

Model of Collective Efficacy, Organizational Commitment and Job Performance among Village Leaders

Mohd Yusri Ibrahim

Universiti Malaysia Terengganu

T145, 21300 Kuala Terengganu, Terengganu, Malaysia

Abstract

Job performance by village leaders is the key to promote sustainable life among rural communities. However, previous studies found performance issues among them remain as serious problems. This study was conducted to predict job performance among village leaders in fisheries communities by variables of collective efficacy and organizational commitment. Participants were 153 members of village organization that selected by stratified sampling, while the data was collected by questionnaires and analyzed by structural equation model (SEM). The finding shown that the collective efficacy was significantly contributed to job performance and the organizational commitment had fully-mediated to the relationship between collective efficacy and job performance. The study also resulted that the model with organizational commitment as mediator was fitter than the model without mediator. Finally, this study has successfully developed a model how to increase job performance among fisheries village leaders by encourage collective efficacy and organizational commitment among them.

Keywords: collective efficacy, organizational commitment, job performance, village organization

1. Introduction

There are many factors affected the effectiveness of the delivery system to the targeted groups, particularly in the coastal fishermen communities. One of them is the effectiveness of leadership at the village level (MohdRazali, 2008; MohdYusof, 2003). However, the effectiveness of leadership in the village organization remains in low level even though high expectation have been placed (MohdRazali, 2008; Romzi 2001), which resulted in less successfulness to act as a catalyst for community development (MohdRazali, 2008). Most of ¹Village Development and Safety Committee (JKKK) were found to be inactive in performing their role as leader of the village as assigned. For example, the District Office of Kuala Terengganu would only considered 23 active JKKK organizations as compared to 292 units of JKKK found in the district of Kuala Terengganu in 2012 (Utusan Malaysia, 2014). This problem had caused the District Office to introduce new standard in 2013 in order to measure the effectiveness level of particular JKKK's role.

According to the report by Ministry of Rural and Regional Development (2011), there is JKKK that hardly hold any meeting in 2011 and only organize once or twice meeting per year. In the same report, the Ministry of Rural and Regional Development has confirmed that there are four major drawbacks of JKKK, namely; less implementation of community services, less concern for the poor and community members in need of assistance, less helpful to government and did not provide village's profiles that lead to the improper projection for the development needs. The chairman of JKKK also less proactive in playing their role, for instance did not hold meetings, not make a report, as well as not being able to take responsibility to the root cause that eventually raised the complains, thus affect the government's image.

As a result, there are seven JKKK's chairman were suspended in 2013 in Marang district after failing to achieve the Key Performance Indicators (KPI) (Utusan Malaysia, 2014). As needed, a resourceful chairman should have good leadership communication skills, in which communication and leadership aspects are very prominent (ZamriMahamod& Noor Syazwani, 2013; T.Teviana, 2011). In the real environment of fishermen community nowadays, leadership communication among chairman of JKKK has become the main focus in which communication has been considered as important as the other inputs (MohdYusof et al, 2011). Therefore, the problems arise in the leadership communication of JKKK basically based on incapability in the communication skills and also leadership skills (Samir ShakillaMuhazzab & Sara, 2012).

Communication problems are often induced by all-knowing concept by a leader and also the absence of people interaction in the organization of which community needs are failed to be understood (Syed Abdul Rahman and Mohamed Zain, 2004). Ineffective leadership will cause conflicts in determining the direction and goals to be achieved by the community (Samir Muhazzab & Sara Shakilla, 2012). Thus, this study was conducted to develop an interaction model of collective efficacy, organizational commitment and job performance among village leaders in fisheries communities in Terengganu, Malaysia. All the variables had been selected in this research was known as effectiveness indicators for community leadership.

2. Background

2.1 Collective Efficacy

Collective efficacy is a form of social capital (Sampson et al., 1997), is a standardized and well tested aggregate measure of individual perceptions of social cohesion among neighbours combined with the willingness to intervene on behalf of the common good. This measure was created in specific contrast to other measures of social capital, which were dependent on specific neighbourhood networks or on an individual's specific ties to those networks. According to Bandura (1997), collective efficacy is defined as a group's shared beliefs in its conjoint capabilities to execute the courses of action required to achieve designated goals. In other words, collective efficacy is concerned with the performance capability of the group as a whole.

