

# Organizational Performance: Constructions Of An Assessment

Crislei Daiana Oliveira Siqueira Schuch<sup>1</sup>, Rúbia Goi Becker<sup>2</sup>, Leander Luiz Klein<sup>3</sup>, Kelmara Mendes Vieira<sup>4</sup> e Simone Alves Pacheco de Campos<sup>5</sup>  
(Department of Administrative Sciences, Federal University of Santa Maria, Brazil)

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## Abstract:

**Background** – This article focuses on building a model for assessing the determinants of Organizational Performance based on a theoretical framework composed of the dimensions of Public Service Motivation, Job Satisfaction, and Organizational Commitment. The relevant and recent literature on Public Service Motivation, Job Satisfaction, and Organizational Commitment provided a theoretical and empirical basis for understanding Organizational Performance.

**Methodology** – The samples were obtained from 711 administrative technicians in education and professors from Federal Public Universities and Federal Institutes in Brazil. Data analysis was performed using descriptive statistics, chi-square hypothesis tests, confirmatory factor analysis, and structural equation modeling.

**Results** – The study concluded that the proposed model shows a non-significant association between Commitment and Organizational Performance and between Job Satisfaction and Organizational Performance. It was identified that in the context of Brazilian public universities, there is a significant impact of Motivation on Organizational Performance; although the mediation was partial, it was substantial.

**Conclusion** – This study highlights the need for managers to focus more on improving People Management practices, taking a closer look at organizational commitment and job satisfaction with a focus on the development of individuals working in the public service. The article contributes to the advancement of research that conceives Performance under a composite theoretical framework, opening a window for discussion among all constructs.

**Key Words:** Organizational Performance; Motivation; Job Satisfaction; Organizational Commitment

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## I. Introduction

Organizations use their organizational structure to promote an environment that encourages people to work, improving and sustaining Organizational Performance (OP)<sup>1</sup> to improve business profitability and survive in the long term<sup>2</sup>. OP is an outcome variable that involves evaluating a company' performance concerning its objectives<sup>3</sup>, being closely dependent on individual performance<sup>4, 5, 6</sup>.

The literature on the subject suggests that researchers have difficulty defining, conceptualizing, and measuring OP<sup>7</sup> due to the influence of different elements that can be combined and perceptions that differ depending on the interested party<sup>8, 9</sup>. If for a shareholder, the OP is evaluated by the profitability of the investment, for the suppliers, the OP is related to the continuity of the business<sup>9</sup>.

The theoretical field in the OP has gaps in studies based on structural equation models that cover other drivers or resources and consider OP indicators in more than one organizational phenomenon<sup>10</sup>. Although high-performance work practices strongly influence OP, researchers are still determining the exact mechanism by which the impact of these practices transcends OP<sup>11</sup>.

In the area of public management, OP is an issue of extreme importance for academics and professionals, especially considering that studies on the topic have focused on private-sector organizations<sup>12</sup>. It is noteworthy that despite the importance of the public sector, little effort has been made by researchers to empirically verify the influence of individual-level factors on the performance of organizations in this sector<sup>13, 14</sup>.

Observing such gaps, we intend to build a model for evaluating the determinants of OP based on a theoretical framework composed of three dimensions: Motivation in the public service; Public Service Motivation, Job Satisfaction, and Organizational Commitment. It is believed that OR involves not only financial results but also different organizational phenomena, such as motivation, satisfaction, and commitment, enabling organizations to succeed and survive.

## **II. Organizational Performance**

OP is linked to the ability to measure how well-managed organizations are and the value they offer to customers and other stakeholders<sup>15</sup>, dealing with the extent of organizational effectiveness<sup>16</sup>. The OP can be measured by financial and non-financial performance<sup>17</sup> using subjective or objective indicators, and it is up to the researcher to choose the most relevant to their research and to judge the results of this choice<sup>9</sup>.

In people management, the categories of human resources and organizational results are directly influenced by people management practices. In contrast, the category of financial results is less affected by such practices<sup>18</sup>. Huselid's<sup>19</sup> seminal work, *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial*, addressed the relationship between people management and OP, analyzing senior human resources professionals in 968 publicly traded organizations in the US. An important work<sup>20</sup> has interesting results by analyzing the influence of people management practices on the OP, observe that people management practices affect the OP, consistent with the literature that also considered this relationship as positive and significant<sup>21, 22, 23</sup>.

