

แบบจำลองความสัมพันธ์เชิงสาเหตุของ คุณลักษณะงาน ภาวะผู้นำการเปลี่ยนแปลง การรับรู้การสนับสนุนจากองค์กรที่ส่งผล ต่อความผูกพันและพฤติกรรมการเป็นสมาชิก ที่ดีต่อองค์กร

A CAUSAL MODEL OF JOB CHARACTERISTICS, TRANSFORMATIONAL LEADERSHIP, AND PERCEIVED ORGANIZATIONAL SUPPORT EFFECTS ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์เชิงสาเหตุของคุณลักษณะงาน ภาวะผู้นำ การเปลี่ยนแปลง การรับรู้การสนับสนุนจากองค์กรที่ส่งผลต่อความผูกพันและพฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กร เป็นการวิจัยเชิงสำรวจ โดยทำการเก็บข้อมูลจากพนักงานประจำที่ปฏิบัติงานที่อยู่ในโรงแรมในกลุ่มสมาชิกของสมาคมโรงแรมไทย จำนวน 504 คน นำข้อมูลมาวิเคราะห์หาค่าประจักษ์เชิงยืนยันและวิเคราะห์แบบจำลองสมการโครงสร้าง

ผลการศึกษา พบว่า ความหลากหลายของทักษะ ความมีอิสระในงานและการรับรู้การสนับสนุนจากองค์กรมีอิทธิพลทางบวกต่อความผูกพันต่อองค์กร การรับรู้การสนับสนุนจากองค์กรและความผูกพันต่อองค์กรมีอิทธิพลทางบวกต่อพฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กรอย่างมีนัยสำคัญทางสถิติ และผลการวิเคราะห์กลุ่มพหุ เพื่อทดสอบความไม่แปรปรวนของแบบจำลองระหว่าง Generation X และ Generation Y พบว่า ไม่มีความแปรปรวนของค่าสัมประสิทธิ์ของปัจจัยและไม่มีความแปรปรวนของค่าความคลาดเคลื่อนในแบบจำลอง

คำสำคัญ: พฤติกรรมการเป็นสมาชิกที่ดีต่อองค์กร ความผูกพันต่อองค์กร

Abstract

The purpose of this study was to investigate the causal relationship among job characteristics, transformational leadership, and perceived organizational support that affected an organizational commitment and organizational citizenship behavior. Data collection was done by using surveys, and the samples were 504 employees who had worked in Thai Hotels Association. Statistics for data analysis were the confirmation factor analysis and structural equation modeling

The research results found that skill variety, task autonomy, and perceived organizational support had positive effects on organizational commitment with statistical significance. Perceived organizational support and organizational commitment had positive effects on organizational citizenship behavior with statistical significance. The result of multiple-group path analysis showed the validation of the proposed model as fit to the empirical data since there was same metric invariance and invariance uniqueness between generation X model and generation Y model on the organizational citizenship behavior.

Keywords: Organizational Citizenship Behavior, Organizational Commitment

Introduction

The problem caused by inappropriate behaviors in the workplace is a major problem that affecting on the organization performance. According to Vardi and Weiner (1996) the abusive behavior is the behavior of the members who willfully disobey or violate the norms as expected them to work with the core values, social rules, regulations, and organization standard, such as work avoiding, substandard performance, corporate assets abuse, behavioral disruption organization progress, narcissistic personality, trait anger and stress stimuli to work, willful absence, come to work late, take an overdue break, theft of company equipment, pretending to run slow or malfunction of irony in assisting the colleagues, obscure important information, and so forth. Problems caused by these behaviors affect the organization's success. Inappropriate behavior is a small problem that recurred until becoming a habit and can quickly spread out to other employees causing a serious disadvantage to the organization or organization to compete in effectively firing, recruiting new employees, or may have repeatedly failed until dissolution.

Each organization is required to continuously improve on its performance and effectiveness in order to be able to survive in this globalization age. Positive attitudes of employee are expected to result in positive behaviors which ultimately benefit the organization in achieving its goals. One of the important elements considered capable in improving the performance and effectiveness of the organization is organizational citizenship behavior (OCB). OCB are defined as individual behavior with the benefit on the organization and being discretionary with no directly or explicitly recognized by the formal reward system (Organ & Ryan, 1995). Organizational commitment (OC) is one among the key factors to foster on the OCB (LePine et al., 2002). It is shown by the previous research results that commitment can predict the OCB, since the significant impacts found on OCB (Ahmed et al., 2011; Liu, 2009; Islam et al., 2012). Moreover, research studies have provided evidence of correlation between job characteristics (JC) (Organ et al., 2006; Chen & Chiu, 2009), transformational leadership (TL) (Dale & Fox, 2008; Emery & Barker, 2007; Dunn et al., 2012), and perceived organizational support (POS) (Cakar & Yildiz, 2009; Aube et al., 2007).

