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Factors Affecting In-role Performance

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Abstrak. Perbincangan mengenai kinerja pegawai sampai saat ini tetap menjadi trending topik dalam dunia Psikologi Industri dan Organisasi. Seiring dengan perkembangan zaman maka tuntutan dan ekspektasi perusahaan terhadap kinerja pegawai (*in-role performance*) semakin meluas cakupannya. Pada studi ini, peneliti mendalami factor-faktor yang mempengaruhi kualitas dan kuantitas kinerja pegawai, dengan mengacu pada Model Prediktor Kinerja dari Blumberg dan Pringle (1982) yang mengemukakan bahwa kinerja pegawai dipengaruhi oleh tiga komponen utama, yaitu kemauan, kesempatan, dan kapasitas. Didasarkan pada model prediktor kinerja maka data yang terkumpul dianalisis dengan menggunakan Structural Equation Modelling (SEM) untuk mengetahui model fit variabel-variabel yang diteliti. Komponen kemauan diwakili oleh variabel keterlibatan kerja (*work engagement*) dan keterikatan kerja (*job involvement*). Komponen kesempatan diwakili oleh variabel kepemimpinan transformasional (*transformational leadership*) dan kepemimpinan transaksional (*transactional leadership*). Terakhir, komponen kapasitas diwakili oleh variabel kecerdasan emosi (*emotional intelligence*). Peneliti menggunakan kuesioner untuk mengumpulkan data pada salah satu perusahaan di Provinsi DI Yogyakarta. Sebanyak 147 subjek berpartisipasi dalam pengumpulan data penelitian ini. Melalui Analisa SEM diperoleh hasil model fit sebesar 0.679 (nilai R2), nilai Q2 seluruh variabel lebih dari 0 (Q2>0), dan nilai *Goodness of Fit* sebesar 0.376 yang menandakan model ini dapat dengan baik memprediksi kinerja pegawai.

Keywords: in-role performance, job involvement, work engagement, transactional leadership, transformational leadership, emotional intelligence.

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Introduction

The topic of employee performance to this day remains a trending topic in the area of industrial and organizational psychology (Ferris, Lian, Brown, Pang, & Keeping, 2010). According to Campbell (1990), performance was an action or behavior that was relevant to the organization's objectives. In general, performance can be viewed from two structures, namely in-role (task) and extra-role performance (contextual) performance, as outlined by Jex and Britt in 2008. In-role performance was behavior related to the technical aspects of employee jobs (Jex & Britt, 2008).

The Definition of In-role performance which was closely linked with the achievement of an organization was currently expanding its meaning, up to the expectation that the employee will be able to finish their task, exhibit initiative, share knowledge, and help colleagues (Waldman, 1994). As a result, currently, organizations have much higher expectations about employee's in-role performance (Biswas, 2012). In addition, in-role performance was strongly connected to organizational goals (William & Anderson, 1991) and was associated with rewards (Waldman, 1994).

In recent years, studies have aimed to identify the factors that affect employee performance. However, many of these studies focused on just one or two variables, making it difficult to establish a reliable and consistent predictor of performance (Blumberg & Pringle, 1982). Similar opinions also expressed by Waldman (1994) that most performance studies only target one predictor, such as motivation, while in understanding performance we need to be more integrative by using several predictors.

This problem was reflected in researches on job involvement, transformational leadership, and emotional intelligence in relation to in-role performance. As a result, efforts to develop a performance model are evolving alongside attempts to define the dimensions of performance (Millward, 2005). This model highlights the interactions among the various factors that affect performance. Blumberg and Pringle (1982) suggested a performance model that divided performance into three elements, namely capacity, willingness, and opportunity.

Capacity refers to the physiological and cognitive traits that enable individuals to perform tasks efficiently. Willingness refers to the physiological and psychological attributes that affect a person's motivation to complete a task. Meanwhile, opportunity refers to factors beyond individual control that could reinforce or restrict the execution of the task (Blumberg & Pringle, 1982).

This study sought to evaluate the in-role performance theoretical model based on the Blumberg and Pringle (1982) performance model, in the interest of obtaining a strong and consistent predictor of in-role performance. Theoretically, this study contributes to revealing the predictors of in-role performance and to enrich the literature on work engagement, job involvement, emotional intelligence, transformational and transactional leadership. In practical terms, this research aims to offer insights and guidance for enhancing the performance of employees in the state enterprise where the study is conducted. The findings will also serve as a foundation for implementing interventions to boost

employee performance.

