors that are relational and concerned with the welfare of its followers (Bass, 1985; Bass & Riggio, 2006), transactional behaviors function by and through authoritative acts (Ashmos & Nathan, 2002). Because followers are expected to transact the agreed-upon contractual results for rewards with no expectation that the leadership would aid in achieving these results, transactional behaviors are less likely to motivate performance efforts beyond that which satisfies the basic performance levels. Consequently, for the AC and NC employees, we posit transformational behaviors to motivate higher performance efforts compared to transactional behaviors, thus higher job performance with transformational than transactional behaviors.

Hypothesis 2: *Transformational behaviors will strengthen the positive relationship between employee AC and NC with job performance*

Hypothesis 3: *Transactional behaviors will weaken the positive relationship between employee AC and NC with job performance*

For employees whose tie to the organization is the “cost implication” basis the main concern is protecting their employment status (e.g., Meyer et al., 1989), either for a perceived high sacrifice associated with losing the job, and/or a perceived lack of employment (Bentein, Vandenberg, Vandenberghe, & Stinglhamber, 2005). With such a basis for commitment, high transactional behaviors that provide for contingent rewards and sanctions for followers (Ashmos & Nathan, 2002; Bass, 1985) threaten the accumulation of these resources. Consequently, the CC individuals would assert performance efforts to at least meet the required job performance levels to protect these desired resources. When high-performance efforts are associated with the accumulation of psychological resources as modeled by transformational behaviors (e.g., Bass & Riggio, 2006), however, the efforts of the CC individuals are likely to be diminished because as discussed, these resources are less central to them. Thus, whereas with high transactional behaviors the negative CC association with job performance is likely to be weakened, the association is likely to be strong with high transformational behaviors. We hypothesize that,

*Hypothesis 4: The use of transactional leadership will improve the association between CC and employee job performance, but the use of transformational leadership will weaken this relationship.*

### **Interaction of AC, NC, and CC predicting performance**

Although Meyer and Allen (1991, 1997) three-component model of commitment has received enormous attention and support for its distinction according to Meyer and colleagues (Meyer & Allen, 1997; Meyer et al., 2004, 2002), the effects of AC, NC, and CC have mostly been examined in isolation. However, employees are less likely to purely commit to their organization on one facet exclusive of others. For instance, on one hand, AC and NC are much alike in the sense that employees feel a need to “do well for the organization” (Gouldner, 1960; Meyer & Allen, 1984). On the other hand, since NC is not as strong as AC in its resolution to reciprocate the organization (Meyer et al., 2004), it is possible that the sense of “obligation” may not always be strong enough to motivate reciprocation thus behavior likely as that of CC. Meyer et al. (2004) put it that “individuals who agree to work toward a difficult goal out of obligation, or to receive a bonus, might re-evaluate the situation if it becomes apparent that the costs of meeting the goal are greater than anticipated” (p. 1001). In sum, it is likely for employee commitment to fluctuate among the facets or be at different levels. So, we examine how AC, NC, and CC interact with individuals predicting job performance.

Because AC is more important for high job performance compared to NC whereas CC is the least of the three (Meyer et al., 2004, 2002), we expect the following: the effects of agreement between AC and NC should be such that the higher the AC and NC, the higher the job performance. Also, the effects of agreement between NC and CC should be that the higher the NC and CC, the lower the job performance, because as discussed, NC is not as strong as AC and CC in its predictions. However, we do not expect AC and CC would be in agreement because they have a strong negative relationship (Meyer & Allen, 1991). So, we do not hypothesize for their agreement. Given the positive association of AC and NC and a negative association of CC with job performance, a discrepancy between AC and NC, AC and CC, and NC and CC should lead to higher or lower job performance depending on how a dimension relates to the outcome. Specifically, considering AC and NC and AC and CC discrepancy, job performance should be higher when AC is greater compared to NC and CC than vice versa, respectively; considering NC and CC discrepancy, job performance should be higher when NC is greater compared to CC than vice versa. Finally, we posit that:

*Hypothesis 5: An agreement between (a) AC and NC and (b) NC and CC has a linear relationship with job performance, such that job performance will be higher the higher AC and NC and lower the higher NC and CC.*

Hypothesis 6a: *A discrepancy between AC and NC influences the levels of job performance, such that when the direction of the discrepancy is such that AC is higher than NC, job performance is higher than when the discrepancy is that AC is lower than NC.*

Hypothesis 6b: *A discrepancy between AC and CC influence the levels of job performance, such that when the direction of the discrepancy is such that AC is higher than a CC, job performance is higher than when the discrepancy is that AC is lower than CC.*

Hypothesis 6c: *A discrepancy between NC and CC influence the levels of job performance, such that when the direction of the discrepancy is such that NC is higher than a CC, job performance is higher than when the discrepancy is that NC is lower than CC.*

## **Method**

### ***Sample and procedure***

The present study utilized data from employees working in a large insurance company with operations in East and Central Africa. During the company's 2016 yearly planning workshop, questionnaires were sent out to 836 sales representatives and their supervisors (about 75% of total employees in the region) to participate in the study. Anonymous questionnaires were distributed (with codes "0100, 0200 ... 3900" for supervisors, and with codes "0101, 0201 ... 3901" for subordinates) with an introduction highlighting the purpose and confidentiality of the study. Each employee evaluated their own organizational commitment and supervisor's leadership behavior, whereas supervisors evaluated the job performance of their subordinates. A total of 452 dyadic questionnaires were received, resulting in a response rate of 54.1%. Then, 49 responses were eliminated because the matching supervisor-subordinate response was not possible, resulting in 403 (48.2% response rate) complete supervisor-subordinate responses. This final sample comprised of 50.9% female, 71.7% were 30 years and below, 13.6% between 31 and 40 years, and 14.6% above 40 years. Concerning organizational tenure, 55.3% had stayed less than a year, 20.6% had 1 but less than 2 years, whereas 24.1% had 2 years and above.

