

A Study on Job Involvement – A Case of VNECO.SSM Company

Le Thi Khanh Ly
Duy Tan University
Danang City, Vietnam

Ho Tan Tuyen
Duy Tan University
Danang City, Vietnam

Abstract:- This study determines the factors affecting job involvement in VNECO.SSM Company, with 178 respondents. The results of quantitative research were verified by multivariate statistical techniques such as Cronbach's Alpha test, exploratory factor analysis and regression analysis. Research shows that five factors affecting job involvement, including: job characteristics, reward policies, training and career development opportunities, role stress and perceived organizational support. This paper also proposes recommendations for managers to cultivate the job involvement of its important role in maximizing the organization's profits and improving the business operation.

Keywords:- Job Involvement, VNECO.SSM Company.

I. INTRODUCTION

Human resources play an important role and are the premise for the prosperity of an enterprise. Today, high quality human resources are considered as a competitive advantage of enterprises. But in fact, businesses are still facing the situation, which is the massive departure of personnel, employees who do not have a long-term commitment to their job, especially worrying are those who clever. And the consequences may be: the job is delayed because the enterprise has not been able to recruit and train new suitable employees, and those employees leave with other employees leaving the organization. Obviously, the low cohesion with job of the employees, will make the business lose human resources, reduce the performance of business. This is the main reason why the author conducts research on employees job commitment at VNECO.SSM Company. The data for this paper were collected through using questionnaires that were distributed among all of the employees of this company. Out of the 185 questionnaires sent out, 178 were returned, which yielded a response rate of 96%. Women constituted 40% of the sample, and the mean age was 35. After adjusting for internal attrition, the analyses in this study finally came to be based on a pool of 178 individuals who had completed data for all variables of the study.

II. LITERATURE REVIEW

A. Job Involvement

Involvement includes unity, effort and loyalty. This concept refers to the positive relationship with the job that makes them willing to invest effort to contribute to the success and development of the organization. Therefore, the involvement not only comes from the beliefs and words of employees but also from practical actions at work. Job involvement has been defined as the degree to which people identify themselves with their job (Noe et al., 2010). It is also considered as a psychological condition in which an employee is concerned about participation in their job (Paullay et al., 1994).

K. Sigh (2004) demonstrate a positive relationship between remuneration policy and job involvement. Besides, some other studies show career planning and promotion opportunities has a positive influence on the commitment to the organization. According to Mowday et al. (1979), training activities also have a positive relationship with employee attachment. Meyer and Allen's (1997) studied the relationship between employee engagement and perceptions of vocational training and development, performance evaluation and compensation.

Rhoades et. al (2001) showed 6 factors effecting job involvement, including: job characteristics, rewards and recognition, perceived organizational support, perceived supervisor support, distributive justice and procedural justice. The results also show that job involvement is of great importance to the development of the organization.

Tran Kim Dung (2005) approaches the concept of organizational attachment indirectly in terms of measuring job satisfaction. The author has used the job description index to measure employee job involvement. The study uses a SEM model of 448 employees working full-time in Ho Chi Minh City. The results showed six components effecting job involvement: the nature of work, leadership, colleagues, opportunities for training and development, pay and with benefits. In particular, there are two factors that influence the most are the nature of the job, and opportunities for training and development.

B. Proposed Research Model

Researchers proposed that five independent variables are derived from the model of research K. Singh (2004), Rhoades et. al (2001), Tran Kim Dung (2005). In addition, the author combines the independent variables derived from the results of other authors' research into the research model including: (1) job characteristics, (2) reward policies, (3)

training and career development opportunities, (4) role stress, and (5) perceived organizational support.

All independent variables above may affect the job involvement (dependent variable) at VNECO.SSM companies. This study attempts to investigate the possible relationship among those variables.

