

Dual commitment and job performance: outsourced marketing partners with NCAA intercollegiate athletics departments

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Abstract:

Employees from outsourcing company face a unique situation affiliated at both employing and client organizations while many literatures have confirmed that the level of employee's organizational commitment is highly associated with their job performance. This study will provide evidence that contingent employees' job performance in outsourcing should be considered by their commitments to both employing organization and the client organization (i.e., intercollege athletics marketing departments). Therefore, this study would provide better understanding of contingent employee's dual commitment to the organizations on their job performance and to confirm the causal relationship between organizational affective commitment and job performance. Two sets of six items on affective commitment were used to measure both organizational commitments toward to employing organization (i.e. marketing organization) and the client organization (i.e. intercollegiate athletics departments). Additionally, in-role behavior, organizational citizenship behavior benefiting an individual within the organization, and organizational citizenship behavior benefiting the organization were used to measure contingent employees' task performance in his/her specific working place. With total 121 contingent employees from a major outsourcing marketing company, this study firstly resulted that the commitment from the outsourcing company did not have a direct effect on employee' job performance. However, the employees' affective commitment to the client organization positively increases the level of their job performance. Second, the group low-affective commitments to both organizations had the minimized job performance while high-affective commitment to both groups had the maximized job performance. In addition, unbalanced-affective commitment resulted different level of job performances. Finally, this study contributes to the literature that it is necessary to examine employees' dual commitments to fully understand their dual employments. Additionally, this study would help marketing managers in both organizations to have better understanding of the well-balanced dual commitments to maximize job performance in the temporary working environment because the employees' higher performance in outsourcing relationships are entered into organizational success.

Key Words: - Dual Commitments, Job Performance, Outsourcing, Intercollegiate Athletes

Introduction

A number of NCAA Division I intercollegiate athletics departments have adopted an outsourced marketing strategy as a tool to enhance the overall quality of products and services as well as achieve organizational success in a competitive market place (Burden, Li, Masiu, & Savini, 2006; Walker, Sartore, & Taylor, 2009). Recognizing the beneficial aspects of outsourced marketing strategies, intercollegiate athletics departments have begun to utilize these strategies to obtain various benefits such as external resources from professional expertise, cost and time-effectiveness, risk transference, and threat reduction for future competitions (Burden et al., 2006; Walker et al., 2009).

Individuals employed by an outsourced company and working for a client organization (i.e., contingent employee) face a unique and complex working environment associated with commitments to two different organizations (Connelly & Gallagher, 2004; De Cuper et al., 2008; Fontinha, Chambel, & Cuyper, 2012; Galais & Moser, 2009; Slattey, Selvarajan & Anderson, 2006;). Within this environment, contingent employees may be differentially committed to both organizations, which, in turn, could influence their attitudes towards the client organization (i.e., intercollegiate athletics department) and job performance (Kallegerg et al., 2000; McKeown, 2003; Reichers, 1985).

Considering organizational commitment and job performance, researchers indicated that affective commitment represents as individuals' emotional involvement and identification toward an organization while job performance has been characterized as employees' overall work-related duties (Caillier, 2010; Meyer et al., 1989; Steers, 1997; Porter, Steers, Mowday, & Boulian, 1974). Within the literature, researchers suggest that positive attitudes toward the organization and higher levels of organizational commitment result in better job performance and achievement of organizational goals (Angle & Perry, 1981; Siders, George, & Dharwadkar,

2001; Steers, 1977). However, employees working in a shared environment (i.e., parent organization and client organization) could have differing attitudes and motivations, which may influence their job performance (Connelly & Gallagher, 2004; McKeowan & Hanley, 2009; Harrigan, 1985; Tsui, Pearce, Porter, & Tripoli, 1997; Vigneron & Johnson, 1999). Although McElroy, Morrow, & Laczniak (2001) suggested researchers pay special attentions on the contracted employees' attitude toward the client organization, little is still known about the contingent employees' job performance influenced by dual commitment (i.g., client and parent organizations). Therefore, the purposes of this study are: a) to provide better understanding of the contingent employee's dual commitment to the organizations (e.g., parent organization and client organization) on their job performance and b) to confirm causal relationship between organizational affective commitment and job performance. This study contributes to the literature that it is necessary to examine the employees' dual commitments to fully understand their dual employments. Additionally, this study would help marketing managers in both organizations to have a better understanding of the well-balanced dual commitments to maximize job performance in the temporary working environment because the employees' higher performance in outsourcing relationships are entered into organizational success.

