



## Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations

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### ABSTRACT

Permanent organizations and temporary organizations, such as projects, represent two poles of a continuum of organizational temporariness. The literature has shown that organizational temporariness can influence organizational outcomes and employee behavior. Using a sample of 341 members of temporary organizations, we investigate job satisfaction and organizational commitment in a permanent organization and person-job fit in a temporary organization as antecedents of employee performance. We further examine how the degree of organizational temporariness moderates these relationships. The findings show that job satisfaction and organizational commitment negatively influence employee performance in a work environment shaped by the coexistence of a permanent organization and a temporary organization, in opposition to their known effects in permanent organizations.

### 1. Introduction

Research suggests that organizational context, defined as situational opportunities and limitations within the broader organizational environment, influences individual outcomes such as job satisfaction and employee performance (Johns, 2006; Morgeson et al., 2010). The study at hand investigates a specific organizational context formed by the coexistence of two types of organizations—temporary and permanent—to better understand job satisfaction, organizational commitment, and person-job fit as antecedents of individual performance.

Increasing use of temporary organizations (TOs), so-called “projectification”, is occurring in most industries (Burke & Morley, 2016; Schoper et al., 2018). Manifestations of TOs, such as projects and task forces, are embedded in or have several interfaces with a permanent organization (PO) (Schwab & Miner, 2008). Although earlier research often assumed a rather binary differentiation between the two organizational forms (Bakker et al., 2016), in practice, most organizational units represent “hybrids containing a mix of temporary and permanent structures” (Bakker et al., 2016, p. 1705). Hence, POs and TOs represent two opposing poles of a continuum (Nuhn et al., 2019), which suggests that the resulting organizational temporariness of an organizational unit is a matter of degree. This becomes more apparent by considering the

elements of organizational temporariness: temporal duration, nature of task, team composition, hierarchy, and coordination (Henning and Wald, 2019: 808) represented the value of each of these elements on a line between the ideal types of a PO and a TO. In a project, for instance, the nature of the task can be completely unique and new, resembling the ideal type of a TO, or it can include more repetitive and routine tasks, which would more closely resemble a PO. The degree of organizational temporariness also affects individual behavior. For example, the lower hierarchical coordination in TOs compared with POs provides more autonomy for employees working in a TO (Samimi & Sydow, 2021) but also requires employees who value autonomy (Goetz et al., 2021).

Employees who are assigned simultaneously to a PO and a TO (Sydow & Braun, 2018) must cope with the differences in these work environments characterized by the PO-TO continuum. For example, an employee might report to different superiors with different leadership behaviors in the PO and TO, which in turn requires different behaviors of the employee (Tyssen et al., 2014). Likewise, an employee’s hierarchical positions often differ between a PO and TO, which may lead to role conflicts (Hanisch & Wald, 2014). Thus, organizational temporariness is expected to have distinct implications for the behaviors (e.g., innovative work behavior, Spanuth & Wald, 2017b) and outcomes (e.g., individual performance, Nuhn et al., 2019) of individuals within an

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organization (Braun et al., 2012; Bakker et al., 2016; Burke & Morley, 2016). The literature provides few insights on the implications of a work environment shaped by the tension between POs and TOs. In particular, “the most important gap (...) concerns our knowledge of the effects of temporariness” (Bakker, 2010: 15); as “the PO-TO tension and paradoxes inherent in this symbiotic interdependence” (Burke & Morley, 2016: 16) have rarely been addressed, the “contradictions and synergies emerging at the interfaces between permanent and temporary are yet not well understood” (Bakker et al., 2016: 6). These knowledge gaps persist despite recognition that the organizational context in general influences the two individual outcomes of job satisfaction and organizational commitment (Morgeson et al., 2010), that managers can influence the work outcomes of their employees by configuring organizational elements (Andrews, 2010; Czaszar, 2012), and that work in TOs can lead to different and even contradictory results compared with work in POs (Nuhn et al., 2019; Samimi & Sydow, 2021; Spanuth & Wald, 2017a).

The purpose of this paper is to investigate whether and to what extent job satisfaction, organizational commitment, and person-job fit as antecedents of individual performance are influenced by organizational temporariness. We contribute to research by providing a better understanding of PO-TO tensions and the impact of organizational temporariness on individual behavior and outcomes (Bakker, 2010; Braun et al., 2012; Burke & Morley, 2016) and by investigating the widely examined influences of job satisfaction and organizational commitment within a new organizational context, namely the PO-TO continuum (Nuhn et al., 2019). Examining individual behavior within this organizational context will add knowledge to the ongoing debate regarding the complexity of the contextual embeddedness of temporary work forms in their permanent environments (Schwab & Miner, 2008; Stjerne & Svejenova, 2016). Finally, introducing organizational temporariness as the operationalization of the PO-TO continuum contributes to research in organizational design, as organizational temporariness reflects the organizational configuration, which can be located in the continuum between the ideal forms of a PO and a TO.

## 2. Organizational behavior in the PO-TO continuum

Research on the coexistence of permanent and temporary organizations has a long history and was already addressed by early work on matrix organizations (Knight, 1976; Davis & Lawrence, 1977). From this perspective, the matrix as formal organization was suggested for combining functional or divisional units, as the permanent part, with projects as the temporary part. An underlying assumption is that the formal organizational structure encourages certain behaviors of organizational members, such as better cross-functional information

exchange or flexible decision-making (Ford & Randolph, 1992). Since then, a rich and nuanced literature on the characteristics of TOs and the relationship of TOs and POs has developed. TOs often form symbiotic relationships with the surrounding POs. These relationships manifest as elements that differ between the two organizational forms (Bakker, 2010; Hanisch & Wald, 2014). Henning and Wald (2019) recently summarized these elements (see Fig. 1).