Generation and OCB are moderated by OC according to Neil (2010) who explains that Gen X are more closely parental mimic behavior, they have the ability to solve the problems, do the job with teamwork, have a passion on obligations about the organization, a higher commitment to the organization, but enthusiastic to work less, less creative, less technological capability, slowly adapt to changes in society. In contrast, Gen Y was born in the era of globalization, media, and immediate technology that affect on work habits, that is, to pay particular attention to their assigned tasks, heightened creative, love convenience, high self-confidence, have the ability to use high technology, like the work competition, lack of communication skills and less commitment to the organization because they believe that they have talent. If any organization to yield a better or a more challenging they will change (Cennamo & Gardner, 2008; Twenge et al., 2010).

Business operations rely on human resources to succeed. If organizations encounter with inappropriate behavior, the OC need to control or fire. Recruiting new staff, training to create a new corporate culture can takes time and costs, making work halted and affect the competitive advantage. In this study, the researcher concentrated on the effect of the antecedent variables (JC, TL, and POS) on OC and OCB of employees from hotel industry in Thailand.

Purpose of the Study

1. To investigate the effects of job characteristics, transformational leadership, and perceived organizational support on organizational commitment and organizational citizenship behavior.
2. To investigate the difference effects of job characteristics, transformational leadership, perceived organizational support and, organizational commitment on organizational citizenship behavior between gen Y model and gen X model.

Literature Review

Organizational citizenship behavior

The initial attempt to differentiate between in-role job behaviors and OCB was done by Smith et al., (1983); they found two different factorials dimensions in OCB. First, Altruism is a helping behavioral groups aimed at specific individual; and second Generalized Compliance that involved making things for the organization better good where the exhibitors are equal to a "good soldier" (Smith et al., 1983). After that five subsets of OCB were identified by Organ (1988) which were altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

According to the study by Farh et al., (1990), OCB and job characteristics (JC) had been the most relevant treatment to the task characteristics' direct impact on OCB (Todd & Kent, 2006). The argument was made that to the extent where intrinsic motivation was stimulated by task characteristics, task variables should directly impact on OCB. The meaning for intrinsic motivation was the task performing just for the enjoyment without any rewards expectation. It also referred to employees' time spending on task carry out in the free-choice period, the task results, their aim to join in the future experiments, and their organization voluntary behaviors (Tang & Ibrahim, 1998). Despite that support on the importance of JC as the OCB determinants from Podsakoff et al. (1996), they had also found the negative impact of routine tasks over the whole five dimensions of OCB and the positive effect of intrinsically satisfying tasks on every of OCB dimensions. Therefore, the author proposed hypotheses as follows:

- H1: There is a positive effect of skill variety on OCB.
- H2: There is a positive effect of task identity on OCB.
- H3: There is a positive effect of task significance on OCB.
- H4: There is a positive effect of task autonomy on OCB.
- H5: There is a positive effect of task feedback on OCB.

Organizational commitment

Organizational commitment (OC) involves the feelings that people have toward the organizations that they are working with. It is the degree to which they identify the employer's organizations. Indication was made by Morrow (1983) that there were many and diverse theoretical foundations have been applied in defining the concepts related commitment with variety of measuring instruments. Besides, the lack of consensus on this construct's theoretical and conceptual development, the OC concept as attracted the considerable interest with the aim to clarify and recognize on the stability and intensity of the employee's dedication toward the firm. OC was described by Meyer and Allen (1991) as consisting with three components: continuance commitment, affective commitment and normative commitment. Based on the actual that individual requires continuing

their work since leaving job can make them lose, "Continuance Commitment" then takes place. "Affective Commitment" is based on an individual's desire to remain with the firm since the company's goals and their goals are the same. "Normative Commitment" reflects the sense of duty of person to stay with the firm as a result of pressures from peer, commitments, family, etc.

