

The Exploration of the Factors Affecting on In-Role Job Performance: A Case Study for Thai Nondestructive Testing Public Company Limited's Employees

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Abstract— This research investigates the relationship between job involvement, organizational commitment, core self-evaluation, job satisfaction and in-role job performance toward employees in organization. The purpose of this research was to discover the potential factors affecting on in-role job performance of employee in organization. In this research, the 347 online questionnaires were collected from the total employees who are currently working at Thai Nondestructive Testing Public Company Limited (TNDT PCL). Descriptive analysis was applied to evaluate the demographic characteristics while inferential statistic was applied to analyze the relationships between each variable. The result of this research showed a significant relationship between job Involvement, organizational commitment, core self-evaluation, job satisfaction and in-role job performance.

Keywords—In-Role Job Performance, Job Involvement, Organizational Commitment, Core Self-Evaluation, Job Satisfaction

I. INTRODUCTION

As Campbell (1993) [3] described on job performance, it is a part of human resource management which is really important for organizational achievement. It is related to the quality that company used its economic resources, such as direct materials and facilities needed to use in the production process. According to prior researches, the potential factors that could affect job performance are numerous. The relationship among job attitudes and employee behaviors have become an importance issue which could provide better understanding about employee management and organizational behaviors.

Job involvement has been shown a strong relationship among the other factors of job attitude, such as organizational commitment (Meyer et al., 1989; Ketchand and Strawser, 2001) [14] [11], and job satisfaction (Gerpott, 1990; Patterson and O'Driscoll, 1990; Shore et al., 1990; Mathieu and Farr, 1991) [5] [16] [20] [12]. Besides, job satisfaction could also

increase the degree of job involvement. It would then lead to increase the degree of employee performance. Job performance is also a consequence of employee core self-evaluations (Judge et al., 1997) [8]. It represents the methods of self-evaluation that employee uses to evaluate himself. It means that employee with high self-evaluation seems likely to perform based on the confident in his abilities to complete his works.

This research presents a developed model to analyze the characteristics of job attitudes that can potentially influence in-role job performance. It focused on organizational and individual factors that might influence these relationships in order to obtain more understanding of factors affecting job attitudes and in-role job performance. By seeking a good potential growth-rate organization that the profits are mostly relied on manpower, all of employees at Thai Nondestructive Testing Public Company Limited (TNDT) are selected as a target population in this research. Conceptual framework and research model are also applied to explain all of the significantly statements in this research.

II. LITERATURE REVIEW

A. JOB INVOLVEMENT

Job involvement is a degree that employee has absorbed himself in his work and considered his work as an important part of his life (Newstrom and Davis, 2000) [15]. According to Kanungo (1982) [10] and Sekaran (1989) [19], job involvement is the identification of employee, who seeks to express himself, which is related to the job characteristics, such as skills, task identity, task significance, autonomy, and feedbacks, from the work itself. It was found that job involvement is showed a significant positive effect to the effort and motivation of an employee. It means that an employee, who put more involvement in his job, should provide more effort (Brown and Leigh, 1996) [2].

B. ORGANIZATIONAL COMMITMENT

Organizational commitment is defined as an employee, who strongly commits his/herself with the organization (Robbins, 1998) [17]. On the other hands, as discovered in many contexts, it could define as the degree of employee attitudes

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and behaviors toward his working place (Hislop, 2003) [9]. Additionally, employee with higher degree of organizational commitment has gained a higher positively attitude toward his organization (Blau and Boal, 1987) [1].

C. JOB SATISFACTION

As an external environment has influenced on the feelings of an employee toward his working place, job satisfaction could be influenced on the overall satisfaction of an employee due to his work is a main part of his life (Davis and Storm, 1991) [4]. Thus, job satisfaction is identified as one of the most importantly variable in organizational study (McCue and Gianakis, 1997) [13]. It is referred to the general reactions of an employee toward his job.

D. CORE SELF-EVALUATION

Core self-evaluation is defined as a deeper concept in the self-evaluation of employee. It is related to a personal characteristic by combining the four concepts of self-evaluations which are self-esteem, self-efficacy, locus of control, and emotional stability. These could influence to various outcomes in self-evaluation of employee according to the work situations (Judge et al., 1997) [8].