## **Measures**

### ***Organizational commitment***

The measure was the 18-item instrument developed by Meyer, Allen, and Smith (1993), which consisted of three 6-item measures of AC, NC, and CC. Respondents rated their level of agreement with the items using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample items were "I would be very happy to spend the rest of my career in this organization" for AC, "This organization deserves my loyalty" for NC and "One of the few negative consequences of leaving this organization would be the scarcity of available alternatives" for CC. The reliability statistics were good (AC: composite reliability = 0.88; AVE = 0.55. NC: composite reliability = 0.84; AVE = 0.46. CC: composite reliability = 0.88; AVE = 0.55).

### ***Job performance***

Supervisors assessed the subordinate's in-role job performance using a four-item scale developed by Van Dyne and LePine (1998). A sample item was "This employee performs the tasks that are expected as part of the job." The scale has been used by other researchers (e.g., Cable & DeRue, 2002). Composite reliability was 0.88 whereas AVE = 0.64.

### Leadership behaviors

Utilizing a 5-point frequency scale ranging from 1 (not at all) to 5 (frequently, if not always), employees were requested to specify how often their supervisors displayed 14 leadership behaviors that encompass the Multifactor Leadership Behavior Questionnaire's (MLQ-5X; Bass & Avolio, 2000) components. An example of an item for transformational leadership was "Spends time teaching and coaching" and for transactional "Concentrates all their attention on dealing with mistakes, complaints, and failures." Since the study focuses on transformational and transactional leadership in general, items associated with each form of leadership were separately averaged, as has been done in previous research (e.g., Bono & Judge, 2003; Nemanich & Keller, 2007). For transformational scale composite reliability = 0.97 whereas AVE = 0.76 and for the transactional scale composite reliability = 0.94 whereas AVE = 0.79.

### Discriminant validity

Both theory and empirical literature show two faces of the CC factor as discussed: a perceived lack of opportunities and a perceived high sacrifice. For the present study, however, a one-factor model had a better fit to the data (CFI = .81, TLI = .69, NFI = .81, GFI = .86, RMSEA = .24, and  $\chi^2/df$  ratio = 23.25) compared to a two factor model (CFI = .81, TLI = .65, NFI = .81, GFI = .87, RMSEA = .25, and  $\chi^2/df$  ratio = 25.89). Also, the independent variables of the current study could pose a concern about empirical distinctiveness. That is, factors of AC, NC, and CC are conceptually related as with factors of transformational and transactional leadership behaviors. To assess the scale dimensionality and discriminant validity, we used AMOS 21 to conduct a series of confirmatory factor analyses (CFA) (Jöreskog, 1969) with all possible combinations of commitment, as well as leadership factors. A total of eight (8) models were estimated as shown in Table 1. Among them, Model 1 where factors of AC, NC, CC, transformational leadership behavior, transactional leadership behavior as well as job performance were allowed to load on individual factors was chosen (CFI = .88, TLI = .87, NFI = .84, GFI = .81, RMSEA = .07, and  $\chi^2/df$  ratio = 3.19) because according to Anderson and Gerbing (1988), a model with better  $\chi^2$  fit demonstrates discriminant validity among its factors and RMSEA less than .08 is satisfactory (MacCallum et al., 1996).

### Common method variance (CMV) test

Given a likelihood of bias in our dataset due to single source for factors of organizational commitment (affective, normative, and continuance) and leadership behaviors (transformational and transactional), we used common latent factor (CLF) method to test CMV. We added a latent factor to our CFA model and connected it to all observed items in the model. Comparing the standardized regression weights from this model to those of a model without the CLF, the differences were less than 0.200 (Richardson, Simmering, & Sturman, 2009). The results indicate that the paths were not affected by common method bias.

**Table 1.** Confirmatory factor analysis of study factors.

Model	df	$\chi^2$	GFI	AGFI	TLI	CFI	RMSEA	RMSEA Confidence Interval
1 Hypothesized six-factor model	579	1845.557	0.805	0.776	0.873	0.883	0.074	0.070, 0.078
2 Combining AC with NC	584	2365.246	0.736	0.699	0.823	0.836	0.087	0.083, 0.091
3 Combining AC with CC	584	2482.568	0.715	0.674	0.811	0.825	0.090	0.086, 0.094
4 Combining NC with CC	584	2382.240	0.735	0.698	0.821	0.834	0.088	0.084, 0.091
5 Combining TFL with TSL	584	2974.980	0.700	0.658	0.762	0.780	0.101	0.097, 0.105
6 Combining TFL with TSL, and AC with NC	588	3483.857	0.645	0.598	0.714	0.733	0.111	0.107, 0.114
7 Combining TFL with TSL, and AC with CC	588	3611.302	0.631	0.582	0.702	0.722	0.113	0.110, 0.117
8 Combining TFL with TSL, and NC with CC	588	3501.653	0.644	0.597	0.713	0.732	0.111	0.107, 0.115

*N* = 403; AC = Affective Organizational Commitment; NC = Normative Organizational Commitment; CC = Continuance Organizational Commitment; TFL = Transformational Leadership Behavior; TSL = Transactional Leadership Behavior; JP = Job Performance.

