

## **A Study of the Relationship Between Job Involvement and Employee Job Performance**

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### **ABSTRACT**

*This paper examined the influence factor of job involvement towards employee job performance at Tenaga Nasional Berhad (TNB). The elements of job involvement that contribute to job performance are employee commitment, rewards, skill variety and motivation. The population size consists of 500 employees from all the departments as a respondent, and the survey are collected by using Stratified Random Sampling. The objective of this research is to study the relationship between job involvement and employee job performance. This research also identifies the dominant job involvement elements influence employee job performance in the workplace.*

**Keyword:** Commitment, Employee Involvement, Job Involvement, Rewards, Skill Variety

### **INTRODUCTION**

Lodahl and Kejner (1965, p.25 & 32) define job involvement as “the degree to which a person’s work performance affects his self-esteem”. Employees are a company’s key driver in delivering better performance. In

order to improve company's performance, company must determine how employees can become more effective either by involving employees in essential task or encourage the employee to be active in every company's activities. In addition, as discussed by O'Dviscoll & Ravdall (1999, p.198), job involvement has been found to show higher associations with performance.

The purpose of this research is to study the relationship between job involvement and employee job performance. It is also to test a direct correlation between job involvement, and how it increase employee job performance, contributes to the organizations bottom line. When employee getting involve in the task and job provided by the organization, it will help the organization to have better performance and increase productivity. It is supported by the statement of Brown (1996, p.235) which is increasing job involvement can enhance organizational effectiveness and productivity by engaging employees more completely in their work and making work a more meaningful and fulfilling experience.

The Commission's Fact Finding Report (p.29-61) noted that a variety of employee participation processes and committees have been established in America's workplaces. Employee involvement programs have diverse forms, ranging from teams that deal with specific problems for short periods to groups that meet for more extended periods. The longer period needed to setup the involvement group which some of employee are resistance towards this issue. As well as what happened at S&O Electronics (Malaysia) Sdn. Bhd. Sungai Petani, the employee of this organization had a problem to grouping in involvement group for a short period. They require quite long period to motivate and create job involvement while doing certain task.

Other than that, Lodahl and Kejner, (1965, p. 25) mentioned that an employee who was not job involved was characterized as one who "[did his/her] living off the job" and whose identity/self-concept was determined by neither the type nor the quality of their work. Living off the job here means ignore or let the job being unsolved which will contribute to the problem of job involvement which affects employee job performance. According to Mr. Rozain Redzuan, the Senior Officer HR Department, this situation also occurs at S&O Electronics (Malaysia) Sdn. Bhd. Sungai

Petani. There were also some employees who are not completely finishing their task in quality manner caused by the lack of job involvement among the employees themselves.

Rottenberry & Moberg (2007) has mentioned that increase affective commitment (i.e where employees adopt the companies goals as their own and, therefore desire to remain with the organization to help achieve it's goals; Meyer & Allen, 1984 Mowday et al, 1979) later was found to reduce turnover intention, absence behavior, as well as increase job performance. For the second dimension, according to Sethivikram et al (1996) and Caruana et al (1997), continuance commitment was found to be positively related to job performance. In addition, a more collective orientation to work and a reduced emphasis on individualism and flexibility, may lead to more positive relationships between continuance commitment and job performance. Normative commitment is the third dimension of employee's commitment. According to Allen & Meyer, (2000, p.294), employees whose primary tie to the organization is normative commitment "might feel resentful of their sense indebtedness to the organization," thus affecting how willingly they perform their work duties.

Lincoln and Kalleberg (1990) have argued that the rewards offered by an organization may have a powerful effect on employees attitudes towards their job and the company for which they work. It is mean that employee's satisfaction with the reward will influence the employee to perform better and it will increase their job performance. According to Petrescu & Simons (2008, p.653), dispersed pay structures may induce higher levels of performance as employees have to work harder to move up the pay ladder. While Libby and Lipe (1992) stated that the use of performance incentives may exert additional effort and attain higher levels of performance. On the other hand, Pfeffer et al (1995, p.59) mentioned that perhaps most important, higher wages send a message that the organization values its people. Particularly if these wages are higher than required by the market, employees can perceive the extra income like a gift and work more diligently as a result.