E. IN-ROLE JOB PERFORMANCE

In-role performance is defined as the level of achievement at assigned job duties (Williams and Anderson, 1991) [21]. It is related to the formal requirements in an activities that employee is assigned. According to many prior researches, it could be considered as the primary indicator of organizational performance and the motivation of employee which it would be influenced by job attitudes, such as job involvement, job commitment, and job satisfaction, of employee and self-evaluation toward to his work in the organization (Rotenberry and Moberg, 2007) [18].

III. RESEARCH FRAMEWORK AND METHODOLOGY

A. Research Framework

According to the models of previous researches, the conceptual framework in this study consisted of four independent variables which are job involvement, job commitment, job satisfaction, and core self-evaluation. The researcher set in-role job performance as dependent variable as shown in Fig.1. Based on the conceptual framework, there were 5 hypotheses which are followed:

- H1: job involvement has a significant relationship with organizational commitment.
- H2: job involvement has a significant relationship with in-role job performance.
- H3: organizational commitment has a significant relationship with in-role job performance.

H4: core self-evaluation has a significant relationship with in-role job performance.

H5: job satisfaction has a significant relationship with in-role job performance.

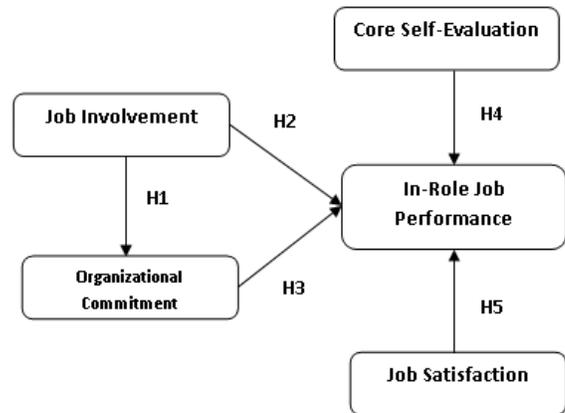


Fig.1 The factors affecting in-role job performance towards TNDT PCL.

B. Research Methodology

The purpose of this research was to discover the potential factors affecting on in-role job performance of employee in organization. The four independent variables, which were selected in this research, were job involvement, organizational commitment, core self-evaluation, and job satisfaction. By using census survey technique, the 347 online questionnaires were collected from the total employees who are currently working at TNDT PCL. The relationships between independent variables and in-role job performance, as based on conceptual framework in the research, were analyzed by using Pearson's Correlation Coefficient.

Census Survey

Census is a survey that involves with the collecting data process in each member of a specific population. In other words, all data is gathered for all members of the target population (Zikmund, 2003) [22]. Thus, there is no sampling procedure in this research which the 347 people, who are working at TNDT PCL Head office in Bangkok and branch offices in Samut Prakan, Rayong, Kamphaeng Phet, Prachin Buri, Chon Buri, Chacoengsao, and Songkhla provinces, are the target population.

IV. RESEARCH AND FINDINGS

The relationships between independent variables and in-role job performance, as based on conceptual framework in the research, were analyzed by using Pearson's Correlation Coefficient. Regarding the testing of this research's hypotheses, the results show that all null hypotheses were rejected as shown in Table1:

TABLE I
SUMMARY OF HYPOTHESES TESTING

| Hypothesis | The Result of Significant | Pearson Correlation | Hypothesis Result |
|--|---------------------------|---------------------|-----------------------|
| H1: The relationship between Job involvement and organizational commitment. | .000 | .303 (Weak) | Reject H ₀ |
| H2: The relationship between Job involvement and In-role job performance. | .000 | .476 (Moderate) | Reject H ₀ |
| H3: The relationship between organizational commitment and In-role job performance. | .000 | .399 (Weak) | Reject H ₀ |
| H4: The relationship between Core self-evaluation and In-role job performance. | .000 | .691 (Strong) | Reject H ₀ |
| H5: The relationship between Job satisfaction and In-role job performance. | .000 | .476 (Moderate) | Reject H ₀ |

V. SUMMARY AND CONCLUSIONS

Based on the objectives in this research, the relationships among variables in conceptual framework were all evaluated. They were practically applied this research concept toward TNDT PCL. Moreover, the understanding in the results of all hypotheses was also analyzed by using Pearson's correlation coefficient.

