

The Relationship between Job Involvement and Successful Efforts: An Empirical Investigation of Evidence from Central Campuses under Institute of Physical Education in Thailand

Sisapimmas Hongsombud¹,
Issares Chaiya², Sukanya Boonnom³

Abstract

This study aimed at investigating the impacts of job involvement on successful efforts through mediating influences of organization commitment and improvement determination. Job involvement consisted of charismatic role modeling, perceived organizational support, procedural justice, sacrificed intention, and positive attitude on work. Here, 383 instructors and educational personnel from central campuses under Institute of Physical Education in Thailand were chosen as the samples of the study factor analysis and Regression analysis. The results presented that perceived organizational support, sacrificed intention and positive attitude on work had a significant positive effect on organization commitment and improvement determination. ($p < 0.001$) Procedural justice, however, had no significant positive effect on organization commitment and improvement determination. Also, organization commitment and improvement determination had a potentially positive influence on successful efforts. Accordingly, organization commitment and improvement determination were mediators of aforementioned relationships.

Keywords : Job Involvement, Perceived Organizational Support, Procedural Justice, Sacrificed Intention, Positive Attitude on Work, Organization Commitment, Improvement Determination, Successful Efforts

^{1,2} Assistant Professor, Lecturers, Instiuite of Physical Education Suphanburi, Tel. 081-7930360, e-mail: Hongsombud@hotmail.com

³ Lecturer, Instiuite of Physical Education Suphanburi, Tel. 035-545744-5

Introduction

The concept of job involvement occurred around the year 1990 (Krug, 2008). The definition of the concept of job involvement were variously dedicated in the academic, practical and consulting organizations. The definition referred to Kahn (1990); Gallup (2003); Institute for Employment Studies (IES) (2004); Towers Perrin (2005). The job involvement of employees consisted of perception, emotion and behavior. The definition of Kahn was discussed on the composition of the job involvement of employees including behaviors, perceptions and emotions. Kahn (1990) defined the job involvement of employees as “employee’s feelings in relation to organizational membership, operations, performance and received roles to express the feelings out in a style of behavior, recognition and emotions, duties, operations to their roles.”

Institute of Physical Education achieved the targets and recognized the data overview of job involvement of instructors and educational personnel. This information was useful for management by motivation on leading to the success of organization. In addition, knowledge transferring and promotion of co-operation brought about the accomplishment of the institute objectives at a full potential. The policy of improvement and management development in the institute resulted in higher effectiveness.

Therefore, this study focused on investigation of relationship between job involvement and successful efforts, the data of which were collected from instructors and educational personnel from central campuses under Institute of Physical Education in Thailand. The results of this research can be used to ensure the effectiveness of the operation based on good governance principles.

Objective

The objectives of this study are fourfold;

1. To investigate the four dimensions of job involvement influencing organization commitment of central campuses under Institute of Physical Education in Thailand,
2. To investigate the four dimensions of job involvement influencing improvement determination of central campuses under Institute of Physical Education in Thailand,
3. To study organization commitment affecting successful efforts of central campuses under Institute of Physical Education in Thailand, and
4. To study improvement determination affecting successful efforts of central campuses under Institute of Physical Education in Thailand.

Research Framework

1. Related Theory

According to organizational support theory, the development of Job involvement was encouraged by staffs' tendency to assign the organization human-like characteristics (Eisenberger et al., 1987). Job involvement referred to identification with an interest in the specific work performance (Cropanzano et al., 1997; O'Driscoll & Randall, 1999). In this study, job involvement was a main determinant of successful efforts through mediating functions of organization commitment and improvement determination. The job involvement relationships were systematically investigated. Thus, the concept, linkage, and research model presented the associations between job involvement and successful efforts as shown in Figure 1.

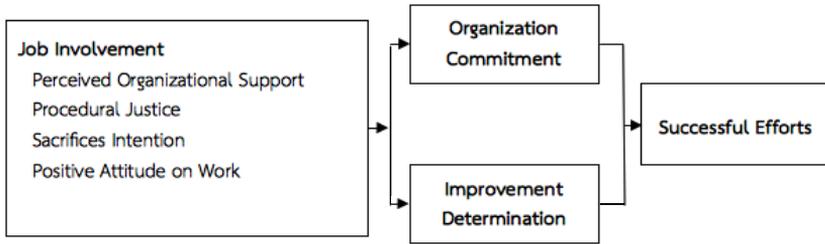


Fig. 1 The Conceptual Framework

2. Definition term

2.1 Perceived organization support

Perceived organization support is support to staff training and development continuously and consistently, which makes the organization's efficiency and effectiveness. In addition, the basis of the relationship, perceived organization support create an obligation to care about the organizations welfare (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoads, 2001). The obligation to exchange caring for caring (Foa & Foa, 1980) should enhance staff affective commitment to the personified organization. However, perceived organizational support and positive affectivity might lead to improvement determination. Hence, the illustrated relationship is hypothesized as shown below.

Hypothesis 1 Perceived organizational support is likely to have a positive influence on a) organization commitment and b) improvement determination.