First and in contrast to POs, TOs have a limited duration determined ex ante, and the members of the TOs are aware of this aspect (Jacobsson et al., 2015). In Fig. 1, a typical aircrew serves as an example for the short duration of a TO and a high awareness of the limited duration. Aircrews are newly composed for each flight and only exist for a few hours (depending on the duration of the flight). As a second example for a TO, a new technology development project (dashed line in Fig. 1) may have a longer duration and the project team, although aware of the limited duration, may have a longer time-horizon. Accordingly, on the first dimension of organizational temporariness, the aircrew corresponds to the “pure” form of a TO whereas the new technology development project is located more to the right on the PO-TO continuum.

Second, working in TOs is often characterized by non-routine, unique tasks and greater complexity compared with working in POs (Hanisch & Wald, 2014). On this dimension of organizational temporariness, the new technology development project exhibits a higher degree of temporariness (i.e., on the PO-TO continuum is positioned closer to the “pure” form of the TO) than the aircrew. Third, TO teams are often composed of heterogeneous members from different disciplinary backgrounds (Nuhn et al., 2018). For the aircrew, heterogeneity is probably lower than for the new technology development project, as it is composed of pilots and flight attendants only, whereas the development project may include experts from a variety of disciplinary backgrounds. Fourth, the hierarchical configuration in TOs is characterized by a clash of participants’ hierarchical roles, i.e., TO members may have different roles inside and outside the TO (Hanisch & Wald, 2014). On this dimension, the aircrew rather resembles a PO as it is characterized by clear lines of command. The new technology development project may have more ambiguous hierarchies, as various experts from different disciplines may have an influence on decisions. Finally, the fifth element differentiating TOs from POs is coordination, which is often more informal in TOs (Hanisch & Wald, 2014). In practice, all organizations are located on the PO-TO continuum between the two ideal forms of a “pure” PO and a “pure” TO (Bakker et al., 2016; Henning & Wald, 2019). The existing organizational configuration represents the degree to which the organization adopts the extreme features of all five elements in the direction of a “pure” TO and can be summarized as organizational temporariness.

The literature suggests that organizational temporariness influences

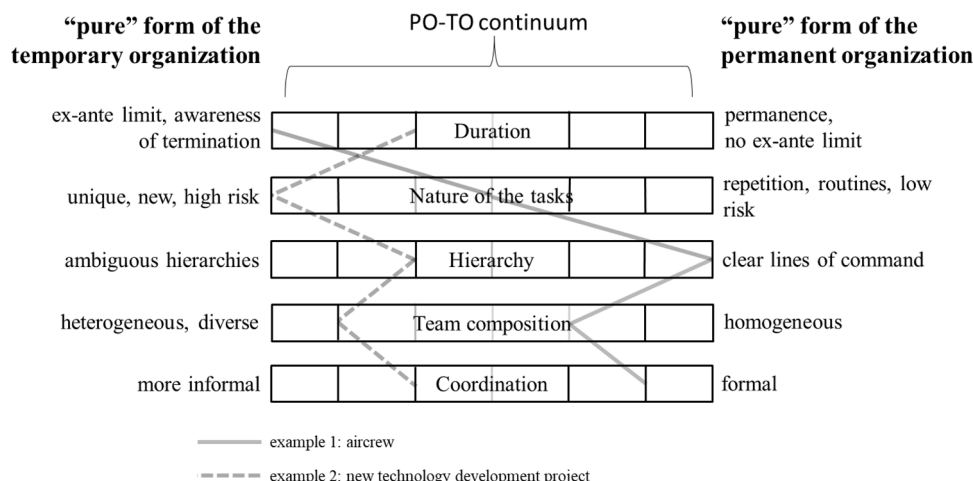


Fig. 1. Dimensions of organizational temporariness and the PO-TO continuum (source: Henning & Wald, 2019: 808, adopted in modified form).

the behavior and outcomes of individuals and that the interfaces between POs and TOs can lead to contradictions (Burke & Morley, 2016). Research has shown that leadership styles should be adapted to the work environment of TOs (Tyssen et al., 2013), that turnover intentions in TOs decrease performance in TOs and POs (Nuhn et al., 2019), and that the impact of job complexity on organizational commitment is positive in TOs but negative in POs (Spanuth & Wald, 2017a). However, past work has often assumed a rather binary choice between the two organizational forms without considering varying degrees of organizational temporariness. Additional research is needed to (i) provide further evidence of the PO-TO continuum and the influence of organizational temporariness and (ii) support a more nuanced view of the design of TOs by considering that they can be hybrids containing characteristics of POs and TOs (Bakker et al., 2016).

To shed light on the effects of the coexistence of a PO and TO, we investigate three antecedents of individual TO task performance, i.e., job satisfaction, organizational commitment, and person-job fit, by considering whether an employee is assigned to a PO and/or TO and by integrating organizational temporariness within these relationships. We concentrate on job satisfaction and organizational commitment, which are known to be influenced by organizational context (Morgeson et al., 2010) and to affect individual task performance (Judge et al., 2001; Meyer et al., 2002). Task performance can be defined as the degree to which an employee fulfills formalized, known role expectations and requirements (Griffin & Parker, 2007). Task activities vary between different jobs, even within the same organization (Goodman & Svyantek, 1999), and thus task performance will vary between a PO and TO.

### 2.1. Job satisfaction in POs versus TOs

Job satisfaction can be defined as the extent to which an employee likes or dislikes his job (Spector, 1997). Job satisfaction has been widely studied as a potential cause of work-related behaviors and a source of outcomes important to individuals and organizations (Bowling & Hammond, 2008). Research has shown that job satisfaction positively affects task performance in POs via employee motivation (Judge et al., 2001) and early research found that the formal organizational design influences the job satisfaction of employees (Ivancevich & Donnelly, 1975). Accordingly, it can be assumed that the assignment of employees to a PO and/or TO may influence job satisfaction. More specifically, we expect that an employee's job satisfaction will differ depending on his or her assignment in a PO or TO due to the characteristics of TOs. As POs and TOs differ in dimensions like team composition, nature of the task, and coordination, the job satisfaction of an employee is likely to depend on his or her abilities to cope with these differences (Sydow & Braun, 2018). Employees in TOs often work under time pressure and are highly immersed in their tasks (Bakker et al., 2013). The team composition of TOs, which include experts from different disciplinary backgrounds to solve complex tasks, may be experienced as a positive challenge, leading to increased job satisfaction of TO members via higher motivation and reduced turnover intentions within the TO (Nuhn et al., 2018). Accordingly, Hanisch and Wald (2014: 207) found that TOs exhibit a high degree of "complexity resistance"; i.e., TOs are suited to complex tasks and environments. On the contrary, POs with a high degree of complexity do not increase job satisfaction but enhance stress and turnover intentions (Spanuth & Wald, 2017a).

