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Impact of Work Values on Job Involvement and Organizational Commitment of Non-Executive Employees in the Apparel Industry in Sri Lanka

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Abstract

Area of the Study

This study mainly focuses on discussing the impact of work values on job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.

Problem of the Study

The research problem addressed under this study is to investigate the relationship between work values, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.

Method of the Study

The data were collected from a randomly selected sample of 100 non – executive employees in the apparel industry by using a structured questionnaire, which consisted of 41 questions/statements with a 5 point scale. The data analysis included the univariate, bivariate, and multivariate analyses.

Findings of the Study

The results of the study emphasize that there is a positive relationship between work values and job involvement, work values and organizational commitment, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka. In addition, the findings proved that job involvement mediates any relationship between work values and organizational commitment of non-executives. As per the multiple regression analysis, work values and job involvement have 60.5% impact on organizational commitment of non-executive employees jointly.

Conclusion of the Study

It is concluded that both work values and job involvement are significant predictors of organizational commitment and both can be used to enhance the level of organizational commitment of non-executive employees in the apparel industry in Sri Lanka. However, work values have high impact on organizational commitment with compared to job involvement.

Key words: Work Values, Job Involvement, Organizational Commitment

Introduction

The success and the progress of success of organizations highly contribute to the socio-economic development of Sri Lanka (Serasingha and Opatha, 2007). To achieve this success and progress of success, total commitment of employees is required. The success and effectiveness of the apparel industry heavily depends on the employees working in it. Not only the commitment of operative workers but also the commitment of non-executive employees is essential for the success of the apparel industry. According to Dawley, Andrews and Bucklew (2010) talented and loyal employees are essential to achieve competitive advantage by the organization. Therefore, high level of organizational commitment of the human resource is required to achieve the success and the progress of

success of the apparel industry. For a higher level of organizational commitment, employee work values and more job involvement of employees are vital.

Problem Background and Problem of the Study

The apparel industry is a key driver and a major contributor of the Sri Lankan economy. According to Central Bank Report (2010) the apparel industry is the largest industry, which gives 40% of the industrial production and it employs nearly 350,000 direct workers. However, in the industrial sector it is considered the main export earner and the largest employment provider. Therefore, in this type of an industry, committed employees who are more involved in their work is considered as assets to the organizations. Due to this reason studying about the work values of the employees in the apparel industry and how they affect the organizational commitment is very much imperative. As Wang (2000) states, earlier employees had faith in traditional work ethics such as hard work as virtues. Further, he emphasized that traditional work ethics significantly declined in the recent eras. The changes have occurred in society's interpretations about employment and organizations due to environmental, political, social and organizational influences (Hung and Liu, 2003). Due to these conversions, employees expect to fulfill their human needs from the employment, other than receiving job security and regular income. According to the opinion of Wang (2000), this new trend of work ethics reflects to the employers that employees' loyalty to the organization cannot be obtained as previous. Further, it depicts that in future, employees may not be involved in their jobs properly if employers are unable to satisfy their needs (Morrow, 1993).

Because of these changes in traditional work ethics, managers in the apparel industry should assess the impact of these changes on the views of their employees about jobs. They should consider about these changes when recruiting, motivating and retaining staff for their organizations. With this type of changing environment, managers should implement strategies which increase the job involvement and the organizational commitment of the employees in order to compete and obtain success and the progress of success in the apparel industry. On the other hand, a proper understanding about issues such as work values, job involvement and organizational commitment of non-executive employees, may provide useful benefits for organizations in the Sri Lankan apparel industry. In addition, understanding the relationship between the above variables may enhance the performance and the quality of the Sri Lankan apparel industry and it may help to identify opportunities for building a positive work environment. Instead of the positive side of the organizational commitment, lack of organizational commitment can be a root cause for high labor turnover in the apparel industry. That is organizational commitment is vital in reducing labor turnover and enhancing employee retention. There is an acute shortage of empirical knowledge with regard to the impact of work values on the job involvement and organizational commitment of non-executive employees in the Lankan apparel industry. ***Therefore, the research problem addressed under this study is to investigate the relationship between work values, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.***

