# Organizational Commitment and In-Role Job Performance of Police Personnel: Role of Organizational Identification and Training

Wajiha Batool
Bahria University, Lahore, Pakistan.
Muhammad Ahmad
Namal University, Mianwali, Pakistan.
muhammad.ahmed@namal.edu.pk
Muhammad Nauman
Bahria University, Lahore, Pakistan.

## Abstract

For the success of any project/organization, the performance of its employees contributes the most. Organizational commitment and organizational identification are critical predictors of in-role job performance in an organization. The current study aims to study the impact of organizational commitment on in-role job performance with the mediating role of organizational identification. Furthermore, the current research also explores the moderating role of training concerning organizational commitment and performance. Questionnaires were distributed among 275 personnel of the Specialized Unit of Police Force (A project of the Punjab Police). Data gathered from respondents was then analyzed using SPSS. Furthermore, Hayes' process was used to analyze the mediating role of organizational identification and the moderating role of organizational commitment. The analysis results revealed that organizational commitment significantly impacts the in-role job performance directly and via organizational identification as a mediator. However, as proposed, the moderating role of training has not been proven significant. The current study is a valuable input for policymakers of the police force. Further, the current study will also help overcome the scarcity of research.

**Introduction**

In Pakistan, the Police have made tremendous sacrifices in the war against terror. According to South Asian Terrorism Portal (SATP) data, in the past 19 years since the inception of the terrorism wave, over 7000 security personnel have lost their lives. Despite all these sacrifices, the police are among the most criticized departments in the country. This criticism has various reasons, but performance below standard is a pressing issue. Lack of training is another factor that contributes to the standard performance of the Police Force.

Over time, the Police, like other organizations, are becoming more specialized. If we talk about Punjab Police, it is bifurcated into various subunits to tackle the challenges of the modern era. Dolphin Force, SPU[1], CTD[2], Special Branch, etc, are some of the specialized units of the Punjab Police. A concerted effort is needed to manage specialized units effectively (Shahid, 2020). Police work involves much stress, and committed individuals are an essential asset. Organizational commitment and identification are the most important constructs of effective in-role job performance. Committed employees form a strong bond with their organization, and they tend to do their work with dedication and devotion, which improves their overall performance—this improved level of performance results in the achievement of project or organizational goals. So, there is a positive relationship between an employee's organizational commitment and his/her overall job performance (Posey et al., 2015).

Organizational identification is also a critical detriment to efficient performance. Employees who identify with their organization are expected to have a positive attitude and improve their performance. The nature of Police work demands consistency in performance. So, to achieve the desired level of performance, it is crucial to have committed individuals who own their organization and are trained exceptionally. Ullah and Shahid (2016) argue that the lack of training is one of the primary reasons for the police force's standard performance in Pakistan.

With the province's crime rate rising, the government of Punjab decided to establish a specialized unit to tackle the problem. The specialized unit was provided with state-of-the-art training, the latest security gadgets, and a much-improved working environment compared to traditional police. Besides improving the work environment, young blood was inducted into the force. In the modern world, the police are vital in maintaining law and order in any society. The nature of police work involves a lot of work stress. Therefore, effective management certainly impacts the overall

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[1] SPU: Special Protection Unit

[2] CTD Counter Terrorism Department

performance of the police force. Factors like commitment and identification with the organization certainly impact job performance.

A committed, well-trained force that owns its organization is critical to attaining optimal performance and project objectives. Therefore, this study studies how committed security personnel are and how this impacts their performance. As there is a paucity of literature in the context of the police force, this study attempts to fill this research gap. The current study attempts to bridge the paucity of research on the police force in general and Pakistan. It also contributes to the literature by studying how organizational commitment impacts the performance of employees with the mediating role of organizational identification. Training is also a vital detriment of effective performance. The study investigates how training impacts the relationship between Organizational commitment and in-role job performance.