In this study job involvement represented the willingness element. Job involvement was the amount to which a person was identified psychologically with his work (Morrow, 1983). Research examining the connection between job involvement and in-role performance has produced mixed results. Some studies, such as those by Diefendorff, Brown, Kamin, and Lord (2002) and Rotenberry and Moberg (2007), indicated a positive but small relationship. Other studies showed a larger value, such as research conducted by Chughtai (2008). Meanwhile, research conducted by Kautsar, Widianto, and Duhita (2015) exhibited no effect of job involvement on in-role performance. The result differences indicated the presence of other variables that influence performance.

Another variable reflecting the element of willingness is work engagement. According to Schaufeli, Bakker, and Salanova (2006), work engagement is defined as a positive and fulfilling mental state related to work, characterized by vigor, dedication, and absorption. Studies that showed a positive association between work engagement and in-role performance were conducted by Chung and Angeline (2010), Shimazu et al. (2015), and Xanthopoulou et al. (2008).

Transformational and transactional leadership represented the opportunity element of Blumberg and Pringle's (1982) performance model. Transformational leadership was defined as a leader who could articulate a vision which was also a vision of his followers; there was a strong respect and admiration for the leader, showing determination in achieving goals, intellectually stimulating followers, and showing concern for his followers (Bass, 1985). There were four factors in transformational leadership (Avolio & Bass, 2002; Bass and Riggio, 2006), i.e., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Transactional leadership refers to the exchange relationship between leader and follower to meet their own self-interest (Bass, 1999). The idea of transactional leadership involves using contingent rewards and active management by exception. Transformational leaders gave constructive feedback, reassuring and encouraging subordinates to give extra effort and creative thinking so that it supported high-quality performance (Bass, 1985). This notion was supported by researches that found positive relationships between transformational leadership and in-role performance (Biswas, 2012; Piccolo & Colquitt; 2006; Yeh & Hong, 2012). On the other hand, a cross-country study conducted by Casimir, Waldman, Bartram, and Yang (2006), found that for the Australian context, transformational leadership affected in-role performance, while in China the relationship did not occur.

Research by Vigoda-Gadot (2007) found that transformational leadership and transactional leadership had a correlation with in-role performance at 0.20 and $r = -0.24$ ($p < 0.001$), respectively. On the contrary, Shah and Bin Hamid (2015) found that transactional leadership determined 87% of the variance in the performance of bank managers in Pakistan. Research by Liang, Chan, Lin, and Huang (2011) also proves a positive correlation between transformational and transactional leadership and in-role performance. This variation in study results suggests the need for further research on transformational and transactional leadership across different contexts.

Emotional intelligence was used as a variable that represented the capacity element. Salovey and Mayer (1990) defined emotional intelligence as the ability to monitor feelings and emotions, to be able to distinguish between emotions and to use these distinctions to guide one's thinking and actions. Studies about the relationship between emotional intelligence and in-role performance can be found in a study conducted by Carmeli and Josman (2006) and Cohen and Abedallah (2015). However, additional research is necessary to determine which dimensions of emotional intelligence are linked to in-role performance.

The differences in research results regarding the relationship between transformational leadership, transactional leadership, and emotional intelligence with in-role performance were believed to be mediated by the element of willingness. According to Morrow (1983), employees' commitment to their jobs such as job involvement and work engagement was the outer circle of framework commitments. Therefore, the commitment to a job were more easily changed and influenced by the situation. Blau, Paul, and St. John (1993) expressed a similar view, stating that job involvement and group commitment were the easiest to develop. Based on this perspective, it can be concluded that commitment to a job is easily influenced by situational factors and is the simplest form of commitment to establish.

Brown (1996) revealed that job involvement was associated with a supervisor's feedback-giving behavior and consideration, inclusive decision-making, and communication. Many researchers have also established that a supervisor who has the characteristics of transformational leadership can positively affect the emotional state and performance of subordinates (Bass & Riggio, 2006; Piccolo and Colquitt, 2006; Sheikh, Newman, & AlAzzeh, 2012). Bass (1985) suggested that reinforcement can enhance commitment, loyalty, and job involvement. Studies, such as those by Rana, Malik, and Hussain (2016) and Vincent-Hoper, Muser, and Janneck (2012), demonstrated a positive relationship between both transformational and transactional leadership and job involvement.

