



FROM DUAL COMMITMENT TO JOB PERFORMANCE: DO NOT TURN A BLIND EYE TO CO-OCB AND JOB COMPLEXITY

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Abstract

By utilizing social change theory and consistency theory, the commitment of employees to both the parent firm and local operations can effectively boost change-oriented organizational citizenship behavior (CO-OCB) and work outcomes. The study aims to examine the relationship between dual commitment and job performance via CO-OCB, and tests the moderated mediating effect of job complexity. Data was acquired by a questionnaire survey from a total of 304 employees and 22 supervisors employed in beauty enterprises in Taiwan during two different time periods. The results showed that dual commitment affects job performance through CO-OCB. Meanwhile, job complexity moderates the mediating effect of CO-OCB on the relationship between employees' organizational commitment to local operation and job performance. The contribution to the theory and practice of this research is that dual commitment and CO-OCB can indeed bring great improvement to work efficiency and outcomes for employees in order to maintain customer satisfaction when the parent company has promotional programs to execute. Dual commitment being divided to discuss in this study effectively breaks away from current studies on only single organization and the results provide better advice for the beauty industry to focus on dual commitment, CO-OCB, and job complexity for improving work efficiency and performance. Given the intense competition, it is imperative to incorporate cross-cultural management and longitudinal investigations in future endeavors to conduct more thorough examinations.

Keywords

Dual Commitment, Change-Oriented Organizational Citizenship Behavior, Job Performance, Job Complexity

1. Introduction

Commitment to the parent firm and local operations are two desirable and separate organizations that are significantly different predictors of work outcomes. According to consistency theory (Osgood & Tennenboun, 1955) and social exchange theory (Blau, 1964; Homans, 1958), it is impossible to predict whether employees will play a positive role in the organization in exchange for job performance improvement while committing to two objectives at the same time. Given the trend of numerous commitments, more researchers have been motivated to investigate the challenge of dual commitment in order to balance the relationship between the parent firm and its local operations, as well as their performance. According to some academics, individuals might feel committed to more than one goal at the same time, and numerous commitments can have a simultaneous impact on organizational outcomes. There is research on the significance of organizational commitment (OC) in a number of contexts, on different people and organizations, and on a wide range of job outcomes. Previous research supports this and allows for a general understanding of how OC works. The findings indicate that OC has a significant impact on performance factors such as employee turnover, job satisfaction, work outcome, and organizational citizenship behavior. However, these findings reveal some differences.

In order to respond to the challenges in competitive market, organizations often need to change their work methods, policies, and procedures. Meanwhile, employees' initiatives and ideas can significantly contribute to these processes because they often know best the current practices and weaknesses. This type of employee-motivated

idea expression, suggestion making, and implementation of changes, which are intended to improve the functioning of the organization, is often referred to as change-oriented organizational citizenship behavior (CO-OCB) (Choi, 2007). That is the reason why challenging forms of OCB have become fundamental to foster employee performance (Iqbal and Ghazanfar, 2019; Podsakoff, MacKenzie, Paine and Bachrach, 2000). It is therefore important to find predictors of CO-OCB such as OC. Employees' OCB has become an important issue for organizations to consider service quality and performance growth, but few studies have focused on the effects of CO-OCB on job performance during the change (Choi, 2007). Bettencourt (2004) concluded that CO-OCB is the behavior of employees accepting challenges to make them willing to take the risk of changing current situation and interpersonal interaction in a short time. Therefore, the OCB of employees in the beauty service industry are worth discussing, especially during a period of change. Therefore, the first purpose of this study was to explore the relationship between OC and CO-OCB.

Organizations actively innovate their service processes and develop new operational technology to intensify their core competitiveness to cope with drastic industry changes in the intensely competitive market of the knowledge economy. Beauty companies must therefore maintain more flexible and lean labor, and carry out localization and specialization in their branch units. The wave of organizational change forces employees to adapt to systems of both the parent company and the local operation, and to ensure a high level of performance in real time. Beauty companies mostly adopt the business mode whereby parent companies set up direct-sale stores or franchised stores all around Taiwan. It takes a considerable amount of time to improve customer satisfaction and to establish market share with new products or services from parent companies to local operation stores. On the contrary, the products or services developed by local operations are closer to consumer needs, which can make employees confused about the performance of parent companies and local operations. This dilemma maybe due to employees' dual commitment to balancing the relationship between the parent company and local operation as well as their performance (Angle & Perry, 1986; Benson, 1998; Wombacher & Felfe, 2017). It is difficult to split infinitive actual psychological or behavioral states in different organizations or project teams with the increasingly complex and diverse job types (Seppälä, Lipponen, Bardi, & Pirttilä-Backman, 2012). Gregersen and Black (1992) conducted an empirical study of 321 American managers in Pacific Rim and European countries and across nations. Their study theoretically and empirically assessed individual, work, organizational, and non-work factors, and theoretically and practically explained the dual commitments to parent companies and subsidiary companies. The second purpose of the study was to understand how dual commitments affect job performance in the beauty service industry, as employees make commitments to not only local operations but also to the parent companies.

