

Organizational Commitment and Self-Efficacy Influence on Business Performance or Airline Business in Thailand

อิทธิพลของความผูกพันในองค์กรและความสำเร็จ ในตนเองต่อผลการดำเนินงานของธุรกิจการบินในประเทศไทย

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งานวิจัยชิ้นนี้มีวัตถุประสงค์การศึกษา เพื่อตรวจสอบอิทธิพลของความผูกพันต่อองค์กรและประสิทธิภาพส่วนตนที่มีต่อผลการดำเนินงานทางธุรกิจการบินในประเทศไทย งานวิจัยนี้ทำการทดสอบโดยเชื่อมโยงพฤติกรรมองค์การเข้ากับผลการดำเนินงานทางธุรกิจโดยมีสมมติฐานว่าความผูกพันต่อองค์กรและประสิทธิภาพส่วนตนมีความสัมพันธ์กันในเชิงบวกต่อผลการดำเนินงานทางธุรกิจ โดยศึกษาจากกลุ่มตัวอย่างพนักงานในธุรกิจการบินในประเทศไทย จำนวน 346 คน เครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลคือแบบสอบถาม ค่าสถิติที่ใช้ในการวิเคราะห์ข้อมูลคือการวิเคราะห์ถดถอย ผลการศึกษาพบว่า ความผูกพันต่อองค์กรมีอิทธิพลเชิงบวกต่อประสิทธิภาพส่วนตนและผลการดำเนินงานทางธุรกิจอย่างมีนัยสำคัญ และประสิทธิภาพส่วนตนมีอิทธิพลทางบวกต่อผลการดำเนินงานทางธุรกิจอย่างมีนัยสำคัญเช่นเดียวกัน ทั้งนี้ ประสิทธิภาพส่วนตนเป็นตัวแปรแทรกซ้อนระหว่างความผูกพันต่อองค์กรและผลการดำเนินงานทางธุรกิจ ดังนั้นพนักงานของสายการบินในประเทศไทยที่มีความผูกพันต่อ

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องค์การสูงจึงมีแนวโน้มที่จะทำให้ผลการดำเนินงานทางธุรกิจดีขึ้น โดยผ่านตัวแปรแทรกซ้อนคือประสิทธิภาพส่วนตน งานวิจัยชิ้นนี้จึงแสดงให้เห็นถึงการเสริมสร้างองค์ความรู้ทั้งด้านทฤษฎีและด้านการบริหาร

คำสำคัญ : ความผูกพันต่อองค์กร, ความสามารถในตนเอง, สมรรถนะในการทำงาน, ธุรกิจการบิน

Abstract

The objective of this study is to examine the influence of organizational commitment, self-efficacy on business performance by using airline business employees in Thailand as the sample. Organizational commitment is an important factor of high business performance. This research attempts to link organizational behavior to business performance by hypothesizing the positive influence. The conceptual model was tested using data collected from the survey of 346 employees. The study found that organizational commitment has significant positive influence on self-efficacy and business performance. Also, self-efficacy has significant positive influence on business performance. Finally, the results indicated that self-efficacy has mediating effect on the relationship between organizational commitment and business performance. Therefore, the employees of airline business in Thailand with greater organizational commitment explicitly tended to have a stronger business performance via self-efficacy as a mediating variable. Theoretical and managerial contributions are explicitly provided.

Keywords : Organizational Commitment, Self-efficacy, Business Performance, Airline Business

1. INTRODUCTION

The service industries have been a prominent sector for economic development of Thailand after the Asian economic crisis in 1997. One of service industry is airline business enabling effective development and ability to compete both in Asian and global levels, with the trend to higher in market values, and rapid to growth. Considering the basic culture of Thailand, it is found that the people are friendly and service minded. It is an important factor which support the effectiveness of airline business. Also, the airline business confronts to rapidly changing environment, increasing difficulty to business achievement. Therefore, both large and small airway firm should find ways to build competitive advantage, superior performance, and gain long-term profitability. (Portor & Der Linde, 1995). For this study, the interesting ways are organizational behavior and human resource management in the firm. It plays important roles to effectiveness development and performance of organizational. (Bashaw & Grant, 1994 ; Meyer, et al., 2002). Therefore, the airway business should understand how their service firm can achieve competitive advantage and obtain good performance over their competitors.