Outsourcing

Many business organizations use third parties on a long-term basis in order to accomplish organizational success in the competitive market place and improve the overall quality of product (O'Connell & Gallagher, 2004; George, 2003; Lepak, Takeuchi, & Snell, 2003; Walker, Sartore, & Taylor, 2009). In addition, Carr and Johansson (1995) specified outsourcing as a complementation of a partnership with the special expertise or skills from other partner. While the overall purpose of the inter-organizational partnership is to achieve the organizational advantages in a competitive industry, many scholars specified diverse outsourcing proposes (Day, 1995; Li & Burden, 2002; Varadarajan & Cunningham, 1995). For example, Day (1995) indicated that outsourcing is used to improve access to market the place, knowledge, channels, capability, and to evaluate economies of scales. Outsourcing could also be used to manage a number of threats in a diverse market environment, and efficiently use resources and skills derived from a partner via an agency to employ additional professional expertise in verifying an extensive perspective (Li & Burden, 2002; Varadarajan & Cunningham, 1995).

As similar with the natural business, an outsourced marketing in the intercollegiate athletics department is a common strategy (Walker, Sartore, & Taylor, 2009). More than one hundred twenty intercollegiate athletics departments in Division I are relied on the outsourced marketing in order to efficiently accomplish business success in the competitive college sport industry. While there are complex businesses of the intercollegiate athletics marketing environment, the most purpose for the outsourced marketing is to effectively utilize the various operational and strategic advantages from the third party who place professional experts on a long-term basis (Connelly & Gallagher, 2004; George, 2003; Lepak, Takeuchi, & Snell, 2003; Walker et al., 2009). In particular, Li and Burden (2002) resulted that college athletics departments have majorly outsourced some practical efforts for Radio game broadcast, coach's call-in shows, game day programs, management of website, market sales (e.g., media, venue, and official sponsorship rights) operated all by the contingent employees from the third party agency (Burden & Li, 2002; Walker et al., 2009).

From a human resource perspective, the contingent employees who are hired at the agency organization are provided to the athletics departments to respond the services (Liden, Wayne, Kraimer, & Sparrowe, 2003). Likewise, the contingent employees face a unique situation associated at both employing and client organizations (Connelly & Gallagher, 2004; De Cuper et al., 2008; Fontinha, Chambel, & Cuyper, 2012; Galais & Moser, 2009; Slattery et al., 2006). With the evidence to support outsourcing, well-established communication between two organizations buffers pessimistic experiences to a client organization as market services, biased business, management input, and department control from the selected service providers (Alvertson & Skoldberg, 2000; Burden, & Li, 2005; Willcocks, Fitzgerald, & Lacity, 1996; Lacity & Willcocks 1995; Walker et al., 2009). In the complex working environment, it allows them to develop attitudes concerning their client organizations during work and be differentially committed to both employing and client organizations (Kallegerg 2000; McKeown, 2003; Reichers, 1985). Ultimately, the contingent employees' quality and quantity of works and achievement of overall organization goals are highly depended on the employee commitment (Angle & Perry, 1981; Siders, George, & Adkar, 2001; Kallegerg 2000; McKeown, 2003; Steers, 1977). Thus, understanding the contingent employees' simultaneous commitments to both organizations is important to maximize benefits of the outsourcing partnership.

Organizational Commitment and Job performance

Organizational commitment has been centered to understand their work attitudes and job behaviors for organization, management, and business sectors (Meyer, Becker, & Vandenberghe, 2004; Riketta, 2002; Walker, Sartore, & Taylor, 2009). While Meyer and Herscovitch defined commitment as "a force that binds an individual to a course of action of relevance to one or more targets" (2001, p.201), organizational commitment is defined as individuals' involvement and identification toward an organization (Porter, Steers, Mowday, & Boulian, 1974). The construct has been specified into three dimensions to understand the employees' relationships with the organization; affective commitment, continuance commitment, and normative commitment (Meyer, Allen, & Gellatly 1990, 1996; Meyer, Becker, & Van, 2006; Mayer, & Schoorman, 1992; Meyer & Allen, 1991). For

example, affective commitment occurs when employees have strongly positive emotions to the organization with well-defined organizational goals and values (Meyer&Allen, 1991). In addition, normative commitment reflects moral rights that employees desire to obligate while continuance commitment reflects the employees' consideration of staying or leaving the organization based upon the cost benefit versus loss of employment of an organization (Meyer&Allen, 1991).