Diversified work models have become a trend in many companies, and have changed the recruitment strategies of many organizations in recent years. Many studies have also found that job diversification makes employees' work attitudes and behaviors different from the past (Williamson, 1985). The association between organizational commitment and organizational citizenship behavior and job enrichment has been valued in these studies (Coyle-Shapiro & Kessler, 2000; Gautam, Van Dick, Wagner, Upadhyay & Davis, 2005; Organ & Ryan, 1995; Schappe, 1998). Scholl (1981) pointed out that organizational commitment is generated by employees' internalization of organizational objectives rather than organizational management systems, and the internalization process prompts employees to show that their citizenship behaviors are positively helpful to organizations. However, many beauty service companies have parent companies and local operations, and their employees are expected to make commitments to the parent company and the local operation simultaneously. Even though past literature highlighted discusses on the relationship between OC and job performance, but the nature of the relation still unclear due to inconsistency in the results of the previous studies, thus there is need for more reviews and investigations on the connection between the variables with the support of engaging other variables such as CO-OCB to test the effect as it is expected to play significant role in mediating the relationship between both OC and job performance. The third purpose of the study was therefore to discuss how employees' dual commitments affect their job performance due to the changing practices of local operations in order to adapt to the strategic objectives of parent company.

The diversification and specialization of work results in organizational change has increased the complexity of work in the beauty industry. Employees' work needs to be adjusted, and organizational performance will be affected accordingly (Simo, Sallan Jose, Fernandez, Enache, & Mihaela, 2016). Overall, in terms of the nature of the beauty service industry, it not only involves the sale of specific products, but also provides customer service. The work is extremely diverse and complex, and greater complexity leads to more connections between work and attitudes (Motowidlo & Van Scotter, 1994). Hence, job complexity, which is an important extraneous variable of great research value and is crucial to the beauty industry, will change the relationship between the dual commitments, CO-OCB, and job performance. Understanding this relationship is the fourth purpose of this study.

Beauty service companies usually bring in new products or services to enhance added value and innovation performance with current trends in organizational change toward more decentralized structures in Taiwan. In addition, the number of employees in Taiwan's beauty industry has grown dramatically in recent years. They not only sell products, but also serve customers with diverse and complex skills. This means that employees are unable to achieve organizational goals effectively without common values and a suitable training system. In conclusion,

this study mainly explores the impact of employees' dual commitment to parent companies and local operations in the beauty service industry on their CO-OCB and job performance, and investigates the mediating effect of CO-OCB on the relationship between dual commitment and job performance, as well as the moderated mediating effect of job complexity on CO-OCB. The results will help to break through the effects of single commitment on organizational behavior, and provide the most effective human resources management and control to the managers of chain stores for understanding how supervisors and employees in the beauty industry can keep organizations growing and operating sustainably in a highly competitive environment.

2. Literature review and hypotheses

2.1 Dual commitment, CO-OCB, and job performance

Employees' organizational commitments are shown in work that benefits organizations (Liden, Wayne, Kraimer, & Sparrowe, 2003). However, as the literature on employees' dual organizational commitment is still in its early stage, there are few studies on how employees' dual commitment to different organizations affects their organizational citizenship behaviors and job performance. Dual commitments refer to employees' positive feelings about labor unions and organizations in the early stage due to previous studies having focused on the relationship between labor unions and organizations. In the case of a good relationship between a company and its labor union, employees are more likely to have high organizational commitment to the company and its labor union (Boswell, Watkins, del Carmen Triana, Zardkoohi, Ren, & Umphress, 2012). Recent studies have considered dual commitments made simultaneously by organization members to two groups. Employees' simultaneous commitment to the whole organization and to the team group is a dual commitment. Similarly, the commitment to supervisors and organizations is regarded as a form of dual commitment (Meyer, Morin, & Vandenberghe, 2015), as is expatriates' commitment to parent companies and local operations (Nguyen, Felfe, & Fookan, 2015).

The belief of dual commitment is often born from organizational change when organizations promote new products and services to achieve the goals of parent companies and local operations. Also, dual commitment affects citizenship behaviors during organizational change, while employees have positive feelings about organizations and can motivate their colleagues to achieve organizational goals together (e.g., helping colleagues of parent companies and subsidiary companies to achieve their own performance goals). Ashforth, Harrison, & Corley (2008) pointed out that employees will be more willing to affect colleagues positively when they realize the teams' power generated by spontaneous positive behaviors of organization members while being assigned to work with team members to carry out the highly specific organizational goals. That is why citizenship behavior affected by organizational commitment. Based on the consistency theory, van Dick, van Knippenberg, Kerschreiter, Hertel, and Wieseke (2008) predicted that people adjust their original attitudes after receiving new information to maintain internal consistency. In order to achieve mental consistency and harmony, employees will have inner power to drive them to adjust their attitude toward different organizations. People will make dual commitments from this attitude which will directly affect the interpersonal relationships among organization members. Employees who make commitments mainly expect other colleagues to do the same, which will positively affect or help colleagues to achieve the organizational goals of promoting new products or services. The first hypothesis is that employees' dual commitment is positively related to CO-OCB.

H_{1a}: Employees' commitment to the parent company is positively associated with CO-OCB.

H_{1b}: Employees' commitment to the local operation is positively associated with CO-OCB.

Cohen (2007) considered that there are several reasons why dual commitment has a critical impact on companies which have branches. Firstly, employees should make multiple commitments in the workplace at the same time rather than just one commitment at a time. This means the commitments to multiple organizations are more influential than the commitment to one organization, and the work goals are achieved more easily (Cohen, 1993; Wiener & Vardi, 1980). Secondly, it has been proven that commitment can reduce employees' withdrawal, absenteeism and tardiness, and improve their performance (Cohen, 1993; Randall & Cote, 1991; Wiener & Vardi, 1980). Thirdly, many studies on dual commitment have mostly focused on predictive variables, and usually present job performance as the outcome.