Several studies showed a strong correlation between transformational leadership with work engagement (Ghadi, Fernando, & Caputi, 2013); Tims, Bakker, and Xanthopoulou, 2011). Another study on work engagement done by Strom, Sears, and Kelly (2014) found that both transformational and transactional leadership affected work engagement.

A positive relationship between emotional intelligence and job involvement was found in research conducted by Madani and Asgari (2014). The research findings showed that as the level of emotional intelligence rises, the level of job involvement also increases. The results of similar studies on the relationship between emotional intelligence and job involvement could be found at Madani, Partovi, Moharrer, and Ghorbani (2014) and Sinha and Kumar (2016).

De Clercq, Bouckenooghe, King, and Matsyborska (2013) discovered a positive relationship between emotional intelligence and work engagement. Their findings revealed that work engagement mediated the relationship between emotional intelligence and organizational deviance. Other studies on emotional intelligence and work engagement were done by Ravichandran, Arasu, & Kumar (2011)

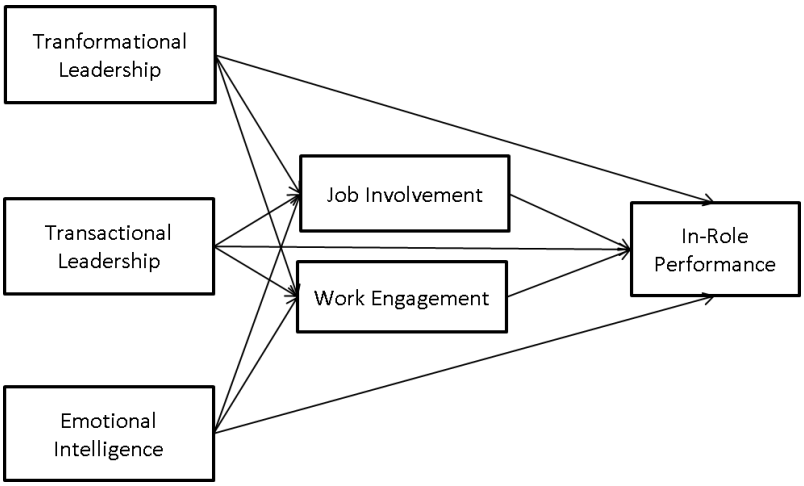
and AlMazrouei, Dahalan, &Faiz (2015).

Based on the literature review above, the research hypothesis is: H: Transformational leadership, transactional leadership, and emotional intelligence have an influence on in-role performance mediated by work engagement and job involvement.

Based on the above literature review, this study aims to evaluate the theoretical structural equation model to explore the relationships between variables using empirical data.

Figure 1.

Theoretical Model



Method

This study examined three exogenous variables which were transformational leadership, transactional leadership, and emotional intelligence. The endogenous variable was in-role performance. The mediating variables in this study were job involvement and work engagement. The sampling procedure was convenience sampling. This research utilized a survey design, allowing the researchers to quantitatively describe trends, behaviors, or opinions within a population by examining a sample from that population (Creswell, 2016). The adaptation of the instrument to Bahasa Indonesia followed the stages of Beaton, Bombardier, Guilemin, and Ferraz (2000).

In-role performance was measured using a questionnaire by William and Anderson (1991). Transformational leadership and transactional measured using Multifactor Leadership Questionnaire (MLQ) form 5X of Bass and Avolio (1995). Emotional intelligence was measured using a questionnaire by Schutte, Newman, and AlAzzeh (1998). Job involvement was measured using a questionnaire by Kanungo (1982). Work engagement was measured using the Utrecht Work Engagement Scale (Uwes) short version (Schaufelli et al., 2006).

Subjects in this study consisted of 147 employees of PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (PT. TWC) in Yogyakarta, Indonesia. The performance model was analyzed using Structural Equation Modelling (SEM). The first step was to remove outliers. Furthermore, SEM analysis must be screened for normality, linearity, and multicollinearity (Lowry & Gaskin, 2014). Based on the statistical analysis the data was assumed to meet the qualification of normality, linearity, and multicollinearity assumption.