In particular, this study only considered a form of organizational commitments, affective commitment, while affective commitment entails significant emotions with the relevant targets, agreement with the employee's values, and personal involvement (Meyer & Allen, 1997). According to Fontinha, Chambel, and Cuyper (2012), understanding of attitudes interpreted by a working environment plays a significant role on improving affective organizational commitment because the commitment is strongly associated with employees' job perceptions in the organization (Nishii, Lepak, & Schneider, 2008). Walker, Sartore, and Taylor (2009) also revealed that general perception in working place is the mostly impactful to employees' emotional identification toward the organization, as well as contains the most significant predictor improving stronger feelings of affiliations (Walker et al., 2009). In addition, this form of commitment influences the most beneficial employees' behavior to the organization including performance, attendance, and remaining within the organization (Coyle-Shapiro, & Morrow, 2006; Meyer & Allen, 1997; Meyer, Stanley, Herscovitch, & Topolnysky, 2002).

Job performance has been described as a common form of productive behaviors in organizations while it represents the employees' overall work-related duties leading to better quality and quantity of labor work (Caillier, 2010; Meyer et al., 1989; Steers, 1997). In addition, the employees' performances are directly associated with actual tasks in their formal job description and with activities utilizing the technical core of the organization (Campbell, McHenry, & Wise, 1990; Motowidlo, Borman & Schmit, 1997; Williams & Anderson, 1991). For example, William and Anderson (1991) specified the evaluation of the employee's job performance including adequately completing assigned duties, fulfillment of responsibilities in job description, performance expected to other employees, and activity engagement. In addition, the higher performances would create various outcomes for the organization such as promotional opportunities, financial increases, and employees' sense of accomplishment (Jex & Britt, 2008; Poursafar, Rajaeepour, Seyadat, & Oreizi, 2014).

Considerably, the relationship between organizational commitment and employees' job performance is crucial because effective and efficient employees' performance is highly relied on the employees' emotional integration with a certain organization (Angle & Perry, 1981; Luchak & Gellatly 2007; Siders, George, & Dharwadkar, 2001; Steers, 1977). For example, the commitments from the organization where the employees strongly perform in their responsibilities significantly enhance actual working behaviors because they feel honored of the members of the organization and have confidence in the organizational values and goals (Balfour & Wechsler, 1990; Meyer & Allen, 1997). In addition, strong organizational commitment has associated with not only employee itself such as increased morale, reduced stress, and improved productivity, but also the organization such as decreased absenteeism, lateness, and turnover (Khan, Jam, & Ramay 2010; Knudsen et al., 2003; Singh Winkel, & Selvarajan, 2013; Meyer & Allen, 1997; Suliman & Iles, 2000). In this regard, affective commitment is relied on employees' psychological identification to an organization and this significant emotional consequence influence employee's behavior and job performance (Fontinha, Chambel, & Cuyper, 2012; Cotton & Tuttle, 1986; Knudsen, Johnson, Martin, & Roman, 2003; Mathieu & Zajac, 1990; Tett & Meyer, 1993; Walker, Sartore, & Taylor, 2009; Williams & Hazer, 1986).

- H₁: The contingent employees' affective commitment has an effect on job performance.
 - H_{1a}: The contingent employees' affective commitment to the employing organization has a direct impact on job performance.
 - H_{1b}: The contingent employees' affective commitment to the client organization has a direct impact on job performance.