## Results and analyses

The descriptive statistics and inter-correlations among study variables are shown in Table 2. The direction of the relationship between job performance and organizational commitment was, consistent with theory, significant (AC:  $r = .33, p < .01$ ; NC:  $r = .13, p < .01$ ; CC:  $r = -.42, p < .01$ ). Among the organizational commitment components, consistent with both theory and previous research, AC and NC had a significant and positive correlation ( $r = .16, p < .01$ ), whereas with CC, were both negative ( $r = -.34, p < .01$  and  $r = -.12, p < .05$ , respectively). Transformational leadership behavior had, contrary to theory, a negative and significant association with job performance, whereas the relationship of transactional leadership behavior was insignificant with job performance. The possible reason for these results is that although employees recognized these leadership behaviors, reasons for commitment influenced to a large extent, their job performance. This is evidenced by the high negative association of CC, compared to the low positive association of AC and NC with the job performance. Also age and tenure had significant contribution to this result (see Table 3) such that separating tenure of under 1 year from that of 2 years and above revealed that: for the former category (comprised of 89.7% Age below 30 years) whereas transformational leadership was negatively ( $r = -.67, p < .01$ ), transactional leadership was positively ( $r = .24, p < .01$ ) associated with job performance; for the latter category (comprised of 70.1% Age above 30 years) whereas transformational leadership was positively ( $r = .36, p < .01$ ), transactional leadership was negatively ( $r = -.23, p < .05$ ) associated with job performance. Although we did not survey on the education levels, most participants were fresh graduates recruited through the graduate trainee program. We further elaborate on the influence of tenure and job-fit (see further analysis).

We employed Mplus Version 7 (Muth'en & Muth'en, 2012) in testing Hypotheses 1 through 4. All predictor variables (AC, NC, CC, transformational and transactional leadership), the interactions of commitment with leadership, and the control variables (gender, age, and tenure) were regressed on job performance. Table 4 reports both unstandardized and standardized ( $\gamma$ ) estimate values. To test Hypotheses 5 through 8 that examined the interactive effects of commitment facets predicting job performance, we used polynomial regression with response surface analysis (Edwards, 2007). The technique was deemed fit for its capabilities to test how combinations of two predictor factors are associated with an outcome variable (Shanock, Baran, Gentry, Pattison, & Heggestad, 2010). Table 5 displays these results.

In Hypothesis 1a we predicted a positive relationship between AC and NC and job performance and that the relationship would be stronger for AC compared to NC. In Hypothesis 1b, we predicted a negative association between CC and job performance. Table 4 regression results indicate both the AC (Estimate = 0.576,  $SE = 0.136, \gamma = 0.472, p < .001$ ) and NC (Estimate = 0.432,  $SE = 0.142, \gamma = 0.308, p < .01$ ) were positively associated with job performance whereas CC had a negative association with job performance (Estimate = -0.437,  $SE = 0.131, \gamma = -0.413, p < .01$ ). Worth noting is that

**Table 2.** Descriptive statistics and correlations.

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	1.51	0.50								
2. Age	1.43	0.73	-.13**							
3. Tenure	1.69	0.84	.07	.41**						
4. Job Performance	3.05	1.44	-.01	.19**	.12*	<b>.94</b>				
5. AC	3.50	1.18	-.03	-.04	.09	.33**	<b>.85</b>			
6. NC	3.25	1.03	-.01	.16**	.10*	.13**	.16**	<b>.78</b>		
7. CC	3.10	1.36	.04	-.18**	-.18**	-.42**	-.34**	-.12*	<b>.86</b>	
8. Transformational	2.72	1.49	.00	.08	.12*	-.47**	-.04	.19**	.13*	<b>.95</b>
9. Transactional	1.87	1.06	.04	-.06	-.16**	.03	.07	-.17**	-.05	-.12* <b>.92</b>

$N = 403$ . Along the diagonal are the Cronbach's alpha values in bold. AC = Affective Organizational Commitment; NC = Normative Organizational Commitment; CC = Continuance Organizational Commitment; Transformational = Transformational Leadership Behavior; Transactional = Transactional Leadership Behavior.

\* $p < .05$ , \*\* $p < .01$ .