These opposing consequences of job complexity in POs and TOs have three implications. (1) The causes of job satisfaction must differ between these two organizational forms. (2) The same work can lead to opposite job satisfaction results, as complexity increases job satisfaction in TOs but reduces job satisfaction in POs. (3) The positive relationship between job satisfaction and task performance may be disrupted depending on the location of the organizational situation on the PO-TO continuum. As the demanding working conditions in a TO are not suitable for every employee (Bakker et al., 2016), we assume that not every PO employee wants to work in a TO, especially if he or she feels a high

degree of job satisfaction in the permanent work environment. This may result in lower motivation for task completion in TOs, even though the employee's job satisfaction within the PO is high. Thus, we hypothesize the following:

H1a: Higher levels of permanent organization job satisfaction will lead to lower task performance in the temporary organization.

### 2.2. Organizational commitment in the PO

Formally defined, organizational commitment is the identification with and involvement in the employing organization (Mercurio, 2015; Perry et al., 2016). Allen and Meyer (1990) describe organizational commitment as a complementary concept of affective, continuance, and normative components of commitment, wherein affective commitment reflects the emotional attachment to and desire to remain in the organization (Perry et al., 2016). Several meta-analyses have found that affective commitment correlates more strongly with performance outcomes than the other two commitment components (Meyer et al., 2002; Solinger et al., 2008). Therefore, we focus on affective commitment as an antecedent for task performance. Furthermore, affective commitment corresponds with our research goal, as it reflects continued, enthusiastic engagement with and contribution to task solving (Meyer et al., 2002; Perry et al., 2016).

High organizational commitment in the PO is caused by compatibility between the PO and the employee (Lauver & Kristof-Brown, 2001) and, in turn, results in willingness to remain, invest, and put high effort in the PO (Mercurio, 2015), leading to higher task performance in the PO (Meyer et al., 2002). However, these relationships may differ when considering the PO-TO continuum. The differences in working between a PO and TO suggest that commitment in the PO is not equivalent to commitment in the TO and that employees differentiate between these two organizational forms in terms of commitment. Moreover, organizational commitment in the PO may even cause a low level of bonding with the TO. Hence, we assume that high organizational commitment in the PO leads to reduced ambition of the employee to work in the TO and accordingly reduced willingness to invest effort in the TO. We posit that organizational commitment in the PO negatively influences task performance within the TO, in contrast to the relationship previously found for POs:

H1b: Higher levels of organizational commitment in the permanent organization will lead to lower task performance in the temporary organization.

### 2.3. Person-job fit in the TO

We introduce person-job (P-J) fit as a third antecedent-outcome relationship that is directly related to the TO context. Person-job fit will first be used to study the influence of the PO-TO continuum on the relationships of organizational commitment and job satisfaction as antecedents with task performance in the TO as the outcome. In a second step, person-job fit will be used to investigate the moderation of these relationships by organizational temporariness. Person-job fit is an element of the broader person-environment fit theory, an established theory in organizational psychology (Edwards, 2008). The basic tenet of person-environment fit theory is that a match (fit) between the individual and the environment can have positive effects for both the individual (e.g., job satisfaction) and the environment (e.g., task performance). Person-environment fit includes three main levels: person-organization fit, person-group fit, and person-job fit. Recent theoretical work has argued that person-environment fit theory can be applied to TOs and that all three levels may be relevant in these organizations (Goetz et al., 2021). An empirical study showed that person-job fit has a greater impact than person-organization and person-group fit on task performance in TOs (Goetz & Wald, 2021).

Accordingly, we focus on person-job fit, which is broadly defined as congruence between the demands of the performed job and the needed skills, knowledge, and abilities of an employee (Werbel & Gilliland, 1999). The fundamental assumption of fit theory is that the higher the consistency between an individual's attributes and the characteristics of the job, the more effective the interplay of the individual and the job (Ostroff, 1993; Goetz et al., 2021). Broad empirical evidence supports the positive correlation between person-job fit and employee performance in permanent work settings (Edwards, 2008; Lauver & Kristof-Brown, 2001), and this correlation was also recently confirmed in TOs (Goetz & Wald, 2021).

Job-related skills, knowledge, and abilities are closely associated with person-job fit, as they contribute directly to task behaviors, task skills, and knowledge, which can enhance task performance (Atkinson et al., 2006; Goodman & Svyantek, 1999; Lauver & Kristof-Brown, 2001). Because TOs are often more goal-oriented and task-oriented than POs (Keegan & Den Hartog, 2004), the fundamental demands of the job presumably play a greater role in TOs. Furthermore, the conceptualization of person-job fit itself as congruence between the demands of the job and the abilities of the individual matches the skills, knowledge, and abilities-oriented selection of members in TOs to overcome job-specific challenges (Kristof-Brown et al., 2005). Hence, we argue the following:

H2: Higher levels of person-job fit in the temporary organization will lead to higher task performance in the temporary organization.

