Perceived Performance Management Fairness, Affective Organizational Commitment, and Burnout Towards Organizational Citizenship Behavior

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Abstract. Performance management system has been recommended as an alternative to develop employees. Using organizational justice theory, this study investigates how perceived fairness in the performance management system and affective organizational commitment affect burnout and employee's organizational citizenship behavior at a major public accounting firm located in Jakarta. The firm has just been recently implementing new performance management system. Responses using online questionnaire were collected from 336 employees, who have been working for at least three years at Partners&Co Public Accounting Firm. Data was analyzed using Lisrel Structural Equation Modelling. The result shows a positive relationship among employee perception on the performance management fairness and affective organizational commitment to organizational citizenship behavior. The employees have experienced more burnout when performance management fairness was perceived as low and the employees have less affectively committed to the company. However, burnout did not function as mediation variable on the relationship between perceived performance management fairness and affective organizational commitment towards organizational citizenship behavior. Companies need to designed and implement performance management system with fair outcomes, procedure, and treatment. The finding of this study emphasizes the importance of implementing performance management system fairly and provide new insight on how the system can affect employee outcomes.

Keywords: Performance Management System, Perceived Performance Management Fairness, Affective Organizational Commitment, Organizational Citizenship Behavior, Burnout

1 Introduction

Perceptions of fairness in organizations have been widely researched and proven to influence employee behaviour and the outcomes of the organization [1]. Organizational justice, in its simplest terms, is employees' perceptions of fairness towards decisions, policies and procedures that occur in the workplace [2][3]. The implementation of a Performance Management System (PMS) is very sensitive to the issue of justice, in some previous literature, the discussion of fairness in the workplace are associated with performance appraisal practices [4][5]. According to Colquitt [6], in the scope of the PMS, the perception of fairness that employees perceive can be seen from the results of the assessment (distributive

justice), performance management procedures, superior treatment (interactional justice), and openness of the information (informational justice).

Perceptions of fairness in the PMS are predictors of Organizational Citizenship Behaviour (OCB) [7]. OCB is extra-role behaviour from employees outside of their job responsibilities. Employees who are engage to OCB will have a positive impact on individual and company performance. Employees' high perceptions of perceived fairness in performance management will make employees respond well and they will often work outside their organizational roles [7][8]. In addition to perceptions of fairness, there are many factors that can influence OCB, including perceptions of fairness in organizations [7], burnout [9], job satisfaction [10], and affective organizational commitment (AOC) [11].

PMS is a theme that has not been widely used in research, many previous studies have focused more on performance appraisal. Currently, many companies are improving their PMS to make them more effective in terms of procedures and results in developing employee performance (Deloitte, 2017). Research on perceptions of fairness in the PMS in the accounting profession are yet to be conducted in Indonesia. Public Accounting Firm as one of the professional service firms depend a lot on the quality of Human Resources (HR). Good HR management through a fair PMS will improve OCB behaviour [7], therefore it will provide positive results for the company.

In previous studies it has been observed that fairness in the PMS can reduce employee burnout, and increase OCB behaviour. In addition, previous studies have also shown the influence of AOC on OCB behaviour. However, in previous studies are yet to observe these factors in the professional service firms, especially for Accounting Firm in Indonesia. Therefore, this research will observe the relationship between these factors in one of accounting firm in Indonesia.

1.1 Organizational Citizenship Behavior

Organizational citizenship behaviour (OCB) defined as voluntary behaviour by employee that beyond their normal duty and in aggregate, may contribute to organizational effectiveness [12]. The dimension of OCB referring to Williams and Anderson [13], are divided in two types: (1) behaviours related to certain individuals in the organisation, such as courtesy and altruism (OCBI); and (2) behaviours relates with helping the organisation in general, such as conscientiousness, sportsmanship and civic virtue (OCBO). Along with Williams and Anderson [13], OCBO and OCBI also used by Graham [14] defining OCB construct by four dimensions: interpersonal helping, individual initiatives, personal industry, and loyal boosterism. Interpersonal helping, focus on helping work colleague on the job when help is needed; while individual initiative, defined as communication with other people in the office to increase individual and group performance; further, personal industry defined as the performance of specific tasks outside their duty; and loyal boosterism, which describes the effort to promote of the organization's image to outsiders.