As referring to the empirical results, job involvement, job commitment, and job satisfaction have potentially effected on in-role job performance of employee in organization. The results showed that core self-evaluation could be indicated as a main determinant factor toward in-role job performance due to strong relationship among these variables. In other words, employee who has high core self-evaluation in his work could enhance more on his in-role job performance. Meanwhile, job involvement showed weak correlation on job commitment. It implied that employee, who involves with more work, does not mean to commit himself with his organization. However, employee with high job involvement could have more potential to perform well with his work. Besides, employee, who gains high level of job commitment, would not guarantee to perform very well on his work as it showed a weak correlation toward in-role job performance. Nevertheless, employee, who is satisfied with his work, could provide a good perform on his responsibilities as it showed a strong correlation among these two variables.

VI. RECOMMENDATIONS

Based on the results of hypotheses testing, core self-evaluation is the most effective factor toward in-role job performance. It is related to personal motivation which truly occurs within an employee (Joo et al., 2010) [7]. Thus, managers can built-up intrinsic motivation and job performance into their employees by work relocation. It could also increase employee enjoyment which leads to more work concentration and better performance on his work.

Job satisfaction is another reliable factor to improve in-role job performance. It has been come from various factors in his work experience, such as payments, co-workers, managers,

promotions, organizational facilities, and the characteristic of works, which also impacts on employee performance. Thus, authorized people in human resource management should firstly maintain high level of employee satisfaction. It would be achieved by treating employees equally in terms of facilities, salaries, and promotions.

As the finding of this research supported a significant relationship between job involvement and in-role job performance, managers may develop the competitive position to increase the employee performance. They could design the process of the work assignments by concerning on the specific of work, the significance of work, and feedback to their employees. According to the result from analysis of the relationship between job commitment and in-role job performance, Managers should focus on the fulfillment between the expectations of employee and the goals of organization. They should assign the works that is equally matched to the abilities of the employees.

In case of the relationship between organizational commitment and job involvement, it showed a significant and a positive correlation among these two variables although it was a weak correlation. As these variables are also showed a significant relationship to in-role job performance, the recommendations on these variables toward in-role job performance would be also a positive impact to job commitment and job involvement. In turns, the job relocation among the relative line of works would improve employee performance and also increase the level of job commitment within employee which he could feel more interesting on his working life. Besides, the fulfillment between the expectations of employee and the goals of organization could lead to better motivation and performance of employee which leads to higher level of job involvement. As employee would gain more motivation in his work, he could try to involve more on the relative lines of his works.

FURTHER RESEARCH

For further study, the next research may focus on the demographic factors which could also be added to analyze the relationships among employee behaviors. The other important factors of job attitudes can also influence to in-role job

performance such as effort, motivation, turnover intention and deeper detail in organizational commitment concept. Many studies have found that the three dimensions of organizational commitment, which are affective, continuance, and normative, on job involvement are directly affected to in-role job performance (Islam, 2012) [6]. While this research only analyzed on job satisfaction to indicate the effect of this variable on in-role job performance, it could be possible to narrow down into more specific details, such as motivation and effort, for another research. Furthermore, since retain consistent of employee performance will make up the majority of a company's profits, it would be beneficial if the study delves further in depth into what factors would help create more quality of employees by organizational management. Finally, this study targeted on only one company which is TNDT PCL, the data acquisition did not represent the whole industry. Further study may apply this concept to other companies, which have similar business or same industry.

ACKNOWLEDGMENT

The completion of this research has been one of the most important steps to my study in Assumption University of Thailand. Without the support and guidance of the following people, it would be very difficult to complete this research.

Firstly, I would lovely like to express my sincere thanks to Dr. Sirion Chaipoopirutana, who gratefully acted as my advisor, for providing her research knowledge, precious advises, and recommendations to keep my works always on the right track.

Secondly, I would also like to thank the members of my research committees for their suggestions, recommendations, and feedback toward to my works which would be very helpful to my future research.

Thirdly, I am very appreciates all of the people, who are currently working at TNDT PCL, to kindly participate on my questionnaire process.

Lastly, many thanks to all of my classmates, who joined Individual Research class with me, to keeps sharing information and experience as well as support and encouragement toward any of my hard time.

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