This study will be valuable for policymakers in police departments. In Pakistan, research culture is not very prevalent in the police force, and there is a fragile linkage between academia and the police force. The study contributes by studying how organizational commitment impacts the performance of employees with organizational identification as a mediator and training as a moderating factor, thus enabling the policymakers to devise policies keeping in mind the factors that impact the performance of the police force.

**Literature Review**

*Organizational Commitment*

The word commitment means any involvement, inclusion, or engagement that limits one's choice of action. In an organizational context, commitment shows how much one owns his or her organization and how loyal he or she is to it. Organizational commitment is defined as a person's mental and psychological attachment to his or her organization. This definition shows a non-physical guarantee between an individual and his or her organization. In other words, it represents how much value a person gives to their organization. It is defined in numerous ways in the literature. According to Mowday et al. (1982), organizational commitment is the overall command of identifying individuals with and participation in a specific organization. Similarly, (Somunoğlu et al., 2012) defined organizational commitment as the degree to which an individual holds on to the norms and objectives of the organization.

Organizational commitment is classified as affective, continuity, and normative (Allen & Meyer, 1990). Affective organizational commitment is a bond generated by a psychological attachment that develops over time because of favorable treatment within the organization. Continuance organizational commitment is a bond

developed due to various investment factors like pay, promotion, social partnership, etc. In contrast, normative organizational commitment is obligatory.

*Organizational Identification*

Mael & Ashforth (1995) reveal that organizational identification helps to assess the similarities between personal identity, self-definition, and participation in the organization. Organizational identification integrates and harmonizes individual and organizational goals (Hall et al., 1970). It is a complete thought process in which individuals identify similarities between themselves and the organization (Biddle & Rao, 1997). It comprises an emotional attachment of an individual to the organization (Patchen, 1970). It helps individuals to think and act from an organizational perspective, and when the overall goals of employees and the organization are shared, they will perform better.

*In-Role Job Performance*

Williams and Anderson (1991) describe in-role job performance as conduct focusing on formal duties, tasks, and responsibilities. In-role job performance is the actions demanded from an employee, explicitly described in the job description, and are, in return, compensated and paid for by the organization (Janssen & Yperen, 2004). In-role job performance expects a sense of being required by the organization and should be communicated appropriately to the employee performing these behaviors for the overall organization. It has been proven that in-role job performance can create pride in workmanship, which results in a sense of ownership among employees.

*Training*

Organizations can gather the best available resources in the market, but training has to play a vital role in keeping them well aware of market trends and the latest scenarios. According to Riaz et al. (2013), organizations train employees to optimize their potential. Training helps employees learn new things, explore new aspects of their field, and enhance their performance. Training improves employees' existing skills and equips them with new ones. Training allows employees to accomplish their jobs better than before. The outcome of any training is learning. A trainee learns advanced skills, new behaviors, and helpful knowledge during training. According to Amin et al. (2013), training enhances employee skills and productivity. In short, we can say that practical training certainly affects employee performance. Whether it is a project or an organization, investing in training is beneficial and successful.

*Hypothesis Development and Research Model*
### Organizational Commitment and In-Role Job Performance

Organizational commitment refers to loyalty and devotion to an organization. Committed individuals exert more effort, and their overall performance is better than that of others. Organizational commitment significantly impacts employee job performance (Jamal, 2011). According to a study by Cherian and Jacob (2013), commitment to his career makes an employee acquire more skills—this intent to acquire more skills results in improved performance. A study on UK Police by Metcalfe and Dick (2001) also considers organizational commitment as an essential factor for the strategic management of the police force. The following hypothesis is formulated:

H1: Organizational commitment has a positive and significant impact on In-Role Job Performance of Employees

### Mediation of Organizational Identification

Organizational identification and organizational commitment are closely related concepts. Organizational commitment does not just imitate the psychological perspective of an individual but also has a social essence, whereas organizational identification is related to psychological oneness. Police trainers can increase organizational commitment by providing better organizational identification and developing good relationships and clear expectations, thus resulting in better performance (Chevalier et al., 2019). Kwon et al. (2010) also found that identifying with an organization can be the primary purpose of commitment. Committed employees put all their efforts into the organization because it helps them create a strong bond with their organization (Irefin & Mechanic, 2014). Thus, from the above studies, we can infer that Organizational commitment helps employees create a strong association with their organization.