Dual commitment (agency organization and client-organization)

Social exchange theory is one of a theoretical framework for understanding employees' relationships between organizations (Blau, 1964). Social exchange theory, which is based on social and psychological behavior, has been invested to develop, maintain, and improve relationships within individuals and organizations (Eisenberger, Cummings, Armeli, & Lynch, 1997). While an individual has a tendency to structure interactions with others who provide knowledge, information, or expressive assistance the norm of reciprocity was tacitly created by the tendency reciprocating attributes (Gouldner 1960; Liden, et al., 2003). In particular, Shore (2006) noted that social exchange in the relationship between organizations is relied on trust, investigation for the positive emotional support, and long-term and a wide scope of relationships. Moreover, relationships allow employees to have multiple commitments at different organizations by the principle of self-interest and attitude to organizations (Blau, 1964; Gould, 1979; Shore, 2006). While the contingent employees, as dissimilar with regular full-time workers are assigned to a client organization from formal working place, and spend the most of times in client organizations based on their needs and services, they have much opportunity to associate with other employees and adjust the environment in the client organization (Rhoades, Eisenberger, & Armeli, 2001; Shore & Wayne, 1993; Teller & Kotzab., 2003). In this regards, social exchange theory support that the contingent employees would develop attitudes and commitment not only to the client organization but also to the employing organization based upon the working environment.

With two different associations, a number of studies revealed that the existence of dual commitments and the effects of two distinct organizational commitments on behavior in the working place (Bamberger, Kluger, & Suchard, 1999; Benson, 1998; Coyle-Shapiro, & Morrow, 2006; Fontinha, Chambel, & Cuyper, 2012; Redman & Snape, 2005). For instance, while dual commitment refers to the situation that employees are concurrently committed toward both organizations based on beliefs, the shared employment between outsourcing company and the client organization forms a triangular employment relationship, which principals to positive commitment to both organizations (Fontinha, Chambel, & Cuyper, 2012; McKeown, 2003; Benson, 1998). In addition, the strong loyalties for the organizations lead to reinforcing their interests of works and job performance (Benson, 1998; Veitch & Cooper-Thomas, 2009). It is because formulating the significant level of commitment to the client organization directly leads lower intention to turnover, greater organizational citizenship behaviors, and quality and quantity of works, which directly associated with benefits of the organization (Fontinha, Chambel, & Cuyper, 2012; Meyer & Allen, 1997; Mowday, 1998; Riketta, 2002; Riketta 2008). In this regard, this study hypothesizes as following:

- H₂: Contingent employees with high-affective commitments to both organizations will have a maximized job performance.

However, employees working in a shared environment (i.e., parent organization and client organization) could have differing attitudes and motivations, which may influence their job performance (Connelly & Gallagher, 2004; McKeown & Hanley, 2009; Harrigan, 1985; Tsui, Pearce, Porter, & Tripoli, 1997; Garbarino & Johnson, 1999). In particular, the employee's professional performance emphasizes their duties in the actual working environment (i.g., client organization) rather than parent organization, and the biased-affective commitment to one of two organizations would lead to different levels of employees' working performance (Baugh & Roberts, 1994; Mowday & Porter, & Steers 1982; Peters & O'Connor, 1980). For example, a lack of commitment to employing commitment might enhance the level of employee's turnover (Black, 1988; Gregersen & Black, 1992) while the failure to develop commitment to the client organization lead to the contingent employees' lower job performance and return to the subsidiary (Copeland & Grigg, 1985). In addition, lower client organizational commitment with high commitment to the employing organization would lead to failure maximizing to accomplish the organizational needs because their professional performance emphasizes their duties in the actual working place (Baugh & Roberts, 1994; Mowday & Porter, & Steers 1982; Peters & O'Connor, 1980). Thus, it seems reasonable to posit that the employees with high levels of both commitments would assist the highest levels of performance while their unbalanced commitments (e.g., low/high) to each organization differently explain the level of job performance.

- H₃: The contingent employees with low-affective commitments to both organizations will have the least their job performance.
- RQ1: What is the nature of the relation between the contingent employees unbalanced-affective commitments to the two organizations and job performance?

Finally, this study will provide evidence that contingent employees' job performance in outsourcing should be considered by their commitments to both employing organization and the client organization (i.e., intercollegiate athletics marketing departments). This study contributes to the literature that it is necessary to examine employees' dual commitments to the agency and client organizations to fully understand their dual employments. Additionally, this study contributes to the marketing managers at both organizations to develop organizational communication tools for balancing both commitments and for expecting higher job performance in the temporary working environment. Therefore, two purposes of the study combine: a) to confirm the causal relationship between organizational commitment and job performance, and b) to provide better understanding of contingent employee's dual commitment to the organizations (e.g., employing organization and client organization) on their job performance.