**Table 3.** Descriptive statistics for low and high organizational tenure groups.

Variable	Group 1		Group 2		1	2	3	4	5	6	7	8
	Mean	SD	Mean	SD								
1. Gender	1.48	0.50	1.58	0.50		-.24*	-.08	-.19	-.09	.04	.01	.14
2. Age	1.17	0.52	1.86	0.85	-.07		.14	-.01	-.00	-.09	.14	-.15
3. Job Performance	2.94	1.59	3.39	1.14	-.09	.27**		.48**	.29**	-.60**	.36**	-.23*
4. AC	3.41	1.21	3.66	1.11	.05	-.26**	.27**		.21*	-.65**	.18	.19
5. NC	3.11	1.06	3.30	0.94	.01	.05	.06	.17*		-.23*	.39**	-.03
6. CC	3.33	1.36	2.76	1.22	.06	-.01	-.43**	-.17**	-.02		-.22*	-.17
7. Transformational	2.53	1.53	2.90	1.23	.11	-.25**	-.67**	-.05	.10	.40**		-.10
8. Transactional	1.99	1.11	1.61	0.87	.10	-.01	.24**	.04	-.19*	-.01	-.23**	

Tenure less than a year (Group 1;  $n = 223$ ) is below the diagonal and tenure of 2 years and above (Group 2;  $n = 97$ ) is shown above the diagonal. AC = Affective Organizational Commitment; NC = Normative Organizational Commitment; CC = Continuance Organizational Commitment; Transformational = Transformational Leadership Behavior; Transactional = Transactional Leadership Behavior

\* $p < .05$ , \*\* $p < .01$ .

**Table 4.** Mplus results testing moderation effects of transformational and transactional behaviors on the organizational commitment facets and job performance association.

Dependent Variable	Job Performance			Y
	Estimate	se	t	
Intercept	1.627*	0.752	2.163	
Gender	-0.007	0.101	-0.069	-0.002
Age	0.398***	0.082	4.866	0.203***
Tenure	0.019	0.066	0.289	0.011
Affective Organizational Commitment (AC)	0.576***	0.136	4.232	0.472***
Normative Organizational Commitment (NC)	0.432**	0.142	3.030	0.308**
Continuance Organizational Commitment (CC)	-0.437**	0.131	-3.337	-0.413**
Transformational Leadership Behavior (TFL)	0.094	0.205	0.460	0.098
Transactional Leadership Behavior (TSL)	0.030	0.265	0.114	0.022
Interactions with Transformational Leadership				
AC × TFL	-0.059	0.035	-1.680	-0.253
NC × TFL	-0.026	0.030	-0.885	-0.117
CC × TFL	-0.076*	0.032	-2.386	-0.343*
Interactions with Transactional Leadership				
AC × TSL	-0.095*	0.042	-2.250	-0.319*
NC × TSL	-0.107*	0.046	-2.312	-0.262*
CC × TSL	0.205***	0.035	5.832	0.612***
Residual Variance			0.922***	
$R^2$			0.552***	

$N = 403$ . The reported values are unstandardized and standardized (Y) estimates.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

consistent with our hypotheses and theory, the AC factor was more positively associated with job performance compared to the NC. Hypothesis 1 was supported.

In Hypotheses 2 we posited that transformational behaviors would strengthen the positive association of AC and NC with job performance. Table 4 results indicate the effects of AC and NC did not have significant discrepancy across the levels of transformational leadership: the interaction terms for AC and NC factors with transformational behaviors were insignificant (Estimate = -0.059,  $SE = 0.035$ ,  $Y' = -0.253$ ,  $ns$ ; Estimate = -0.026,  $SE = 0.030$ ,  $Y' = -0.117$ ,  $ns$  respectively). Hypothesis 2 was not supported.

In Hypothesis 3 we predicted transactional behaviors would weaken the positive AC and NC relationship with job performance. Regression results in Table 4 show, indeed, the effect of AC and NC on job performance was contingent on transactional behaviors: the interaction terms for AC and NC with transactional behaviors were negative and significant (Estimate = -0.095,  $SE = 0.042$ ,  $Y' = -0.319$ ,  $p < .05$ ; Estimate = -0.107,  $SE = 0.046$ ,  $Y' = -0.262$ ,  $p < .05$ , respectively). Worth noting is that the interaction term for NC was greater than for AC, indicating that differences in the

**Table 5.** Polynomial regressions with response surface analysis results predicting job performance.

Dependent Variable:		Job Performance					
Discrepancy between:		AC and NC		AC and CC		NC and CC	
		<i>b</i> (se)		<i>b</i> (se)		<i>b</i> (se)	
Constant		2.66 (.11)***		3.12 (.11)***		3.23 (.11)***	
Affective Commitment (AC)		0.35 (.07)***		0.27 (.06)***			
Normative Commitment (NC)		0.16 (.09)				0.04 (.08)	
Continuance Commitment (CC)				- 0.40 (.06)***		- 0.41 (.05)***	
AC <sup>2</sup>		0.12 (.06)*		- 0.00 (.05)			
AC x NC		- 0.19 (.05)***					
AC x CC				0.16 (.04)***			
NC x CC						0.05 (.05)	
NC <sup>2</sup>		0.04 (.06)				0.08 (.05)	
CC <sup>2</sup>				- 0.07 (.05)		- 0.12 (.04)**	
R <sup>2</sup>		.147		.265		.200	
Surface tests		<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
<i>a</i> <sub>1</sub>		0.51	5.84***	- 0.13	- 1.58	- 0.38	- 3.56***
<i>a</i> <sub>2</sub>		- 0.03	- 0.37	0.08	1.30	0.01	0.13
<i>a</i> <sub>3</sub>		0.20	1.56	0.67	8.13***	0.45	5.27***
<i>a</i> <sub>4</sub>		0.34	3.53***	-0.24	-3.60***	- 0.09	- 1.40

$N = 403$ ;  $a_1 = (b_1 + b_2)$ , where  $b_1$  is beta coefficient for  $x$  (AC and NC, respectively) and  $b_2$  is beta coefficient for  $y$  (NC and CC, respectively).  $a_2 = (b_3 + b_4 + b_5)$ , where  $b_3$  is beta coefficient for  $x$  squared,  $b_4$  is beta coefficient for the cross-product of  $x$  and  $y$ , and  $b_5$  is beta coefficient for  $y$  squared.  $a_3 = (b_1 - b_2)$ .  $a_4 = (b_3 - b_4 + b_5)$ .

