

## CHAPTER 3 - RESEARCH METHODOLOGY

### 3.0 Chapter Overview

This chapter provide detail explanation of the methods use to investigate the research problems and steps taken to carry out the research. Discussions in this section will cover the research framework, selection of measures, research design, respondents involved, population and sample size, sampling technique, instruments used, scale and measurement and data collection procedure and data analysis technique.

### 3.1 Selection of Measures (Operationalization of Constructs)

The summary of the items used in this studies are depicted in Table 3.1 below:

Table 3.1: Sources of Study Variables

Scale	No. of Items	Adapted From Sources	Cronbach's Alpha in past study	Operational Definition
Affective Commitment	12	Meyer and Allen (1997)	0.85	Affective commitment refers to the employee's emotional attachment to the organization (Meyer and Allen, 1997)
Job Self-Efficacy	10	Riggs et al., (1994)	0.85	Self-efficacy refers to a belief in one's ability to successfully perform a task (Kurbanoglu, 2003).
Job Characteristics	11	Hackman and Oldham (1975)	0.756	Job characteristics refers to the job design that results in three psychological states namely meaningfulness of the work performed, responsibility for work outcomes and knowledge of the results of work performed

				that bring about positive work outcomes (Hackman and Oldham, 1975).
Work Engagement	17	Schaufeli and Bakker (2006)	0.80 -0.90	Work engagement refers to positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002)
Organizational Citizenship Behavior	14	William and Anderson (1991)	0.88(OCBI) 0.75(OCBO)	OCB refer to extra role performance or as behaviour that is beneficial to the organisation and goes beyond formal job requirements (Borman and Motowidlo, 1997).
Job Performance	7	William and Anderson (1991)	0.91	Job performance refers to task performance or in-role job performance (Motowidlo, 2003)

### 3.2 Analysis of Measures

The major measures for this study were job performance, affective organizational commitment, self-efficacy, job characteristics, work engagement, and organizational citizenship behaviour.

#### 3.2.1 Job Performance

In this study, the dependent variable which is Job Performance was measured by peer rating. Peer rating were assessed using seven items adapted by Williams and Anderson scales (1991). Sample of items for the job performance are, *“He/She fulfil all the responsibilities specified in his/her job description”*, *“He/She consistently meet the formal performance requirements of his/her job”* and *“He/She performs tasks that are expected of him/her”* Respondents were asked to indicate their level of agreement for each statement by using a 7-point Likert scale where 1 = strongly disagree and 7 =

strongly agree. William and Anderson (1991) reported that the reliabilities of job performance scales are 0.91.

### 3.2.2 Affective Organizational/Occupational Commitment

Affective Commitment was measured using Meyer and Allen's Affective Organizational and Occupational Commitment. Sample of items for the Affective Organizational Commitment are: *"I would be very happy to spend the rest of my career in MCC"*, *"I really feel as MCC's problems are my own"* and *"I do not feel like 'part of family' at MCC"*. Respondents were asked to indicate their level of agreement for each statement by using a 7-point Likert scale where 1 = strongly disagree and 7 = strongly agree. Meyer and Allen (1997) reported the Cronbach alpha of the scales is 0.85.

### 3.2.3 Self-Efficacy

Self-Efficacy was measured using Personal Efficacy Beliefs scale developed by Riggs, Warka, Babasa, Betancourt, and Hooker (1994). The Personal Efficacy Beliefs Scale consists of 10 items. Sample items are, *"I am confident in my ability to do my job"*, *"I have all the skills needed to perform my job very well"* and *"I am expert at my job"*. A seven-point response scale was used, ranging from "strongly disagree" to "strongly agree". Riggs et al., (1994) reported that the reliabilities of the scales ranging from 0.85 to 0.88. According to Schaubroeck, Lam, and Xie (2000) the Personal Efficacy scale was suitable to measure self-efficacy among employees.