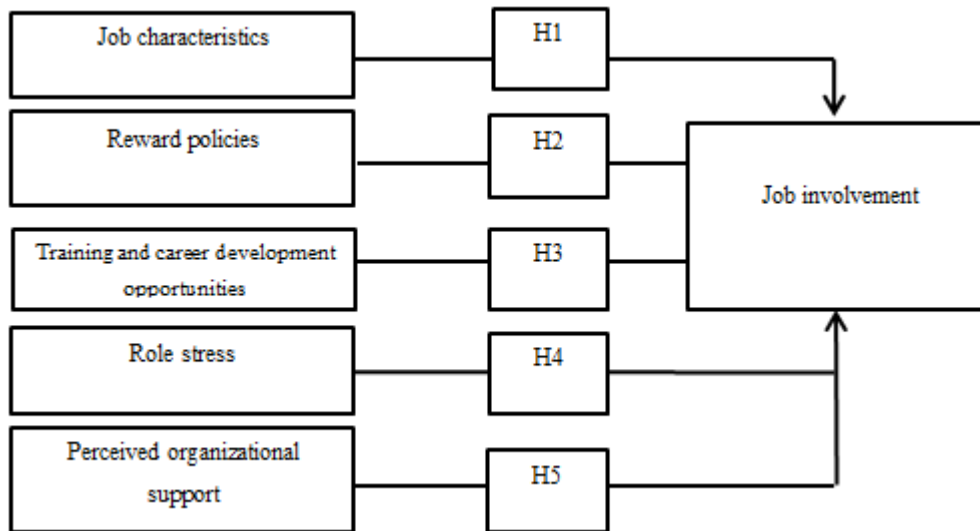


Fig 1:- The study's Proposed Theoretical Framework
Sources:- Developed for the research

III. RESEARCH METHODOLOGY

A. Qualitative Research

After identifying the factors that influence job involvement, we will interview the manager and the assistant or coordinators. This study, an interview was done directly with 25 persons from different departments of VNECO.SSM companies. The scale used in the research model consists of five influential factors (independent variables) and one job involvement variable (dependent variable) with total 22 items.

Most respondents were asked to agree with the factors and observed variables used to measure the job involvement in the research model proposed by the author in accordance with the situation of the current company.

B. Quantitative Research

Quantitative research was conducted as soon as the questionnaire was modified from qualitative research. This method provided descriptions of the variables in order to answer the research questions in the study. Survey design also allows comparisons between respondents giving the right perspective on their opinion towards the employee's job involvement. The choice of this technique was guided

by the fact that the case study aims to generate findings, which would facilitate a general, understanding and interpretation of the problem.

The study population comprised a total of 178 employees from various organizational departments. The study population refers to the total collection of elements which one would like to study or make inferences.

IV. RESULTS

The objective of this part is to interpret and analyze the data collected in the research. The data will be analyzed with the aid of SPSS software version 20.0. Before quantitative data is analyzed, it must be edited, coded and transformed. The quantitative data research findings will investigate the impacts of (1) job characteristics, (2) reward policies, (3) training and career development opportunities, (4) role stress, and (5) perceived organizational support towards employees job involvement.

A. Cronbach's Alpha Reliability Test

To facilitate the viewing of research results, the author will summarize obtained results shown at the following table:

Scale	Cronbach's Alpha	Number of Items	Strength of Association
-Job characteristics	0.867	5	Excellent
-Reward policies	0.840	4	Excellent
-Training and career development opportunities	0.845	4	Excellent
-Role stress	0.894	4	Excellent
-Perceived organizational support	0.862	5	Excellent
-Job involvement	0.889	3	Excellent

Table 1:- Interpretation of Cronbach's Alpha
Source:- Field Survey, June, 2017

According to the Table 1, Cronbach's Alpha values for each of the predictor variables are as follows: Job characteristics ($\alpha = 0.867$); Reward policies ($\alpha = 0.840$), Training and career development opportunities ($\alpha = 0.845$); Role stress ($\alpha = 0.894$); Perceived organizational support ($\alpha = 0.862$). In addition, the Cronbach's Alpha for the dependent variable (Job involvement) is 0.889. All the

five variables and dependent variable are internal consistent and they are reliable as their reliability values exceeded the prescribed threshold of 0.6 which paved way for data analysis through results of Cronbach's Alpha statistics.