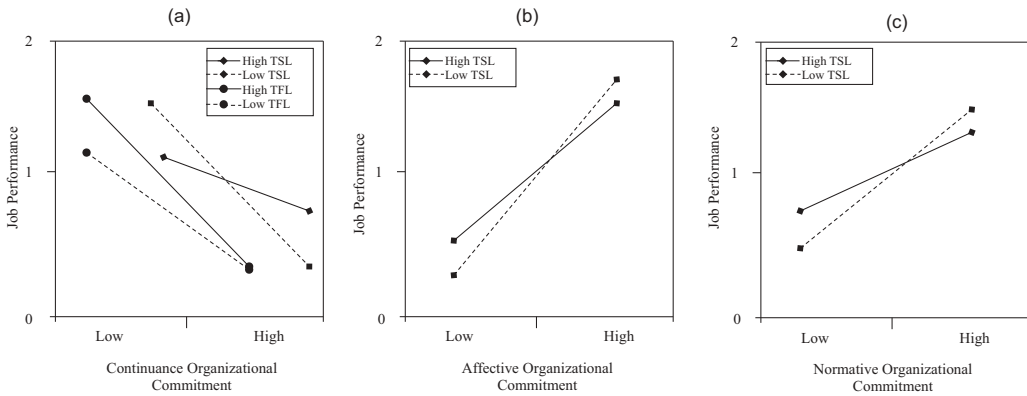
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

leadership behavior had low effect for individuals tied to the organization based on AC compared to NC. Plotting of simple slopes (Aiken & West, 1991; Dawson & Richter, 2006) gave a pictorial of the interactions showing the positive AC (Figure 2b) and NC (Figure 2c) relationships with job performance to be weak with high rather than low transactional behaviors, supporting Hypothesis 3.

In Hypothesis 4 we predicted the use of transactional behaviors improves whereas the use of transformational behaviors weakens the association between CC and job performance. Table 4 results show indeed, the effects of CC on job performance depended on leadership behaviors: whereas the interaction term of CC with transformational behaviors was negative and significant (Estimate =  $-0.076$ ,  $SE = 0.032$ ,  $Y' = -0.343$ ,  $p < .05$ ), with transactional behaviors was positive and significant (Estimate =  $0.205$ ,  $SE = 0.035$ ,  $Y' = 0.612$ ,  $p < .001$ ). Simple slopes for the CC results (Figure 2a) indicate that the negative relationship of CC with job performance was stronger with high rather than low transformational behaviors, whereas weak with high rather than low transactional leadership behaviors. Thus, Hypothesis 4 is supported.

When individuals were committed to psychological resources (i.e., AC and NC), levels of transformational behaviors had low differential effects on performance. However, when committed for monetary benefits (i.e., CC), transformational behavior levels mattered. When individuals were committed to the organization for whatever reason (either psychological or monetary benefits), it mattered for performance levels whether transactional behaviors were low or high, though the effects were in different directions for psychological and monetary ties as expected.

In Hypothesis 5 we predicted the agreement between AC and NC, and that of NC and CC would have a linear relationship with job performance such that the higher AC and NC the higher job performance whereas the higher the NC and CC, the lower the job performance. Table 5 polynomial regression results show for AC and NC, a significant positive  $a_1$  value ( $\beta = 0.51$ ;  $t = 5.84$ ;  $p < .001$ ) and a non-significant  $a_2$  value ( $\beta = -0.03$ ;  $t = -0.37$ ;  $ns$ ) indicating a linear (additive) relationship along the line of perfect agreement as it relates to job performance. The positive  $a_1$  value indicates that job performance increases as both AC and NC increase, supporting Hypothesis 5a. For NC and CC, results show a significant negative  $a_1$  value ( $\beta = -0.38$ ;  $t = -3.56$ ;  $p < .001$ ) and a non-significant  $a_2$  value ( $\beta = 0.01$ ;  $t = 0.13$ ;  $ns$ ) indicating a linear (additive) relationship along the line of perfect agreement as it relates to job performance. The negative  $a_1$  value indicates that job performance

