



Research Paper

Influence of Affective Commitment on the Relationship between Intrinsic Motivation and Contextual Performance; A glance at the Nigeria Public Sector Employees

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Abstract

The paper examines the Influence of Affective Commitment on the relationship between intrinsic motivation and Contextual Performance. Using stratified random sample, 327 employees were selected from some public organizations in north western Nigeria. A Questionnaire was used to obtain data and PLS SEM was employed to analyze the data. Four hypotheses were framed and tested statistically. The findings show that, a positive relationship exists between intrinsic motivation and contextual performance, between Affective Commitment and contextual Performance. Similarly, the paper reveals that intrinsic motivation is a predictor of Affective Commitment. Furthermore, it shows that, the relationship between intrinsic motivation can be explain through the link of Affective commitment. This result has implications for administrators and policy makers to ensure that a good motivation be provided for workers as this not only lead to worker's commitment it also enhances their performance.

Keywords: Affective commitment Contextual performance, Motivation

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I. INTRODUCTION

In any given organization, workers are expected to interact and cooperate with others and to perform some behaviors that go beyond their job descriptions to fulfill job-specific tasks. Such contextual activities help to facilitate communication, improve social communication and reduce tension, all of which are very vital for survival and success of an organization (Borman, & Motowidlo, 1997; Wang,X, 2010). Contextual performance, therefore, does not only aim at supporting the technical system, but also the organization in general. This type of performance also affects the organizational culture and climate; thereby influence its efficiency and productivity (Borman, & Motowidlo, 1993; Pulakos, Schmitt, Dorsey, Arad, Borman, & Hedge, 2002).

However, workers can only perform contextual behaviors when they are fully motivated (Isah, 2019). Motivation is the inducement, drive or stimulus that forces employees to achieve both personal and organizational objectives (Long, 2002). It is a vital tool for success in any organization because the more organizations are able to motivate their employees the more they engage in behaviors that will lead to the success of organization (Formenky, 2015; Lawal, & Okhankhuele, 2014). Peter, Amuche, Hussaina, and Utomi, (2016), maintained that employees can be motivated through three types of drives (personal, push and pull drives). According to them, Personal drive is inbuilt within an individual, for instance a strong belief with a particular ideology of individual may influence his behaviors. Push drives have to do with other peoples influence on the individual, such as supervisors and subordinates. While pull drive is outside factors that attract an individual, such as house, car, holidays, etc. (Peter, Amuche, Hussaina & Utomi, 2016). Motivation is perhaps the most essential factor among the human resources functions which has a direct bearing to employees and as well the most neglected areas in terms of application. This is because organizations fail to foresee the benefits they could gain as a result of having motivated staff (Celik & Sariturk, 2012).

Notwithstanding, contextual performance also depends largely on employee's commitment irrespective of their quality and quantity (Baba & Ghazali, 2017). Commitment is the forces that are mounted on the employees to attained their organizational duties, the psychological desires towards the organization and the psychological state that encourages workers to remain with the organization (Allen & Meyer, 1991). In recent times, organizational commitment is more associated with the works of Allen and Meyer (1990) who

categorized the concept into three (1) Affective (2) Normative and (3) Continual commitments. Organizational Commitment occupies a strategic position in organizations, this is for the fact that, employees with strong organizational commitment are always ready and determine to continue working in the organization and are willing to struggle for the success of organizational goals through the spirit of cooperation (Ahmad, 2014). Furthermore, organizational commitment is described as an essential part of the worker's psychosocial condition, this is because employees that have a high organizational commitment are considered to display acceptable behaviors, such as efficiency and citizenship activities which contribute greatly to the survival of the organization (Leow & Khong, 2009). They further argued that, commitment determines the level efforts an employee will put in carrying out his or her assigned task. Past studies have reveals that organizational commitment leads to high employee performance, leads to creativity, prevent lateness and absenteeism, minimize worker's turnover and create chances for favorable competition to organizations (Allen & Meyer, 1991; Chen et al., 2015; Gim & Desa, 2014). This is what made organizational commitment to be vital construct that continue to attract the interest of organizational researchers (Dodman & Zadeh, 2014). This also explains why many well doing organizations are extremely committed to their workers needs and desires (Osa & Amos, 2014). Based on the above background, this paper is deigned to examine the influence of affective commitment on the relationship between intrinsic motivation and contextual performance.

