Dual Commitments and Job Performance: Outsourced Marketing Partners with NCAA Intercollegiate Athletics Departments

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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; Slattery et al., 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; Meyr et al., 1989; Steers, 1997; Porter, Steers, Mowday, & Roulin, 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 and Perry, 1981; Siders, George, and Adkar, 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; Pearce, 1997; Johnson, 1999). For example, the employee’s professional performance emphasizes their duties in the actual working environment (i.e., 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, 1982; Peters & O’Connor, 1980).

Although McElroy, Morrow, and Lacznak (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.e., client and parent organizations). Therefore, the purposes of this study are: a) to provide better understanding of contingent employee’s dual commitment to the organizations (e.g., parent organization and client organization) on their job performance and b) to confirm the causal relationship between organizational affective commitment and job performance. In this regard, this study provides research hypotheses and a question as following:

• H1: The contingent employees’ affective commitment has an effect on job performance.
  o H1a: The contingent employees’ affective commitment to the employing organization has a direct effect on job performance.
  o H1b: The contingent employees’ affective commitment to the client organization has a direct effect on job performance.
• H2: The contingent employees with high-affective commitments to both organizations will have a maximized 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?

Method
Employees from IMG and/or Learfield that work for NCAA Division I intercollegiate athletics departments will be directly contacted through email. These individuals email addresses will be collected from their organizations’ and intercollegiate athletics departments’ websites. An email will be sent to each individual and contain the purpose of the study, the significance of the study, and the link to the online questionnaire. For higher response rate, a week after the first email has been sent, a second email will be sent to participants. A third and final email containing the same information will be sent out a week later.

The proposed model will include three psychometric properties: a) six items of affective commitment to the outsourced marketing organization adapted from Meyer and Allen (1997), b) affective commitment to the client organization (Meyer & Allen, 1997), and c) job performance developed by Williams and Anderson (1991). All latent constructs employed multi-item scales and were measured by a 5-point Likert type scale anchored by strongly disagree (1) and strongly agree (5). In the end of the questionnaire, demographic and job descriptions information will be collected.

Results and Discussion (In progress)
This study is currently in formal data collection stage, expected to be completed by end of this year. The results of this study, discussions, and implications will be presented at the conference.