Collective efficacy also defined as a group's shared belief that it can execute a task successfully, is fundamental to group motivation, performance, and effectiveness (Bandura, 1997; Gully et al., 2002). Collective efficacy is related to, but distinct from group potency, because the latter reflects more generalized beliefs about a group's capability across tasks and situations (Guzzo et al., 1993). Gibson (2001) asserted that collective efficacy is the product of group-level cognitive processes. Gibson and Earley (2007) indicated that collective efficacy is a cognitive phenomenon. In other words, environments where individuals feel connected to one another tend to be environments where individuals feel they could take action together. It is the link between mutual trust and the expectation for action that defines collective efficacy (Sampson, 2003).

A group developed collective efficacy through four collective cognitive processes (Gibson, 2001): (1) accumulation is the process through which teams acquire information and knowledge for developing collective beliefs; (2) interaction allows team members exchange information and knowledge via interactions; (3) examination is the process of team members cooperating to negotiate, interpret, and evaluate knowledge and information to form a collective efficacy; and (4) accommodation occurs when team members select behaviours according to information processed during previous phases. Bandura (1997) also suggests that two descriptions of collective efficacy can be used to estimate perceived group efficacy. The personal description sums members' judgments of their own efficacy beliefs, while the group description aggregates the members' perceived efficacy of their group as a whole. Researchers have suggested that, collective efficacy, a similar construct to self-efficacy, is derived from four major sources: prior performance, vicarious performance, verbal persuasion, and emotional arousal (Bandura, 1997; Whyte, 1998). Collective efficacy also arises through group interaction, and forms as group members acquire, store, manipulate, and exchange information about each other and about their task, context, process, and prior performance (Gibson, 1999). Efficacy perceptions are therefore potentially dynamic, and may change as experience changes (Lindsay, Brass, & Thomas, 1995).

2.2 Organizational Commitment

Commitment is a whole of being and remaining a member of organization, having desire to strive for the organization, and beliefs in organizational goals, and values. Moreover, it is like feeling a member of a family (Dubin et al., 1975). Organizational commitment has been defined as the relative strength of an individual's identification with and involvement in a particular organization, which is characterized by the belief in and acceptance of organizational goals and values, the willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Mowday et al., 1982; Mowday et al., 1979). Organizational commitment is defined by Linet et al. (2001) as the strong desire of an employee to maintain membership of an organization. Organizational commitment was devised as comprising three distinguishable and separable forms: (a) affective commitment the emotional attachment to, identification with and involvement in the organization (i.e., the individual wants to be in an organization), (b) continuance commitment – the costs associated with leaving the organization (i.e., the individual needs to be in an organization), and (c) normative commitment – the

employees' feelings of obligation to remain with the organization. (i.e., the individual ought to be in an organization) (Allen & Meyer, 1990; Meyer et al., 1993).

Recent theorizing and evidence supports that organizational commitment is a multidimensional concept, having 'mindsets' rather than 'rationales', which by themselves "potentially reflect both cognitive and affective elements" (Vandenberghe, 2009). Linet et al., (2001) described five components of organizational commitment: affective, normative, ideal, economic, and opportunity commitment. Affective commitment refers to an employee's emotional attachment to and identification with the organization. The employee is willing to consecrate to the survival and development of the organization, even without any kind of reward, and never consider job-hopping in any temptation. Normative commitment refers to an employee's desire to stay with the organization based on a sense of duty, social norms, or ethical standards. Ideal commitment refers to an employee's attention paid to personal growth and the pursuit of realization of the ideal. The employee concerns about whether the individual expertise can be exerted in the organization. Economic commitment refers to an employee's fear of suffering economic loss after leaving the organization. Opportunity commitment refers to an employee's fundamental reason to stay in the organization in that no more satisfying job could be found or no opportunity is found to look for another job due to the employees' low level of technology skills. Employees who were highly committed to the organization might increase their willingness to be involved in the organization's activities to stay with the employing organization (Felfe et al., 2008). According to Nijhof et al. (1998), the success of an organization does not only rely on how human capital and competencies are being utilized but also on how it incites commitment to the organization. Employees with sense of organizational commitment are less likely to engage in withdrawal behavior and more willing to accept change (Iverson & Buttigieg, 1999).