Statement Problem

Although contextual performance plays an important role in the development of organizations less attention was given to this aspect of performance. According to Borman and Motowidlo, (1997), before achieving goals in any organization, employees are expected to perform many contextual behaviors that may not be directly related to their task functions but are relevant for their organizations. This is due to fact that, these contextual actions are considered as critical catalysts for the achievement of task functions (Borman & Motowidlo 1993; Wang et al., 2008). Majority of past studies focus mainly on other forms of performance such as task and adaptive performance (see for example, (Ali, Raheem, Nawaz, & Imamuddin, 2014; Makki., & Abid, 2017; Marques-quinteiro et al., 2018; Musa., Ghani.,& Ahmad, 2011; Tabiu, Pangil, & Othman, 2018). More so, Yundong (2015), have argued that, most motivation theorists have concentrated more on explaining the task aspect of performance thereby neglecting contextual dimension. Furthermore, only few studies or none has attempted to test the mediating role affective commitment to the relationship between intrinsic motivation and contextual performance particularly in the public sector. Therefore, the present study intends to fill this gap in the literature by examining the potential influence of affective commitment on the relationship between intrinsic motivation and contextual performance. In line with Mario and Franco's (2017) assertion that there is a lack of understanding as to how affective commitment influences contextual performance of employees' in developing countries in which Nigeria is no exception. This study intends to contribute in understanding the benefits of contextual performance, particularly in the Nigeria public sector and beyond. Therefore, the paper is made up of five major parts. Apart from the introductory part, the second part is devoted to the review of literature on intrinsic motivation, affective commitment and their possible links to contextual performance. The next part offers a detailed explanation on the method that was followed in conducting the research. This includes the study population, procedures and measures used. In the fourth part, results and discussion were presented. Conclusion together with implications and limitations of the study are contained in part five.

Review of Literature

Contextual Performance refers to behaviors that support the organizational, social and psychological environment in which the technical core tasks must function (Koopmans *et al.*, 2014). The characteristic features of contextual performance include, for example, demonstrating strength, shortening peer and group performance, as well as communicating and cooperating among employees in an organizational setting. Furthermore, contextual performance relates to behaviors that aid the organizational psychological and social context in which the job or work is performed; it consists of actions such as cooperating with co-workers, volunteering to help and demonstrating commitment to work (Borman & Motowidlo, 1993). More so, contextual behaviors are considered to be a manner through which a worker can reciprocate to the organization; therefore, if a worker is contented with his or her work, there is likely hood that, the worker will give more in return by assisting others through contextual behavior (Edwards, Bell, Arthur & Decuir, 2008).

Intrinsic Motivation means performing an activity for its natural gratification rather than for some independent results (Altindis, 2011). An individual is intrinsically motivated when he is moved to do something for pleasure rather than because of external push, pressures, or incentives. Chris and Cebollero (2014) argued that, intrinsic motivation is a situation when an individual motivation arises from factors within. They said intrinsic motivation gave an employee's zeal to carry out a specific task once the result reflects his belief system or

fulfills a desire. Intrinsic motivation is whatever an individual do for the sake of personal accomplishment and delight. According to Yperen (2003) examples of intrinsic features are stimulating to work, appreciation, advancement, enjoyment, accomplishment, and a sense of competence.

Affective Commitment means the will of the workers to remain in the organization (Allen & Meyer,1991). Affective commitment can be used to assess the rate of worker's emotional affiliation to, attachment with and participation in the attainment of organizational goals. Employees with a high level Affective commitment are eager to remain as a member of the institution (Balay, 2010). In the same vein Naser (2007) concludes that affective commitment is seen when a worker affirmed himself with an organization and continue as a member of the organization so as to realize the objectives of that institution.

Intrinsic Motivation and Contextual Performance

Yousaf, Yang and Sanders (2015), investigated the relationship between Intrinsic and extrinsic motivation on Task and Contextual Performance in Pakistan. The research collected data from 181 respondents and employed the Baron and Kenney (1986) criteria and Preacher and Hayes (2008) method for assessing multiple mediators concurrently. The result proves that, both the dimensions of motivation are positively related to task and contextual performance. Kalhor, Jhaital and Khokhar (2017) surveyed the effects of the dimensions of motivation (intrinsic and extrinsic motivation) on commitment and performance of bank officers in Pakistan. The study distributed 500 questionnaires out of which only 250 brought back and 223 were used for further analysis. The result shows that, the two types of motivation have significant relationship with performance. The study, therefore suggest that organizations should value workers motivation so as to enhance organizational performance. Oroni, Iravo and Elijah, (2014) used a descriptive survey research design, 200 permanent and 300 temporary workers from a tea industry in Kenya to examine the relationship between motivation and their performance. The study used a mixed method to collect data (questionnaires and interview). The result of the study may allow the management of tea factories to create factors responsible for the motivation of the workers in the factory. There is the need for the organizations to enhance motivation through bonuses and incentives to increase employee performance. Based on the above discussion, this paper hypothesize that