In addition, organizational commitment will affect task performance and auxiliary performance in work because the commitment will strengthen interpersonal facilitation and job dedication (Arvey & Murphy, 1998; Katz & Kahn, 1978). Organizational commitment is the will to perform behavior that directly and indirectly improves employees' enthusiasm to voluntarily carry out informally prescribed activities and adhere to complete tasks, and their behaviors to help others to achieve organizational goals (Van Scotter & Motowidlo, 1996; Van Scotter, Motowidlo, & Cross, 2000). The second hypothesis is that dual commitment is positively related to job performance.

H_{2a}: Employees' commitment to the parent company is positively associated with job performance.

H_{2b}: Employees' commitment to the local operation is positively associated with job performance.

2.2 The mediating effect of CO-OCB

Recently, researchers of change-oriented behavior have underlined the importance of studying dispositional and other person-related antecedents to change-oriented or proactive behaviors (Marinova, Peng, Lorinkova, Van Dyne, Chiaburu, 2015). Past studies about OCB have emphasized that employees' spontaneous and positive behaviors are beneficial to organizations. However, spontaneous citizenship behaviors need to be adjusted with organizational change due to the innovation of products or services. In recent years, scholars have proposed the antecedents and outcomes of CO-OCB, and have also found the connotation of CO-OCB including voice (LePine & Van Dyne, 1998), innovation (West & Farr, 1990), and accountability (Morrison & Phelps, 1999). Some studies consider that managers should pay attention to employees' CO-OCB because it covers the attitudes towards voice, innovation, and taking charge, which is helpful for promoting organizational development and preventing organizational aging (Moon, Van Dyne, & Wrobel, 2005 ; Vigoda-Gadot & Beerli, 2011).

Scholl (1981) pointed out the formation of OC based on members' internalization of the organization's goals. Then internalization process enables members to demonstrate CO-OCB that are positively beneficial to the organization. Employees with a high sense of OC are more willing to work hard and they will take organization as the priority when personal interests and organizational interests conflict with each other. Katz and Kahn (1978) advocated that CO-OCB is designed to make more effective for organizational performance. Maintenance, compliance, and initiative are the three work characteristics of CO-OCB which these members exhibit (Bateman & Organ, 1983; Li, Liu, Han, and Zhang, 2016). Bettencourt (2004) divided CO-OCB into two forms, namely cooperative behavior and challenging behavior. Cooperative OCB includes assisting colleagues and volunteering to participate in organizational activities on time, whereas challenging behavior focuses on adapting to changes in the work environment. OC is the crucial antecedent of these two behaviors. Morrison and Phelps (1999) considered task performance (in-role behaviors) and extra-role behaviors as the outcomes of CO-OCB by the concept of taking charge while guiding organizations to change work-related functions smoothly. Furthermore, Simo, Sallan Jose, Fernandez, and Enache (2016) in their proposed framework the study the mediating effect of CO-OCB on the relationship between self-regulatory focus and job performance treated CO-OCB as unidimensional construct. Therefore, more investigations on the relationship between OC, CO-OCB and job performance will contribute to the body of knowledge and support the literature review in this filed. Thus CO-OCB is considered as having a mediating effect on the relationship between dual commitment and job performance.

H_{3a}: The relationship between employees' organizational commitment to the parent company and job performance is mediated by CO-OCB.

H_{3b}: The relationship between employees' organizational commitment to the local operation and job performance is mediated by CO-OCB.

2.3 Moderated mediation role of job complexity

The concept of job complexity mainly comes from the viewpoint of the Job Characteristics Model (JCM) which affects the meaning, responsibility and self-awareness of the employee's work, and then affects the work. Although the job characteristics model provides a theoretical framework for job design, including skill variety, task identity, task significance, autonomy, and feedback, people will become excited about their work activities and have interest in completing them without external controls or constraints as the work becomes increasingly complex and challenging (Hackman & Oldham, 1980; Oldham & Cummings, 1996).

West and Farr (1990) proposed that complex work is more challenging than simple work for employees because complex work needs more complex thinking processes and it makes employees put more thought into getting the job done (Shoulder, Gilson, & Blum, 2009). In addition, complex work requires great flexibility and gives workers the opportunity to use their advanced cognitive faculties (Campbell, 1988; Tierney & Farmer, 2002). Hence, job complexity is positively related to employees' attention to learning and growth opportunities; that is, individuals' expectations regarding their future opportunities are grounded in their current experience (Markus & Nurius, 1986; Markus & Wurf, 1987). Therefore, employees in high-complexity jobs should pay more attention to creating job opportunities than those in low-complexity jobs (Zacher, Heusner, Schmitz, Zwierzanska, & Frese, 2010).

Campbell (1988) considered that job complexity is a kind of psychological experience of workers in the early stage of the work environment, and proposed that cognition in job complexity changes over time due to the interaction between the characteristics of the work and of the workers themselves. Hence, high-complexity jobs require employees to make full use of their knowledge, skills and abilities, constantly learn new technologies and relevant procedures, and share their knowledge and skills with colleagues (Kozlowski & Hults, 1986). Namely, the moderating effect of job complexity is similar to that of Maynard and Hakel (1997), Earley and Kanfer (1985). Also, a high degree of cooperation and coordination among team members will help employees to complete complex work while reduce the differences of cognition and the defects of organizational structure. Meanwhile,

employees believe that the work is interesting, challenging, and meaningful if they act about organizations, citizenship behaviors (Man & Lam, 2003).