In the field of public organizations, Ritz<sup>24</sup> (2009) points out that public sector reforms focus on increasing OP, mainly through implementing management tools and methods. In this sense, the OP is directly linked to employees<sup>1</sup>, merged to individual behaviors, such as motivation, satisfaction, and commitment, being of fundamental importance for improving organizational management in changing environments.

## **III. Theoretic model**

To promote employee job satisfaction is challenging since motivation at work is linked, among other factors (leadership and organizational culture)<sup>25</sup>. Motivating factors can be considered peculiar aspects of the individual and, because of that, an essential tool that must be worked on in organizations, because, in addition to providing greater performance, it is a continuous process of satisfying individual needs<sup>26</sup>.

Understanding motivation also contributes to improving performance, as more motivated and committed employees generate OP gains<sup>26, 27, 28</sup>. Motivation is the power that allows someone to act toward a particular goal<sup>29</sup>. Although the association between public service motivation and the OP has received increasing attention, there is limited knowledge of the mechanisms underlying its effects<sup>30</sup>. When analyzing workers at a public hospital in Brazil, it is observed<sup>31</sup> that to increase performance, workers must be satisfied and committed to their work in addition to being motivated. Since motivation is one factor contributing to performance in public service, actors highlight that the development of an effective motivation system increases the organization's profitability and productivity<sup>16, 30, 32</sup>.

Motivation also acts as a determinant of commitment<sup>33</sup>, revealing itself as an opportunity for companies to develop actions to encourage factors that can motivate workers to make them committed and productive in the work environment, making their performance compatible with what is expected by the organization<sup>34</sup>.

From the above discussion, it is proposed that:

**H1-** Public service motivation is positively related to organizational performance.

**H2-** Public service motivation is positively related to job satisfaction.

**H3-** Public service motivation is positively related to organizational commitment.

Organizational commitment is one of the most investigated constructs in organizational behavior due to its centrality in the constitution and functioning of social units, such as teams and organizations<sup>35</sup>. Several studies have pointed to the positive relationship between commitment and organizational performance<sup>36, 37, 38, 39, 40, 41</sup>. A committed individual will identify with their organization, work earnestly, be loyal, and have a positive attitude towards their organization, configuring a positive relationship between organizational commitment and performance<sup>42, 43, 44, 45</sup>.

**H4-** Commitment is positively related to organizational performance.

Satisfaction encompasses the general attitude of employees towards work, the nature of the work itself, income and benefits, personal status in the organization, interpersonal relationships and communication with superiors, opportunities for improvement and promotion, and the exercise of all employment rights<sup>46</sup>. Empirical studies in public organizations have generally supported a positive relationship between job satisfaction and OP<sup>11, 42, 47, 48, 49, 50, 51</sup>. An increase in job satisfaction in public organizations implies the permanent improvement of human resources activities and new management of the public sector<sup>46, 52</sup>.

Job satisfaction can be the extent to which an employee is fulfilled, involving aspects and facets of the job that motivate an employee to like or dislike their job, such as supervision or the nature of the work performed<sup>10</sup>. Satisfaction leads employees to assume responsibilities and put efforts beyond their job description<sup>10</sup>, performing better individually and, when combined, improving organizational performance<sup>14</sup>.

When organizations review their performance, they use job satisfaction as one of the measures<sup>16</sup>. It is important to note that the place that professionals occupy as a competitive differential in organizations highlights the need to keep them satisfied, requiring managers to offer conditions so that these employees can develop their potential and commit to the organization, contributing to improving OP<sup>53</sup>. Based on the above, the following hypotheses are established:

**H5-** Job satisfaction is positively related to organizational performance.

Based on the existing literature, the union of the constructs and hypotheses described led to the creation of the proposed model.



**Figure 1.** Theoretical research model.

Source: prepared by the authors.

#### IV. Method

A websurvey-type survey was carried out with a convenience sample. The study’s target population comprised civil servants in Brazil, both administrative technicians in education and professors, and the study’s final sample totaled 711 individuals.