#### 2.4. The moderating role of organizational temporariness

In hypotheses H1a and H1b, we argue that in a coexisting PO and TO, higher job satisfaction and higher organizational commitment in the PO leads to lower task performance in the TO. However, pure POs and pure TOs rarely exist in practice, and the degree of organizational temporariness varies for both POs and TOs (Bakker et al., 2016) as explained above using the examples of an aircrew and a new technology development project. Accordingly, a PO, in which the TO is embedded, may exhibit a relatively high degree of organizational temporariness. In the PO-TO continuum shown in Fig. 1, this would correspond to a positioning closer to the left on several of the five dimensions (e.g., more informal coordination, more non-routine tasks, heterogenous team composition). In this case, the negative effects postulated in H1a and H1b may be weaker, as the features of the PO will be less distinct from those of the TO. Accordingly, the organizational commitment and job satisfaction present in the PO may also apply to the TO. Thus, the higher organizational temporariness of the PO becomes, the less negative the impact of job satisfaction and organizational commitment in the PO on task performance in the TO will be. We therefore hypothesize the following:

H3a: Higher levels of organizational temporariness positively moderate the negative influence of job satisfaction in the permanent organization on task performance in the temporary organization.

H3b: Higher levels of organizational temporariness positively moderate the negative influence of organizational commitment in the permanent organization on task performance in the temporary organization.

We propose that the degree of organizational temporariness also moderates the influence of person-job fit on task performance in the TO. However, in contrast to the relationships in the context of a co-existing PO and TO (see hypotheses 1a-1c, 2 above), this relationship is exclusively situated in the TO context. Compared with working in a PO, skills, knowledge, and abilities might be more important in a TO because they are particularly important for completing task activities and therefore performance within a job (Atkinson et al., 2006; Goodman & Svyantek, 1999; Lauver & Kristof-Brown, 2001). The need to fulfil a non-routine, new, and risky task in combination with a more goal-oriented and

task-oriented way of work implies an increased importance of person-job fit in TOs (Goetz et al., 2021). Thus, higher organizational temporariness can be supposed to lead to greater relevance of person-job fit for task performance:

H3c: Higher levels of organizational temporariness positively moderate the positive influence of person-job fit in the temporary organization on task performance in the temporary organization.

Fig. 2 summarizes the six hypotheses within one research model.

### 3. Data and method

#### 3.1. Data and sample

The present study considers respondents from Germany due to the widespread use of TOs in this country (Schoper et al., 2018). Because of the lack of conventional databases for research within the context of TOs, finding and gaining access to appropriate, i.e., experienced and knowledgeable, participants is challenging. Consequently, following earlier research on TOs (Bjorvatn & Wald, 2018; Hanisch & Wald, 2014; Spanuth & Wald, 2017a), we used several sources to target appropriate respondents. First, we collaborated with the German Association for Project Management (GPM) and the German chapters of the Project Management Institute (PMI). Second, selected digital project management networks distributed our questionnaire; third, we found participants via e-mail by using contact lists from the management consulting sector.

This targeted sampling strategy ensured that a relevant population was reached, thereby increasing the representativeness of the sample compared with inviting an indeterminable population to participate in the study. Statistical validation in relation to the population was precluded by the lack of a quantifiable population, but external generalization and therefore determination of external validity in relation to similar TO environments were possible (Bjorvatn & Wald, 2018).

The link to our survey was clicked 1971 times, and 807 respondents initiated participation in the self-administered online survey. After excluding participants who did not confirm the filter question or who gave invalid or incomplete answers, we obtained a total of 341 usable answers. Of the 341 participants, 53.8% were female, and the average age of the participants was 35 years. Most were in operational positions within their projects while holding an average work experience of 10 years. Eleven different industries were included among which the broader field of (financial) services was dominant (48.1%), followed by manufacturing (20.9%), energy and chemical industries (11.1%), education (7.8%), tourism (5.1%), and healthcare (2.7%). The remaining 4.7% belonged to other industry sectors or did not indicate their industry.

To prevent a key informant bias, at the end of the survey we asked each participant to indicate their TO leader. Then, in a separate online questionnaire, the TO leader was asked to assess the task performance of his or her subordinate in the project. In total, we received second evaluations from 20 supervisors. A paired sample t-test for task performance in the TO showed that there was no significant deviation between the information provided by employees and that provided by supervisors. We also employed procedural and statistical remedies to control for common method bias (Podsakoff et al., 2012). To minimize ambiguity, the items in the questionnaire were kept as simple as possible, and independent and dependent variables were separated from each other (Jarvis et al., 2004). In addition, the use of temporariness as a moderator should prevent common method variance caused by an overly simple structural model. As statistical remedies, we conducted three tests. We applied Harman's single-factor test by including all independent and dependent variables in an exploratory factor analysis. No single factor explained a substantial amount of the total variance ( $\leq 21.49\%$ ). Furthermore, we conducted the Lindell-Whitney marker variable test to



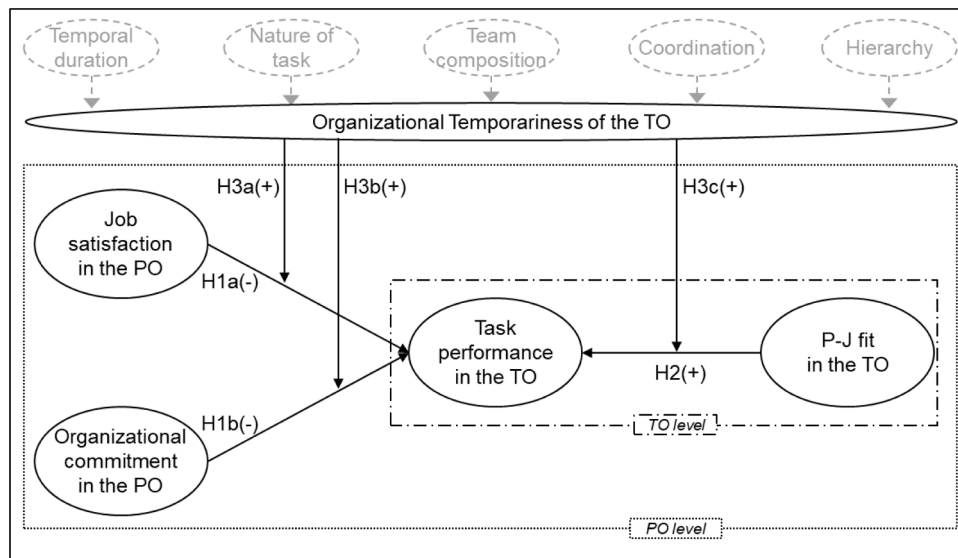


Fig. 2. Research model.

examine whether the correlations of any of the latent variables with the marker was greater than 0.3. To use the best possible marker, a theoretically unrelated scale, the measurement inventory for “motivation to engage in sports” (Semin et al., 2005), was selected a priori (Simmering et al., 2015) because this attribute is not related to any of the task performance antecedents nor to task performance. Additionally, in Kock’s collinearity test, the highest variance factor of the latent constructs in our model was 2.156 (Kock, 2015). Taken together, the results of these tests indicate that common method variance should not be a concern in our model.