About OC and JC, it can be stated that OC can be influenced by person-job fit since the antecedents from Mathieu and Zajac (1990) meta-analysis. Their study found that JC and OC had positive correlations. Comparing to any of JC, there are stronger correlation from job scope ($r = .50$) and more consistently with the OC (Mathieu & Zajac, 1990). According to Steers (1977), the enriched and jobs can yield higher OC. Especially, JC enhanced aggregation provide the OC with promise in antecedent development (Mathieu & Zajac, 1990). The proposed of hypotheses in accordance with these findings as follows:

- H6: There is a positive effect of skill variety on OC.
- H7: There is a positive effect of task identity on OC.
- H8: There is a positive effect of task autonomy on OC.
- H9: There is a positive effect of task feedback on OC.

Transformational leadership

Organization staff acts can be considered to be influenced by the leadership and its styles such that could make the eagerly efforts are talent search programs, goals, athlete towards group goals achievement. Many reports in the past decades have been published related to this subject; however, the focuses among most of them are on the business, administrative, and industrial areas (Hallajy et al., 2011).

By supporting for the critical thinking from new approaches adoption, the TL can affect on the OC of their followers for example, asking the followers to join in the process of decision-making and to inspire on their loyalty together with the attempt to know each of their different needs in order to develop the individual potential of the followers (Avolio et al., 1999). TL have the capability to motivate their followers for more job involvement by encouraging them to seek for the novel ways to handle with problems and challenge as well as identifying their needs that will lead to the better OC levels (Walumbwa & Lawler, 2003). This view gained support from the previous research by showing that it seemed to have the higher OC among staff with leader encouraged to join in the process of decision-making (Jermier & Berkes, 1979; Rhodes & Steers, 1981), emphasized consideration (Bycio et al., 1995), and with the support and concern on the follower's development (Allen & Meyer, 1996). Therefore, the author proposed the following hypothesis:

- H10: There is a positive effect of TL on OC.

Only few researches have sought to study on TL and OCB direct and indirect relationship (Kim 2012; Organ et al., 2006). For example, job satisfaction was employed by Podsakoff et al., (1990) to mediate the variable and reported some TL and OCB indirect association. As indicated in Leithwood and Jantzi (2000) there was the association between TL and two OCB dimensions; helping and compliance. Moreover, the emphasis was made by Organ et al. (2006) on the association between leadership style and two types of OCB (altruism and conscientiousness) by job satisfaction serving as a mediating variable. Also, it was reported on the indirect link between

TL with civic virtue, conscientiousness, and sportsmanship via trust and job satisfaction, and the altruism association with TL. Therefore, the author proposed the following hypothesis:

H11: There is a positive effect of TL on OCB.

Perceived organizational support

Perceived organizational support (POS) tends to impact on each of OC form while the meta-analysis is conducted by Rhoades and Eisenberger (2002) and it presents the positively and strongly correlation between POS and affective commitment. In reference with Tyler's (1999), Fuller et al. (2003) described this relationship with the social identity theory that individuals felt recognized in their organization from their organizational functional contributions valued by the employer. Work and status recognition can enhance the firm to acknowledge on the employee's socio-emotional needs; their esteem, approval and affiliation need (Shore & Shore, 1995). Organization seems to enhance the pride and sense of belonging of their staff by fulfilling these of their needs and form their employee's social identity (Meyer & Allen, 1991). Support from the organization is linked with the behaviors for instance, training, increasing salary, tangible help and promotion in which tend to be considered as the marks of respect by employees from the part of their employer and in turn building the quality of relationship and their trust on the firm (Chen et al., 2005; Eisenberger et al., 2001). Therefore, the author proposed the following hypothesis:

H12: There is a positive effect of POS on OC.

Shore and Wayne (1993) noted that employees' OCB can be correctly predicted from POS. While the investigation by Wayne et al. (1997) on the influences perception from the workers' attitudes and behavior, found that when employees perceived as be valued by the organization, they will trust on the organization and try to show the constructive suggestions for the organization. This self-initiated manifestation can be observed from OCB. It is denoted from the literature existed about POS that it is vitally related to OCB (Eisenberger et al., 1990; Wayne et al., 1997). In the social exchanging context, POS can boost the staff behaving on the obligations toward organizational goals. If employees feel attached to the firm with strong importance, they will sense on their valued by the firm and want to share them on extra OCB (Piercy et al., 2006; Podsakoff et al., 2000). Therefore, the author proposes the hypothesis as follow:

H13: There is a positive effect of POS on OCB.