2.2 Procedural justice

Procedural justice refers to the personnel within the organization to recognition of the evaluation of the management performance both compensation and reward of staffs. Most organizations have considerable discretion and control concerning the fairness of policies

that affect reward allocations (Rhoades & Eisenberger, 2002). Shore & Shore (1995) suggested that fairness of procedures that determine the amount and distribution of organizational resource of organization and leads to organization commitment and improvement determination. Hence, the illustrated relationship is hypothesized as shown below.

Hypothesis 2 Procedural justice is likely to have a positive influence on a) organization commitment and b) improvement determination.

2.3 Sacrifice intention

Sacrifice intention is defined as the sacrifice time, energy, ideas and things to fully work with the aim to perform the job successfully and effectively. Vance (2006) explains the fact that sacrifices intention is inextricably linked with employer practices. Therefore, any organization who has sacrifice intention of employee can achieve the desired level of organization commitment and improvement determination. Hence, the aforementioned relationship is hypothesized as shown below.

Hypothesis 3 Sacrifices intention is likely to have a positive influence on a) organization commitment and b) improvement determination.

2.4 Positive attitude on work

Positive attitude on work refers to the employee enjoyment of work and the use of knowledge and skills on their own in the fully work including satisfaction with environment-related work. Saks (2006) argued that positive attitude on work is the degree to which an individual is attentive to their work and absorbed in the performance of their role. Consistency with literature describes positive attitude on work as the positive organization commitment and improvement determination. Thus, the hypotheses is proposed as follows :

Hypothesis 4 Work positive attitude is likely to have a positive influence on a) organization commitment and b) improvement determination.

2.5 Organization commitment

Organization commitment is defined as the feeling of love and commitment and taking pride in the organization and feeling involvement. The expectation in existence of membership of the organization. The growth of organization contributes to the achievement of organizational goals (Sheldon, 1971). Meyer, Paunonen, Gellatly, Goffin & Jackson (1989) suggested that performance and commitment of first line managers found the positive relationship between affective commitment and job performance. Therefore, the aforementioned relationship is hypothesized as shown below.

Hypothesis 5 Organization commitment is likely to have a successful influence on.

2.6 Improvement determination

Improvement determination refers to the initiative of working, opportunity to propose and new functionality, form to enhance performance. An attempt to find defects, continuously working improvement and comments are helpful to development. According to George & Brief (1992) such extra role activities include improvement determination offering constructive suggestions, and knowledge and skills that are beneficial to organization leading to successful effort. Therefore, the illustrated relationship is hypothesized as shown below.

Hypothesis 6 Improvement determination is likely to have a successful influence on.

Measurement and Methods

Here, 526 instructors at central campuses under Institute of Physical Education in Thailand were used as the population. A mail survey procedure via the questionnaire were used for data collection. The key participants in this study were instructors from central campuses under Institute of Physical Education. The completed 383 questionnaires were returned to used for this study. The effective response rate was approximately 72.81%. According to Aaker, Aaker, Kumar, & George Day, (2001), the response rate for a mail survey, without an appropriate follow-up procedure, is less than 20%. Thus, the response rate of this study is considered acceptable.

To test potential and non-response bias and to detect and consider possible problems with non-response errors, the assessment and investigation of non-response-bias was a comparison of the population, such as number of administrators' working years in Institute of Physical Education as the data recommended by Sons Armstrong & Overton (1977). Neither procedures showed significant differences.

Factor analysis was firstly utilized to examine the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. The factor analysis conducted were done separately on each set of the items representing a particular scale due to limited observations. With respect to the confirmatory factor analysis, this analysis has a high potential to inflate the component loadings. Thus, a higher rule-of-thumb, a cut-off value of 0.40, was adopted (Nunnally & Bernstein, 1994). All factor loadings are greater than the 0.40 cut-off and are statistically significant. The reliability of the measurements was secondly evaluated by Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients are greater than 0.70 (Nunnally & Bernstein, 1994). The scales of all measures appear to produce internally consistent

results; thus, these measures are deemed appropriate for further analysis because they express an accepted validity and reliability in this study. Table 1 below presents the results for both factor loadings and Cronbach alpha for multiple-item scales used in this study.

Table 1 Results of Measure Validation (n = 30)

Items	Factor Loadings	Cronbach Alpha
Perceived Organizational Support (PO)	.46 - .92	0.69
Procedural Justice (PJ)	.69 - .86	0.87
Sacrifices Intention (SI)	.62 - .79	0.73
Positive Attitude on Work (AW)	.43 - .88	0.67
Organization Commitment (OC)	.44 - .89	0.69
Improvement Determination (ID)	.41 - .77	0.61
Successful Efforts (SE)	.41 - .92	0.61

The ordinary least squares (OLS) regression analysis is used to investigate the hypothesized relationships of job involvement and successful efforts. Because all dependent variable, independent variables, and control variables in this study were neither nominal data nor categorical data, OLS is an appropriate method for examining the hypothesized relationships (Aulakh, Kotabe & Teegen, 2000). With the need to understand the relationships in this study, the research models of the aforementioned relationships are as follows.