It will affect employees' commitments to organizations citizenship behaviors and job performance if organizations make employees' tasks more difficult or if they need further manpower to complete tasks (Van Der Vegt, Emans, & Van De Vliert, 2000). Kanfer and Ackerman (1989) pointed out that job complexity has a moderating effect on the relationship between job performance and self-efficiency, and considered that it will reflect obvious self-management behavior, cognition and response if the usual work or tasks become complex. In particular, employees will be more positive and try to affect their colleagues, to achieve their goals successfully in high-complexity work when their organization is undergoing change. Van Der Vegt, et al. (2001) also found that there were significant effects of job complexity on the relationship between job satisfaction and job performance. Employee needs to find more ways to overcome difficulties under surroundings condition while individual experience is uncertain about working or task challenges. Also as increase of job complexity, employees will have positive or aggressive behaviors such as organizational citizenship behavior to overcome difficulties for individual working value. The study hypothesizes that job complexity moderates the mediating effect of CO-OCB on the relationship between dual commitment and job performance. The theory of conceptual model is displayed in Figure 1.

H_{4a}: The indirect association of employees' organizational commitment to the parent company with job performance via CO-OCB is likely to be positive (versus negative) for employees with high (versus low) job complexity.

H_{4b}: The indirect association of employees' organizational commitment to the local operation with job performance via CO-OCB is likely to be positive (versus negative) for employees with high (versus low) job complexity.

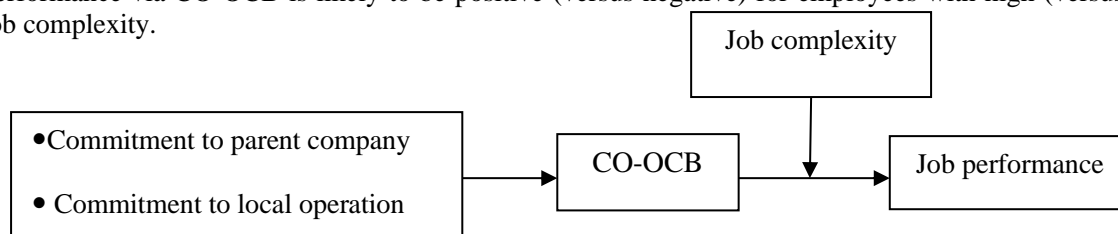


Figure 1 The theoretical research model and hypotheses

3. Research methods

3.1 Samples

The research subjects of this study were employees in the beauty service industry because we found that the beauty companies need to constantly adjust the head office and operations for updating the innovation of product and process by interviewing 10 CEO of beauty companies through vocational training activities. These innovations and changes such as market segment, customer relationship management, service marketing, product planning, performance system have formed the atmosphere of organizational change and affect employees' work behavior.

The data comprised supervisor-subordinate dyads in local operations of beauty service companies located in Taiwan. Data were collected by two-stage purposive sampling from 10 beauty service companies which own more than five local operations each in Taiwan. In the first stage of the investigation, a total of 980 questionnaires were mailed to employees and 50 questionnaires were mailed to subordinates of local operations from these 10 beauty service companies with the approval to collect information within 2 weeks. The first-stage questionnaires were collected after 2 weeks. These questionnaires (subordinates' answers were sealed before being sent) were then mailed to the subordinates' supervisors to evaluate their job performance in the second stage of the investigation for another 2 weeks.

In total, after invalid and unmatched questionnaires were deducted, there were 304 valid supervisor-subordinate dyads (including 22 supervisors), where each supervisor rated the job performance of 11 to 18 subordinates, giving an effective recovery ratio of 31.02%. In terms of gender, all 304 subordinates were female, which may be the result of the characteristics of the beauty industry. The average age of the subordinates was 29.5 years ($SD = 7.73$), and their average tenure was 3.34 years ($SD = 3.28$). As for their educational background, there were 19 subordinates (6.25%) with primary school and junior high school education (or lower), 119 (39.14%) with a senior high school education, and 166 (54.61%) with a university education or above. To test non-response bias, the study adopted the suggestion of Armstrong and Overton (1977) which is based on the conclusion that the characteristics of samples with no response and late response should be similar. There were two waves of data collected in the first-stage investigation. In the first wave, 205 samples (including 15 supervisors) were received within the specified time, and in the second wave, 99 samples (including 15 supervisors) were received after a reminder was sent. According to *t* test results, there were no significant differences in the demographic variable

averages of the samples in the two waves, indicating that there was no serious non-response bias.

3.2 Measures

In order to prevent common method variance (CMV) of the self-assessment questionnaires, we performed a two-stage survey with supervisors and subordinates (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). In the first stage, subordinates of local operations were required to assess their opinions on the questions of variables including organizational commitments to the parent company and the local operation, CO-OCB, job complexity, basic personal data (gender, age, education, and tenure). In the second stage, the local operations' supervisors rated each of their subordinates' job performance based on the first-stage questionnaires which were numbered and sealed.

We translated the scale items of the questionnaires from the original English version to traditional Chinese using the back translation method (Beaton, Bombardier, Guillemin, & Ferraz, 2000). The measurement items of the questionnaire are explained below and are shown in the Appendix. All measures used a 7-point Likert scale ranging from "1=strongly disagree" to "7=strongly agree."

3.2.1 Dual commitment

The dual commitment scale items were extracted and modified by Gregersen and Black (1992) based on the studies of Mowday, Porter, and Steers (1982), O'Reilly and Chatman (1986), and Gordon and Ladd (1990). There were a total of eight items, four of which were used to measure the opinions of employees about the parent company, for example, "The reason I prefer this parent company to others is because of its values, of what it stands for"; and the other four items were used to measure the opinions of employees about the local operations, for example, "What my local operation stands for is important to me." The reliability α values are 0.84 and 0.72, respectively.