Different models were charted out from Scholl (1981) with the indirect link between commitment and OCB. According to Scholl's model perspective, commitment was a stabilizing force runs to maintain on the behavioral direction if there is some dysfunction in the expectancy/equity conditions (Scholl, 1981). OCB according to the model refers to staff's behavioral demonstration as they have less expectation from the formal organization's rewards. In the former studies, staff with high commitment were shown with stronger interested to engage in OCB; this was termed as the voluntary behavior that quite productive for the organization (Williams & Anderson, 1991). Therefore, the author proposes the hypothesis as follow:

H14: There is a positive effect of OC on OCB.

Generation X and Generation Y

Generation X (gen X) (born during 1965 to 1980) is the workforce that recently leading in the firm since the retirement of those Boomers. The characteristics of this generational cohort

are shaped through the precarious political events for example, after the end of Cold War and a series of economic recessions in timely and late 1970s as well as the early 1980s. They witnessed on such economic instability from the family relocations and great unemployment (Twenge et al., 2010). That is the reason for gen X to be individualistic and independent as they place more value on their own career rather than loyal toward organizations (Beutell & Wittig-Berman, 2008).

Generation Y (gen Y) (born during 1981 to 1999) are the youngest cohort of generation to replace on the older generation. They are characterized by the economic prosperity, instant communication, and technologies advancement through social networking, internet, and globalization. They are similar to gen X in regard of millennial value, freedom, and more balance on work-life compared to those from Baby Boomers age (Cennamo & Gardner, 2008; Twenge et al., 2010). They tend to have the strong leisure work values and prefer on a job that allows them with more times for vacation rather than the older generations (Twenge et al., 2010). At work, they are eager to obtain immediate satisfaction, and demand for exciting and relevant work, as well as reliable channels for promotion. Therefore, the author proposes the hypothesis as follow:

H15: Effect of JC, TL, POS, and OC on OCB in gen X model are greater than gen Y model.

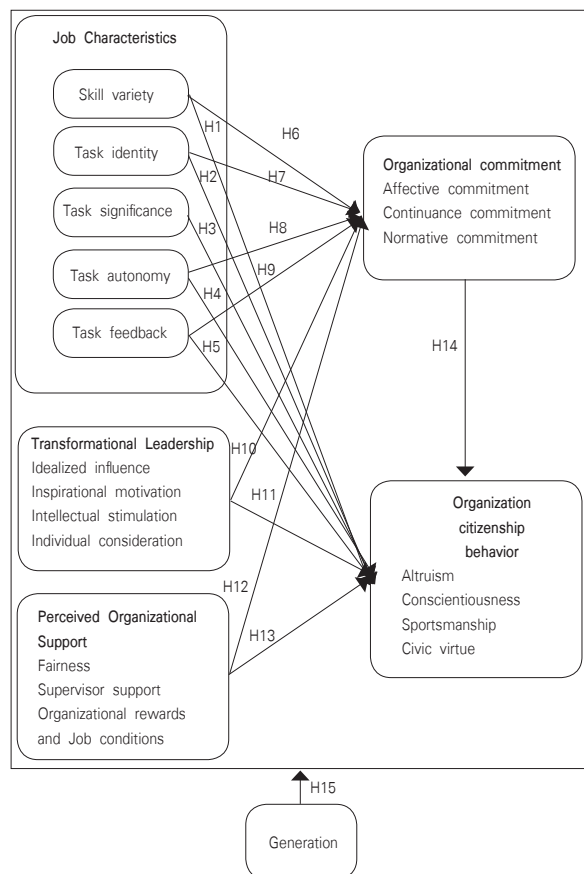


Figure 1 Conceptual framework in this study

Research Methodology

Population and Sample Size

This research study focused on the employees who had worked in 742 hotels under Thai Hotels Association. With the difficulty in finding the exact number of overall employees, the researcher estimated the sample size using the ratio of the samples to the number of parameters equal 10 to 1. There were 48 parameters, samples classified by hotel location with stratified random sampling then, the researcher selected 504 samples to research from 960 questionnaires distributed

Measures

All items were assessed on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questions were about JC (skill variety, task identity, task significance, task autonomy, and task feedback), transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration), POS (fairness, supervisor support, and organizational reward and job conditions), OC (affective commitment, continuance commitment, and normative commitment), and OCB (altruism, civic virtue, conscientiousness, and sportsmanship).

Data collection

Data collection was done by using surveys, and the questionnaire was used as a tool for 504 fulltime employees' survey; samples were the member hotels of Thai Hotels Association.