3.2. Measures

The questionnaire started with questions on work in the permanent organization before it turned to work in the TO. Here an exemplary definition of a project as prevalent manifestation of the TO was given to ensure a clear understanding of what constitutes a TO. Each scale item was measured using a 7-point Likert scale ranging from 1 (totally disagree) to 7 (totally agree) (see Appendices A and B for details). Where possible, constructs were assessed using items from established scales

Table 1  
Constructs used and their respective sources.

Construct	Type	Source
Task performance	Reflective(4 items)	Van Dyne and LePine (1998)
person-job fit	Reflective(4 items)	Lauver and Kristof-Brown (2001)
Job satisfaction	Reflective(4 items)	Saks and Ashforth (1997); Judge et al. (2005)
Organizational commitment	Reflective(4 items)	Allen and Meyer (1990); Raggio & Folse (2012)
Organizational Temporariness	Temporal duration	Formative (4 items) No established scale available
	Nature of task	Formative (4 items) Mohammed and Nadkarni (2011); Goodhue and Thompson (1995) Campion (1993)
	Team composition	Formative (4 items) Rizzo et al. (1970); Ragins et al. (2007)
	Hierarchy	Formative (4 items) Tinsley (2001); Mohammed and Nadkarni (2011); Iacovou et al. (2009)
	Coordination	Formative (4 items)

(see Table 1). Partial adaptations to the language and TO context were necessary.

To assess task performance within TOs, we adopted the reflective five-item scale focused on in-job performance developed by van (van Dyne et al., 1998). As only four of these five items provide additional value, we removed the fifth item ( $\alpha = .855$ ). Job satisfaction in the PO was measured by using a scale comprising three reflective items from Saks and Ashforth (1997) and a fourth item from Judge et al. (2005), which contributed additional value to the measurement ( $\alpha = .917$ ). We used four of six items from Allen and Meyer (1990) to measure organizational commitment to the PO with minor modifications of wording ( $\alpha = .916$ ). Perceived person-job fit in TOs was assessed by adapting four of the five items from Lauver and Kristof-Brown (2001). All items are reflective and cover questions about the employee’s skills and personality ( $\alpha = .917$ ). Organizational temporariness was measured by assessing the five dimensions characterizing the PO-TO continuum discussed within the conceptual development section. Due to its multidimensional nature reflected by the five TO dimensions, organizational temporariness was measured as a second-order type II construct (Jarvis et al., 2004), where the first-order factors have reflective indicators and are formative indicators for the second-order factor. The first-order constructs of temporal duration, nature of task, team composition, coordination, and hierarchy were captured by four reflective items. Where possible, items from established scales were used for item formulation (see Table 1).

To strengthen validity, we added four control variables. Age, work experience, and gender may have an influence individual performance and there might be also a relationship with job satisfaction, person-job fit and organizational commitment (Chen et al., 2016; Kim et al., 2020; Spanuth & Wald, 2017a; Nuhn et al., 2019). Likewise, the industry was shown to be correlated with varying degrees of organizational temporariness (Schoper et al., 2018; Henning & Wald, 2019).

3.3. Analysis

Structural equation modeling (SEM) was applied to evaluate the hypotheses. In more detail, the variance-based partial least squares-structural equation modeling (PLS-SEM) was used, as it is capable of modeling type IV higher-order constructs (Chin, 2010). To estimate the inner and outer model parameters, we applied the established software solution SmartPLS 3.0. Standard errors were calculated by non-parametric bootstrapping with preprocessing of individual-level changes and 2000 replicates (Chin, 2010). The procedures suggested

for the product indicator approach to calculate interaction effects were applied to test the moderating role of organizational temporariness. The items of the independent and moderating variables were standardized and subsequently multiplied to generate the interaction term. In addition, we conducted a paired-samples correlation test for the performance assessment by including the sample of 20 supervisor responses regarding the “task performance” of their employees within the TO.

#### 4. Results

##### 4.1. Evaluation of the measurement model

To determine the quality of our measurement model, we conducted several statistical tests (see Appendices A–D). First, we assessed the reflective first-order constructs. For all constructs, both the indicator loadings and composite reliabilities (CR) exceeded the respective thresholds of .6 and .7, and the average variance extracted (AVE) exceeded the threshold value of .5 (Chin, 2010).

Second, we evaluated the quality of our second-order, formative construct, i.e., organizational temporariness, by assessing multicollinearity and indicator relevance (Chin, 2010). The significances of the outer weights of all second-order constructs except one exceeded the threshold of  $t > 1.96$  (see Appendix B). We decided not to delete the exception, hierarchy, for two reasons: one, in contrast to reflective indicators, formative constructs should retain rather than remove indicators that do not exhibit significant weights (Chin, 2010). Two, the assessed variance inflation factor (VIF) of the second-order construct organizational temporariness was 1.669, which does not exceed the conservative threshold of 5 (Hair et al., 2013). Therefore, multicollinearity should not be present with regards to the second-order, formative construct.

Third, we evaluated multicollinearity also for our whole inner structural model i.e., the remaining three reflective constructs. Following our applied analysis method i.e., the variance-based partial least squares-structural equation modeling (PLS-SEM), and common approaches to test for absence of multicollinearity (Hair et al., 2013; Huber et al., 2007) we assessed the inner variance inflation factors (VIFs). For all constructs the critical threshold of 5 was not exceeded (see Appendix C) indicating that multicollinearity should not be present in our model.