H1. There is a positive relationship between intrinsic motivation and contextual performance

Intrinsic Motivation and Affective Commitment

Younduck (2015), analyzes and compares the association between intrinsic motivation and organizational commitment in two developed countries, (US and China). During the research, the three elements of organizational commitment developed by Meyer and Allen (1991) are inspected independently. The data were collected from 330 samples are collected in the US and China, and partial least squares (PLS) were employed for the analysis. The empirical results reveal that, a significant positive relationship exists between Intrinsic motivation and affective commitment and normative commitment in both the US and China. Through a sample of 350 respondents selected from two western countries, Driscoll and Randall (1999) discovered that intrinsic motivation is significantly related to affective commitment. More so, Johnson (2011), also established that intrinsic motivation is positively associated with organizational commitment. These results were in agreement with that of Andressen, Konradt and Neck (2012) who also found out that work motivation is positively related to affective commitment. Based on the above, this study hypothesize that

H2. There is a positive relationship between intrinsic motivation and affective commitment

Affective Commitment and Contextual Performance

Ronal, Mincha and Hyun Kim (2009) examined the relationship between organizational commitment and contextual performance in a private club industry. They collected their data from 549 private club leaders through a web survey. The finding reveals that affective commitment (AC) had the strongest positive effects on contextual performance (CP). Similarly, using 115 employees from Leasing Companies in Sri Lanka, Bandula and Jayatilake (2016), investigated the influence of commitment job performance. Allen and Meyer's (1991) measurement scale was employed to measure the elements of commitment (affective, normative, and continuance commitments), and the tool used for measuring job performance has been developed by the Williams and Anderson (1991). SPSS software package was used for data analysis. The finding shows that the three dimensions of commitment are positively related to job performance. Contrary to the above findings, Islam Khan (2015), find out that, affective commitment is not positively related to employee performance in the study conducted on Bank employees in Bangladesh. Based on the above discussion, the present hypothesize that

H3. There is a positive relationship between affective commitment and contextual performance.

Affective Commitment as a Mediator

A mediator represent a third variable that join a cause and an effect (Wu, & Zumbo, 2008). It tries to find out the intermediate process that leads from the independent construct to the dependent construct. In essence a mediator can serve two purposes, it can play the role of independent variable and that of dependent variable (Wu, & Zumbo, 2008). They further argued that, the idea of mediation originated from the works of Woodworth (1928), later in the 80's Baron and Kenny (1986) popularized it through identifying the criteria's for mediation to occur. These conditions are, correlation between the causal construct with the outcome; link between the causal variable and the mediator; and that the mediator should have effects on the outcome (Baron & Kenny, 1986). As indicated earlier in this study that affective commitment will be used as a mediating variable based on Mario and Franco (2017) assertion, that little attention was given to the understanding the importance of and how affective commitment influences contextual performance of employees. Furthermore, evidence from the literature has shown that, a positive relationship exists between independent and dependent variables (intrinsic motivation and contextual performance) of this study, as well as between the mediator and dependent variable (affective commitment and contextual performance). Therefore there is need for mediation in this study having mate the requirements outlined by (Baron & Kenny, 1986). Based on this discussion, the paper hypothesize that

H4. The relationship between intrinsic motivation and contextual performance will be mediated by affective commitment.

Research Framework

The research framework will be framed to examine the mediating role of Affective Commitment on the relationship between Intrinsic motivation and Contextual Performance.