Data analysis

Data analysis used includes: 1) Content validity test where five academicians were requested to examine and make comments on the items in the questionnaire for content validity during the development stage of the questionnaire. IOC consensus index value is between 0.6-1.0. For construct validity, this study was tested by confirmatory factor analysis (CFA). 2) Reliability was tested using Cronbach alpha formulation value of alpha that greater than or equal to .70, it implies sufficiency of reliability. 3) Descriptive statistics analysis was used to determine frequency distribution of respondent's answers from questionnaire and describe the variables studied deeply. 4) Structural equation modeling was applied in the testing of independent variables and latent factors correlation. The sequence of analysis began from the normal distribution testing, reliability testing, multicollinearity, convergent validity, average variance extracted (AVE), discriminant validity, SEM analysis of a proposal model, and hypothesis testing respectively. 5) Confirmatory factor analysis was used to examine the relationship between variables and priority relationship pattern of the study and then statistically test the hypotheses. And 6) Comparing model X and model Y by using multiple group analysis for testing measurement.

Research results

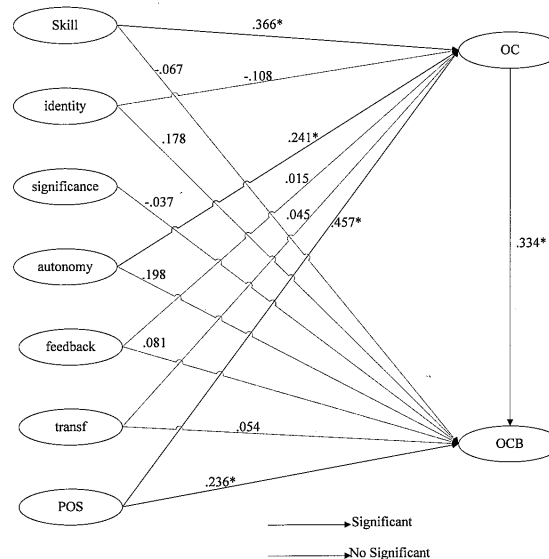


Figure 2 Model of research finding

Analyzing SEM of proposal models, the researcher had also used AMOS with the Maximum Likelihood estimation and Unbiased and displayed the results based on the standardized estimation mode. To analyze the model, the indices such as CMIN/df, CMINp, GFI, AGFI, RMSEA, TLI, and NFI were employed here. After the study, the results of model fitting indices the CMINp was found equal to 0.000, the CMIN/df was equal to 1.659, the GFI was equal to .942, RMR was equal to .020 and the RMSEA was equal to .036. Each value of CFI (.978), NFI (.947), and AGFI (.914)

The result of total effect; direct effect and indirect effect between exogenous latent variables and endogenous variables were showed as follows: POS had a significant direct effect on both OC (.457) and OCB (.236). POS had high total effect; direct effect and indirect effect on both OC and OCB. Task significance had negative relationship with the total effect; direct effect and indirect effect on OCB. POS (.457), skill variety (.366), and task autonomy (.241) had a significance direct effect on OC, and task identity (-.108) had negative direct effect on OC. The result showed that OC (.334) and POS (.236) had a significance direct effect on OCB where task significance (-.037) and skill variety (-.067) had negative direct effect on OC. POS (.153) and skill variety (.122) had indirect effect on OCB and task significance (-.075) where task identity (-.036) had negative indirect effect on OCB.

The result of multiple-group path analysis showed the validation of the proposed model as fitted with the empirical data where means were not different on the effects of variables between gen X model and gen Y model on OCB. This meant there was the same metric invariance and invariance uniqueness in model. The measurement invariance was used to test on the comparable constructs across distinct groups between gen Y model and gen X model.

Conclusions

Findings of this study showed the significant effect between skill variety and OC in which supported on hypothesis H6. These research findings were based on the theory behind variety of skills providing in job design to reduce the boredom, thereby increasing job satisfaction and motivation. This was likely to be true as long as the employee enjoined with skills and perceived on the addition and mix of skills as having benefits to job. But adding variety of skills, the employee found stressful was not qualified to address, or simply add the basic duties and minimal skills without intrinsic value adding to job. It could actually have the opposite effect and increased dissatisfaction. Previous researches showed significant positive relationship between skill variety and OC (Feather & Rauter, 2004; Neyshabor & Rashidi, 2013).