##### 4.2. Evaluation of the structural model

To test our structural model and hypotheses, we calculated all path coefficients, their respective significance levels, and the endogenous constructs’ coefficients of determination ( $R^2$ ) (see Fig. 3). Overall, the model seems to fit the data, as the  $R^2$ -value of task performance in the TO reaches .377. However, the path coefficients and their respective significance levels do not provide empirical support for all of the hypotheses. Contrary to hypothesis 1a, the influence of job satisfaction in the PO on task performance in the TO is significant and positive rather than negative ( $\beta = .346$ ;  $p < .01$ ). By contrast, hypothesis 1b is supported, as organizational commitment in the PO has a negative and highly significant influence on task performance in the TO ( $\beta = -.203$ ;  $p < .01$ ). Hypothesis 2 is also supported, as person-job fit in the TO has a positive and significant influence on task performance in the TO ( $\beta = .282$ ;  $p < .001$ ). To test for a potential moderation effect of organizational temporariness (hypotheses 3a to 3c), the PLS two-stage approach was used (Hair et al., 2017). For the influence of job satisfaction in the PO on task performance in the TO, the results were again opposite to the assumed relationship. Therefore, hypothesis 3a cannot be confirmed, since the moderation effect of organizational temporariness is significant and negative rather than positive ( $\beta = -.395$ ;  $p < .01$ ). In line with hypothesis 3b, organizational temporariness positively and significantly moderates the relationship between organizational commitment in the PO and task performance in the TO ( $\beta = .192$ ;  $p < .05$ ). Furthermore, hypothesis 3c is supported because of the positive and significant moderation effect of organizational temporariness on the relationship between person-job fit in the TO and task performance in the TO ( $\beta = .145$ ;  $p < .05$ ). Lastly, all control paths are non-significant.

#### 5. Discussion and Implications

This study set out to explore the impact of the PO-TO continuum on established antecedents (job satisfaction, organizational commitment, person-job fit) of individual task performance by examining working conditions in which employees can be assigned to both POs and TOs. It was hypothesized that the distinct differences between POs and TOs lead to differences in antecedent-performance relationships compared with purely permanent work environments (H1a, 1b, and 2). Furthermore, organizational temporariness was expected to moderate these

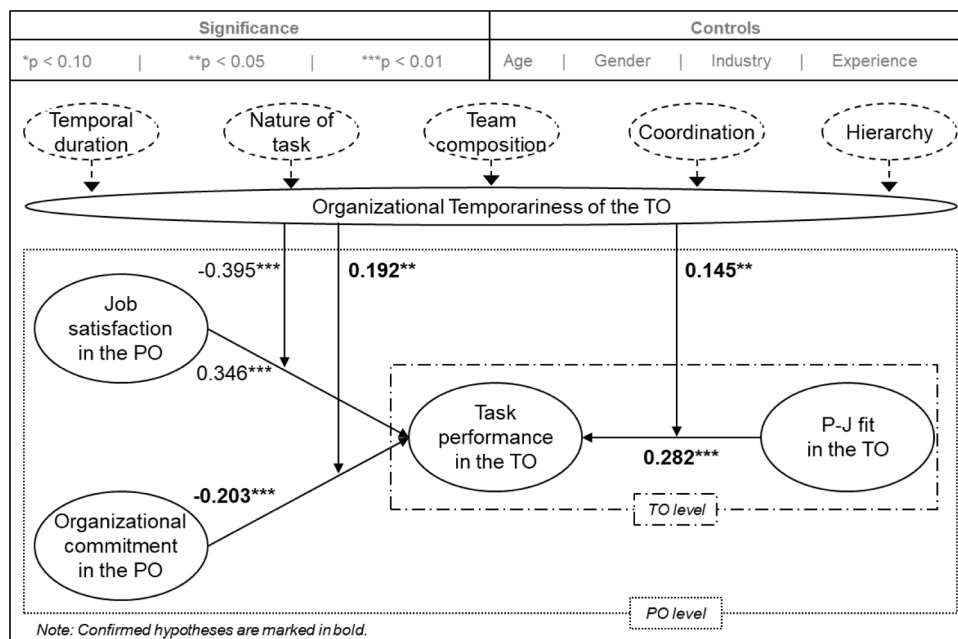


Fig. 3. Structural model results.

relationships (H3a to 3c).

### 5.1. Discussion

#### 5.1.1. Antecedents of task performance within the PO-TO continuum

The results suggest that job satisfaction in and organizational commitment to the PO should be considered when staffing a TO as antecedents of task performance in the TO. However, in contrast to the known relationships within POs (Morgeson et al., 2010) and in line with theoretical assumptions (Bakker et al., 2016; Burke & Morley, 2016), we found that the coexistence of POs and TOs leads to paradoxes. As expected, organizational commitment to the PO is negatively associated with task performance in the TO, in contrast to its positive influence on task performance in the PO. Hence, employees with high commitment to the PO should not be selected to work within a TO.

On the contrary, job satisfaction in the PO influences task performance in the TO positively rather than negatively, in line with the findings of research on POs (Keller, 2012). This result is surprising and cannot be easily explained. One possibility is that in contrast to organizational commitment, employees do not differentiate between the PO and TO in terms of the more abstract concept of job satisfaction. That is, if an employee is satisfied with his or her job in the PO, he or she will be motivated to work within the TO despite the differences between these two organizational forms, leading to higher TO task performance.

In addition, we considered person-job fit as an antecedent of task performance within a TO (Jansen & Kristof-Brown, 2006; Kim et al., 2020; Goetz & Wald, 2021). Due to the differences in work conditions between TOs and POs, employees within a TO need to have specific skills, knowledge, and abilities (Goetz et al., 2021). Therefore, the conceptualization of person-job fit as the best possible congruence between the demands of the job and the abilities supplied by the individual is consistent with the appropriate staffing of TOs (Kristof-Brown et al., 2005; Goetz et al., 2021). In line with previous findings in POs, the person-job fit concept seems to provide adequate support for targeted staffing in TOs.