Research Framework

Work values: Several studies have found that when work values of individuals match with the values of organization, employees become more involved in their jobs (Blau, 1985; Dong, 2001; Tang, 2000). Research conducted by Wu (1995) has found that work values and job characteristics influence job involvement. The study conducted by Chuang (2001) depicted that there is a positive relationship between work values and job involvement. This study suggests that when an organization recruits new staff, they select individuals whose work values match with the values of the organization. Morrow and McElroy (1987) point out that work values are the key to job involvement and other emotional reactions, and they found that work values are positively related to job involvement. Randall and Cote (1991) also found that individuals holding strong work values were more involved with their jobs. Thus, the first hypothesis of this study was developed as follows:

Hypothesis 1: *There is a positive relationship between work values and job involvement of non-executive employees in the apparel industry in Sri Lanka.*

According to the study conducted by Huang (1986), values such as responsibility and work values positively influence on the organizational commitment. Chen and Lu (1997) believe that when work values are higher, it improves organizational commitment of employees. Lee and Chung (2001) revealed that instrumental values and organizational commitment were statistically correlated. Tayyab and Tariq (2001) found a significant positive relationship between intrinsic work values and organizational commitment of private sector executives. Thus, the second hypothesis of this study was as follows:

Hypothesis 2: *There is a positive relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.*

Job Involvement: Mathieu and Zajac (1990) pointed out that organizational commitment is positively related to employee motivation, job involvement and job satisfaction, and negatively related to absenteeism and turnover. Some studies have found that there is a significant correlation between job involvement and organizational commitment, and these factors are negatively connected with employee turnover intentions (Igbaria and Siegel, 1992; Koberg and Chusmir, 1989; Martin and Hafer, 1995). Recent Studies done by Stevens, Beyer and Trice (1978), Mowday, Steers and Porter (1979), Morrow (1983) and Buffardi and Niebisch (1988), have found that job involvement has a strong and positive effect on the organizational commitment. Huang (1993) found that organizational commitment was positively correlated with job involvement. Hence, the third hypothesis of this study was formulated as:

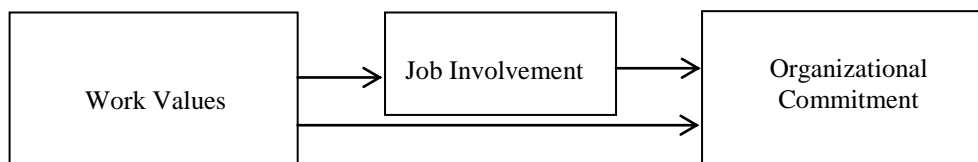
Hypothesis 3: *There is a positive relationship between job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.*

The study conducted by Ho (2006) declared that job involvement has a positive mediating effect on work values and organizational commitment. The findings of this study suggest that the indirect influence of work values on organizational commitment is more important than its direct impact. This reflects that job involvement plays an important mediating role between work values and organizational commitment. Hence, the fourth hypothesis of this study was formulated as:

Hypothesis 4: *Job involvement will mediate the relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.*

Relevant schematic diagram is shown in Figure: 1. Work values of non-executive employees are labeled as the independent variable. Job involvement of non-executive employees is labeled as the mediating variable while organizational commitment of non-executive employees is labeled as dependent variable.

Figure: 1 Schematic Diagram of the Research Framework



Method

Study Design

The purpose of this study is to identify the relationships between the independent, mediating and dependent variables. Therefore, the type of the study was correlational rather than causal study. Usually, studies which test hypotheses explain the nature of certain relationships, or establish the difference among groups or the independence of two or more factors in a situation (Sekaran, 1992). In this study four hypotheses were tested. Therefore, this study was analytical in nature rather than exploratory or descriptive. Also this was a field study, because the data was collected from the natural working environment. When collecting data the organizational setting was not simulated. Thus, this is a non-contrived study. Cross sectional or one shot data gathering was used to gather data for the research by using questionnaire survey method. Questionnaires are given for each and every individual (non-executive employees) to be completed separately and those data was analyzed individually. This study was purely based on primary data.

The survey was carried out among the sample of 100 non-executive employees in the apparel industry in Sri Lanka. For selecting this sample four garment factories were used and 25 non-executive employees were selected from each garment factory for the sample. The selection of the sample of the non-executive employees was done based on simple random sampling technique.

Measures

The variables in the research model: work values, job involvement and organizational commitment were measured by using a questionnaire with five point scales, which were completed by the respondents according to their experience.