3.2.2 Changed oriented organizational citizenship behavior (CO-OCB)

The CO-OCB scale was measured according to the study of Choi (2007). There was a total of four items, including two adapted from Scott and Bruce (1994), namely, "I frequently come up with new ideas or new work methods to perform my task," and "I often suggest work improvement ideas to others," and the other two items were adapted from those of Morrison and Phelps (1999), namely, "I often suggest changes to unproductive rules or policies" and "I often change the way I work to improve efficiency." The reliability α is 0.83.

3.2.3 Job performance

Job performance consists of task performance and contextual performance (Motowidlo & Van Scotter, 1994) which were rated by supervisors to avoid employees' self-rated job performance being too high or inconsistent with the real situation in organizations, and to reduce the effects of CMV. The task performance scale was adapted from Williams and Anderson (1991) and Rich, Lepine, and Crawford (2010) with a total of five items, for example, "My subordinate can complete the task given by the supervisor in time." The contextual performance scale was modified by Koopmans, Bernaards, Hildebrandt, Van Buuren, Van der Beek, and De Vet (2014) with a total of eight questions, for example, "My subordinate managed to plan his or her work so that it was done on time." The reliability α is 0.92.

Moreover, in order to assess whether the 22 supervisors' ratings lacked independence, we calculated intra-class correlation coefficients (ICC_1), using the between- and within-supervisor variance components estimated from random coefficient models (Raudenbush & Bryk, 2002). The result supported independence, as the ICC_1 for job performance were very small, and was not close to reaching statistical significance.

3.2.4 Job complexity

The job complexity scale modified by Shaw and Gupta (2004) was adopted, with a total of three questions, for example, "My job takes a lot of time to learn the skills needed." The reliability α of the scale is 0.78.

3.2.5 Control Variable

The study controlled of employees' demographic characteristics such as age and tenure in order to eliminate the possible interference of other external factors (Barrick & Mount, 1991; Bipp, 2010). In terms of age and tenure, elderly employees or senior staffs may make more promise to organizations than younger ones because of their work experience or responsibilities (Morrow & McElroy, 1988; Greenhaus & Callanan, 1994). In addition, the education background was rated by senior high school and below, high school, university or above.

The descriptive statistics (means, standard deviations, and correlations) of our study variables are reported in Table 1. Dual commitment, CO-OCB, job performance, and job complexity were significantly and positively related to each other. Control variables including age, educational level, tenure and social expectations, were also calculated. According to the scales of the above measures, the reliability Cronbach's α of each variable was larger than 0.7, as suggested by Nunnally (1978).

	Mean	S.D.	1	2	3	4	5	6
1 Age	29.5	7.73						
2 Tenure	3.34	3.28	.41**					
3 Commitment to parent company	5.78	1.02	.27**	.18**				
4 Commitment to local operation	5.73	.98	.23**	.07	.78**			
5 CO-OCB	4.83	.92	.23**	.24**	.54**	.55**		
6 Job complexity	4.99	.96	-.08	-.01	.49**	.47**	.57**	
7 Job performance	4.33	1.09	.23**	.19**	.53**	.64**	.69**	.52**

Note. N=304, *p < .05, **p < .01.

Table 1 Descriptive statistics and correlations of the main variables

4. Results

4.1 The discriminant and convergent validity

The convergent validity was assessed in order to make sure that each construct’s indicators were measuring that particular construct, and was tested by composite reliability (CR) and average variance extracted (AVE) (Hair, Anderson, Tatham, & Black, 1998). The results showed that all AVE values exceeded 0.5 and all CR values exceeded 0.7. The factor loadings of all items ($\geq .7$) were statistically significant ($p < .01$), providing further evidence of the convergent validity of this measure (Bagozzi, Yi, & Phillips, 1991).

We conducted confirmatory factor analysis (CFA) via the process of item parceling to obtain more stable parameter estimates to test the discriminant validity (Bagozzi & Edwards, 1998; Bagozzi & Heatherton, 1994). The results showed in Table 2 that a five-factor model (organizational commitment to parent company; organizational commitment to local operation; CO-OCB; job performance; job complexity) with all variables loading on separate factors provided a better fit than any other model.

The employees’ job performance was rated by their supervisors to avoid the effect of CMV when respondents answered their questionnaires in this study. Furthermore, the study used Harman’s one-factor test to test varimax rotation on all items of variables with exploratory factor analysis (EFA) (Podsakoff et al., 2003). The results showed multiple factors with eigenvalues greater than 1. The first factor accounted for 30.1%, which was lower than the cutoff suggested by Podsakoff and Organ (1986), leading to no serious CMV.

Models	χ^2	df	χ^2/df	GFI	AGFI	TLI	CFI	RMSEA
A	304.79	94	3.24	.89	.84	.92	.94	.04
B	431.67	98	4.41	.85	.81	.90	.91	.10
C	720.02	101	7.13	.75	.67	.89	.80	.13
D	886.23	103	8.60	.71	.62	.74	.78	.15
E	1731.3	104	16.65	.55	.41	.46	.53	.23
F	353.7	90	3.93	.83	.77	.89	.91	.09

Table 2 The Analysis of Discriminant Validity

Notes.

Model A: five-factor model (organizational commitment to parent company; organizational commitment to local operation; CO-OCB; job performance; job complexity).