Material & Methods

Participations

A sample of contingent employees from a major outsourcing marketing company in the United States participated in this study. In particular, this study considered one large outsourcing marketing company in the United States because the company has been well known majorly focusing on intercollegiate athletic departments in the NCAA Divisions as representing universities and managing licensing rights, radio networks, broadcasting, seating, and ticketing services in more than NCAA 100 Division I universities in the United States. The sample was collected by an online survey method using googledoc system

Data Collection Procedure

The contingent employees from the outsourcing marketing company that work for NCAA Division I intercollegiate athletics departments were directly contacted through email. These individuals email addresses were collected from their organizations' and intercollegiate athletics departments' websites. An email was sent to each individual and contained the purpose of the study, the significance of the study time required to complete questionnaire (10 minutes), rights of participants, risks, and the link to the online questionnaire. 384 numbers of the contingent employees were asked to complete a self-administered on-line survey, including 34 Account Executives, 129 General Managers, 49 Coordinators – sponsorship and partnership, 8 broadcasting, 133 business

development, 22 sales and marketing, 5 Assistants, 3 Administrators, and 1 Client Service. The 82 numbers of responses were initially received, which is a response rate of 21.6 percent. For higher response rate, a week after the first email had been sent. A second and final email containing the same information was sent out a week later. Follow up notification has been reported to increase response rate for online survey (Dillman, 2000; Jordan & Turner, 2008). Follow-up emails containing the same information were sent out a week and two weeks later. As a result, 39 additional responses were gathered, providing a final response rate of 31.5 percent.

Measures

Organization commitment.

Two sets of six items on affective commitment developed by Meyer and Allen (1997) were used to measure both organizational commitments toward to employing organization (i.e. marketing organization) and the client organization (i.e. intercollegiate athletics departments). The items of affective commitments to both organizations were identical except for reference to either a name of the outsourced marketing organization or college sport team. An example of items for both organization commitments was *‘I would be very happy to spend the rest of my career with _____, and I would be very happy to spend the rest of my career with this intercollegiate athletics department’*. All items of affective organization commitments were anchored by 5-point Likert scale (1 = ‘Strongly Disagree’ and 5 = ‘Strongly agree’). Cronbach alpha was used in this study to measure internal consistency. Generally, an acceptable level of .70 is a good measure of internal consistency (Nunnally, 1994). In this study internal consistency measured at .92 for the employing organization, .89 for the client organization, and .84 for both which indicates an acceptable level of internal consistency.

Job performance,

After the participant completed the questionnaire on affective commitment, then he/she completed a questionnaire regarding in-role job performance developed by Williams and Anderson (1991). The questionnaire was adapted to measure the contingent employees’ task performance in his/her specific working place. The job-performance items were measured using a 5-point Likert Scale (1=‘Strongly Disagree,’ and 5=‘Strongly Agree’). The aspects of job performance included in this study were in-role behavior, organizational citizenship behavior benefiting an individual within the organization, and organizational citizenship behavior benefiting the organization. O’Reilly and Chatman (1986) proposed three items for in-role behavior, they were 1) working a full day (or shift), 2) completing assigned duties on time, and 3) complying with organization rules and regulations. William and Anderson (1991) later added additional items to measure the behavior, such as having a formal reward system and fulfilling the requirements in the job description. The in-role job performance is the primary means of evaluation regarding affective commitment with items being self-reported. For the purposes of this research, the questionnaire was directly assessed by the contingent employees to evaluate behaviors. Two reverse-scored items were rewritten in a positive direction because the reverse-scored items would cause inconsistencies in factor analysis (Idaszak & Drasgow, 1987; Liden, et al., 2003; Schmit & Stults, 1985; Spector, VanKatwyk, Brannick, & Chen, 1997).

Data Analysis

Analysis of the survey was performed by SPSS and AMOS programs. Firstly, the dimensionality and validity of psychometric properties in affective commitment and job performance were tested by a confirmatory factor analysis (CFA). Second, while the primary purpose of the study was to examine the contingent employees’ job performance in different groups of people classified by affective commitments, the K-means cluster analysis with random string partition was addressed in order to identify naturally occurring groups or types of employees obtained by commitment toward employing organization and client organization. Third, multiple regression analysis was employed to test H_{1a}, and H_{1b}, research hypotheses, which examine direct effects of affective commitments on job performance. Commitment toward employing company and outsourced company were considered as independent variables and contingent employees’ job performance as a dependent variable. Finally, analysis of variance (ANOVA) was used to test group differences in affective commitment on job performance examining H₂ and H₃research hypotheses and RQ1.Prior to testing the differences, contingent employees’ affective commitments in both organizations were categorized in the lower or higher group and classified into four different groups (e.g. low/low, high/low, low/high, high/high).