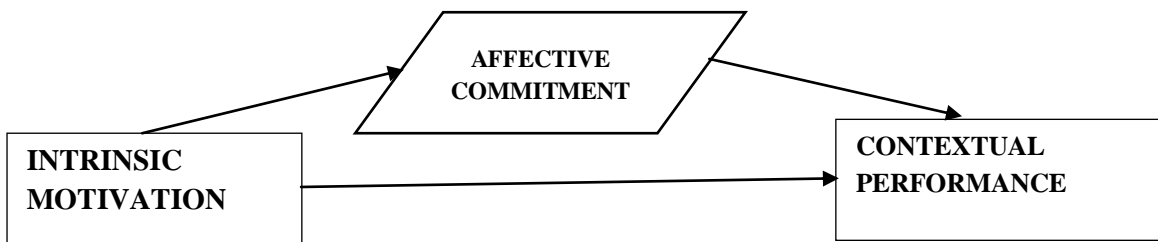


Figure 1. Conceptual Model/Framework

II. METHODOLOGY

The participants were 327 public servants in the northern western part of Nigeria. The public sector participants were chosen considering the important role they play in terms of policy implementation and execution in Nigeria. The participants were selected based on stratified random sampling, this to ensure equal representation, to allow equal chance of selection and to minimize bias. Based on gender, majority of the participants are male response rate of 261 (79.75 percent), while female account for 66 (20.25 percent). Regarding the age of the workers, 132 respondents had between 31-40 years, which is equal to 40.18 percent, while 89 respondents (27.61 percent) had between 21- 30 years, next are 85 workers (26.07 percent) falls within the age bracket of 41-50 years. This is followed by those with ages of 51 and above constitutes 20 responses (6.13 percent) of the total responses. With regards to With regard to qualification, the result reveals that, the majority of the workers 155 (47%) possessed a Diploma, 94(27.9%) of them have a BSc/HND qualification. 40(11.9%) participants are secondary certificates holders, while 20 (5.9%) are masters holders and 3 (0.9%) respondents possessed a PhD. Meanwhile, with regards to the years of experience,89 respondents had between 1- 5 years working experience (27.30 percent), 72 respondents had between 6-10 years' experience (22.08 percent), 53 workers had between 11-15 years since employment (15.95 percent), 38 employees had between 16-20 years 'work experience (11.6 6 percent), 59 respondents falls between 21-25 duration in service (18 .09 percent), 10 workers had between 26-30 years in service (3.06 percent) and lastly 6 staffs had 31 years and above working experience (1.8 4percent) as can be seen in Table 1.

Table 1
Demographic Profile of Respondents

S/N	Characteristics	Frequency	Percentage	Valid percentage
1	Gender	Male	261	79.75
		Female	66	20.25
2	Age	21-30 years old.	90	27.60
		31-40 years old.	132	40.18
		41-and above	105	32.11
3	Qualification	Sec Cert	40	11.9
		Diploma	155	47.40
		Bsc/HND	94	27.9
		Masters	20	5.9
		PhD	3	0.9
4	Work Experience	Less than one year	23	6.8
		One to five -1-5 years	41	12.2
		Six to Ten -6-10 years	228	69.7
		Eleven -11years and above	35	10.4

Analysis

Before going in to detail analysis, it is proper to start with evaluating the goodness of the model. This comprises the assessment of measurement model and structural model.

Measurement Model

As mentioned earlier, Partial least square structural equation modeling (PLS-SEM) was used in assessing the measurement model. Due to fact that the entire variables in this paper are reflective, the author begins by assessing the constructs reliabilities before the construct validity as recommended by the studies of (Hair, Sarstedt, Ringle, & Mena, 2012; Hair, Hult, Ringle, & Sarstedt, 2014). Table 1 gives the details results of measurement model (reliabilities and validity). The law says only items with loading of 0.70 and above are to be retained. While, items that has loadings below 0.70 are removed (Hair et al., 2014). Based on this, all the constructs in this study have attained the required loadings as their loadings ranges from 0.796-0.890. With regards to the constructs average variance extracted (AVE), results on Table 1 reveal that all the three variables in this study have attained the recommended value of AVE which is 0.50 and above (Chin, 1998; Hair et al., 2014). The AVE of the three constructs in this paper ranges from 0.501 to 0.538, signifying that, the model has achieved adequate reliability and validity. Similarly, the significance of the path coefficient (R^2) was also presented in the Table. It shows that 89 percent of variance was explained by the variables for direct relationship 25 and percent variance explained by constructs for the mediation

With regards to the assessment of construct discriminant validity, the paper used the Fornell and Larcker’s (1981) criterion in which the square root of AVE and construct correlation were considered. The result presented in Table 3 reveal that the square roots of all the three variables in this study are greater than their respective correlations, indicating that the model is not affected by the problem discriminant validity.