Model B: four-factor model (organizational commitment to parent company and local operation loading on one factor; CO-OCB; job performance; job complexity)

Model C: three-factor model (organizational commitment to parent company and local operation, and CO-OCB loading on one factor; job performance; job complexity)

Model D: two-factor model (organizational commitment to parent company and local operation, and CO-OCB loading on one factor; job performance and job complexity loading on one factor)

Model E: one-factor model (combining all five variables into one factor)

Model F: six-factor model (organizational commitment to parent company; organizational commitment to local operation; CO-OCB; task performance; contextual performance; job complexity).

4.2 Hypothesis test

Our hypotheses were tested using several models based on multi-level linear regression. Model 1_a, 1_b, 2_a, 2_b tested the association between dual commitment and our dependent variables. Model 3_a and model 3_b tested the mediated effect of CO-OCB. Model 4_a and model 4_b tested the moderated mediation role of job complexity. In addition, age, tenure and social expectations were used as control variables. The results are shown in Table 3 and Table 4.

	CO-OCB	Job performance		
		1 _a	2 _a	3 _a
Age	.01	.001	-.002	.01
Tenure	.02	.05*	.04	.33
Commitment to P ^A	.39**	.18*	.04*	.04*
CO-OCB			.35**	.36**
JC ^B				.06*
CO-OCB×JC				.03*
R ²	.28	.06	.13	.18
adj R ²	.27	.05	.11	.13
F	28.69**	5.09**	8.61**	6.22**

Notes: ^A P=Parent company, ^B JC=Job complexity, N=304, * $p < .05$, ** $p < .01$.

Table 3 Results of hierarchical regression analysis (Commitment to parent company)

	CO-OCB	Job performance		
		1 _b	2 _b	3 _b
Age	.01	-.002	-.004	-.003
Tenure	.04**	.05*	.04*	.04*
Commitment to L ^A	.45**	.33**	.21**	.21*
CO-OCB			.28**	.27**
JC ^B				.06*
CO-OCB×JC				.03*
R ²	.33	.11	.15	.15
adj R ²	.30	.09	.13	.12
F	36.12**	9.08**	10.10**	7.23**

Notes: ^A L=Local operation, ^B JC=Job complexity, N=304, * $p < .05$, ** $p < .01$.

Table 4 Results of hierarchical regression analysis (Commitment to local operation)

Our first and second set of hypotheses proposed the direct associations shown in model 1_a in Table 3 and model 1_b in Table 4. Hypothesis 1_a proposed that organizational commitment to the parent company would be positively associated with CO-OCB ($\beta=.39$, $p<.01$). Hypothesis 1_b proposed that organizational commitment to the local operation would be positively associated with CO-OCB ($\beta=.45$, $p < .01$). Hypothesis 1_a and hypothesis 1_b were supported. Hypothesis 2_a proposed that organizational commitment to the parent company would be positively associated with job performance ($\beta=.18$, $p<.05$). Hypothesis 2_b proposed that organizational commitment to the local operation would be positively associated with job performance ($\beta=.33$, $p<.01$). Hypothesis 2_a and hypothesis 2_b were supported.

The third set of hypotheses concerned indirect relationships. Hypothesis 3_a proposed that the association between organizational commitment to parent company and job performance would be mediated by CO-OCB. Hypothesis 3_b proposed that the association between organizational commitment to local operation and job performance would be mediated by CO-OCB. Because Hypothesis 1_{a,b} and Hypothesis 2_{a,b} were supported by the data, the indirect association between organizational commitment to parent company and job performance via CO-OCB ($\beta=.14$; CI low=.07, CI high=.21) and the indirect association between organizational commitment to local operation and job performance via CO-OCB ($\beta=.13$; CI low=.05, CI high=.21) were also supported as indicated by significant point estimates and the 95% bootstrapping confidence intervals (CI) not including zero (Baron & Kenny, 1986; Preacher & Hayes, 2008).

The fourth set of hypotheses concerned the moderated mediation effect of job complexity looking at the conditional indirect effects (Edwards & Lambert, 2007; Hayes, 2013). The results in Table 3 and Table 4 show that the interaction term of CO-OCB and job complexity is significantly associated with job performance ($\beta=.03$, $p < .05$). We found that for employees with high-complexity jobs; the indirect association between organizational commitment to local operation and job performance via CO-OCB was significant and positive (Index=.12; BootLLCI=.09, BootULCI=.15). But the indirect association between organizational commitment to parent company and job performance via CO-OCB was not significant for employees with high-complexity jobs (Index=-.01; BootLLCI=-.06, BootULCI=.04).

To test the moderated indirect effects, we used +1 standard deviation (SD) from the mean of job complexity for the high condition and -1 SD for the low condition Fig. 2 and fig. 3 shows the indirect effects of organizational commitment to local operation on job performance via CO-OCB for high and low levels of job complexity. The figures show the indirect effect of organizational commitment to local operation on job

performance via CO-OCB, and the 95% confidence bands of these indirect effects. Hence, hypothesis 4_b was supported but hypothesis 4_a was not supported.