B. Testing the Factor Loading Coefficient of the Independent Variables

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
JC5	.876				
JC 1	.826				
JC 2	.804				
JC 4	.750				
JC 3	.730				
OS 3		.858			
OS 5		.772			
OS 1		.760			
OS 4		.743			
OS 2		.677			
RP1			.890		
RP 4			.837		
RP 2			.797		
RP 3			.788		
TD1				.851	
TD 4				.802	
TD 3				.744	
TD 2				.668	
RS1					.898
RS 4					.875
RS 3					.896
RS 2					.759

Table 2:- Rotated component matrix^a of the independent variables
Source:- Field Survey, June, 2017

According to the Table 2, factor loading coefficients are greater than 0.6, the scale of the five independent variables are rotation converged in 7.5 iterations. The number of factors generated after the analysis is five factors with a total of 22 items.

C. Adjusted Models

Through testing scale by EFA and Cronbach's' Alpha reliability, the author will adjust the original theoretical research model into following model includes five factors that affect the employees job involvement in VNECO.SSM company and 22 observation variables which demonstrate for these factors.

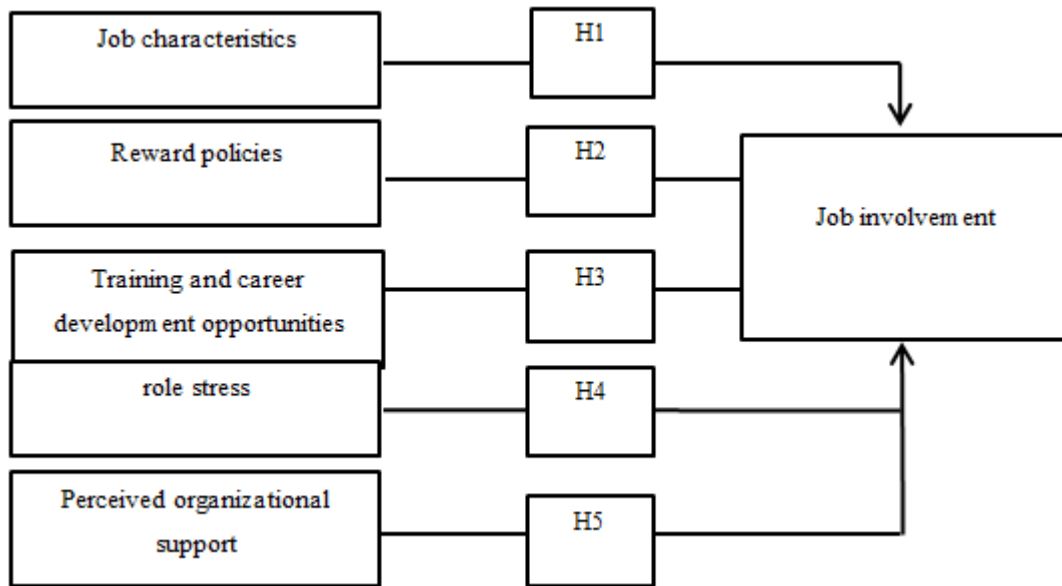


Fig 2:- The Adjusted Research Mode
Sources:- Developed for the research

And the study gives out following new research hypotheses:

- **H1:** The factor job characteristics significantly and positively affects job involvement.
- **H2:** The factor reward policies significantly and positively affects job involvement.
- **H3:** The factor training and career development opportunities significantly and positively affects job involvement.
- **H4:** The factor role stress significantly and positively affects s job involvement.