1.2 Performance Management System Fairness

Referring to the theory of justice [15] and social exchange [16]: organizational justice, in the most modest definition is the perception of fair treatment of employees towards ruling, discretion and procedures that occur in the workplace [17][3]. Organizational justice connect to the views of organizational members about whether they received fair treatment in the workplace [18]. Previous research has showed the constructs of fairness in the organization, including distributive, procedural, interactional, and informational [6][19][20][21][22]. Distributive fairness refers to the perception of fair treatment in allocating of resources to the

organization. This definition comes from equity theory, where organizational members make assessment about the outcomes (e.g., performance appraisals, salaries, promotions) that are offered or given by the organization fairly based on their efforts [19]. Procedural fairness refers to the perception of fairness in the process used to make resource allocation decisions [23]. An example of procedural justice is when an employee questions how a promotion or raise is determined. Interactional justice describes how employees feel about how fairly their supervisor treated them. Lastly, informational justice defined as fair treatment in the communication of the company's procedural processes. One example of this fairness is the employee's perception of the openness of superior communication in reflecting this dimension [6]. The results of the research of Bauwens et al. [7] show that there is a relationship between perceptions of fairness in PMS on burnout and OCB. Thus, the hypothesis proposed in this study are:

H1: PMS fairness has a positive relationship with OCB.
H2: PMS fairness has a negative relationship with Burnout.

1.3 Affective Organizational Commitment

Organizational commitment is referred as the willingness and involvement of individuals in an organization [24]. This can be shown in the characteristics of at least 3 related factors, namely: (1) strong faith and acceptance of the purpose and values of the organization; (2) the willingness to exert considerable effort on behalf of the company; and (3) a strong willingness to maintain relationship in the organization. According to Meyer and Allen [25] there are three conceptualizations of organizational commitment, which are affective commitment, continuance commitment, and normative commitment. These three forms of commitment are psychological conditions that characterize the employee's relationship with the organization and have an impact on the decision to carry on or end their membership in the organization. Furthermore, Meyer and Allen [25] mention that employees who highly committed affectively will stay in the organization because they want it, then those who have a high continuance commitment will stay because they need it, and employees with a high normative commitment will stay because they have to do it.

According to Mowday [26], the concept of organizational commitment is an important concept due to its impact for employee and organization perspective. From employee perspective, work commitment and organization of their workplace shows a positive influence that can potentially increase their meaning of life (e.g., increase perceived self-worth). Meanwhile, from an organizational perspective, having committed employees will provide benefits with the assumption that performance will increase and reduce turnover and absenteeism rates. Meyer et al. [27], mention that of the three components of organizational commitment from Meyer and Allen [25], affective commitment has a very strong and favourable relationship (compared to continuance and normative commitments) with organization-relevant and employee-relevant outcomes. Affective commitment in organization is a factor that has the strongest relationship to several outcomes for both organizations and individuals when compared to other dimensions of organizational commitment [27]. Previous studies have shown that employee affective commitment affects OCB [11] and burnout [28]. Based on the previous studies, this research also would like to examine whether these relationships are also applicable in public accounting firm. Thus, the proposed hypothesis is:

H3: AOC has a positive relationship with OCB.
H4: AOC has a negative relationship with Burnout.