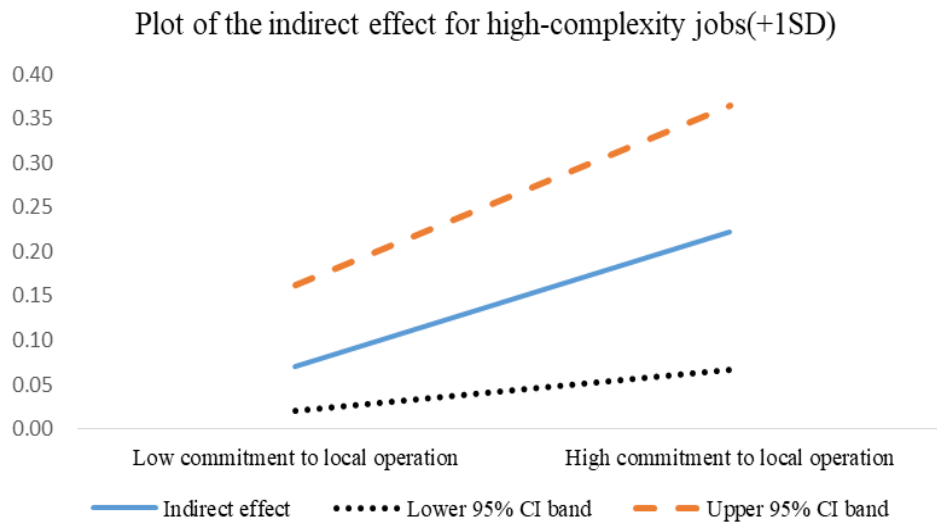


Figure 2 Plots of conditional within-level indirect effects of organizational commitment to local operation on job performance via CO-OCB for high job complexity (n=304)

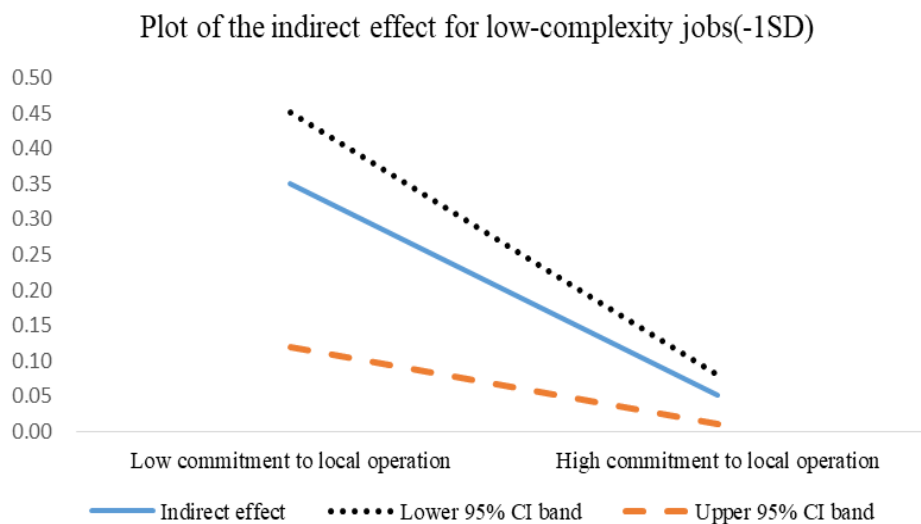


Figure 3 Plots of conditional within-level indirect effects of organizational commitment to local operation on job performance via CO-OCB for low job complexity (n=304)

5. Discussion

The main aim of our study was to understand how employees’ organizational commitments to the parent company and local operation simultaneously associate with employees’ job performance via CO-OCB, and the moderation of job complexity on these associations. Findings from hierarchical regression analysis revealed that employees’ organizational commitments to the parent company are positively associated with employees’ job performance and CO-OCB. Also, employees’ organizational commitments to local operation are positively associated with employees’ job performance and CO-OCB. Moreover, CO-OCB mediated the positive associations between organizational commitments to the parent company and job performance, and also mediated the positive associations between organizational commitments to the local operation and job performance. Yet, interestingly, the mediation between organizational commitments to the local operation and job performance of CO-OCB was dependent on job complexity: For employees high (versus low) in job complexity, the mediation between organizational commitments to the local operation and job performance of CO-OCB was significant and stronger (versus weaker). We discuss the theoretical implications and practical implications below.

5.1 Theoretical implications

Overall, based on the results, CO-OCB has a mediating effect on the relationship between employees' organizational commitments to the parent company and job performance as well as the relationship between employees' organizational commitments to the local operation and job performance. In other words, employees' dual commitments affect their job performance through their CO-OCB, which will not differ due to their cognition of the parent company or the local operation as well as their working attitudes. Employees' CO-OCB emphasizes that employees should have innovative and positive behaviors, and can bring positive changes to organizations derived from the adjustment of the organizations in face of market changes (Marinova, et al., 2015)

Job complexity moderates the relationship between CO-OCB and job performance. Job complexity also moderates the indirect effect of organizational commitments to the local operation on job performance through CO-OCB. The more complex the work is, the more difficult and challenging it will be, and the more working skills will be needed. Meanwhile, employees will be more interested in their work and more motivated to complete the work (Kanter, 1988; West & Farr, 1990); that is, the relationship between CO-OCB and job performance is strengthened. Moreover, job complexity moderates the mediating effect of CO-OCB on the relationship between commitment to local operation and job performance. In other words, high job complexity strengthens the mediating effect of CO-OCB, which conforms to the argument of Campbell (1988) that, as a kind of psychological experience, employees' job complexity is an interaction between the characteristics of the job and workers' behavior, and varies with work environments. Therefore, employees will adapt to changes in the cognition of work, and adopt the positive behavior to help colleagues achieve the organizational goals.