To carry out the data collection, a questionnaire composed of three main sections was elaborated. The first section is composed of questions involving “Aspects of the Work Environment,” which is subdivided into the Job Satisfaction Instruments (6 items), Public Service Motivation (9 items), and Commitment (8 items). The second section refers to “Organizational Performance” and consists of 12 items. The third and last section comprises the “Respondents Profile,” containing 10 items. The answer categories for the questions that make up sessions one and two are composed of a five-point Likert-type scale with the following options: 1 - Strongly disagree, 2 - Partially disagree, 3 - Neither disagree nor agree, 4 - Partially agree, and 5 - Strongly agree. The instrument’s scale items are described in Annex A.

To apply the questionnaire, the Google Forms platform was used. The instrument was completely anonymous, without collecting the respondents’ Internet protocols. To ensure that the sample had a considerable percentage of civil servants, emails were sent to the Federal Public Universities and Federal Institutes of Brazil. The research was approved by the UFSM Research Ethics Committee (CAAE 47464121.7.0000.5346). Before answering the research questions, respondents were invited to read the ICF and agree to participate in the study.

Descriptive statistics, chi-square hypothesis tests, confirmatory factor analysis, and structural equation modeling were used as data analysis techniques. Descriptive statistics were used to present respondents’ profiles and perceptions, and the chi-square test assesses the association between variables. Confirmatory factor analysis was used to validate the constructs: Job Satisfaction., Public Service Motivation, Organizational Commitment, and Organizational Performance.

The models are estimated with the variance-covariance matrix estimation by maximum likelihood via the direct procedure. Convergent validity was analyzed by observing the magnitude and statistical significance of the standardized coefficients, by the average variance extracted (AVE) by the absolute fit indexes: chi-square statistics ( $\chi^2$ ), Root Mean Square Residual (RMR), Root Mean Square Error of Approximation (RMSEA), Goodness-of-Fit Index (GFI) and by the comparative fit indexes: Comparative Fit Index (CFI), Normed Fit Index (NFI), and Tucker-Lewis Index (TLI). For the chi-square/degrees of freedom ratio, the recommendations are values less than 0.5; for CFI, GFI, NFI, and TLI, values greater than 0.950 are suggested, and the RMR and RMSEA should be below 0.080 and 0.060, respectively<sup>54, 55, 56, 57, 58</sup>. For the Average Variance Extracted (AVE), values equal to or greater than 0.5 are desirable<sup>59</sup> (Fornell & Larcker, 1981). Discriminant validity was assessed

by comparing AVE and correlations. The AVE estimates for two factors need to be greater than the square of the correlation between the two constructs<sup>59</sup>, and the correlations between the constructs must be less than 0.85<sup>58</sup>.

One-dimensionality is evaluated from the standardized residuals related to the indicators of each latent variable. For a significance level of 5%, constructs that presented standardized residuals below 2.58 are considered unidimensional<sup>57</sup>.

## V. Results

### Sample description

Initially, the characterization of the sample was carried out through questions related to age, gender, marital status, and other questions related to the position of the servants based on descriptive statistics, considering the frequency and valid percentage in each question, according to data presented in Table 1.

**Table no 1:** Profile of respondents according to variables: age, gender, marital status, class, level of education, comparison of the level of education with the position, management or leadership position, length of service, and state in which they work.

Variables	Alternatives	Frequency	Percentage
Age	from 23 to 35	215	30.5
	from 36 to 39	141	20.0
	from 40 to 47	181	25.6
	from 48 to 69	169	23.9
Gender	Female.	426	59.9
	Male.	274	38.5
Marital Status	Married or stable relationship.	452	63.6
	Separated.	67	9.4
	Separated.	1	0.1
	Single.	183	25.7
	Widow(er).	8	1.1
Servant Class	Professor.	241	33.9
	ATE - Administrative Technician in Education	470	66.1
Level of Education	Doctorate Degree.	177	24.9
	High School.	4	0.6
	Specialization.	221	31.1
	Master's Degree.	255	35.9
	College Degree.	48	6.8
Comparison of the Level of Education with the position	Equal to the minimum education required by the position I hold.	98	13.8
	Higher than the minimum education required by the position I hold.	610	85.8
Holds a management/leadership position	No.	499	70.2
	Yes.	207	29.1
Length of service at the Institution	from 0 to 5	209	29.4
	from 6 to 8	159	22.4
	from 9 to 11	180	25.3
	from 12 to 40	163	22.9
State where they work	MG - Minas Gerais.	252	35.4
	RO - Rondônia.	80	11.3
	RJ - Rio de Janeiro.	77	10.8
	SC - Santa Catarina.	62	8.7
	Others	240	33.8

When analyzing the profile of the respondents, it can be seen that most are between 23 and 35 years old (30.5%), female (59.9%), and married or in a stable relationship (63.6%). Most respondents (66.1%) belong to the class of Administrative Technicians in Education and do not occupy a management or leadership position (70.2%). It is noteworthy that the civil servants have a high level of education, 35.9% have a master's degree, and 24.9% have a doctorate degree, in addition to the majority (85.8%) having a higher education degree than the position required.