Results and Discussion

Initial analyses showed items EI10, EI18, EI23, JI7, and TF8 had cross-loading values higher on factors that were not their original construct. This indicated the item had poor discriminant validity thus the items were excluded. Convergent validity was analyzed by loading value, which indicated that the items EI10, EI12, EI18, EI23, JI2, JI7, and TF8, had loading value <0.7 and p> 0.05 therefore the items were excluded.

The results of reliability and validity testing showed that Cronbach's alpha value of above 0.7 so that it is considered reliable (Nunnally & Bernstein, 1994). Cronbach's alpha value of each measuring instrument can be seen in Table 1.

Table 1.

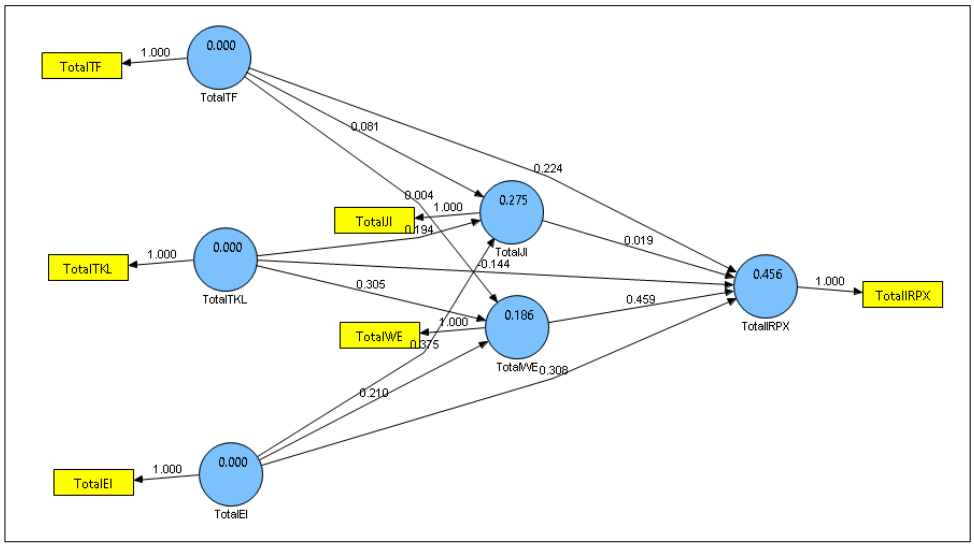
Cronbach's Alpha Value

Variable	Cronbachs Alpha
Emotional Intelligence	0.895
In-role Performance	0.812
Job Involvement	0.830
Transformational Leadership	0.949
Transactional Leadership	0.785
Work Engagement	0.897

PLS-SEM analysis was used to test the hypothesis in this study. The reference value is R^2, f^2 effect size, Q^2 predictive relevance, and the goodness of fit model (GoF). Figure 2 shows the R-square value of in-role performance of 0.456, work engagement of 0.275 and 0.186 for work attachments. The coefficient of determination (R^2) in total in this study amounted to 0.679.

Figure 2.

Structural Model



Note. TF = transformational leadership; TKL = transactional leadership; EI = emotional intelligence; JI = job involvement; WE = work engagement; IRPX = in-role performance;

The value of f^2 is a measure of changes in the value of R square on in-role performance when one construct is omitted from the model. The F^2 value of each variable can be seen in Table 2.

Table 2.

f^2 Effect Size

Exclude	Variabel Endogen	R^2 Include	R^2 exclude	f^2
Work Engagement	In-role	0.456	0.316	0.257
Job Involvement	Performance	0.456	0.456	0.000
Transformational Leadership		0.456	0.404	0.061
Transactional Leadership		0.456	0.444	0.022
Emotional Intelligence		0.456	0.387	0.127

Besides the R^2 value, the model evaluation could also be seen from Q^2 predictive relevance or Stone-Geisser's Q^2 value. Table 3 shows that all variables had a value of Q^2 more than 0.4, indicating that the model had good predictive relevance.

Table 3.

Q^2 *Predictive Relevance*

Variable	Q = 1-SSE/SSO
Emotional Intelligence	0.4632
In-role Performance	0.4506
Job Involvement	0.4537
Transformational Intelligence	0.4530
Transactional Intelligence	0.4570
Work Engagement	0.4584

Based on data analysis, it showed that the GoF model reached 0.376 greater than 0.36 which falls under the large category (Wetzels, Oderken-Schroder, & Van Oppen, 2009). After knowing the level of GoF, the relationship between variables (path) was examined as shown in Table 4.