- **H5:** The factor perceived organizational support significantly and positively affects job involvement.

D. Testing the correlation coefficient (R value)

The Multiple Regression Analysis is used to determine the significant relationships between independent variables (job characteristics, reward policies, training and career development opportunities, role stress, and perceived organizational support) and dependent variable (job involvement).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.718 ^a	.516 ^b	.502	.67477	1.699

a. Predictors: (Constant), JC, OS, RP, TD, RS

b. Dependent Variable: JI

Table 3:- Model Summary
Source:- Field Survey, June, 2017

Based on the Model Summary Table 3, the correlation coefficient (R value) for this research is 0.718. This means that the dependent variable (job involvement) strong positively affects independent variable (job characteristics, reward policies, training and career development opportunities, role stress, and perceived organizational

support) because R value is positive value and 0.718 is fall under coefficient range ± 0.71 to ± 1 .

E. Testing the ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.509	5	16.702	36.682	.000 ^b
	Residual	78.315	172	.455		
	Total	161.824	177			

Dependent Variable: JI

Predictors:(Constant), JC, OS, RP, TD, RS

Table 4:- ANOVA
Source:- Field Survey, June, 2017

In the Anova table 4, it shows that the F value of 36.682 greater than 5 and the p-value is 0.00 which is less than 0.05 ($p < 0.05$) so significant at the 0.05 level. The significance value was less than 0.05, an indication that the model was significant. In overall the regression model with those five independent variables is suitable for explaining the variation in job involvement.

F. Develop Regression Equation with Standardized Coefficients

The standardized coefficients predict the influence level of independent variables (job characteristics, reward policies, training and career development opportunities, role stress, and perceived organizational support) on job involvement in VNECO.SSM company. We can be determined by the following regression equation with standardized coefficients as below:

$$Y = 0.306JC + 0.395OS + 0.195TD + 0.160RS + 0.043RP$$

Or:

Job involvement = 0.306 Job characteristics + 0.395 Perceived organizational support + 0.195 training and career development opportunities + 0.160 Role stress + 0.043 Reward policies.

V. CONCLUSION

According to the research findings and analysis, the author found that all the p-values for all the variables (22 items) were less than 0.05, an indication that all the factors (five factors) which the author proposed in the research model is statistically significant to job involvement as follows:

The study also revealed that Perceived organizational support is inextricably linked to the job involvement, thus concluding that Perceived organizational support has a positive effect on job involvement in VNECO.SSM company. The study further reassured that co-worker is strongly influenced Job characteristics, giving co-worker a compelling reason to continue working for their employer and try their best to finish the assignment. The results also show that the training and career development opportunities ranks third in the total five factors proposed by the author. The remaining factors as Role stress, Reward policies have little impact on job involvement .

The results also showed that the evaluation of job involvement is at a normal level with the average point = 3.0 in the five point Likert scale. This shows that the VNECO.SSM company need to try harder to improve their policies to job involvement.

RECOMMENDATIONS

According to the results of this study, the factor “Perceived organizational support” has the biggest impact on the cohesion with the work at VNECO.SSM. Therefore, the company should organize regular sessions of knowledge and skills to work safely for workers, update labor safety practices. In addition, it is necessary to actively build a culture of solidarity, friendliness and closeness among employees at all levels through activities outside the working hours, in order to increase the bond of affection, to share with each other, as well as with organization.

“Job characteristics” also has a great influence on the cohesiveness of workers. For this factor, the company should consider investing in machinery and production processes based on modern technology trends, in order to increase production efficiency and reduce the burden on workers. In addition, the company should have a rotation of tasks between different positions, avoiding the boredom of work for workers, diversifying additional work skills.

In order to further enhance the love of the job at work, the company should have skills training courses, learn more professional skills, update innovation knowledge, increase professional skills for workers, when feeling personal. Being important to your job, becoming an expert, understanding the field you are working in, employees will love the job more and want to stick with it.

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