If any individual owns his organization, he will put in more effort because the organization's and individual's success and failure are shared. When we talk of the police force, organizational identification also has a critical role. In Pakistan, where there is much criticism of the police, organizational identification may help the force to perform better. Organizational identification is reported to augment the performance of employees (Bobbio & Manganelli, 2015). Organizational commitment significantly impacts the performance of employees. Employees who are committed will do their work with dedication and devotion. The nature of police work involves much stress. Therefore, commitment to the organization may help the force perform better. Organizational commitment is critical for police organizations as it is linked to positive outcomes such as performance. A study on UK Police by Metcalfe and Dick (2001) also reports organizational commitment to be strongly linked to the performance of the police force. The following hypothesis is formulated:

H2:  Organizational identification mediates between organizational commitment and In-role Job performance of employees.

**Moderation of Training**

Training employees is also a pivotal factor for organizational success, enabling them to acquire new skills. Training programs arranged for new police recruits have an impact on their affective organizational commitment and thus also impact their overall performance (Chevalier et al., 2019). Quality training is essential for employees with more work commitment and dedication (Imran & Tanveer, 2015). Employees usually bond themselves with the organization due to organizational commitment. The police force can enhance organizational commitment through formal training, and committed employees perform exceptionally well (Nalla, 2019). Training and organizational commitment were reported to significantly impact students' performance in a study conducted by (Riyanto et al., 2017). The training was reported to be a strong predictor of organizational commitment in a study on Turkish hotel employees (Bulut & Culha, 2010). The following hypothesis has been formulated:

H3:  Training moderates the relationship between the organizational identification and in-role job performance of employees.
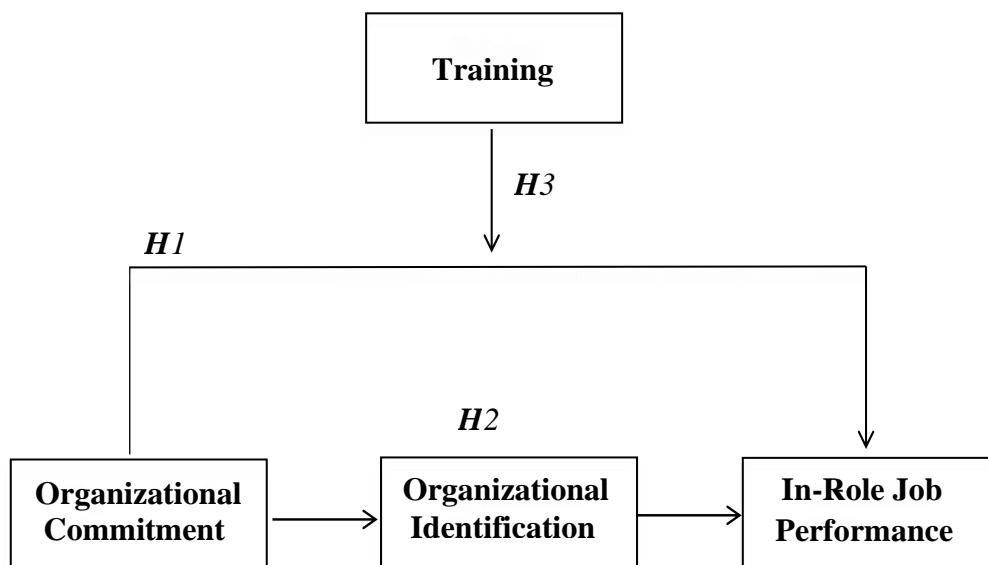


Figure 1: *Hypothesized Model*

**Research Methodology**

Research Population is an essential component of any research. Sampling is selecting a segment or part of the target population. (Sekaran, 2016), defines sampling as selecting the right segment out of a population. For our research, a specialized unit of Punjab police in Lahore was the target population, and personnel deputed in the Model Town sector of Lahore is our research sample. Data was collected from 275 security personnel through self-administered questionnaires.