Results

Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.853	2	.927	5.725	.004 ^b
Residual	19.101	118	.162		
Total	20.995	120			

a. Dependent Variable: JOB

b. Predictors: (Constant), COM_INTER, COM_ORG

Figure 1. Commitment between Groups

According to Figure 1, given the $F(2,118) = 5.725, p = .004$, which means there is a statistically significant difference between affective commitment of the employees at the employing organization versus the affective commitment of employees at the client organization and job performance.

Multiple regression analysis was used to test H_{1a0} : *The contingent employees' affective commitment to the employing organization has a direct effect on job performance* and H_{1b0} : *The contingent employees' affective commitment to the client organization has a direct effect on job performance*. Figure 2 below shows a comparison between four groups of employees. Group 1 are those employees who showed low affective commitment to both the employing organization and the client organization via the surveys administered. Group 2 are those employees who showed high affective commitment to the employing organization, but low affective commitment to the client organization. Group 3 are those employees who showed high affective commitment to the employing organization and high affective commitment to the client organization. Group 4 are those who showed low affective commitment to the employing organization and high affective commitment to the client organization.

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	4.149	.158		26.238	.000
COM_ORG	.033	.037	.082	.911	.364
COM_INTER	.106	.036	.268	2.978	.004

Figure 3: Commitment to Organizations versus Job Performance

H_{1a} states: *The contingent employees' affective commitment to the employing organization has an effect on job performance*. H_{1a} was rejected. For example, the commitment from the outsourcing company did not have a direct effect on employee's job performance ($t = .911, p = .364$). However, H_{1b} states: *The contingent employees' affective commitment to the client organization has a direct effect on job performance*, was supported. For example, the employees' affective commitment to the client organization positively increase the level of their job performance ($t = 2.978, p = .004$).

K-mean analysis

This study aims to examine the different level of job performance classified by the level affective commitments. This study adopted K-means cluster analysis to classify the level of affective commitment on both organizations. Analysis of variance (ANOVA) was used to test different groups of employees' affective commitment versus job performance $F(3,117) = 6.640, p < .001$. Group 1 are those employees who showed low affective commitment to both the employing organization and the client organization via the surveys administered. Group 2 are those employees who showed high affective commitment to the employing organization, but low affective commitment to the client organization. Group 3 are those employees who showed high affective commitment to the employing organization and high affective commitment to the client organization. Group 4 are those who showed low affective commitment to the employing organization and high affective commitment to the client organization. Each group was tested against the other three groups. The results indicated that H_2 and H_3 were supported. For example, among the four groups, Group 1 (Mean = 4.46), Group 2 (Mean = 4.53), Group 3 (Mean = 4.88), Group 4 (Mean = 4.87), H_{2a} : *The contingent employees with high-affective commitments to both organizations will have a maximized job performance* (Group 3). In addition, H_3 the group low-affective commitments to both organizations had the minimized job performance (Group 1).

Research Question

This research question is answered with the data in Figure 2. According to the data, the job performance was significantly different between Group 1 and 3, $p = .004$. Employees who have a low affective commitment to the employing organization and a low affective commitment to the client organization (Group 1) have the lowest mean, 4.46. The employees who have a high affective commitment to the employing organization and a high affective commitment to the client organization (Group 3) has a mean of 4.88) Finally, one unbalanced-affective commitment (Low commitment on Parent Organization and High Commitment on Client Organization) has the higher job performance (Mean = 4.86) than second unbalanced-affective commitment (High commitment on Parent Organization and Low Commitment on Client Organization, Job performance (Mean = 4.53, $p > .00$))

This creates interesting data which might suggest that the key to good job performance is having a high affective commitment to the client organization.

Discussion

Affective commitment on the organization has been known as a key for improving employees' job performance. In addition, in a sport setting, many sport organizations have adopted the outsourcing companies to promote their brand and maximize the benefit based upon their investment. Especially, employees in outsourcing company face a special situation working both organizations and commitments on both originations positively or

negatively influence their job performance. In this study, authors examined different job performances, based upon the level of affective commitment in both the client and employing organizations.