### 3.2.4 Job Characteristics

Job Characteristics was measured using Job Diagnostic Survey (JDS: Hackman and Oldham, 1975). The job characteristics scale was assessed by 11 items with five subscales: skill variety, task identity, task significance, autonomy, and feedback. All items were rated on a seven-point Likert scale ranging from 1 = strongly to 5= strongly agree. Sample items are, “*My jobs requires me to do many things at work using a variety of skills and talents*”, *My job requires me to use a number of complex or high level skills*” and “ *My job involves doing whole and identifiable piece of work with an obvious beginning to end*”. The Cronbach’s alpha values for all the five subscales are within the ranges of 0.606 and 0.818 and the overall internal consistency reliability for the Job Characteristics scale was 0.756.

### 3.2.5 Work Engagement

The work engagement scale was assessed by UWES (Schaufeli, Salanova, et.al.,2002). The UWES 17 items consists of three subscales: vigors, dedication and absorption. All items were rated on a seven-point Likert scale ranging from 1 = never, 2 = almost never, 3 = rarely, 4 = sometimes, 5= often, 6 = very often and 7 = always. Sample items are, “*At work, I feel bursting with energy*”, “*At my job, I feel strong and vigorous*” and “*When I get up in the morning, I feel like going to work*”. The internal consistencies reported for this scale is 0.80 to 0.90.

### 3.2.6 Organizational Citizenship Behavior

In this study, OCB consists of OCBI and OCBO behaviours and were measured by using 14 items adapted from William and Anderson (1991). Peer rating were used to measure OCB of employees. OCBI was assessed by seven items and sample items are, *“He/She help others who have been absent”*, *“He/She help colleagues who have heavy workloads”* and *“He/She assist supervisor with his/her work”*. OCBO was assessed by seven items and sample items are, *“His/Her attendance at work is above the norm”*, *“He/She give advance notice when unable to come to work”* and *“He/She take undeserved work break(reversed)”*. Each respondents were asked to indicate their level of agreement for each statement by using seven-point Likert scale where 1 = strongly disagree and 7 = strongly agree. The internal consistencies reported for OCBI and OCBO scale is 0.88 and 0.75 respectively. In this study the overall measure of OCB was used.

### 3.3 Research Instrumentation

The research instrument used for this study is two sets of administrated questionnaire. The first set is for employee’s evaluation which consists of five pages self- administrated questionnaire, and a separate cover to introduce the participant about the nature of the study.

The survey contains five sections; Part I request demographic details of respondent. Part II contains 12 questions on the affective organizational commitment factors. Part III ask about Self-Efficacy, whereas Part IV contains Job Characteristics questions. Finally Part V asks about work engagement among employees. Part II, III and V utilized 7-point Likert Scales, an interval scale, which requires respondent to indicate the level of their

agreement and disagreement by circle or tick at the appropriate number. The 7-point Likert Scale (1= Strongly disagree to 7= Strongly Agree) was used for items in Part II, III, and IV whereas items in Part V used a 7 point Likert Scale that was varied (1= Never to 7=Always).

The second set of questionnaire is given for peer's rating. The survey contains two sections; the first section is the survey instruction and example of how to fill up the survey. Part II contains 14 questions on organizational citizenship behaviour, whereas Part III included seven questions on their peer's job performance. The name of employees to be evaluated was written in the column on top of each question.

### **3.4 Pilot Study**

A pilot study were conducted and distributed to 10 respondents. The purpose of conducting the pilot study is to ensure that the respondents are aware of the items in questionnaire as well as to clarify any ambiguities and estimating the amount of time taken by respondent in answering the questions. The 10 respondent were chosen from officers in head quarters of MCC.

### **3.5 Summary of Research Hypotheses**

As discussed earlier in Chapter 2, hypotheses development was developed based on the various literatures by past researcher. Summary of research hypotheses for this study are as shown in Table 3.2 :

Table 3.2: Summary of Research Hypotheses

	<b>Hypotheses</b>
H1	There is a positive relationship between affective commitment and employees' job performance.
H2	There is a positive relationship between job self-efficacy and employees' job performance.
H3	There is a positive relationship between job characteristics and employees' job performance.
H4	There is a positive relationship between work engagement and employees' job performance.
H5	There is a positive relationship between Organizational Citizenship Behavior and employees' job performance.
H6	Organizational Citizenship Behavior mediates the relationship between independent variable (affective commitment, job self-efficacy, job characteristics and work engagement) and dependent variable (job performance).
H6a	Organizational Citizenship Behavior mediates the relationship between affective commitment and job performance.
H6b	Organizational Citizenship Behavior mediates the relationship between job self-efficacy and job performance.
H6c	Organizational Citizenship Behavior mediates the relationship between job self-efficacy and job performance.
H6d	Organizational Citizenship Behavior mediates the relationship between job work engagement and job performance.