*Measure*

A 5-point Likert scale with responses ranging from strongly disagree to strongly agree is used for each variable. The measurement scale was adapted from scales previously used in different studies. *Organizational commitment* is measured using the affective organizational commitment scale and the revised versions of the normative organizational commitment and continuance organizational commitment scales developed by (Meyer, 1993). The items for *organizational identification* are adapted from (Mael & Ashforth, 1995) 6-item scale. A measure comprising a 7-item scale developed by Williams and Anderson (1991) was used to measure *in-role job performance*. The items for training are adapted for the scale used by (Andrade, 1999).

***Data Analysis and Results***

Statistical analysis was done using SPSS v.23. Further, a detailed orientation of demographic statistics and data reliability was conducted, and correlation analysis and hypothesis analysis were conducted using Hayes' process.

The demographic information shows the respondents' age, educational qualifications, and experience. 50.2% of the total respondents, i.e., 138, have an age less than 25 years, the respondents having ages between 26—35 years were 49.5%, i.e. (136 respondents), while the respondents having ages above 36 years are 0.4%, i.e., one respondent. 42.5% of total respondents have a higher school level of education (intermediate level); 25.5% of the respondents possess a diploma, 36.6% have a bachelor's degree, and 23.3% have a degree specifically in arts and humanities. Lastly, 8.7% have other qualifications like M.A., MBA, etc.  51.6% of total respondents hold 2 years' experience, and 48.5% of total the respondents have an experience between 2-5 years.

To test the reliability of the measuring instrument, Cronbach's Alpha is calculated for each variable's items. This test helps to measure the extent of consistency in the items at different times (Cronbach, 1951). The value of Cronbach's coefficient lies between 0 and 1. According to Diamantopoulos et al. (2012) and Hair et al. (2019)., a value of Cronbach Alpha Coefficient above 0.8 indicates good internal reliability and a value above 0.7 indicates satisfactory internal reliability. However, a value below 0.5

is considered unacceptable. The results of Cronbach's Alpha show that Job Performance (0.915), Organizational commitment (0.833), Organizational identification (0.957), and Training (0.929). Composite Reliability is essential to assess internal consistency (Hair et al., 2019). The results of the reliability analysis are given in Table 1 below:

Table 1
*Reliability Analysis*

|                               | Cronbach's alpha | No of Items | Composite reliability |
| ----------------------------- | ---------------- | ----------- | --------------------- |
| Job Performance               | 0.915            | 10          | 0.915                 |
| Organizational Commitment     | 0.833            | 7           | 0.832                 |
| Organizational Identification | 0.957            | 6           | 0.957                 |
| Training                      | 0.932            | 9           | 0.929                 |

*Outer Loading*

Outer loading is described by Cenfetelli and Bassellier (2009) as the bivariate correlation between an indicator and its concept. Loadings above 0.7 are highly satisfactory, whereas any significant number below 0.5 should be removed from the study unless there is a solid theoretical justification (Fong, 2013; Hair Jr et al., 2017). All outer loadings of OC, OI, JP, and T were above 0.7 values accept OC_AF1, OC_AF3, OC_AF6, OC_CF1, OC_CF7, OC_NF5, T7, T11, T12. The values of these items were above 0.5, which is also acceptable.

*Discriminate Validity*

To determine how much a construct differs empirically from other constructs of structure, discriminant validity is applied (Hair et al., 2019). The results are assessed through cross-loadings, the Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio of Correlations (HTMT) to test the discriminant validity.