This study result showed that task autonomy was positively effect on OC and significantly supported hypothesis H8. The research finding was consistent with the concept of Hackman and Oldham (1975); Morgeson et al., (2005); because autonomy and control were sometimes confused. So it was important to distinguish them. Control included shaping projects and tasks, means of work and also working circumstances whereas autonomy included making free choices from continuous observation and interaction with the supervisor (Schwalbe, 1985). In other words, autonomy referred to sanction one's actions at a higher level (Gagne & Deci, 2005). Professionals could be successful if they were talented and had the ability to compete in their profession. Autonomy involved responsibility for the outcomes of their work in which led to the outcomes (Langfred & Moyer, 2004). Sisodia and Das (2013) found that there was a significant effect of employees' hierarchical level upon their OC.

From the study, it found that POS was positively and significantly effect on OC and supported the hypothesis H12. Since the research findings were consistent to the study of Rhoades and Eisenberger (2002) which showed that POS was strongly and positively correlated with the affective commitment. To explain this relationship, Fuller et al. (2003) referred to Tyler's (1999) social identity theory, according to that individuals felt recognized within an organization when their employer valued on their contributions toward the organization functioning. The recognition of their work and status within the organization helped achieve the employees' socio-emotional needs; their needs for esteem, approval and affiliation (Shore & Shore, 1995). Filling these needs contributed to form the employees' social identity, which in turn it was likely to enhance their sense of belonging to and pride of organization (Meyer & Allen, 1991). Mankjee et al. (2006) analyzed on to which extent the POS increased the commitment of radiographers and identified the direct relationship between OC and POS.

Hypothesis H13 indicated that POS was positively effect on OCB in significant way. This finding supported Eisenberger et al. (1986) who derived an employee POS from the organization's benevolent care; that the more personal and humane the personnel management are, the higher the level of POS employees feel. Shore and Wayne (1993) noted that POS accurately predicted employees' OCB. Wayne et al. (1997) investigated the influence of perceptions on working and behavior. They found that when employees felt they were important to the organization, they tended to develop trust with their organization and became with intention to offer concrete suggestions that conducive to organizational growth. These kinds of self-initiated actions marked in OCB. Existing literature denoted that POS was significantly related to OCB (Podsakoff et al., 2000; Piercy et al., 2006; Lambert, 2000).

Hypothesis H14 indicated that OC was positively effect on OCB significantly. This finding supported Scholl (1981) who charted out different models that indirectly linked the commitment and OCB. Scholl's model viewed commitment as a stabilizing force that acted to maintain the behavioral direction when expectancy/equity conditions were not met and did not function well (Scholl, 1981). According to the model, OCB referred to the behavior as demonstrated by the employees when their expectation toward formal organizational rewards to their task was less. Also, the previous studies showed that employees with high commitment were more interested to engage in OCB, which were defined as voluntary behavior that was beneficial to the organization (LePine et al., 2002; Yilmaz & Bokeoglu, 2008; Mirabizadeh & Gheitasi, 2012).

Hypothesis H15 showed the result of multiple group path analysis validation that the proposed model was fitted to the empirical data. This referred to that mean were likewise on the effects of variables between gen X model and gen Y model on the OCB. This meant there was the same metric invariance and invariance uniqueness in model. The measurement invariance was used to test on the comparable constructs across distinct groups between gen Y model and gen X model.

Implications

This research provided a relationship between skill variety, task identity, task significance, task autonomy, task feedback, TL, and POS effects on OC and OCB. The result showed that POS had direct effect on both OC and OCB. Skill variety, task autonomy effects on OC and OC effect on OCB. The organizations' administrator should apply motivation strategy and plan to motivate their employees to perform with positive behavior. Gen X or gen Y in organization had similar OC and OCB since they could be adapted to fit with the organizational culture. The administrator should contribute to the expected organizational culture. For the age of new employee to recruit, there was no effect on OC if the employees had demonstrated none different of good citizenship behavior. Maintaining human resource within the organization should focus on the POS. The highest effectiveness of organization manager could contribute in the strategic plan for gen Y to offer them the opportunity for task identity and they need to get task feedback. For gen X, the POS affected on their commitment and task feedback effect to them showed negative citizenship behavior.

Recommended for the future research could extend their study in depth into the relationship between POS and OCB with the limitation on more than one year working experience. The model of analysis could be used to test with other groups or other industries such as skill technical employee, focus on employees in department with high turnover. The future research could apply the comparative study with the foreign employees from neighboring countries in order to explore any group of foreign employees with higher commitment or better behaviors.

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