One of the findings from this study confirmed the positive relationship between employees' affective commitment and their job performance. The higher level of affective commitment maximized employees' performance while the lower level of affective commitment minimized their job performance. Affective commitment is described as employees' psychological involvement toward an organization and is significantly associated with employee's willingness work in assigned duties, fulfillment of responsibilities (Jex & Britt, 2008; Poursafar, Rajaeepour, Seyadat, & Oreizi, 2014; William & Anderson, 1991). This result is consistent with previous studies. For example, Meyer & Allen (1997) resulted that positive evaluations and attitude toward to the organization creates employee's confidence on organizational values and goals and encourage them to provide work productivities in their responsibilities. In addition, the strong commitment builds their psychological benefits including less stress and greater morale, and their behaviors in less absenteeism, lateness, and turnover (Khan, Jam, & Ramay 2010; Singh Winkel, & Selvarajan, 2013).

In addition, the previous results is also consistent with second results that, based upon four groups, higher levels affective commitment at both employing and client organization had shown the highest levels of job performance while employees who have a low affective commitment to the employing organization and the client organization had the lowest job performance. This result is supported by Social exchange theory that employees' relationship with an organization is maintained and improved with structure interactions such as emotional support and sharing knowledge within the organization (Gouldner 1960; Liden, et al., 2003). Even though the contingent employees are fully work for the client organization based on their need and services, contingent employees who had the lower level of commitment would have much less opportunity to associate with other employees and adjust the environment as well as less trust or emotional support. For the field of management this is significant because previous research also indicates a positive relationship between job satisfaction and job performance (de Souza, Felix, Matos de Andrade, & dos Santos Cerqueira, 2019; Soto-Pérez, Sánchez-García, & Núñez-Ríos, 2020). If organizations find a way to keep both affective commitment high and job satisfaction high, this could lead contingent employees to have exceptionally high job performance.

Another significant finding of the study was to examine unbalanced commitment toward at client and employing organization. Our results indicated that 2 and 4 groups are significantly different. For example, the higher level of job performance outcome was shown in employees that has higher client organization than employing organization. The contingent employees are working in a shared environment and well build the relationship with other employees in sharing emotions and information within this positive interaction. According to Mckeown & Hanley (2009), each individual who sent to the client organization would have different attitudes and motivation to perform organizations needs and wants, and suggested to pay more attentions to adjust in an actual working environment to maximize professional performance and duties (Baugh & Roberts, 1994; Mowday & Porter, & Steers 1982; Peters & O'Connor, 1980).

Contingent employees in this research are in a unique employment situation; one person working for two organizations. Although these employees did not show a significant relationship regarding commitment to the employing organization and job performance, the other outcomes of this research produced findings that agreed with previous literature. For managers at the employing organization this could indicate the need to be more involved in how the employee navigates this complicated employment situation. Finally, this study contributes to the literature that it is necessary to examine employees' dual commitments to fully understand their dual employments. Additionally, this study would help marketing managers in both organizations to have better understanding of the well-balanced dual commitments to maximize job performance in the temporary working environment because the employees' higher performance in outsourcing relationships are entered into organizational success.

To the field of management, this is important because previous research indicates that an employee's affective commitment is a predictor of job performance (Meyer, Allen, & Smith, 1993; Whitener & Walz, 1993; Somers, 1995). One of our outcomes supports previous findings and one of our outcomes is contrary to previous findings. More research about the contrary outcomes should be performed. It would be interesting to see if this is an anomaly because the employees in this research are dual employees or if there is something lacking in the relationship between the employee and the employing organization.

Conclusions

Contingent employees in this research are in a unique employment situation; one person working for two organizations. Although these employees did not show a significant relationship regarding commitment to the employing organization and job performance, the other outcomes of this research produced findings that agreed with previous literature. For managers at the employing organization this could indicate the need to be more involved in how the employee navigates this complicated employment situation. Finally, this study contributes to the literature that it is necessary to examine employees' dual commitments to fully understand their dual employments. Additionally, this study would help marketing managers in both organizations to have better understanding of the well-balanced dual commitments to maximize job performance in the temporary

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