The independent variable, work values were measured by using several questions included in the Work Value Inventory (WVI) developed by Wu, Lee, Liu and Ou in 1996. It contained 49 items, but only 12 items were included in the questionnaire to measure the various aspects of work values of non-executive employees. The work values of non-executive employees were measured in terms of two dimensions as terminal values and instrumental values (Wu et al, 1996). The work values were measured by their responses to the questionnaire with five point Likert scales of ‘strongly disagree, disagree, neither agree or disagree, agree and strongly agree’.

Job involvement was measured by using Job Involvement Scale developed by Paullay, Alliger and Stone- Romero in 1994. It contained 39 items, but only 12 items were included in the questionnaire to measure the various aspects of job involvement of non-executive employees. The job involvement of non-executive employees was measured in terms of two dimensions as job involvement in the role and job involvement in the setting (Paullay et al,1994). The job involvement was measured by their responses to the questionnaire with five point Likert scales of ‘strongly disagree, disagree, neither agree or disagree, agree and strongly agree’.

Organizational commitment was measured by using Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen in 1991. It contained 15 items, but only 12 items were included in the questionnaire to measure the various aspects of organizational commitment of non-executive employees. The organizational commitment of non-executive employees was measured in terms of three dimensions as affective commitment, normative commitment and continuance commitment (Meyer and Allen, 1991). The organizational commitment was measured by their responses to the questionnaire with five point Likert scales of ‘strongly disagree, disagree, neither agree or disagree, agree and strongly agree’.

Validity and Reliability

In this study, construct validity of the instruments was measured by using factor analysis model and reliability of the instruments was measured by using Cronbach’s Alpha test. The results of factor analysis and Cronbach’s Alpha test are given in Table 1, which suggests that the validity and reliability of each instrument was satisfactory.

Table: 1 Results of factor analysis and Cronbach’s Alpha test

Instruments	Factor analysis (Cumulative value)	Cronbach’s Alpha
Work values	63.066%	0.933
Job involvement	74.474%	0.957
Organizational commitment	72.536%	0.960

Techniques of Data Analysis

The primary data collected from the sample were analyzed using the computer based statistical data analysis package, SPSS (version 16.0) for validity, reliability, and relationship testing. The data analysis included univariate, bivariate and multivariate analyses.

Results

To investigate the responses for independent, mediating and dependent variables of the non-executive employees in the apparel industry, univariate analysis was used. The results of the univariate analysis are given in Table 2.

Table: 2 Univariate Analysis

	Work values	Job involvement	Organizational commitment
Mean	3.93	4.07	3.90
Median	4.00	4.00	4.00
Mode	4	4	4
Std.Deviation	0.377	0.416	0.587
Variance	0.142	0.173	0.344
Skewness	-0.238	-0.305	-0.536
Std. errors of Skewness	0.241	0.241	0.241
Kurtosis	0.761	0.957	0.251
Std. errors of Kurtosis	0.478	0.478	0.478
Range	2	2	3

In Table 2, the level of work values, job involvement and organizational commitment of non-executive employees in the apparel industry are normally distributed. As per mean values, all variables work values, job involvement and organizational commitment are in a high level.

The bivariate analysis, Pearson’s Correlation between work values, job involvement and organizational commitment of non-executive employees in the apparel industry are illustrated in table 3.

Table 3: The Pearson’s Correlation between Independent Variable, Mediating Variable and Dependent Variable

	Work values and Job involvement	Work values and Organizational commitment	Job involvement and Organizational commitment
Correlation	0.597	0.734	0.656
Sig. (1-tailed)	0.000	0.000	0.000

Correlation is significant at the 0.01 level (1-tailed)

Table 03 represents the Pearson’s correlation coefficients work values and job involvement, work values and organizational commitment, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka are positively correlated with each other. As shown in the table above the results of work values and organizational commitment have the highest positive correlation.

The results of simple regression analysis for work values, job involvement and organizational commitment of non-executive employees are given in Table 4.

Table 4: Results of Simple Regression Analysis between Independent Variable, Mediating Variable and Dependent Variable

	Work values and Job involvement	Work values and Organizational commitment	Job involvement and Organizational commitment
Method	Linear	Linear	Linear
R Square	0.357	0.539	0.431
Adjusted R Square	0.350	0.534	0.425
F	54.401	114.569	74.126
Significance	0.000	0.000	0.000
B-constant	1.483	-0.595	0.125
b-value	0.597	0.734	0.656

Table 4, work values and job involvement, work values and organizational commitment, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka are positively related with each other.