2.3 Job Performance

Performance involves employee behaviour that is part of observation of job (Cook, 2008). Previous studies conducted by Arifin (1985) stated that work performance as level of achievement of an employee to perform the job that has been assigned. Hunter and Hunter (1984) briefly defined work performance as organizational interest because it is essential in improving the productivity of workers in the workplace. Birnbaum and Somers (1993) then noted work performance as supervisory assessment that is conducted as a part of an ongoing process of organizational performance assessment. Murphy (1989) proposed work performance as a function of individual's performance on a particular task, which consists of the description standard of the job scope. It is also influenced by variables such as maintaining good interpersonal relationships, absenteeism, abuse and behaviour that involves danger in the workplace. These aspects should be taken into account to ensure that the work is done wisely in order to improve work performance.

Work performance is an essential construct in the organizational practice as it plays the role in the workers' decisions such as promotion and merit-based promotion (Cullen et al., 2000). Thus, Befort and Hatrup (2003) showed that the essence of work performance depends on the demand of work, goals, mission and the organizational beliefs about the behaviours evaluated. Gryn (2010) stated that work performance is an act that involves a process and product (output end) where the individual may be influenced by the overall operation of the organization. Nevertheless, Badriah (2013) explained job performance consists of a combination of three factors, namely the abilities and interests of the workers, the ability to accept the explanation of the tasks delegation, and also the role and motivation of employees. Job performance is one measure of a person's work in an organization and become consideration in the implementation of the promotion. Performance of a work can be seen by the quality possessed such as efficiency, skill, experience, and work environment (adaptability). Abd. Hair et al., (2013) asserted job performance is a result of the work achieved in executing the tasks assigned based on the competence, experience, dedication and working hours.

Job performance is the work achievement by an employee on certain aspects. Based on the study, work performance is the ability of an employee as a group member of organizations to solve a given task in terms of the amount of work, quality, quantity, timeliness, positive attitude and etc. Campbell et al., (1993) proved that there are eight factors to be taken into account to explain the concept of behavioural work performance, namely: (i) the efficiency of certain tasks, (ii) mastery of task specialization, (iii) mastery of communications, (iv) efforts, (v) maintaining self-discipline, and (vi) improving the team performance, (vii) leadership and (viii) work management. Barrick and Mount (1991) argued that the concept of prudence is related with job performance because it shows personal characteristics of continual planning, cautious, responsible and hardworking.

They stressed that these properties are important for completing all of the given tasks. Patricia et al., (1996) confirmed that the high job performance employee is who focus on customer needs, fluent in communication, teamwork oriented, have technical expertise, able to lead and adapt and also innovative. Viswesvaran (1993) proposed in his study about the concept of job performance which consists of ten key dimensions. They are: (i) total job performance, (ii) productivity, (iii) communication, (iv) work-related knowledge, (v) interpersonal skills, (vi) quality, (vii) leadership, (viii) efforts, (ix) compliant to the rules, and (x) administration skills.

Mathuret et al., (2007) explained that there are four factors that cover job performance, namely: (i) satisfaction on work quality, performance standards and independence in performing tasks, (ii) the honesty to the job and organization, (iii) mutual respect between employees and senior leaders, and (iv) work environment that involves a professional relationship between leader and employee, work knowledge and frequency of presence in the workplace. Gryn (2010) demonstrated that job performance comprised of three factors, which are; input, process and output that are affected by external environment. Organizational approach is a basic set of interdependent to each other. Badriah (2013) outlined many factors that driving the increase in job performance such as salaries, education and training, discipline, work environment and climate, technology, management and performance opportunities. Other factors include are quantity and quality of work, reliability, initiative, hard work, attitude and punctuality in the workplace.

2.4 Linkages

Previous researches have indicated that collective efficacy affects organizational commitment and group performance (Chen et al., 2002; Riggs & Knight, 1994; Ross & Gray, 2006). Aside from group composition, group motivation factor, particularly collective efficacy, has been proven to be positively correlated to group performance in a number of studies on fields such as schools, organizations, and sports (Bandura, 1997; Goddard, 2001; Greenlees, Graydon, & Maynard, 1999; Hodges & Carron, 1992; Peterson, Mitchell, Thompson, & Burr, 2000). Another research also shows that collective efficacy has a significant effect on group functioning, especially level of effort, persistence, and achievement (Bandura, 1997, 2000; Durham, Knight, & Locke, 1997).