#### 5.1.2. Organizational temporariness as a context-specific organizational structure

Contrary to our expectations, the moderation effects of organizational temporariness differ between the two PO-related antecedents of TO task performance. As expected, organizational temporariness positively moderates the negative influence of organizational commitment in the PO on task performance in the TO (hypothesis 3b). Therefore, it can be assumed that the higher the organizational temporariness of a TO, the less negative the influence of commitment in the PO on task performance within the TO. By contrast, the moderating effect of organizational temporariness on the relationship of PO job satisfaction with TO task performance (hypothesis 3a) is negative, just like the underlying relationship between job satisfaction in the PO and task performance in the TO. This implies that higher organizational temporariness reduces the positive influence of job satisfaction in the PO on task performance in the TO.

Finally, the relationship between person-job fit in a TO and task performance in the TO was analyzed. If only work in a TO is considered, our results show that higher organizational temporariness increases the importance of person-job fit for TO task performance (hypothesis 3c).

### 5.2. Theoretical contribution

The literature has repeatedly called for a stronger theoretical foundation of research on temporary organizations and project organizations (Hanisch & Wald, 2011; Bakker et al., 2016). Although more recently, significant efforts were made to create a sounder theoretical foundation regarding the characteristics, antecedents, and consequences of TOs (Turner & Müller, 2003; Sydow & Braun, 2018; Geraldi et al., 2020) only few attempts were made to provide a more nuanced understanding of

the interplay of the TO and the PO as well as similarities and differences of the two forms of organizing (Bakker et al., 2016; Spanuth & Wald, 2017a). The implications of the organizational context for individual performance outcomes have been widely explored (e.g., Czaszar, 2012), but the differences between POs and TOs and their implications for work in TOs have not been investigated. Accordingly, our first theoretical contribution is to provide a better understanding of similarities and differences between the PO and TO.

Our findings support the assumption that the distinction between a TO and PO is not binary. Both, POs and TOs, can exhibit varying degrees of organizational temporariness. In line with Bakker's (2010) suggestion that organizational temporariness may influence processes, outcomes, and employee behavior, our results show that organizational temporariness has implications for the relationships between antecedents (job satisfaction, organizational commitment, person-job fit) and outcomes (task performance) in coexisting POs and TOs. Therefore, the second theoretical contribution of this paper is to explain how organizational temporariness influences individual task performance in the TO. The findings indicate that the differences between POs and TOs have important consequences for individual task performance within the TO and organizational temporariness acts as a moderator of these relationships

### 5.3. Practical implications

The findings of this research can be used by executives, project managers or HR managers to better manage the staffing of temporary organizations, the development of specific career paths, and to improve employee's job satisfaction.

#### 5.3.1. Staffing of temporary organizations

To allow for the best possible performance when staffing a project team our findings indicate that three factors should be considered. First, an employee's organizational commitment to the PO (i.e., line function work) are relevant for the performance in the TO (i.e., project). The more the employee is committed to the PO, the lower his or her individual performance will be in the TO. Hence, we recommend project managers to select employees with low identification with the work procedures and values of the PO when staffing his project. These employees indicate better prerequisites to show a good performance in the TO.

Second, when staffing a project team also the person-job fit of a potential project member should be considered. This correlates with the general assumption to aim for a high congruence between the job profile and the capabilities of a candidate. Thus, we recommend project managers to carefully look at the knowledge, skills, and abilities of a candidate to achieve the best possible fit with the job attributes required to work within the TO.

Third, given the first two aspects of optimized project staffing, also the specific configuration of the TO is relevant for the employee performance within the TO. Project managers should consciously configure the TO, based on the five elements defining the organizational temporariness. The higher the degree of organizational temporariness, the stronger the two described influences of organizational commitment and person-job fit. Hence, when selecting employees for work in a TO, project managers should also e.g., establish more informal coordination and/or create a heterogeneous team composition in the TO.

#### 5.3.2. Development of specific career paths

In companies where work is done both in POs and in TOs, a distinction should also be made between two dedicated career paths. Our findings highlight that different capabilities, preferences, and working styles of employees are required for performant TOs compared to requirements in POs. Therefore, we recommend HR managers to take this into account and create two specific, official career paths within the company.

In a labor market characterized by a lack of qualified employees offering two different working environments in one company for two types of employees could enhance the chance to better succeed in the battle of talents. Based on the findings that employees differentiate between values in a permanent and temporary organization (i.e., organizational commitment) within one company these two different working environments within one company should be accepted and formalized by HR functions to leverage a benefit from it.

5.3.3. Employee’s job satisfaction

In contrast to our hypothesized relationship, an employee’s job satisfaction in a PO influences also positively an employee’s performance in a TO. As a result, our simple recommendation to all executives in a company is to take distinct measures for improving the job satisfaction of employees. Although this goal should not be innovative or surprising in general, it’s importance should be perceived in a new light when realizing that a company profits of a higher job satisfaction more than once.

An executive who actively takes care of what his employee likes while performing his job and tries to enhance this task area can achieve quick wins – for his company area but also for potential projects in which the employee may be involved.

5.4. Limitations and future research

To test our hypotheses, we used a cross-sectional sample, which cannot capture dynamic developments throughout the lifecycle of TOs. Research on projects has shown that the different phases of the project lifecycle may be associated with significant changes in important variables such as team composition, resource allocation and activities

(Zhang, 2013). Such changes are likely to affect job satisfaction and organizational commitment in the TO and the surrounding PO, and therefore we call for future research considering the dynamics of TOs. A particular attention should be paid to the formation phase of the project team and the final phase of the project. In these phases the interfaces with the PO are particularly important. In the formation phase, project team members may be (temporarily) leaving their position in the PO to work in a project. In the final phase of the project, team members may already prepare, or at least have an increasing awareness of their return to their position in the PO.