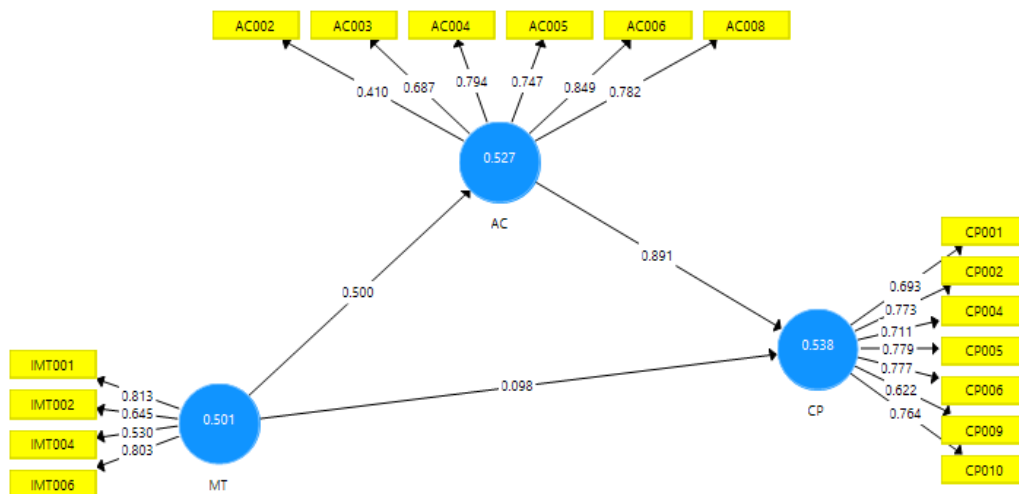


Figure 2 Measurement Model

Table 2
Showing the AVE, CR and R²

Construct	AVE	CR	R ²
Contextual Performance	0.538	0.890	0.892
Intrinsic Motivation	0.501	0.796	
Affective Commitment	0.527	0.865	0.250

Table 3
Latent Variable Correlations and Square Roots of AVE

Construct	1	2	3
Contextual Performance	0.726		
Intrinsic Motivation	0.633	0.740	
Affective Commitment	0.500	0.544	0.708

Table 4. Results of the Hypotheses Tested

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	MT-> CP	0.894	0.034	26.560	0.000	Supported
H2	AC -> CP	0.515	0.079	6.317	0.000	Supported
H3	MT-> AC	0.092	0.052	1.882	0.030	Supported
H4	MT->AC->CP	0.459	0.065	6.839	0.000	Supported

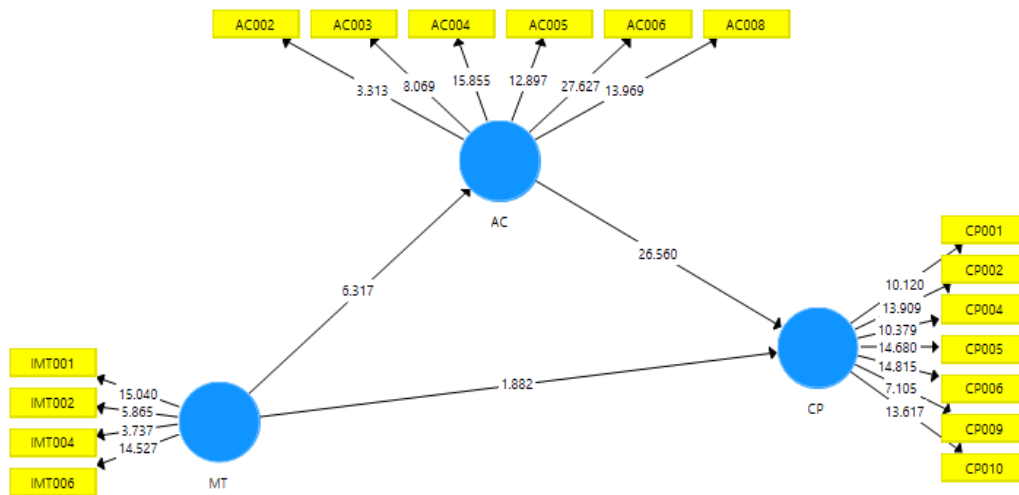


Figure 4 Structural Model

Structural Model

Based the recommendations of Ringle, Wende and Becker (2015), the study evaluated the structural model (Hypothesis testing) through the R-squared values and path coefficients. The paper used PLS-SEM bootstrapping of 500 subsamples to assess the path coefficient significance (Figure 4). Table 4 presents the results of the test of hypotheses through the path coefficients of determination, t-values as well as the p-values. The result show that hypotheses H1 which predicted that a positive relationship existed between the Intrinsic (MT) and Contextual Performance (CP), the result indicates a positive relationship between MT and CP ($\beta = -0.034$, $t = 26.560$, $p < 0.000$); hence, H1 is supported. This finding correspond with earlier once of Yousaf, Yang and Sanders (2015); Kalhoro, Jhaital and Khokhar (2017) ; Oroni, Iravo and Elijah, (2014). This testified that intrinsic motivation can influence contextual behaviors of employees. It is therefore clear that, the more workers are intrinsically motivated, the more they will reciprocate through engaging in behaviors that will support organizational psychological and social context in which the job or work is performed.