1.4 Burnout

According to Freudenberger [29], burnout refers to wearing out or fatigue from work pressures. It is a chronic condition resulting from the daily work stress affecting the employees (Miller, 2000). Burnout are defined by many definitions, but in general, the definitions of burnout is a state of exhaustion and emotional exhaustion which is the end result of a gradual process of disappointment [30]. Burnout is a work-related stress syndrome that was initially observed in working people [31]. According to Bakker et al. [32], the core dimensions of burnout are exhaustion and disengagement. Where the notion of exhaustion is a form of extreme fatigue as a result of continuous and tremendous physical, affective, and cognitive tension caused by certain working conditions. While disengagement is distancing ourselves from other people's work, work objects (e.g., computers) or job content (e.g., providing services, software programs). Both of these describe extensive and intensive reactions to rejection in terms of emotional, cognitive, and behaviour from work and describe disappointment with work. The two dimensions of burnout, namely exhaustion and disengagement are constructs known as The Oldenburg Burnout Inventory (OLBI). This theory was developed by Demerouti and Nachreiner [33]. In the context of this study, a fair performance management system and highly affective committed employee will reduce employee burnout, and also more engage with OCB. In addition, referring to previous research that shows that burnout can mediate the relationship between perceptions fairness and OCB [7]. Therefore, the research hypothesis proposed are:

H5: Burnout has a negative relationship with OCB.
H6: The relationship between PMS fairness and OCB mediated by Burnout.
H7: The relationship between AOC and OCB mediated by Burnout.

2 Method

This research was conducted in a public accounting firm located Jakarta, Indonesia. The data was collected through an online questionnaire, self-administered to the employee of the firm that has been working for more than 3 years. The response received from the questionnaire was 351 but only 336 that can meet the criteria to be proceed further.

2.1 Measurement

All variables was measured using seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. Cronbach alpha for all variables was ranged between 0,675 to 0,925. The total questions in the questionnaire are 63.

2.1.1 PMS Fairness

Performance management fairness was measured by using 20 items adopted from Colquitt [6]. Cronbach alpha for this variable was ranged between 0,898 to 0,925. Distributive fairness was measured by four items. Sampled items includes: "The outcomes reflect the effort I put into my work", and "The outcomes reflect what I have contributed to the organization". Seven items were used to measured procedural fairness. An example item of procedural fairness is "The process of performance management has been applied consistently". Interaction fairness was measured by four items. An example item of interaction fairness is "My Team Leader has treated me in the performance management system in a polite manner". Lastly, informational

fairness was measured by five items. An example item of informational fairness is "My Team Leader communicate the details of the performance management system in a timely manner".

2.1.2 AOC

Affective organizational commitment was measured by using 8 items adopted from Allen and Meyer [34]. Cronbach alpha for this variable was 0,820. Sampled items includes: "I would be very happy to spend the rest of my career with this organization", and "I really feel as if this organization's problems are my own".

2.1.3 Burnout

The Oldenburg Burnout Inventory (OLBI, Demerouti et al. [35]) was used to measured burnout. This scale was constructed by 2 dimension which are disengagement and emotional exhaustion. The total 16 items were used to measured burnout, 6 items for each dimension. Cronbach alpha for this variable was ranged between 0,816 to 0834. Sampled items for disengagement includes: "It happens more and more often that I talk about my work in a negative way", and "Over time, I can become disconnected from this type of work". An example item of emotional exhaustion is "There are days when I feel tired before I arrive at work".

2.1.4 OCB

Organizational Citizenship Behaviour was measured by using 19 items adopted from Moorman and Blakely [3]. Cronbach alpha for this variable was ranged between 0,675 to 0,771. Interpersonal helping was measured by five items. Sampled items includes: "I voluntarily helps new employees settle into the job", and "I always goes out of the way to make newer employees feel welcome in the work group". Five items were used to measured individual initiatives. An example item of individual initiatives is "I encourage others to try new and more effective ways of doing their job". Personal Industry was measured by four items. An example item of personal industry is "I rarely misses work even when I have a legitimate reason for doing so". Lastly, loyal boosterism was measured by five items. An example item of loyal boosterism is "I actively promote the organization's products and services to potential users".