Brown (1996) has studied that job characteristic which is autonomy, skill variety, task identity, feedback, hierarchical level, task significance,

motivating potential challenge and task complexity will influence job involvement. As a consequences job characteristic will affect work behaviors and outcome which is job performance. While according to Chen & Chiu (2009) in their study, the past researchers have shown that when employees regard their jobs as having stimulating and high motivating characteristics such as skill variety, task significance, task identity, autonomy, and feedback, those employees have greater job involvement. Noran Fauziah Yaakub and Habibah Elias (1999), they had claimed that job motivation and job performance of recipients for excellent service from one of the institutions of higher learning. The objectives of their studies were to determine job motivation and job performance of the recipients and also to compare job motivation according to gender and work category. Budi Guntoro (2008) also has analyzed the relationship between motivation and performance on beef cattle smallholder farmers in Central Java Indonesia. The study found that, the higher motivation level, the higher farmer's innovation adoption rate and the higher farmer's income. Farmer who had high motivation would try in many ways to make his cattle better and increase his income as well.

Motowidlo and Van Scotter (1994) proposed two dimensions of employee performance. Task performance is the behaviour associated with maintaining and servicing an organization's technical core. While contextual performance is a function of one's interpersonal skill knowledge that supports the broader social environment in which the technical core must function. While according to Verbeeten (2008, p.430), it is useful to distinguish between quantitative and qualitative performance. Carter et al (1992, p.36) stated that quantitative performance refers to quantitative aspects of performance such as the use of resources (budget depletion, or economy), number of outputs produced, and efficiency. While qualitative performance refers to both "operational quality" as well as "strategic capacity".

## **METHODOLOGY**

This research is conducted Tenaga Nasional Berhad (TNB) Sungai Petani. The population size is a 180 employee. From the table provide by Sekaran (2003, p.294) the sample size for 180 is 123. The whole population

is from 4 divisions which are Support and Services, Customer Services and Marketing, Planning and Construction and Operation and Maintenance. Objective of the study is to examine the relationship between job involvement and employee job performance and to identify the dominant job involvement elements influence employee job performance in the workplace.

## **Data Collection**

The researchers collected the data through personally administered questionnaires. This is because Sekaran has stated that the advantage of this method is the completed data can be collect from the respondents in one time or period. We will conduct this research in a short time of period which is four month. Therefore, this is the best method to collect the data. In this research, the questionnaire for independent variable is adapted from The Occupational Information Network website, Syed Munir Barakbah (2006), Mowday et al. (1979) and occupation guide website. The questionnaire will be divided into 3 sections which section A (Demographic Question) required the respondent background regarding to the demographic factor such as gender, age, status, income level, level of education and division. Section B (Independent Variable Question) is regarding the independent variables. The independent variables used in this research are employee commitment, rewards, skill variety and motivation. Section C (Dependent Variable Question) is focus on dependent variables which is employee job performance.

## **Data Analysis**

This research was used the Statistical Package for Social Science (SPSS) 16.0 program system for the processing of raw data received, data analysis and to show the final result of data gathered. In this research project, the research was examined by using Descriptive Statistic, Pearson Correlation, and Multiple Regression. The descriptive statistic is the process of collect, compiling, summarizing and presenting data into a graphical forms which to derive evaluating the data set easily. The researchers use

descriptive statistic to show the frequency of occurrence of continuous variables and categorical variables. This research was used correlation between two variables that consist of research objective. The type of correlation used in this research is Pearson product-moment correlation that is suitable to use for interval scale that researcher has measure. This research had been used multiple regression between more than one independent variables in order to see the relationship both of the variables.

## **RESULT**

There are several benefits that are expected to be gained from this research. The significance of this study is divided into two which are for the management and for the employee.

### **Benefit to the Management**

This research will benefited the company's management in order to help them to identify which independent variable of job involvement that the most influence employee job performance. From the result of this study, company can develop the program in order to motivate employee to be more involved in the routine management task. As a result, the management can generate desired outcomes by determining the interest of employee to get involve in their job.

### **Benefit to the Employee**

Other than that, this study may have significant to the employees. Employee will involve in work task when they were motivated by supervisors, provided autonomy to make decision, possessed required skills to perform particular task and receive compatible payment with the job done. The motivated workplace environment created by the management providing employees with capacity to design own work process. Along with new ways of doing work, employees can develop greater strategy to increase skills required pertaining to one's job.

## **CONCLUSION**

As a conclusion, there are four elements of job involvement that have been identified by the researchers which are employee commitment, rewards, skill variety and motivation. As mentioned in the introduction, the objectives of this research are to examine the relationship between job involvement and employee job performance and to identify the dominant job involvement elements influence employee job performance in the workplace. From the result of this research, it can be concluded that the management of Tenaga Nasional Berhad (TNB). need to concern on elements of job involvement and employee job performance to encourage employee to be engage in organization activities.

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