A second limitation of our research is the country focus. Although projects are an important organizational form for value creation in Germany (Schoper et al., 2018; Henning & Wald, 2019), making this country an appropriate context for the study of TOs, our sample may entail a cultural bias, as there is evidence that national culture influences processes and behavior in TOs (Shore & Cross, 2005; de Bony, 2010). For instance, in international comparison Germany scores relatively low in power distance (index score of 35, France 68, China 80, see Clearly Cultural, 2022). In more hierarchical countries, the two dimensions “hierarchy” and “coordination” of the PO-TO continuum (see Fig. 1) may be differently pronounced as organizations are generally more hierarchical and formalized. Accordingly, future research should analyze cultural differences in the effects of the PO-TO continuum by considering data from several countries.

Finally, the inconclusive results regarding the moderating effects of organizational temporariness require additional research. In particular, the rather surprising positive influence of job satisfaction in the PO on task performance in the TO should be further considered by empirical research. A deeper understanding of the underlying reasons for this finding could be obtained by using qualitative research designs.

Appendix A. First-order hierarchical measurement model results

Construct level	Item	Loading (λ <sub>i</sub> )	Sign. (t-value)
2nd-order Task performance(CR = 0.902;AVE = 0.698)	I perform the tasks that are expected as part of my job within the project.	0.828	21.597
	I fulfill the responsibilities specified in the description of my project job.	0.740	15.941
	I meet project performance expectations.	0.876	47.552
1st-order Person-job fit(CR = 0.941;AVE = 0.800)	I adequately complete my project responsibilities.	0.890	59.254
	My values match or fit the values of my project.	0.885	39.805
	I am able to maintain my values in my project.	0.911	82.686
Job satisfaction(CR = 0.942;AVE = 0.802)	My personal values allow me to integrate into my project because they are in line with its values.	0.890	46.031
	My view of work culture corresponds to the work culture of my project.	0.893	39.745
	All in all, I am satisfied with my job in the permanent organization.	0.910	63.338
Organizational commitment(CR = 0.935;AVE = 0.782)	In general, I like my job within the permanent organization.	0.938	103.361
	In general, I like working in my permanent organization.	0.853	36.432
	I find real enjoyment in my line work.	0.879	47.239
1st-order	I feel a strong sense of belonging to my permanent organization.	0.934	12.600
	I feel as if the problems of my permanent organization are my own.	0.792	7.533
	I feel like part of the organization "family".	0.898	11.793
	I have strong emotional attachment to my permanent organization.	0.906	11.814

Appendix A (continued)

Construct level	Item	Weight (λ <sub>i</sub> )	Sign. (t-value)
2nd-order Organizational Temporariness of the TO	Temporal duration(CR = 0.929; VIF = 1.109)		
	I am aware that my project will dissolve as soon as its purpose is fulfilled.	0.853	34.192
	I am aware that my project is bound to a time-limited purpose.	0.896	38.712
	Already at the beginning of my activity I knew that my project will not exist in the long run.	0.916	61.637
	Already at the beginning I knew that due to the temporal limitation of the project my activity in this connection will also end.	0.833	22.497
1st-order	I often feel very pressed for time when I perform my job.	0.458	5.327

(continued on next page)



(continued)

Nature of task(CR = 0.789;VIF = 1.199)	I frequently deal with unstructured business problems.	0.744	20.059
	I frequently deal with ad hoc, non-routine business problems.	0.827	29.673
	The business problems I work on involve answering questions that have never been asked in that way before.	0.724	17.164
Team composition(CR = 0.889; VIF = 1.198)	The members of my project team are from different areas of expertise.	0.795	30.956
	The members of my project team have skills that complement each other.	0.800	28.679
	The members of my project team have a variety of different experiences.	0.827	35.664
Hierarchy(CR = 0.641;VIF = 1.028)	The members of my project team vary in functional backgrounds.	0.841	39.938
	I work under incompatible policies and guidelines.	-0.024	0.046
	I work with two or more groups who operate quite differently.	0.746	1.254
Coordination(CR = 0.810;VIF = 1.068)	I do things that are accepted by one person over me and not accepted by others.	0.852	1.482
	I receive requests from persons of equal rank who have authority over me to do things, which conflict.	0.519	0.865
	The members of my project team question the decisions made within the project, even if they were made by the project manager.	0.481	4.725
	The project manager consults the project team on the prioritization of tasks and the scheduled implementation time for each task.	0.782	18.459
	Project team members actively participate in the definition of project goals and schedules.	0.794	11.584
	Project team members are kept informed about major decisions concerning the project.	0.791	11.760

**Appendix B. Second-order hierarchical measurement model results**

Construct level		Weight	Sign.
2nd-order construct	1st-order construct	(λ <sub>i</sub> )	(t-value)
Organizational Temporariness of the TO(VIF = 1.669)	Temporal duration	0.554	11.136
	Nature of task	0.254	7.754
	Team composition	0.470	9.654
	Hierarchy	0.022	0.534
	Coordination	0.208	4.950

**Appendix C. Collinearity statistic – Inner VIF values**

Dependent Variable	Independent Variable	VIF
Task performance	Organizational Temporariness	1.669
	Job Satisfaction	1.469
	Organizational Commitment	1.047
	Person-job fit	1.896

**Appendix D. Correlation matrix**

	Task perf.	Org. Temp.	Temp. duration	Nature of task	Team comp.	Coordination	Hierarchy	Job satisf.	Org. Commit.	P-j. fit
Task performance	1									
Organizational Temporariness	.242*	1								
Temporal duration	.182	.746**	1							
Nature of task	.038	.616	.282	1						
Team composition	.228	.726*	.215	.331	1					
Coordination	.121	.405*	.104	.152*	.237	1				
Hierarchy	-.069	.167	.053*	.145	.108	.055	1			
Job satisfaction	.102	-.148*	-.161**	-.096	-.054	-.038	-.034*	1		
Organizational commitment	-.126**	-.013	-.097**	.013	.019*	.134	.042	.008***	1	
Person-job fit	.261*	.346	.308	.173	.207	.165	.083	.369*	-.121*	1

Significance level: \*p < 0.10 | \*\*p < 0.05 | \*\*\*p < 0.01

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