MODEL OF COLLECTIVE EFFICACY, ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE AMONG VILLAGE LEADERS

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ABSTRACT

Job performance by village leaders is the key to promote sustainable life among rural communities. The 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. Data of 153 respondents were collected through mail and analyzed by structural equation model (SEM). The finding shown that the collective efficacy was significantly contributed to job performance (β=0.260, C.R=4.063, P=0.00). The finding also shown that the organizational commitment had fully-mediated to the relationship between collective efficacy and job performance, where the model with organizational commitment as mediator was fit better (χ²=711.065, χ²/df=2.653) than the model without mediator (χ²=911.910, χ²/df=3.328). Finally, this study has successfully developed a model how to increase job performance among coastal village leaders by encourage collective efficacy and organizational commitment among them.

Keywords: collective efficacy; organizational commitment, job performance

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 (Mohd Razali, 2008; Mohd Yusof, 2003). However, the effectiveness of leadership in the village organization remains in low level even though high expectation have been placed (Ministry of Rural and Regional Development, 2011; Mohd Razali, 2008; Romzi 2001), which resulted in less successfulness to act as a catalyst for community development (Mohd Razali, 2008). Most of JKKK were found to be inactive in performing their role as head 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, 2012). 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). A resourceful chairman should have good leadership communication skills, in which communication and leadership aspects are very prominent (Zamri Mahamod & 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 (Mohd Yusof 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 Shakilla Muhazzab & 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, the study was conducted to develop an interaction model of collective efficacy, organizational commitment and job performance among village leaders in fisheries communities in Terengganu. All the variables had been selected in this research was known as effectiveness indicators for community leadership. The hypothesis model to be testing shown in Figure 1 bellow;

![Figure 1. Hypothesis model](image)

2. Collective Efficacy, Organizational Commitment & Job Performance

2.1 Collective Efficacy

Collective efficacy,” (Sampson et al., 1997) a form of social capital, is a standardized and well tested aggregate measure of individual perceptions of “social cohesion among neighbors 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.

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, Porter, & Steers, 1982; Mowday, Steers, & Porter, 1979). Organizational commitment is defined by Lin, Zhang, and Fang (2001) as the strong desire of an employee to maintain membership of an organization.

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 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 behavior 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.

3. Methodology

The study was applied a cross sectional survey design using quantitative methods. The research population were JKKK members in fisheries coastal village in Terengganu. 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). Research questions 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 responsive 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 ($\chi^2$) 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 fit of model were tested using several fit indices such as $\chi^2$ (CMIN), GFI, CFI, RMSEA, PNFI and PCFI. The hypothesis model was considered fit to the collected data when the signifcant value of $\chi^2$ exceeding 0.05 (Chua, 2009; Meyers et. Al, 2006). Hypothesized model is also considered fit when the GFI exceeding 0.90 (Chua, 2009; Meyers et. Al, 2006). RMSEA value also considered very good if smaller than 0.08, but still acceptable if less than 0.1 (Byrne, 1998). Knight et al (1998) also suggests that acceptable CFI value is more than 0.90. But according to them, the CFI between 0.80 to 0.89 is still in the acceptable margin. The model also considered fit when PCFI and PNFI value exceeds 0.5 (Meyers et al, 2006).
4. Finding

The testing model was conducted twice. The first, without the mediators, while the second applied the collective efficacy as mediator between collective efficacy and all criterion variables. The following figure shows the results.

![Figure 2. Final model](image)

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>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Sd</th>
<th>Skew</th>
<th>Kur</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Collective Efficacy</td>
<td>8.28</td>
<td>0.11</td>
<td>-1.02</td>
<td>1.17</td>
<td>.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Organizational Commitment</td>
<td>8.95</td>
<td>0.10</td>
<td>-1.59</td>
<td>2.72</td>
<td>.90</td>
<td>.75</td>
<td></td>
</tr>
<tr>
<td>3 Job Performance</td>
<td>8.61</td>
<td>0.11</td>
<td>-1.22</td>
<td>1.33</td>
<td>.89</td>
<td>.80</td>
<td>.84</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Interaction</th>
<th>β</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment &lt;--- Collective efficacy</td>
<td>0.634</td>
<td>0.084</td>
<td>7.576</td>
<td>***</td>
</tr>
<tr>
<td>Job performance &lt;--- Collective efficacy</td>
<td>0.260</td>
<td>0.064</td>
<td>4.036</td>
<td>***</td>
</tr>
<tr>
<td>Job performance &lt;--- Organizational commitment</td>
<td>0.825</td>
<td>0.075</td>
<td>10.976</td>
<td>***</td>
</tr>
</tbody>
</table>

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 index such as $\chi^2$ (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.

Table 3. Model comparison

<table>
<thead>
<tr>
<th>Fit indexes</th>
<th>Without mediator</th>
<th>With mediator</th>
<th>Acceptable margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$</td>
<td>911.910</td>
<td>711.065</td>
<td>Smaller better</td>
</tr>
<tr>
<td>$\chi^2$/df</td>
<td>3.328</td>
<td>2.653</td>
<td>&lt; 5</td>
</tr>
<tr>
<td>CFI</td>
<td>.876</td>
<td>.914</td>
<td>&gt; .90</td>
</tr>
<tr>
<td>RMSEA</td>
<td>.124</td>
<td>.104</td>
<td>&lt; .08</td>
</tr>
<tr>
<td>PCFI</td>
<td>.800</td>
<td>.816</td>
<td>&gt; .50</td>
</tr>
<tr>
<td>PNFI</td>
<td>.761</td>
<td>.777</td>
<td>&gt; .50</td>
</tr>
</tbody>
</table>

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 organizational commitment and job performance, while organizational commitment was positively contributed to job performance. In conclusion, job performance among fisheries coastal village leaders can be maximize by encourage health climate on collective efficacy and organizational commitment among their members.

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References