Table 2
*Fornell-Larcker Criterion*

| Measure                            | JP    | OC    | OID   | T     |
| ---------------------------------- | ----- | ----- | ----- | ----- |
| Job Performance (JP)               | 0.779 |       |       |       |
| Organizational Commitment (OC)     | 0.531 | 0.598 |       |       |
| Organizational Identification (OID)| 0.813 | 0.394 | 0.887 |       |
| Training (T)                       | 0.377 | 0.49  | 0.317 | 0.757 |

Table 3
*Hetreotrait-Monotrait Ratio*

| Measure | JP | OC | OID | T |
|---|---|---|---|---|
| Job Performance (JP) | | | | |
| Organizational Commitment (OC) | 0.527 | | | |
| Organizational Identification (OID) | 0.811 | 0.388 | | |
| Training (T) | 0.369 | 0.47 | 0.313 | |

*Model Fit*

To assess how strongly certain variables are related to one another, the regression coefficient or coefficient of determination is utilized (Saunders, 2016). Results from PLS-SEM should be validated in accordance with how it is often used to test theories and predictions (Hair et al., 2019). The model's prediction performance is evaluated using R2 (Henseler et al., 2015). A link between an independent and dependent variable is considered stronger when it is closer to 1, and at 0, there is no relationship. In our study, every variable is above the cutoff point, indicating a

| Measures | $R^2$ | Adjusted $R^2$ |
|---|---|---|
| Job Performance | 0.701 | 0.696 |
| Organizational Identification | 0.141 | 0.138 |

substantial correlation between them.

**Hypothesis Testing**

A sample of 403 respondents was used to investigate bootstrapping hypothesis testing. Using the bootstrapping approach, the significance of the statistical model is checked and tested. The structural model hypothesis test was conducted using PLS-SEM.

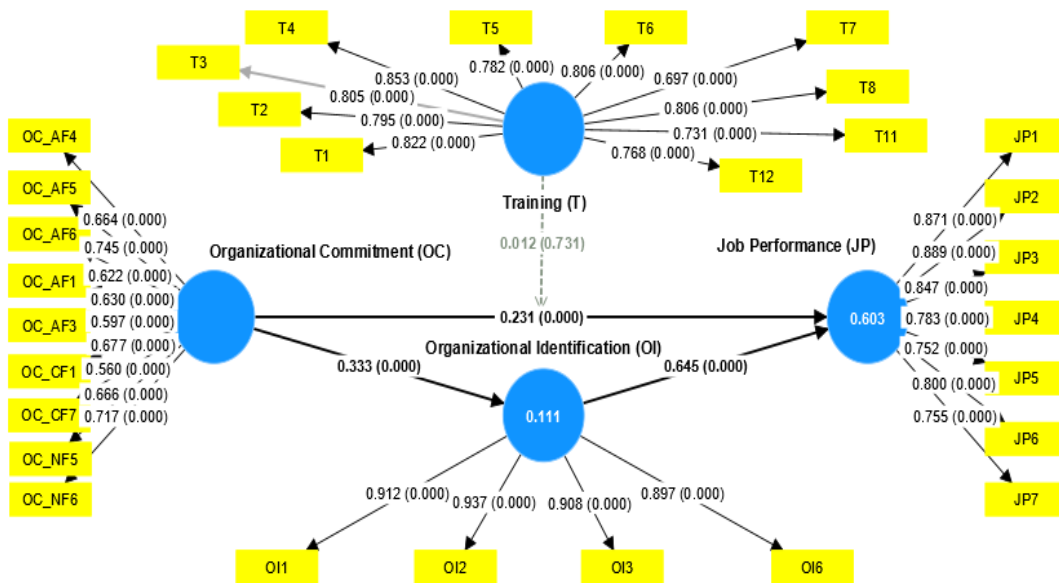| Hypotheses | | Original Sample | Mean | SD | T-Values | P-Values | Decision |
|---|---|---|---|---|---|---|---|
| H1 | OC > JP | 0.228 | 0.23 | 0.057 | 3.992 | 0.000 | Supported |
| H2 | OC > OI > JP | 0.215 | 0.221 | 0.038 | 5.728 | 0.000 | Supported |
| H3 | T*OC > JP | 0.012 | 0.013 | 0.036 | 0.321 | 0.748 | Rejected |