### 3.6 Research Design

#### 3.6.1 Type of Investigation

In general, this study will be conducted in a descriptive study describing the relationship between a dependent variable with independent variables. Descriptive approaches included descriptive analysis, correlation analysis and regression analysis is use in this

study to explore relationship between variables. Correlation analysis is conducted to determine whether relationship exists between independent variable (Affective Organizational Commitment, Job Self-Efficacy, Job Characteristics, and Work Engagement) and dependent variable (Job Performance).

### 3.6.2 Study Setting

This study is conducted under the non-contrived setting (natural environment). The variables are neither controlled nor manipulated. There is minimal researcher interference in this study. The questionnaires were distributed to respondents from the Malaysia Co-operative Societies Commission Head Office and State Office in Wilayah Persekutuan Kuala Lumpur and Selangor.

### 3.6.3 Unit of Analysis

The unit of analysis is individual employee in Kumpulan Pengurusan dan Profesional and Kumpulan Sokongan 1 who is currently working in MCC.

### 3.6.4 Time Horizons

This is a cross sectional study where data were collecting from sample units made once or one-off.



### 3.7 Population and Sample Size

The population is all employees of Malaysia Co-operatives Society Commission in Kumpulan Pengurusan dan Profesional and Kumpulan Sokongan 1 which in total are 1020 employees. According to the Sekaran (2003), the sample size for 1020 employees are 278 respondents. Thus, survey questionnaire were circulated to 320 employees.

### 3.8 Sampling Technique

In this study the combination of two sampling technique is used, i.e., stratified sampling technique and convenience sampling. In this technique, population is first divided into meaningful segments, and then subjects are drawn in proportion to their original numbers in the population (Sekaran, 2003). The details in stratified sampling technique are shown in the table below:

Table 3.3: Summary of Research Sampling Technique

Item	No. of employees	Percentage	No. of sample
Pengurusan dan Profesional	255	25%	70
Kumpulan Sokongan 1	765	75%	208
Total	1020	100%	278

Firstly, the sample is divided into two categories (strata), i.e., Kumpulan Pengurusan dan Profesional representing 25% of the population, and Kumpulan Sokongan 1 representing 75% of the population. Based on Sekaran (2003), sample size for 1020 population is 278 respondents. Therefore, base on the percentage, total respondent for Kumpulan Pengurusan dan Professional is 70 employees and Kumpulan Sokongan 1 is 208

employees. In second step, respondent is selected based on the convenient sampling technique. Random sampling method cannot be employed due to the problem in sampling frame that is not in orderly list and mixed up together among all level of employees. The structured questionnaires were distributed using survey method and respondents were identified through convenient sampling approach. Questionnaires were distributed to individuals through face-to-face interview, online survey and telephone interview.

### **3.9 Data Collection Procedure**

The questionnaires were distributed to the respondent by using a self-delivered approach and online questionnaire. The surveys were distributed in two stages; first employees' surveys were circulated and collected and then were matched to their peers name in second set of questionnaire. In second steps, the questionnaire surveys for peer's rating were circulated.

The purpose of collecting data using self and peer-reports for different variables in the study is to avoid problems associated with common method bias and social desirability. While all demographic data and attitudinal construct were measured with self-reports, OCB and job performance were tapped through peer-reported data.

In this study, data collection process is the most challenging part and it took about one month to collect the sufficient data. Researcher also faced difficulties in collecting appropriate responses from supervisors in the first attempts due to the low response from supervisors. Thus, as second alternative, peer-report rating was used in this study.

### **3.10 Summary**

This chapter explained the details of methods used in this study, including selecting the research design, selection of participants, constructing and administering the instruments and data collection procedure.