According to Pillai and Williams (2004), the collectivistic focus of groups led by transformational leaders may be a catalyst in eliciting higher levels of commitment. Among the factors which determine individual commitment is leader leadership style in one organization (Rauch, 1984). Since the leader had a great influence on the rise and maintenance of a commitment, Somech and Bogler (2002) asserts that it is the responsibility of the management team to create, stimulate, and then turn on the commitment of the subordinates as a whole. Another previous study also found that structural empowerment and organizational commitment contribute to higher job satisfaction and performance in the Chinese work environment (Yang, Liu, Chen & Pan, 2014). By these supports, this study was suggested that job performance among village leaders in fisheries community could be predict by factors of collective efficacy and organizational commitment as in hypothesis model as Figure 1.

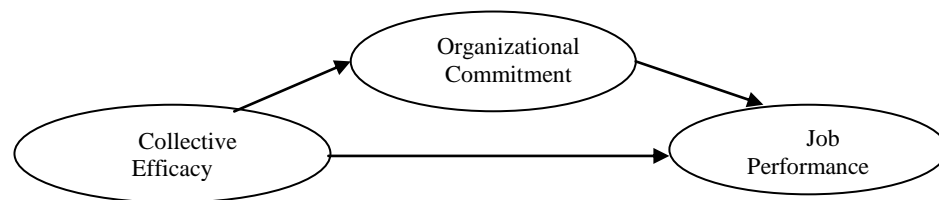


Figure 1. Hypothesis model

H1: Collective efficacy contribute positively to organizational commitment.

H2: Organizational commitment contribute positively to job performance.

H3: Collective efficacy contribute positively to job performance.

H4: Organizational commitment mediating the relationship between collective efficacy and job performance.

3. Measures

The study was applied a cross sectional survey design by quantitative methods. The 153 participants were JKKK's members in fisheries coastal village in Terengganu, Malaysia, that were selected using stratified sampling method. Data was collected by questionnaire that was developed by the researcher.

The instrument consists of three main part to measure the research variables namely collective efficacy, organizational commitment and job performance. Data were analyzed using Structural Equation Modeling (SEM). To confirm the validity and reliability of measurement, analysis was focused on standard loading, convergent validity, composite reliability and discriminant validity. The item, construct and variables of the model will accepted when regression weight for every standard loading are 0.708 and above, average variance extracted (AVE) for convergent validity are 0.5 and above, composite reliability (CR) are 0.708 and above, square root AVE for discriminant validity greater than value of correlation between item and between construct (Hair et al, 2012).

Research hypothesis were tested using regression coefficients and the critical ratio (CR). If the value of CR greater than 1.96 and significant values (P) of about 0.05 or smaller, it shows a predictor variables contributed significantly to the criteria variable. Fully-mediated and partial-mediated methods were used to test the effects of mediator to the relationship between independent variable and the dependent variable. For the fully-mediated method, model without mediator was analyzed first, then followed by the model with mediators. If the value of khi square (χ^2) in model with mediator is smaller, then it proves that the mediator variables affect the relationship between the predictor and the criterion variables (Marsh et al, 1988). The model also assume as fit when at least one fix index from each category namely basic, relative and parsimony was achieved where CMIN ratio < 5, CFI and NFI > 0.9, PCFI and PNFI > 0.5, and RMSEA < 0.1 (Meyers et al, 2013).

4. Results

The testing model was conducted twice. The first, without the mediators, while the second was applied the organizational commitment as mediator between collective efficacy and job performance. The following figure shows the results.