Table 4.

Path Coefficient

Path	Coefficient	T Statistics	Sig.	Remarks
EI -> IRPX	0.3079	3.2619	0.003	Significant
EI -> JI	0.3754	4.5371	0.000	Significant
EI -> WE	0.2096	2.0819	0.034	Significant
JI -> IRPX	0.0190	0.1974	0.853	Not Significant
TF -> IRPX	0.2240	2.4703	0.010	Significant
TF -> JI	0.0811	0.7934	0.477	Not Significant
TF -> WE	0.0037	0.0324	0.972	Not Significant
TKL -> IRPX	-0.1441	1.5958	0.124	Not Significant
TKL -> JI	0.1941	2.1338	0.061	Significant
TKL -> WE	0.3055	2.7160	0.004	Significant
WE -> IRPX	0.4592	5.3088	0.000	Significant

Note. EI = emotional intelligence; IRPX = in-role performance; WE = work engagement; JI = job involvement, TF = transformational leadership; TKL = transactional leadership. $p<0.05$

The Sobel test was conducted to assess the mediating effects of work engagement and job involvement. The results indicated that work engagement mediates the relationship between emotional intelligence and in-role performance, as well as between transactional leadership and in-role

performance.

The model fit with R^2 values of 0.679, all of the variables have Q^2 more than 0 (Q2> 0), and a GoF of 0.376. The R^2 value of 0.679 indicated that the model explained 67.9% of the variation in in-role performance. Q^2 value which was estimated using blindfolding procedure illustrated how well the model could predict obtained score. The Q^2 values for all constructs were above 0.4, indicating that the model possesses strong predictive relevance. Q^2 value approaching zero indicated a smaller prediction error (Hair et al, 2014). Q^2 informs the extent to which the obtained score could be reconstructed with the help of the model and PLS parameter (Gotz, Lieht-Gobbers, and Krafft, 2010).

Job involvement had the lowest f^2 value (0.000) which showed that if this variable was omitted from the model then it would not affect the amount of R^2. Work engagement has the highest f^2 value (0,257) can be interpreted as when work engagement is omitted from the model the amount of R^2 will be reduced. The model gives a GoF value of 0.376 which is categorized as large. Tenenhaus, Amato, and Vinzi Esposito (2004) as well as Wetzels et al. (2009) suggested that GoF is an overall prediction that includes a measurement model and structural model.

This study found that job involvement does not have an impact on in-role performance. This finding is in line with the research results of Rich, Lepine, and Crawford (2010). Rich et al. (2010) theorized that engagement gave a more comprehensive explanation of the variation in performance since it covered all aspects of the individual, rather than job involvement which only covered the cognitive aspects of the individual. These research findings are also in line with research conducted by Kautsar and colleagues (2015) on the subject of pharmacists in Indonesia that argued that performance was more influenced by the convenience and collaboration with colleagues compared to levels of job involvement.

Work engagement has the strongest relationship with in-role performance compared with any other variables in the model. It is argued that a positive attitude towards work (energy, enthusiasm, and concentration) has a greater influence on improving in-role performance rather than employees' cognitive identification. Rich et al. (2010) considered this to happen because performance was influenced not only by cognitive identification and satisfaction in some types of work, but were influenced more by the fusion of individuals' cognitive, emotional, and physical energy.

In this study, transactional leadership does not show a direct relationship with in-role performance, whereas transformational leadership is directly associated with in-role performance. The results of this study are similar to studies conducted by Casimir et al. (2006) in Australia and China who found that transactional leadership was not directly related to in-role performance. Casimir et al argued that in clarifying the relationship between leadership style on performance researchers needed to consider the context of the study because in some cultures, performance was more affected by macro factors such as economic and social norms rather than leadership.

Transformational leadership affects in-role performance by convincing and encouraging subordinates to give extra effort and creative thinking so it creates a high-quality performance (Bass,

1985). The results of this study also support other research on the relationship of transformational leadership with in-role performance as practiced by Piccolo and Colquitt (2006), Biswas (2012), and Yeh & Hong (2012).