2.2 Data Analysis

Structural Equation Modelling (SEM) were utilized to examine the relationship between each variable. Using SEM allows us to test many hypotheses in one path model and also test mediation effects [36]. The analysis was performed by using SEM two-step approach. Firstly, the measurement model was calculated and called as confirmatory factor analysis (CFA). Next, we tested the structural model, which shows relationships between the variables [36].

3 Result and Discussion

Data collection was conducted between April and May 2021. Among the 351 returned questionnaires, 336 were useable. A total of 205 female (61%) and 131 male (39%) participated in the survey. The majority of the participants is married ($n = 170$; 51%); in the 21 – 30 ages brackets ($n = 181$; 54%); had educational background as bachelor degree ($n = 260$;

77%); and the position in the company as below manager (*n* = 201; 60%). Table 1 shows a demographic profile of the respondents in this research.

Table 1. Demographics of respondents

	Frequency	Percentage
Gender		
Female	205	61%
Male	131	39%
Marital Status		
Single	164	48%
Married	170	51%
Widowed	2	1%
Age Group		
21 - 30	181	54%
31 - 40	135	40%
41 - 50	20	6%
Education		
Diploma	12	4%
Bachelor	260	77%
Master	64	19%
Position		
Admin	17	5%
Below Manager	201	60%
Manager Above	118	35%

This study utilized Lisrel 8.8 for the two-stage testing to minimize the shifting to avoid if there should be any interaction in the measurement models for the first and second stage the structural models [37]. The means, construct reliability, and average variance extracted are reported in Table 2. Based on the result presented in Table 2, each variable has met criteria of construct reliability and average variance extracted, which exceeded the recommended value of 0,70 and 0,50 [37][38].

Table 2. Means (M), Construct Reliability (CR),
Average Variance Extracted (AVE) for the variables (n = 336)

Variable	Dimension	M	CR	AVE
PMS Fairness	Distributive	3,15	0,982	0,736
	Procedural	3,19		
	Interaction	3,53		
	Informational	3,51		
AOC		3,30	0,933	0,639
Burnout	Disengagement	5,10	0,952	0,552
	Exhaustion	5,15		
OCB	Interpersonal Helping	3,16	0,976	0,686
	Individual Initiatives	3,18		

Variable	Dimension	M	CR	AVE
	Personal Industry	3,33		
	Loyal Boosterism	3,30		

Table 3 summarized the goodness-of-fit index (GOF) for the model. Although, not all GOF have been considered as good fit in assessing the model, however, as long as at least three of the GOF satisfy the fit level, the research model can be considered acceptable [37].

Table 3. Goodness-of-fit index

Goodness of Fit	Benchmark	Result	Acceptance of Index
Chi-Square	≥ 0.05	4363,64	Poor Fit
SRMR	$\leq 0,05$	0,30	Poor Fit
RMSEA	≤ 0.05	0,058	Good Fit
GFI	≥ 0.90	0,72	Poor Fit
NFI	≥ 0.90	0,97	Good Fit
CFI	≥ 0.90	0,98	Good Fit
RFI	≥ 0.90	0,97	Good Fit
IFI	≥ 0.90	0,98	Good Fit

The structural model is visualized in Fig. 1. Referring to the Hair et al. [37], hypothesis is considered accepted if the t-value > 1,65. Based on the result, it reveals that employees that experienced less fairness in the PMS felt higher burnout (t-value = -12,11) and reduce OCB (t-value = 3,98). Further, employees that less committed affectively with company, will also felt higher burnout (t-value = -6,38), and reduce OCB (t-value = 3,76). However, the result cannot observe the relationship between burnout and OCB (t-value = -0,27).
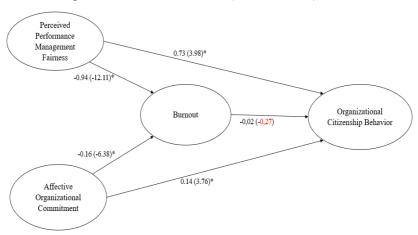

Fig. 1. Path model

Based on Fig. 1, the model showed that burnout did not significantly affect the outcome (OCB), although both, PMS fairness and AOC were correlated with mediator (burnout) and

the outcome (OCB). Therefore, burnout did not mediate the relationship among PMS fairness and AOC towards OCB.