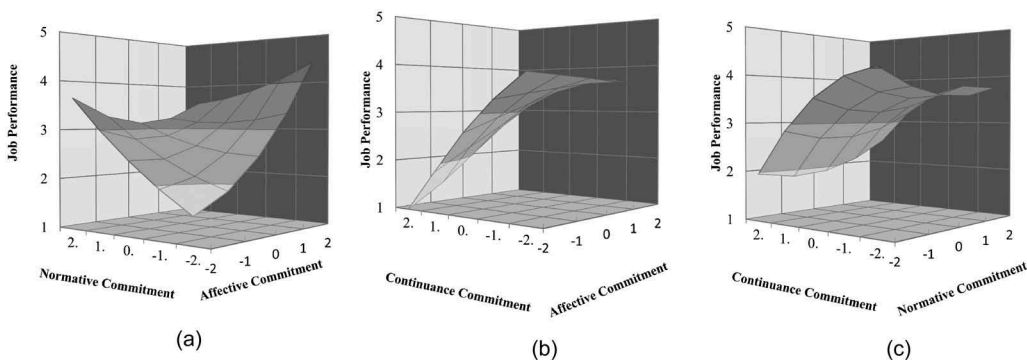


**Figure 2.** Organizational commitment facets predicting job performance across levels of transformational and transactional leadership behaviors.

TSL = Transactional Leadership Behavior; TFL = Transactional Leadership Behavior.

decreases as both NC and CC increase, supporting Hypothesis 5b. For AC and CC, results show both  $a_1$  value and  $a_2$  value to be insignificant indicating that as argued since AC has positive whereas CC negative relationship with job performance, it is unlikely that the two would be high or low at the same time. These results are depicted in Figure 3a–c for AC and NC, AC and CC, and NC and CC, respectively.

In Hypothesis 6a, the discrepancy between AC and NC was predicted to influence job performance such that when AC is higher than NC, job performance would be higher than when the discrepancy is such that AC is lower than NC. In Hypothesis 6b a discrepancy between AC and CC was predicted to influence job performance such that when AC is higher than CC, job performance would be higher than when the discrepancy is such that AC is lower than CC. Finally, in Hypothesis 6c a discrepancy between NC and CC was predicted to influence job performance such that when NC is higher than CC, job performance would be higher than when the discrepancy is such that NC is lower than CC. Regression results in Table 5 show for AC and NC a significant positive  $a_4$  value ( $\beta = 0.34$ ;  $t = 3.53$ ;  $p < .001$ ) indicating job performance increases more sharply as the degree of discrepancy increases and a non-significant positive  $a_3$  value ( $\beta = 0.20$ ;  $t = 1.56$ ;  $ns$ ) indicates although job performance is higher when the direction of the discrepancy is such that AC is higher than NC, the difference is not significant. The result is shown in Figure 3a. Hypothesis 6a is not supported. For AC and CC a significant negative  $a_4$  value ( $\beta = -0.24$ ;  $t = -3.60$ ;  $p < .001$ ) indicates job performance



**Figure 3.** Job performance as predicted by the discrepancy between (a) AC and NC, (b) AC and CC, and (c) NC and CC.

decreases more sharply as the degree of discrepancy increases and a significant positive  $a_3$  value ( $\beta = 0.67$ ;  $t = 8.13$ ;  $p < .001$ ) indicates job performance is higher when the direction of the discrepancy is such that AC is higher than CC than vice versa. [Figure 3b](#) shows these results that support Hypothesis 6b. Finally, for NC and CC a non-significant  $a_4$  value ( $\beta = -0.09$ ;  $t = 1.40$ ; *ns*) indicates discrepancy between NC and CC did not cause significant change in job performance and a significant positive  $a_3$  value ( $\beta = 0.45$ ;  $t = 5.27$ ;  $p < .001$ ) indicates job performance is higher when the direction of the discrepancy is such that NC is higher than CC than vice versa. [Figure 3c](#) depicts these results that support Hypothesis 6c.

### Further analysis

Inter-correlation results among study variables in [Table 2](#) show transformation behaviors were contrary to theory, negatively associated with job performance. Further scrutiny revealed as shown in [Table 3](#) the correlations of transformational and that of transactional with job performance were consistent with theory considering employees with organizational tenure of 2 years and above, whereas inconsistent with theory for the tenure of under a year. Also, whereas the composition of employees with tenure below 1 year was majorly below 30 years (73.1%), that of employees with tenure of 2 years and above was majorly above 30 years (94.9%). Also, cumulatively majority of respondents were below the age of 30 years (42.9%) because for the sales representatives' job, the organization usually has a yearly recruitment drive for fresh graduates in a program dubbed "graduate trainee." The country of study has high youth unemployment rates of about 22% (Franz, 2014) thus graduates are likely to take up any employment opportunities for upkeep as they hope to get better job opportunities. This context has implications for person-job fit where individuals take up jobs that are not necessarily of their training, but for perceived benefits. Thus, it is less surprising that the majority of respondents were young with CC attachment to the organization. Because of person-job fit discrepancy, it is also less surprising that when the respondents perceived their leaders to be more transformation, performance levels were low compared to when they perceived the leaders to be more transactional.

Thus, we further checked for mean differences of age, tenure, and teams (because the respondent's performance was rated by the team's leaders) predicting job performance to account for possible group differences. One-way ANOVA results show significant differences for tenure ( $F(2,400) = 3.605$ ,  $p < .05$ ), age ( $F(2,400) = 8.331$ ,  $p < .001$ ), but not teams ( $F(81,321) = 0.88$ , *ns*). Although age differences were more significant compared to tenure, inter-correlations among study variables along the age groups did not result in meaningful results as with tenure groups. Consequently, because age and tenure were highly correlated (see [Table 2](#):  $r = .41$ ,  $p < .001$ ), we analyzed the hypothesized regression relationships along the grouping of low (below 1 year: 53.34%) average (above 1 but under 2 years: 20.60%), and high (2 years and above: 24.07%) organizational tenure. [Table 6](#) regression results show the relationships were less meaningful compared to when analyzed together (see [Table 4](#)).