Under multivariate analysis, multiple regression analysis is conducted to identify the mediating effect of job involvement on work values and organizational commitment. In this study to identify the mediating effect tested with Baron and Kenny approach (1986). The results of mediation analysis are given in table 5.

Table 5 Results of mediation analysis (Baron and Kenny approach, 1986)

	Adjusted R Square	F	Sig. Value	b-Value
Work values and organizational commitment	0.534	114.569	0.000	0.734
Work values and job involvement	0.350	54.401	0.000	0.597
Job involvement and organizational commitment by controlling work values	0.605	76.699	0.000	0.532 ^a 0.338 ^b

a. Beta value of work values

b. Beta value of job involvement

Based on the results of Table 5, job involvement partially mediates the relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.

Discussion and Conclusion

According to the results of Pearson’s Product Moment correlation analysis, it was found that work values and job involvement, work values and organizational commitment, job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka are positively correlated with each other. Hence, there is statistical

evidence to support first three hypotheses formulated under this study. The first hypothesis was: there is a positive relationship between work values and job involvement of non-executive employees in the apparel industry in Sri Lanka. It was confirmed that work values of non-executive employees in the industry in Sri Lanka has a positive and significant relationship with their job involvement. The second hypothesis was: there is a positive relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka. The statistical testing supported that the work values of non-executive employees in the apparel industry in Sri Lanka has a positive relationship with their organizational commitment. The third hypothesis was: there is a positive relationship between job involvement and organizational commitment of the non-executive employees in the apparel industry in Sri Lanka. It was proved that there is a positive relationship between job involvement and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.

The fourth hypothesis was: Job involvement will mediate any relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka. This hypothesis was tested using the results of multiple regression analysis. According to the results of the analysis, the b-value of work values and organizational commitment before including mediating variable is 0.734. The b-value of work values and organizational commitment after including mediating variable is 0.532. Here, it can be clearly seen that the effect of work values on organizational commitment has been reduced by 0.202 ($0.734 - 0.532$), not eliminated. Due to this reduction in b-value, it can be concluded that job involvement partially mediates relationship between work values and organizational commitment. Hence, the data support the hypothesis that job involvement will mediate any relationship between work values and organizational commitment of non-executive employees in the apparel industry in Sri Lanka.

The findings of this study are important theoretically as well as practically. As this research framework proves to be an explanatory model of organizational commitment, the findings of the study are important to improve organizational commitment of non-executive employees in the apparel industry in Sri Lanka. As a major way of enhancing the organizational commitment of the non-executive employees in the apparel industry in Sri Lanka, methods of enhancing level of work values can be implemented. Pay, promotions, job security, prestige and social relations (Ginzberg, Ginsburg, Axelrod and Herma, 1951), achievement, independence, work condition, advancement, authority, recognition, status, co-worker, company policies, supervision of human relations, creativity, responsibility, supervision of technical skills (Lofquist and Dawis, 1978) are a few ways of improving work values of employees. The top management of the organizations in the apparel industry should consider these methods and enhance the work values of non-executive employees in order to obtain the maximum contribution to achieve the organizational objectives. Job involvement is another significant way of enhancing organizational commitment of non-executive employees in the apparel industry in Sri Lanka. Therefore, top management should take necessary actions to improve job involvement of employees. Advocating employees to become more involved in jobs, allowing employees to have a sense of autonomy by self-

scheduling or job sharing, promoting autonomy and giving a chance to use own job abilities (Lawler and Hall, 1970) are few strategies that can be used to enhance job involvement of non-executive employees.

Further research studies should consider alternative methods, such as a longitudinal study among non-executives instead of cross sectional survey design to measure these variables. Then it will provide stronger evidence of causal relationships between work values, job involvement, and organizational commitment. This study examined whether job involvement mediates the relationship between work values and organizational commitment. However, this model is relatively small, and did not take into consideration other factors that might have affected the relationships between these variables. Therefore, further comprehensive examinations should be conducted on other potential mediating or moderating variables influence organizational commitment. Future research could examine the other factors that are related to non-executives' organizational commitment, such as management style, job stress, person-organization value fit, organization climate and organizational culture.

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