$$\text{Equation 1 : } OC = \beta_{01} + \beta_1 PO + \beta_2 PJ + \beta_3 SI + \beta_4 AW + f_i$$

$$\text{Equation 2 : } ID = \beta_{02} + \beta_5 PO + \beta_6 PJ + \beta_7 SI + \beta_8 AW + f_i$$

$$\text{Equation 3 : } SE = \beta_{03} + \beta_9 OC + \beta_{10} ID + f_i$$

Results

In Table 2, the descriptive statistics and correlation matrix for all variables are presented. With respect to potential problems relating to multi-collinearity, variance inflation factors (VIF) were used to provide information on the extent to which non-orthogonality among independent variables inflates standard errors. The VIFs range from 1.85 to 2.84, well below the cut-off value of 10 recommended by Neter, Wasserman & Kutner (1985), meaning the independent variables are not correlated with each other. Therefore, there are no substantial multi-collinearity problems encountered in this study.

Table 3 presents the results of OLS regression of the relationships among job involvement, organization commitment, improvement determination and successful efforts. Job involvement include *perceived organizational support*, procedural justice, sacrifices intention, and positive attitude on work. Here, perceived organizational support has a significant positive influence on organization commitment ($b_1 = 0.25$, $p < .001$) and improvement determination ($b_5 = 0.28$, $p < .001$). **Therefore, hypothesis 1a and 1b are supported.** However, procedural justice has a no significant positive influence on organization commitment ($b_2 = 0.05$, $p < .010$). On the other hand procedural justice has negative influence on improvement determination ($b_6 = -0.15$, $p < .001$). Hence, **hypothesis 2a and 2b are not supported.** Also, Table 3 the effect of sacrifices intention has a significant positive influence on organization commitment ($b_3 = 0.31$, $p < .001$) and improvement determination ($b_7 = 0.39$, $p < .001$). **Thus, hypothesis 3a and 3b are supported.** In addition, table 3 shows the effect of positive attitude on work has a significant positive influence on organization commitment ($b_{04} = 0.26$, $p < .001$) and improvement determination ($b_{08} = 0.31$, $p < .001$). Thus, hypothesis 4a and 4b are

supported. For the mediating effects of the job involvement - organization commitment, improvement determination ($b_{09} = 0.20, p < .001$) and successful efforts ($b_{10} = 0.54, p < .001$) has a potential positive association with research quality. Therefore, Hypothesis 5 and 6 are supported.

Table 2 Descriptive Statistics and Correlation Matrix

Variables	PO	PJ	SI	WP	OC	ID	SE
Mean	3.76	3.62	4.09	4.01	4.08	4.01	4.04
Standard Deviation	0.76	0.88	0.64	1.04	0.71	0.62	0.65
Perceived Organizational Support (PO)	1	.782**	.551**	.563**	.614**	.552**	.584**
Procedural Justice (PJ)	.782**	1	.515**	.599**	.569**	.455**	.538**
Sacrifices Intention (SI)	.551**	.515**	1	.699**	.653**	.687**	.685**
Positive Attitude on Work (AW)	.563**	.599**	.699**	1	.694**	.653**	.696**
Organization Commitment (OC)	.614**	.569**	.653**	.649**	1	.678**	.575**
Improvement Determination (ID)	.552**	.455**	.687**	.653**	.678**	1	.684**
Successful Efforts (SE)	.584**	.583**	.685**	.696**	.575**	.684**	1

*** $p < .01$, ** $p < .05$

Table 3 Results of OLS Regression Analysis

Independent Variables	Dependent Variable		
	OC	ID	SE
PO	0.25 (0.05)***	0.28 (0.05)***	
PJ	0.05 (0.05)	-0.15 (0.05) ***	
SI	0.31 (0.05)***	0.39 (0.05)***	
AW	0.26 (0.05)***	0.31 (0.05)***	
OC			0.20 (0.05)***
ID			0.54 (0.05)***
Adjusted R_2	.551	.554	.488

* $p < .10$, ** $p < .05$, *** $p < .01$, a Beta coefficients with standard errors in parenthesis.

Discussion and Conclusion

1. Theoretical Contribution and Future Directions for Research

This study is intended to provide a clearer understanding of the relationships among job involvement, organization commitment, improvement determination and successful efforts. job involvement consist of charismatic role modeling, perceived organization support, sacrifices intention and positive attitude on work. On the other hand job involvement no consist of charismatic modeling of procedural justice. It provides unique theoretical contributions expanding on previous knowledge and literature of job involvement, organization commitment, improvement determination and successful efforts. Likewise, future research is needed to collect data from different groups of sample and/or a comparative population in order to verify the generalizability of the study and increase the level of reliability.

2. Managerial Contribution

This study helps executives identify and justify key components that may be more critical in a job involvement. They should thoroughly understand, manage, and utilize job involvement (perceived organization support, procedural justice, sacrifices intention and positive attitude on work) to provide organization commitment and improvement determination. Also, both organization commitment and improvement determination influence successful efforts. The executives of institute must put more emphasis on perceived organization support, procedural justice, sacrifices intention and positive attitude on work. The executives should provide other resources to support their effectiveness and create new opportunities of job involvement lead to successful efforts.

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