### Discussion

With a resource lens (Hobfoll, 2001), we based on Meyer et al.'s (2004) model to explain and test the association of organizational commitment facets with job performance. As proposed, we found the reason for employee tie with the organization determines engagement in performance efforts that correspond to a need to accumulate and/or conserve the desired resources. Also, we examined the interactive effects of AC, NC, and CC predicting job performance.

We found the individual positive associations of AC and NC with job performance were stronger when the supervisor's transactional behaviors were low, whereas the negative CC association with job performance weaker with low transformation and high transactional behaviors. When committed to psychological resources, therefore, it was important to employees that the leadership

**Table 6.** Path model for testing moderation effects of transformational and transactional leadership behaviors on the organizational commitment facets and job performance association.

Dependent Variable	Job Performance (Low Tenure: <i>n</i> = 223)			Job Performance (Average Tenure: <i>n</i> = 83)			Job Performance (High Tenure: <i>n</i> = 97)		
	Estimate	se	Y	Estimate	se	Y	Estimate	se	Y
Intercept	1.596	1.028		-0.608	1.536		2.535	1.939	
Gender	-0.212	0.143	-0.067	0.297	0.179	0.119	0.187	0.137	0.081
Age	0.751**	0.151	0.243**	0.298	0.169	0.189*	0.329***	0.090	0.246**
Affective Organizational Commitment (AC)	0.501*	0.182	0.382*	0.666*	0.306	0.611*	0.477	0.397	0.464
Normative Organizational Commitment (NC)	-0.016	0.218	-0.011	0.621 <sup>+</sup>	0.316	0.481	0.624*	0.289	0.515
Continuance Organizational Commitment (CC)	0.013	0.236	0.011	-0.089	0.204	-0.100	-1.097***	0.247	-1.175**
Transformational Leadership Behavior (TFL)	0.252	0.258	0.242	-0.319	0.510	-0.408	-0.432	0.533	-0.466
Transactional Leadership Behavior (TSL)	-0.286	0.314	-0.200	1.260	0.967	1.111	1.302	1.144	0.987
Interactions with Transformational Leadership									
AC × TFL	-0.104*	0.042	-0.402*	0.018	0.072	0.096	0.061	0.088	0.295
NC × TFL	0.035	0.043	0.132	-0.022	0.074	-0.130	-0.074	0.076	-0.384
CC × TFL	-0.144*	0.051	-0.676**	-0.035	0.057	-0.157	0.144*	0.066	0.533
Interactions with Transactional Leadership									
AC × TSL	0.044	0.052	0.136	-0.249	0.145	-1.092 <sup>+</sup>	-0.366	0.193	-1.337*
NC × TSL	0.052	0.061	0.114	-0.180	0.148	-0.560	-0.216	0.136	-0.605
CC × TSL	0.050	0.057	0.152	0.019	0.114	0.054	0.157	0.125	0.376
R <sup>2</sup>	0.624***			0.734***			0.742***		

*N* = 403. Low tenure = under 1 year; Average tenure = above 1 but below 2 years; High tenure = 2 years and above. The reported values are unstandardized and standardized (Y) estimates. \**p* < .05, \*\**p* < .01, \*\*\**p* < .001.

behaviors were low transactional. When committed for tangible benefits, however, transactional behaviors that threaten the accumulation of these resources made it a necessity to increase performance efforts. In summary, whereas the AC and NC reciprocate their organization for satisfaction which is a resource they accumulate, the CC would only reciprocate when necessity to protect the threatened resources. Therefore, in the absence of “threat” to one’s important resources, whereas individuals on AC and NC would still engage in high-performance efforts, those on CC would reduce effort. Concerning the interactive effects, whereas an increase of AC and NC was positive, that of NC and CC negatively associated with job performance indicating the effects of NC is a function of AC and CC. This result is consistent with the assertion that compared to AC that is steadfast in its predictions NC is vulnerable (Deci & Ryan, 1991; Meyer et al., 2004; Sheldon & Elliot, 1998).

### ***Theoretical implications***

The current study has a number of contributions. First, we elaborate on why the associations of AC, NC, and CC with performance efforts vary, thus providing a possible explanation for the inconsistent empirical findings previously reported. Taking a resource perspective (Hobfoll, 2001) we explain that reasons for employee tie to the organization are based on resources considered central; consequently, behaviors like performance efforts correspond to the accumulation and/or conservation of these resources. Precisely, although it is theorized that AC and NC have a positive, whereas CC a negative or no relationship with job performance (Meyer & Allen, 1991, 1997; Meyer et al., 2004), we broaden the theorization to include the significance of desired resources on behavior. Our suggested influence of central resources on behavior is consistent with the earlier mentioned study on voice (i.e., Ng & Feldman, 2011).