As for the length of service in the respective institutions, 29.4% of the servants have up to 5 years, followed by those who have 9 to 11 years (25.3%). Finally, as for the states in which they work, respondents from 14 states in Brazil were presented. However, depending on space, the table shows only those who recorded the highest percentage of responses, the main one being Minas Gerais, with 35.4 % of respondents. After knowing the profile of the interviewees, the constructs were validated.

**Validation of constructs**

The validation of the constructs used in the study took place through Confirmatory Factor Analysis (CFA), examining the relationships between the observed variables and their constructs through the estimation by the maximum likelihood method. Thus, following the proposed strategies, the measurement model of the constructs was initially adjusted according to Table 02.

**Table no 2:** Fit indexes of first-order constructs.

Index	Job Satisfaction		Public Service Motivation		Commitment		Organizational Performance	
	I.A.	F.A.	I.A.	F.A.	I.A.	F.A.	I.A.	F.A.
Chi-square (value)	184.65	1.060	302.383	0.043	205.401	42.463	728.39	11.455
	2						1	
Chi-square (probability)	0.000	0.303	0.000	0.836	0.000	0.000	0.000	0.100
Degrees of freedom	20.517	1.06	302.383	0.043	10.270	3.539	13.484	3.818
GFI	0.923	0.999	0.916	1.000	0.930	0.983	0.849	0.994
CFI	0.877	1.000	0.832	1.000	0.935	0.989	0.822	0.995
NFI	0.872	0.999	0.819	1.000	0.908	0.984	0.811	0.993
TLI	0.794	1.000	0.776	1.005	0.928	0.980	0.782	0.982
RMSR	0.075	0.006	0.053	0.004	0.610	0.029	0.710	0.012
RMSEA	0.166	0.009	0.120	0.000	0.114	0.060	0.133	0.063
Composite reliability	...	0.811	...	0.759	...	0.891	....	0.838

The models initially proposed to refer to the model with all the variables of the original scale. However, all the models had to be adjusted because the chi-square/degrees of freedom ratios were greater than 0.5, or the GFI, CFI, NFI, and TLI lower than 0.95; in other cases, the RMSR was not higher than 0.08 or the RMSEA index presented values higher than 0.060. As a result, to achieve more adequate models, two main measures were adopted: the removal of non-significant variables with a standardized factor loading lower than 0.5<sup>57</sup> and the insertion of correlations between the errors of the variables, which were suggested by the software and made theoretical sense.

For the validity measures, then, the following correlations were performed:

**Job Satisfaction (JS):** elimination of variables JS10 and JS11, and establishment of covariance between errors JS6 <-> JS8, and JS8 <-> JS9,

**Organizational Commitment (OC):** elimination of the variable OC36 and establishment of covariance between errors OC34 <-> OC35, OC37 <-> OC38, OC36 <-> OC38.

**Public Service Motivation (PSM):** elimination of the variables PSM12, PSM16, PSM17, PSM18, PSM19, and PSM20.

**Organizational Performance (OP):** elimination of variables OP42, OP48, OP49, and OP50 and establishment of covariance between errors OP40 <-> OP41; OP43 <-> OP44; OP45 <-> OP46, and OP46 <-> OP47.

After these changes, all models started to present adequate adjustments: (i) convergent validity, given that the GFI, CFI, NFI, and TLI indexes were greater than 0.950 and the RMR and RMSEA indexes were less than 0.060, and (ii) reliability, given that the reliabilities were greater than 0.700.

Once the model adjustment procedures were carried out, the Composite Reliability of the constructs was calculated, whose results were higher than the minimum limits (0.700) indicated in the literature<sup>57</sup>. In addition, each construct's Average Variance Extracted (AVE) was verified to assess the Convergent Validity. Table 2 shows the results obtained in that most indexes showed a value higher than that suggested by Hair et al. (2014) (>0.5), which indicates a high integration between the observable variables of each construct.