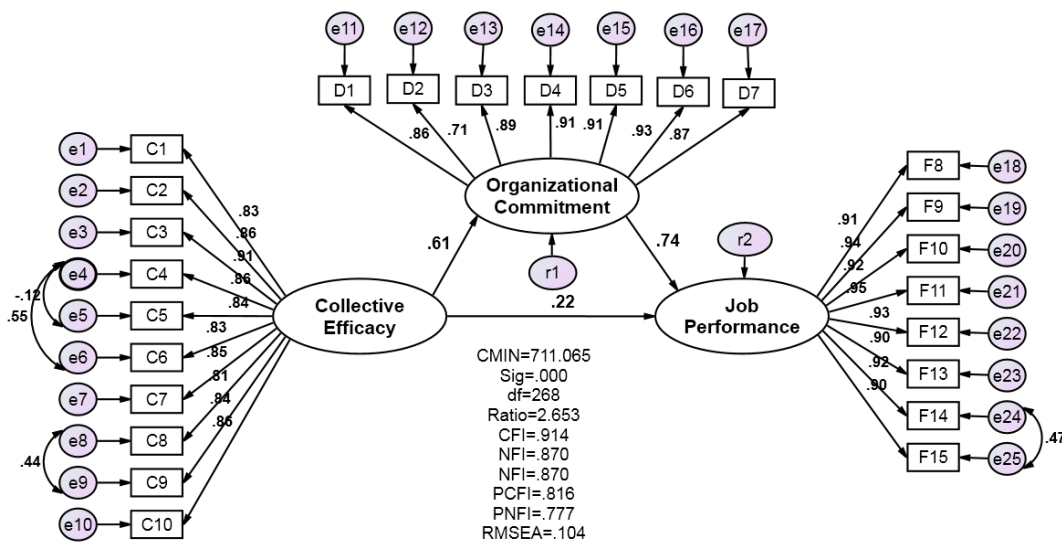


Figure 2. Final model

Table 1 below shows results for descriptive statistic, normality test, inter-variables correlation and values of average variance extracted (AVE). The finding shown all variables were in normal distribution and validated.

Table 1: Descriptive, normality, correlation & AVE (on diagonals)							
Variable	Mean	Sd	Skew	Kur	1	2	3
1 Collective Efficacy	8.28	0.11	-1.02	1.17	.719		
2 Organizational Commitment	8.95	0.10	-1.59	2.72	.909	.758	
3 Job Performance	8.61	0.11	-1.22	1.33	.891	.803	.848

The findings in Table 2 shown that collective efficacy contribute positively to organizational commitment and job performance, organizational commitment also contribute significantly to the criterion variable.

Table 3. Regression weight

	Interaction		β	S.E.	C.R.	P
Organizational commitment	<---	Collective efficacy	0.634	0.084	7.576	***
Job performance	<---	Collective efficacy	0.260	0.064	4.036	***
Job performance	<---	Organizational commitment	0.825	0.075	10.976	***

The findings also indicate that the model with the organizational commitment as mediator was better fit to the data than the model without mediator. Generally, all the tested indexes such as χ^2 (CMIN), CFI, RMSEA, PNFI and PCFI show the model with mediator was better. Table 3 below shows a comparison between the model with the mediator and the model without the mediator.

Table3. Model comparison			
Fit indexes	Without mediator	With mediator	Acceptable margin
χ^2	911.910	711.065	Smaller better
χ^2/df	3.328	2.653	< 5
CFI	.876	.914	> .90
RMSEA	.124	.104	< .08
PCFI	.800	.816	> .50
PNFI	.761	.777	> .50

5. Conclusion

The main purpose of this study is to develop a model of job performance among coastal village leaders in Terengganu. The result was successful developed an interaction model of collective efficacy, organizational commitment and job performance among them. The result shows that collective efficacy contributes positively to job performance, while organizational commitment was positively mediated the interaction between collective efficacy and job performance. Therefore, these results supplied ideas to encourage job performance among fisheries coastal village by increase health climate on collective efficacy and organizational commitment among in their village organization.

The government entity that responsible for this village organization needs to take the necessary action to improve the collective efficacy among village leaders. To achieve that goal, various programs such as training, campaigning, encouragement, appreciation, incentives and so on can be carried out. Village leaders need to increase their confidence level that they can help the community to improve the economy, increase knowledge, increase unity in the community, monitor community safety and so on. Once collective efficacy increases, it will directly improve the job performance as shown in the findings of this study. The chairman of village organization should also strive to increase the committee's commitment to the JKKK organization. Many ways can be done to increase commitments such as concerning to their welfare, ensuring the allowances are paid as they should, giving incentive to outstanding members, holding a family day to enhance the relationship between committee members, and others. Such efforts will increase their commitment to the JKKK, as well as enhance the JKKK's performance in order to give excellent services to community, especially fisheries communities at the coastal villages.

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