Second, this study contributes to our understanding of the moderators for the commitment–performance association. Consistent with Meyer et al.’s (2004) suggestion, we found leadership behaviors moderate the relation of commitment and job performance. However, our theory broadening provides the basis of moderation: a variable that links performance efforts to accumulation and/or conservation of one’s central resources influences the commitment–performance relationship. Therefore, besides leadership behaviors and other commitment foci as suggested by Meyer et al. (2004), other moderators are likely for the relationship.

Third, our study has contributions to leadership literature. We found that whereas AC and NC are strongly related to job performance when supervisor leadership behaviors are low transactional, the association of CC was less negatively when the behaviors were low transformational or high transactional. Transactional and transformational behaviors motivate followers differently for performance efforts (Bass & Avolio, 1990; Bass & Riggio, 2006; Meyer et al., 2004). While the extant literature suggests transformational behaviors to be more strongly associated with job performance compared to transactional, our findings, however, suggest the effectiveness of the leadership behaviors is contingent on follower’s characteristics such as the reason for commitment.

Fourth, by examining the interactive effects of organizational commitment facets on job performance we increase our knowledge of their influence. Specifically, although NC is theorized to positively relate with job performance, findings in the current study show its effects are contingent on AC or CC. In the current study, therefore, we test the theorization of Meyer et al. (2004) that the positive effects of NC are weaker compared to those of AC.

### ***Limitations and strengths***

To minimize the single-source bias (Podsakoff, Mackenzie, & Podsakoff, 2012), the dependent and independent variables were sourced differently. However, a number of limitations should be considered. First, global assessments of transactional and transformational leadership scales were used. Investigations using their components would benefit other studies to show how the dimensions

combine or their distinctive effects in moderation (Deinert, Homan, Boer, Voelpel, & Gutermann, 2015; Van Knippenberg & Sitkin, 2013). Also, study participants were from a single organization that may limit generalizability. Other limitation concerns causal inferences that can be made. For instance, although the current study positioned leadership behaviors to moderate the organizational commitment and job performance relationship, our data cannot establish causality. It could be reasoned that leadership predicts organizational commitment. Also, although we examined the interactive influence of organizational commitment predicting job performance, we did not factor in the effects of leadership behaviors which would give more elaboration of their effects. In line with the new stream of analyzing organizational commitment from the individual-centered approach, future research should explore the relationship between commitment profiles, leadership, and performance.

Although we found support for most posits, the hypothesized differential effects of transformational behaviors on AC and NC did not surface. Three reasons could have contributed to these results. Our sample was composed of sales representatives only and these employees are focused on what they can get from the organization, rather than what they contribute to it and second, they are more likely to be dissatisfied with the organization and feel entitled. Lastly, majority of the respondents were fresh graduates still scouting for better employment opportunities and coupled with high unemployment in the region of study (Franz, 2014), explains the organizational attachment for physical than psychological resources. Researchers could benefit from replicating this study in different contexts.

### ***Practical implications and suggestions for future research***

We suggest four ways in which organizations would benefit from our findings. First, commitment for psychological resources was, consistent with previous studies, positively related to job performance. Interventions that would encourage AC and NC rather than CC ties to the organization should be enhanced. Second, because commitment ensures low turnover (Tett & Meyer, 1993), any employee commitment is good for the organization when well handled. Although CC negatively relates to job performance, our findings show that with high transactional and low transformational leadership behaviors the negative effects are attenuated. Third, transformational behaviors were less effective in leading employees whose ties to the organization were CC, whereas the opposite results for transactional behaviors. This finding suggests that supervisors should understand employee needs and aspirations to effectively be motivation. Assuming that a monetary reward, on one hand, or a relational approach, on the other hand, is what all employees need may be less fruitful.

For future research, the differential effects of the faces of NC (moral duty and felt obligation) as proposed by Meyer and Parfyonova (2010) could be considered in analyses. The scholars propose when examining interaction effects, NC appears to take on a different meaning when AC is present (regardless of CC) vs. when CC is present (and AC is absent). Such an examination has the potential to unravel meaningful results for both theory and practice.

Blau (1964, p. 91) defined social exchange as "... voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" and that based on the norm of reciprocity, individuals out of feeling indebted (Eisenberger et al., 2001) strive to recompense what others have given them and not hurt individuals who have helped them (Cialdini, 2006; Gouldner, 1960). However, based on our findings, is it likely that resources in the exchange may be considered less central, consequently affecting the reciprocation? If so, how then does social exchange theory explain the expected mutual satisfaction in social exchanges? Future research could explain how the significance of exchanged resources may influence the theorized mutual satisfaction of social exchange theory.

## Conclusion

To increase our understanding of the organizational commitment and job performance association (e.g., Meyer et al., 2004; Wright & Bonett, 2002), we took a resource perspective (Hobfoll, 2001) to explain the association. We posited (a) the nature of resources desired by employees differs depending on the reason for commitment and (b) employees engage in performance efforts when they can accumulate and/or conserve central resources. Specifically, we argued when attachment to the organization is based on affective or normative, then the resources preferred are mainly nontangible, that is, psychological. However, if the tie between the individual and the organization is continuance based, then the type of resources preferred is primarily of tangible variety, that is, monetary. Besides providing a basis for moderators of the commitment and performance relation, we broaden the scope for boundary conditions surrounding the association beyond the leadership behaviors.

## Disclosure statement

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