The correlation values between the constructs in Table 3 are mostly lower than the square root of the AVE (*italic*), and the correlations between the constructs are lower than 0.85, indicating the Discriminant Validity.

**Table no 3:** Convergent and Discriminant Validity

Constructs	Convergent validity	Discriminant validity			
	(AVE)	JS	PSM	C	OP
Job Satisfaction (JS)	0.53	<i>0.728</i>			
Public Service Motivation (PSM)	0.519	0.688	<i>0.72</i>		
Commitment (C)	0.544	0.757	0.414	<i>0.738</i>	
Organizational Performance (OP)	0.512	0.484	0.258	0.585	<i>0.716</i>

Note: Diagonal values (*italics*) - square root of the variance shared between the constructs and their measures (AVE). Other values - Correlation between constructs.

For the correlations between the constructs whose value is greater than the square root of the AVE (Commitment x Job Satisfaction), according to the statistical criteria used <sup>59</sup>, it is impossible to say that they have discriminant validity. In this case, it was necessary to perform the chi-square test, as shown in Table 4.

**Table no 4:** Discriminant validity/Chi-square SE x JS/JS x C

Dimensions	Correlation		Restricted Model		Free Model		Chi-Square Difference
	Value	Sig	Chi-Square	DF	Chi-Square	DF	
<b>Satisfaction x Commitment</b>	0.72	***	240	41	206.263	40	34

According to Table 4, it can be seen that the chi-square difference is greater than 3.84; that is, it is significant, indicating that it has discriminant validity according to statistical criteria used here <sup>58,60</sup> since all correlations are less than 0.85. Therefore, as discriminant validities were identified in two of the three criteria, it was decided to leave the constructs separate.

**Testing and analysis of the research model**

Based on the initial validation of the four constructs through Confirmatory Factor Analysis (CFA), a theoretical model was elaborated with the correlations between them to assess whether they were significant. From this, the integrated model was adjusted according to Table 05.

**Table 05:** Integrated model fit indexes

Index	Integrated Model	
	I.A.	F.A.
$\chi^2$ (value)	481.466	402.254
$\chi^2$ (probability)	0.000	0.000
Degrees of freedom (df)	136	135
$\chi^2/df$	3.540	2.704
GFI	0.933	0.950
CFI	0.949	0.966
NFI	0.931	0.950
TLI	0.936	0.957
RMSR	0.050	0.047
RMSEA	0.060	0.049

Table 5 demonstrates that the fit indexes of the initial integrated model have already been shown to be very close to those considered adequate. However, when the standardized estimates of the model were analyzed, it was found that the construct motivation in public service did not exert a direct influence on organizational performance (sig=0.773), and for this reason, this causal relationship was excluded from the model. The causal relationship between satisfaction and performance (sig=0.204) was also insignificant and removed from the model.

Figure 2 presents the final integrated models referring to the four dimensions studied, with standardized coefficients and significance of relationships.

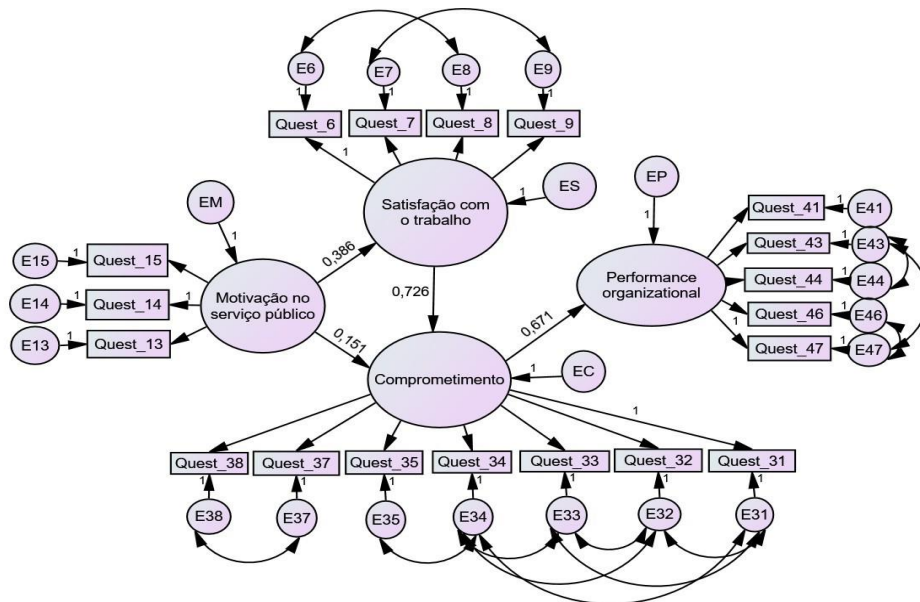


Figure 02: Final Theoretical Model with standardized coefficients and significance of relationships.