Among the two types of leadership examined, only transactional leadership demonstrates a positive relationship with job involvement and work engagement. Employees who perceive their superiors in accordance with the characteristics of transactional leadership will increase the level of job involvement and work engagement. Transactional leadership affects work engagement because it provides certainty about the responsibilities of employees, employer expectations, and awards obtained if expectations are met. This certainty affects the emotions and attitudes of employees toward work which will further affect work engagement as proposed by Storm et al. (2014).

This research indicates that transformational leadership is not associated with job involvement and work engagement, both of which contribute to positive job attachment. This suggests that the similarity of attitudes and values between superiors and subordinates does not affect the level of positive attachment to work. Ghadi et al. (2011) argued that common attitudes and values have no effect because employees' focus is on the benefits of work, in terms of meeting social needs and a sense of security, not the higher level needs such as self-esteem and self-actualization.

Emotional intelligence was found to have a positive relationship with in-role performance. This explains that employees who perceive that they have good emotional intelligence will also perceive that they have met the organization's expectation of in-role performance. This is consistent with the description of Cohen and Abedallah (2015) that emotional intelligence plays a major part in performance because it is used to serve, receive instruction, and teamwork. Emotional intelligence also affects job involvement and work engagement significantly. Individuals with high emotional intelligence are capable of managing their cognitive in enjoying their job, have a more positive attitude toward work, and are more hopeful as described by Madani and Asgari (2014).

Previous research by De Clerq et al. (2013), Ravinchandran et al. (2011), as well as AlMazrouei et al. (2015), had explained the correlation between emotional intelligence and work engagement. De Clercq et al. (2013) explained that the reasoning process regarding information that evokes emotions influences work engagement. He further explained that employees with a good level of emotional intelligence had a predisposition to be more sensitive and reactive to positive information that evokes emotion and uses it to build energy. Also, explained that employees with high emotional intelligence could understand and interpret social cues better and respond in a positive manner, which could improve performance.

Work engagement mediates the relationship between transactional leadership, emotional intelligence, and in-role performance. This is in line with the opinion given by Vigoda-Gadot (2007) that transactional leadership enhances employee performance, especially the performance that can be weighed and recognized such as in-role performance. Based on the sample of this study, in-role performance can be further improved through the mediation of the working attachment if subordinates

are given knowledge about job targets and rewards than when given stimulation, motivation, or challenge.

Limitations about this study that must taken into consideration is this research only concentrated on one type of organization, which is a service organization. Future research could also consider manufacturing firms or factories that may provide different results. Since the data come from a homogenous sample of an organization, caution must exercised in interpreting the results, and the research results are not necessarily generalizable to other types of organizations or professions.

One of the limitations of this study lays in the measurement of in-role performance using self-report that is affected by the subjectivity of employees. In addition, the value of the Average Variance Explained (AVE) of some of the instruments is smaller than 0.5. However, based on the loading value and reliability value, this instrument is still considered to have adequate convergent validity. The researcher also does not have access to distribute questionnaires directly at several units at PT TWC, and thus can not give direct instructions. There are 87 items in the questionnaire that can affect the focus and spirit of subjects in understanding the items. Both of these are considered as research limitations that can be considered for further research.

Conclusions and Recommendations

The model in this study gives a good prediction about the factors that may affect in-role performance. This study clarifies that transformational leadership is not linked to job involvement and work engagement within the research context. Furthermore, it was found that work engagement mediates the relationship between transactional leadership and emotional intelligence with in-role performance. On the other hand, job involvement which also represents the willingness element in this model does not provide the mediating effect on the entire relationship between endogenous and exogenous variables in this study. Path analysis revealed that emotional analysis has the most contribution to in-role performance, either directly or through the mediation of the work engagement.

The result of this study can be used as a reference for improving in-role performance by conducting an employee program or developing a system. Companies are advised to apply coaching practices that can facilitate the improvement of the emotional intelligence of employees. Suggestions for future researchers include developing measurements for work engagement, transactional leadership, emotional intelligence, and in-role performance that are specifically tailored to Indonesian culture, rather than relying solely on adaptations. Another suggestion is to use other measurement of in-role performance to obtain a more varied subject's responses. In addition, further research is recommended to use other variables in accordance with the Blumberg and Pringle performance model in researching in-role performance.

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