CO-OCB means that employees are committed to changing their working methods, policies and procedures to improve their work status and job performance (Choi, 2007). However, the past empirical study only implies that CO-OCB can be namely predicted according to the organizational characteristics identified so far. We still do not know the relationship between CO-OCB and employees' work behavior (Bettencourt, 2004). Moreover, few studies have adopted dual commitment for simultaneous analysis in the past. In this study, advanced ideas are put forward to fill this gap; for example, the study shows that under conditions of high job complexity, CO-OCB has a strong predictive effect on job performance, and in an environment of high job complexity, it only significantly moderates the mediating effect on the relationship between employees' commitments to local operation and job performance (Chiaburu & Baker, 2006). This study also shows that employees' commitments to the parent company and local operation vary due to different performance connotations and situations. Dual commitment in this study is divided, which effectively breaks away from the current studies on organizational commitment at home and abroad, but only focuses on the mixture of affective commitment, normative commitment, and continuance commitment without identifying real effects (Nguyen et al., 2015). The findings and conclusions of this study can effectively fill the research gap and further form the basis of an embryonic theory.

5.2 Practical implications

We summarize four contributions of this study. First, the effects of dual commitment in the beauty industry on job performance were investigated, to break through the effects of single commitment on organizational behaviors. The results can provide the most effective human resources management and control to the managers of chain stores. Second, this study further explored the mediating effects of CO-OCB, so as to understand how supervisors and employees in the beauty industry can improve their job performance through CO-OCB in the highly competitive industry. The CO-OCB is an ultimate weapon for employees to keep organizations continuously growing and operating sustainably in a highly competitive industry. Third, we investigated how and to what extent job performance in the beauty industry is affected by the high job complexity which have been ignored in past research. Fourth, according to the characteristics of chain stores in the beauty industry, this study investigated the relationship among dual commitment, CO-OCB, job complexity and job performance. There are few studies on the relationship, effect, statistical significance and practical significance in the organization research model. The result provides better advice for the beauty industry, that is, beauty companies should focus on dual commitment, CO-OCB, and job complexity for improving performance (Wombache & Felfe, 2017).

We should not ignore the positive beliefs of employees' psychological state and work attitude from their dual commitment to job performance. In other words, the market strategy and human resource policy of company and local operations must be able to complement each other. They need to pay attention to market sensitivity on the front line of employees and consider job training, career development, teamwork, customer relationship so that help to make the most value of employees' autonomous positive behaviors (such as organizational commitment and organizational citizenship behavior).

6. Conclusion

6.1 Limitations and future research

The cross-sectional approach was adopted in this study. Hence, according to the results, the attitude of employees who may now be in different career stages is the first limitation of this study. Compiled based on those developed

abroad, the scales used in this study measure by the etic approach, with acceptable reliabilities and validities. However, it would be closer to Taiwan's workplace culture if local scales that measure by the emic approach could be developed. This is the second limitation of this study. The questionnaire respondents of this study were all female, and their career paths are often different from those of males (Basow, 1992; Kidder, 2002). Hence, more attention and consideration are required to expand the study results to other industries or organizations. This is the third limitation of this study.

The first suggestion for future studies is related to the research subjects. Employees and supervisors in Taiwan's beauty industry were investigated in this study. As beauty service is professional, the results and conclusions of this study may be more applicable to employees or professionals who work in chain operation systems as they have the same situation of facing dual commitments. Therefore, it is suggested that future researchers can extend the research subjects to other non-professional and non-chain operation systems or industries, so as to expand the conclusions of this study and enlarge the breadth and depth of this study. A mediation model concerns whether a mediator variable can significantly account for the relationship between a predictor variable and an outcome variable (Baron and Kenny, 1986). Moreover, we can adopt the cross-sectional approach in this study due to the multilevel mediation model based on the data from a hypothetical experiment. Hence, it is suggested that the longitudinal approach can be adopted in future studies to further understand the real causal relationships among variables. Finally, future studies can consider corporate culture as a control variable, so as to expand the research achievements to other industries and strengthen the robustness of the research results.

6.2 Conclusion

There is still great room for growth to improve performance in the beauty industry. The beauty industry may not just be limited to a monotonous market, but it also has great potential to grow in the future (Bom, Jorge, Ribeiro, & Marto, 2019). New products, new technologies and innovative activities are continuously being introduced with the highest added value in this industry. Therefore, it is suitable to develop the organizational management and human resources in Taiwan's beauty industry. However, there are few studies on Taiwan's beauty industry, especially on the organizational behavior of workers in the industry. In 2016, there were 225 beauty service companies engaging in private brand management, increasing by more than 60% since 2011 (National Statistics, Taiwan, 2016), indicating that private brand management has become a trend in the beauty service industry, and chain stores and franchised stores are used to occupy the market and give full play to the maximum effect of brands. It was found in this study that change-oriented organizational citizenship behavior has a high predictive effect on task performance under conditions of high job complexity. Hence, employees' dual commitments are enhanced to improve their change-oriented organizational citizenship behaviors, so as to help employees in the beauty industry to successfully achieve their task performance. In conditions of high job complexity, the overall explained variance can be 28% (parent company) and 37% (local operation), indicating that strengthening employees' dual commitments to improve their CO-OCB is a critical factor in human resource development and the control point to be paid attention to by management, in order to conform to the increasingly changing interference of high job complexity to complete the tasks required by organizations.

As employees' work behaviors are often determined by their work attitudes, suggestions are made on this basis in the results of this empirical study, in the hope that employees and supervisors in the beauty industry can have good job performance. According to the research of Rheinberg and Engeser (2018), this study takes the dual commitment and change-oriented organizational citizenship behavior of the variables of this study as the intrinsic motivation, while job complexity and job performance are the extrinsic motivations. And the structure and inferences are in line with the theoretical spirit of the Situation-Action-Outcome-Consequences of the extended cognitive model of motivation of Heckhausen and Heckhausen (2008).

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