Performance management system can help organization to increase efficiency and effectiveness both individual and also group performance. The fairness implementation of this system can help to reduce burnout and also willingness to engage in OCB [7]. Similar with the fairness perspectives, affective commitment can also help to reduce burnout and increase OCB in the workplace [39].

Based on the result, it shows that OCB can be affected by the perceived fairness of the PMS implementation felt by employee and also level of affective commitment by the employee to the organization. This is in line with the previous research which shows that perceived fairness is positively related with OCB [7] and also AOC has the same relationship [39]. An employee who perceives fairness in the performance management system implementation as high they will be more willing to engage in OCB. Also, employee who highly committed affectively with the company will be more engage in OCB.

The perceived fairness and AOC also affect level of burnout felt by the employees. These relationships are also in line with the previous research result. This means that, an employee who perceive the fairness in the implementation of performance management system and also has high commitment will be less likely feel burnout. Perceived fairness in the performance management system will reduce burden in the workplace from the employee and therefore they tend to feel less burnout.

Lastly, in this study, burnout felt by the employee of public accounting firm did not turn towards OCB. This is not in line with the previous research [7] that confirmed the relationship between burnout and OCB. However, in other study, the relationship between burnout and OCB also found to be not significant [40].

This study relies on the organizational justice theory from Greenberg [2] in understanding employee reaction to the PMS in the professional service firms, namely public accounting firm in Indonesia. Based on the theory of organizational justice, perceived fairness felt by the employee will relate to various organizational variables and outcomes [2]. This is in line with the result of this study, where fairness relates to burnout, and OCB. Organizational commitment, specifically affective commitment also has been linked with various organizational outcomes [25]. The commitment felt by the employee to the organization determines different outcomes for individual and organizational performance.

Burnout is typically felt by accountants and consultants. It is usually considered negatively by the organization and needs to be managed. Based on Maslach [41], people entered a job with positive expectations, enthusiasm, and the goal to be successful. Where this is not achieved, the initial flames have burnout. This study shows that burnout negatively affect OCB but not significantly. Also, mediated the relationship between PMS fairness and AOC to OCB.

OCB can be increased by respecting fair treatment (e.g., avoid rudeness and inappropriate feedback, provide sufficient information, etc) this treatment can be performed by the supervisor [7]. Also, supervisor should communicate clearly, create collaborative working environment and presenting future plans for the staff and so that they can have shared goals [42].

This research confirmed positive relationship between PMS Fairness and AOC to OCB. In line with the previous research by Bauwens et al. [7] and Saha and Kumar [39], these findings support the theory where perceived fairness considered as high and employee is highly committed affectively, they will be more engage to OCB. However, this study did not show that burnout mediated the relationship between these variables. The result shows OCB does

not significantly affect by the level of burnout from employee, this might be due to a lot of other factors that more significantly affect OCB.

4 Conclusion

The study examined relationship between PMS fairness and AOC to burnout, and OCB for accountant employees. Our findings stress the importance of fairness PMS in professional service firms. Our analysis found that PMS fairness and AOC, has impact to OCB directly. Managers above, who held the responsibility to implement PMS, should focus on maintaining fair outcome, treating employees fairly and providing them with adequate information of the PMS. Overall, our observations suggest the that employee perceptions of PMS fairness is important and also contribute to our understanding of the complex dynamics of PMS in the professional service firms.

This study has several recommendations that future research can address. This study tries to see the predictors of OCB in one company. Future research might consider using various company in the same industry to have various study background. Also, this research is cross-sectional study, which collects data from respondents only once. It is interesting to conduct a longitudinal study to fully determine the effect of unexpected conditions (before, during, and after) on the implementation of PMS.

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