Likewise, hypotheses H2 that predict a positive relationship between Intrinsic Motivation (MT) and Affective Commitment (AC) is supported ($\beta = 0.052$, $t = 1.882$, $p < 0.030$). This finding is in agreement with that of past studies of Younduck (2015); Driscoll and Randall (1999); Johnson (2011); Andressen, Konradt and Neck (2012). What this mean is that, when workers are motivated intrinsically, there is the tendency that, they will pay more attention to their job. This will also reduce the possibilities of changing their organizations.

In a related development, Hypotheses H3 which presumes that a positive relationship existed between the Affective commitment (AC) and Contextual Performance (CP) the result reveals a significant positive relationship between AC and CP ($\beta = 0.079$, $t = 6.317$, $p < 0.000$); thus H3 is supported. This result is in line

with findings past studies of Ronal, Mincha and Hyun Kim (2009); Bandula and Jayatilake (2016); Islam Khan (2015). This signifies that, whenever employees are committed to the attainment of organizational goals, they will be interested in activities or actions that will aid organizational, social and psychological environment in which the technical core tasks must function.

Similarly, hypotheses H4 which claims that the relationship between intrinsic motivation and Contextual can be explain through affective commitment, the empirical result confirmed that AC can serve as link between MT and CP. ($\beta = 0.459$, $t = 6.839$, $p < 0.000$) thereby accepting H4. The lesson from this empirical finding is that, the relationship between intrinsic motivation and contextual performance can be explained through affective commitment. So the more workers are motivated intrinsically, the more committed and reciprocate the gesture by engaging in extra core activities that will facilitate the attainment of organizational objectives.

III. CONCLUSION

The main objective of this paper was to extend the literature on contextual performance by testing the mediating role of affective commitment on the relationship between intrinsic motivation and contextual performance. Through PLS-SEM analytical tool, the study tested the four hypotheses which were in line with the objective; the main findings show that intrinsic motivation has a significant influence on contextual performance, affective commitment. Likewise, affective commitment is a good predictor of contextual commitment. Similarly the finding empirically established that the relationship between intrinsic motivation and contextual performance can be explained through the link of affective commitment. Therefore, this study had empirically extended the understanding of predictors of contextual performance although past studies mainly concentrate on other forms of performance, example Adaptive performance (Tabiu etal, 2018), Team performance, Woerkom and Croon, (2009) Team performance management (Chau & Witcher, 2008).

Managerial Implications

The findings of this paper possess several important implications. First, the findings extend extant literature by validating the significant and positive influence of intrinsic on contextual performance, thus revealing that affective commitment is also important predictor of contextual performance, more so, it was disclosed that the relationship between intrinsic motivation and contextual can influenced through affective commitment. Second, the results also provide additional information on the variables that can serve as predictors of contextual performance. The paper is therefore suggesting that organizations can improve their employee contextual performance by focusing on implementing suitable policies that can enhance workers motivation. Furthermore, the study provides to the management, administrators of the public service and beyond that, commitment is not only on the side of workers, but rather organizations should also be committed to welfare of its workers, as this go a long way in promoting employees affective and thus lead to contextual performance.

Limitations

Although this paper provides additional evidence for the predictive capacity of intrinsic motivation on contextual performance, however, the study has some limitations. First, the paper used only one dimension of independent, dependent and mediating variables (MT, CP and AC) that explained only 25 and 86 per cent of the variance of contextual performance. This showed that there are still other predictors of contextual performance. Therefore, future studies can focus on other dimension of the variables such as extrinsic motivation, normative commitment and continual commitment. Second, questionnaire was the means of collecting data of this paper while this might be linked with social desirability bias. Hence, the need for further study that will use both questionnaire and interview sources of data collection. Third, the sample sizes (population) were both senior and junior civil servants from the northwestern region of Nigeria. Future may separate senior and junior staff from other regions this may allow generalization. Additionally, future research may also try sample from private sector organization.

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