The values of the Standardized Estimate (SE) and their statistical significance were evaluated to assess the research hypotheses, which are presented in Table 6. The results indicate significant relationships ( $p < 0.001$ ) for some hypotheses and confirm some of the causal relationships tested and demonstrated in Figure 2.

Table no 6: Relationships between the constructs of the integrated model

Hypothesis	Causal relationship		Coefficient	Sig	Supported
H1	Public Service Motivation	Organizational Performance	-0.728	0.467	No
H2	Public Service Motivation	Job Satisfaction	0.386	0.000	Yes
H3	Public Service Motivation	Organizational Commitment	0.151	0.000	Yes
H4	Organizational Commitment	Organizational Performance	0.671	0.000	Yes
H5	Job Satisfaction	Organizational Commitment	0.726	0.000	Yes
H6	Job Satisfaction	Organizational Performance	-0.589	0.556	No

### VI. Conclusion

The study's objective was to build a model to assess the determinants of organizational performance. A conceptual framework was developed from the literature based on hypotheses to achieve this purpose. The model results show a non-significant association (H4 and H5 not supported) between commitment and OP and between job satisfaction and OP; these constructs, even with higher or lower levels, do not interfere with organizational performance.

Even though the literature points to commitment and satisfaction as organizational success criteria<sup>61</sup>, it is observed that in the context of public organizations, such a correlation may not occur since such dimensions do not impact organizational performance. By refuting H4, which starts from the conception that commitment would be positively related to organizational performance, a window for discussion is opened as the commitment construct is approached as a latent variable without discussing each of its dimensions (affective, normative, and instrumental) as pointed out by <sup>62</sup>.

As for hypothesis H5, which refutes the relationship between job satisfaction and OP, as the individual is satisfied, there is an emotional connection between him and the organization, it is pointed out that this research does not enter into the affective components and cognitive factors that involve this dimension <sup>63, 64, 65, 66</sup>, which may have influenced the study results. Faced with this hypothesis, the literature <sup>25</sup> points out that motivation should be directed to create an organizational climate that encourages employees to work harder to achieve a high level of performance.

By excluding the correlation between Commitment and OP (H4) and Job Satisfaction and OP (H5), this study corroborates with literature<sup>67</sup>, that argue that it is necessary to understand the broader relationships between these concepts, presenting a gap to be filled by research to understand the relationships between these constructs, especially in the context of public organizations. On the other hand, the study found a significant impact of

Motivation on Organizational Performance, which agrees with previous studies<sup>14, 16, 26, 30</sup> who found similar findings, evidencing an average that indicates that the servants partially agree with the organizational performance. In this sense, the findings demonstrate that when relating the four dimensions (Public Service Motivation, Job Satisfaction; Organizational Commitment; and Organizational Performance), this study presents results that do not corroborate with research that related the themes of commitment and PO, as well as Satisfaction and PO, separately. It is in this space that this work differs from the others.

This study's results support public organizations' management regarding the influence of public servants' behavior on performance in public organizations since the OP can be defined as the individual perception of organizational efficiency by employees. The initial relationship between the four dimensions studied opens a window for discussion, as previous work only sometimes shows the relationship between all the constructs. These findings serve as guidelines for people management to develop practices in which the dimensions of organizational commitment and job satisfaction can be reviewed and implemented to improve organizational performance. The study can contribute to the development of science, especially organizational behavior.

Based on these empirical data, future studies can replicate this theoretical model in other public organizations to increase organizational performance, providing new contributions to applying the proposed theoretical model. In the future, longitudinal studies are needed to further examine these associations. It is also recommended that qualitative research be used to obtain more information through in-depth interviews or focus groups. Other factors that affect organizational performance, such as employee engagement, the work environment, and competition from external factors, should be considered in future research.

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