Figure 2: *Structural Equation Model*

*Moderating Effect*

To analyze the moderating effect, consistent PLS bootstrapping has been done along with simple slope analysis. In simple slope analysis, the red line depicts 1 standard deviation below the mean, the blue line depicts the mean, and the green line depicts 1 standard deviation above the mean. In this study, simple slope analysis shows that moderation of training between organization commitment and job performance exceeds the accepted p-value, and due to this, the hypothesis is rejected.



Figure 3: *Simple Slope Analysis*

**Discussion**

The hypothesis testing results show that organizational commitment significantly and positively impacts in-role job performance. Moreover, the results reveal that organizational identification mediates the relationship between organizational commitment and in-role job performance, whereas training fails to play any moderating role.

According to the results, organizational commitment strongly impacts the in-role job performance of police officers. This supports the notion that committed individuals perform better when compared with employees with low levels of commitment. According to a study conducted on Pakistan's oil and gas sector (Khan et al., 2010), the results indicate that organizational commitment positively impacts in-role job performance. Studies by Ali et al. (2010) and Ahmed et al. (2010) also support similar findings. A study by Kula and Guler (2014) on the Turkish National Police reports similar findings. Organizational Commitment significantly impacts performance (Riyanto et al., 2017). Performance is reported to be an outcome of organizational commitment by Metcalfe and Dick (2001) in their study on UK Police Officers.

Organizational identification is another factor that is also pivotal for performance. It exhibits how much employees own their organization. When employees have a strong bond with their organization, they better own their organization, which results in improved performance. Different studies from the past (Bergami & Bagozzi, 2000) reveal that organizational identification positively relates to organizational commitment. Similarly, in a study (Becker, 1992), identifying with an organization was reported to be the main drive for organizational commitment. The current study indicates that employees who own their organization tend to put in more effort, which results in better performance. Thus, the mediating effect of organizational identification on the relationship between job commitment and performance is justified.

Training is essential in any job setting. It enables individuals to acquire new skills and also significantly impacts their performance. When we talk of the Police Force, training has a pivotal role. Lack of professionalism and outdated training methods is one of the primary reasons for the standard performance of the police force in Pakistan. In a study of students at Jakarta University, training was reported to impact employee performance significantly, and training is the most potent factor that impacts management's quality of work (Riyanto et al., 2017). Though training impacts performance, the moderating role of training concerning organizational commitment and in-role job performance has been reported to be non-significant by the current study.

*Conclusion and Directions*

The current research concludes with findings that are in line with previous research. Organizational commitment and organizational identification are both pivotal for performance. When we talk of the police, the nature of the job involves much stress. Therefore, strategic human resource management practices should be used to enhance the level of commitment among the officers working in the police force. Ownership or bond with the organization is also critical in shaping the employees' level of effort into organizational success. In Pakistan, research culture is generally not very prevalent, and management is reluctant to engage in research. The linkage between police and academia is also fragile. Therefore, police management must ensure effective coordination with academia to encourage research culture within the police department. The research culture will not only help researchers but also help management efficiently implement the reform agenda.

Future studies should examine a higher sample of police officers, as the current study was limited to only one specialized unit of the Punjab police. We also hope that current research will encourage future researchers to examine other issues such as work-life balance, positive psychological capital, and many more to better understand factors like organizational identification and organizational commitment, particularly in policing. Future studies may also reexamine in-depth analysis of the impact of quality of training on police officer performance.

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