Previous studies found that organizational commitment of employees, a variable in organizational behavior literature, generate to job responsibility (Eisenberger, et al., 1986 ; 1987 ; 1990 ; Organ, 1990 ; Moorman, et al.,1998 ; Mowday, et al., 1984 ; Shore & Wayne, 1993 ; Steers & Porter, 1987), enhancing to organizational citizenship behavior (Meyer, et al., 1993 ; Meyer, et al., 2002 ; Organ & Ryan, 1995) and creating to operational effectiveness. (Bashaw & Grant, 1994 ; Meyer, et al., 2002) Moreover, the organizational commitment has effect on attempt to working, self-dedication of employees in the firm (Organ, 1988 ; Shore &

Wayne, 1993), creativity to work and cooperation to success organization's objective. (Setton, et al.,1996 ; Wayne, et al., 1997)

However, Steers (1977) found that motivation level, self-role charity and ability are important to job performance more than organizational commitment. Consistently, the results of research of Steers & Porter (1987) present that organizational commitment has weak relationship to job performance. They suggest that organizational commitment should not be used to directly predict job performance. Besides, Mathieu & Zajac (1990) found that the correlation value (r) between organizational commitment on job performance very weak. Moreover, the last study found that those relationship between two variables were negative and not significant. Therefore, one of the reasons for this study is to investigate the relationship between organizational commitment and job performance. Also, in the organizational behavior field, the self-efficacy plays significant roles in critically promoting and supporting organizational performance. Self-efficacy is factor affecting job performance because the operational effectiveness depends on willingness of employees, attempt to achieve the objective, to develop new ability, and completely confront to bad environment. (Phillips, 2001). Therefore, organizational commitment should enhance employees to have self-efficacy because it leads to greater effectiveness performance of organization. With the complex of the organizational behavior-performance relationships, this research attempt to explain the influences of organizational commitment in Airline businesses in the case of Thailand.

The objectives of this research are as follows: 1) To examine the relationship among organizational commitment, self-efficacy, and performance. 2) To investigate the influence of organizational commitment on performance. 3) To explain the relationship among organizational commitment and performance via self-efficacy as mediating effect.

Moreover, the main purpose of this study is to investigate the influences of organizational commitment on service performance in airline business of Thailand. The key research questions are (1) how do organizational commitment influence on self-efficacy and business performance, (2) how does self-efficacy influence on service performance, and (3) how does self-efficacy mediate the relationship between organizational commitment and business performance.

This study was organized as follows: firstly, it reviews of previous researches in the area of organizational commitment and other constructs are also reviewed. In addition, the concept of organizational commitment are linked to all of variables and the hypotheses of those relationships are developed. Secondly, the details of research methods, including data collection, measurement, and statistics are described. Third, the results of this empirical study are examined and corresponded discussion with rationales and explanation. Finally, it summarizes the findings of this study, with theoretical and managerial contributions.

2. REVIEW OF RELEVANT LITERATURE ON ORGANIZATIONAL COMMITMENT, SELF-EFFICACY AND BUSINESSES PERFORMANCE

The relationship model illustrated independent, dependent, and mediating variables. The organizational commitment is key determinant of performance. It is hypothesized to have positive relationship with self-efficacy and businesses performance. Likewise, self-efficacy is hypothesized to be a mediator of the study. Greater organizational commitment is likely to influence more performance with a mediating effect of self-efficacy. Thus, the research model presents the potential relationships among organizational commitment, self-efficacy, and businesses performance, as shown in Figure 1.

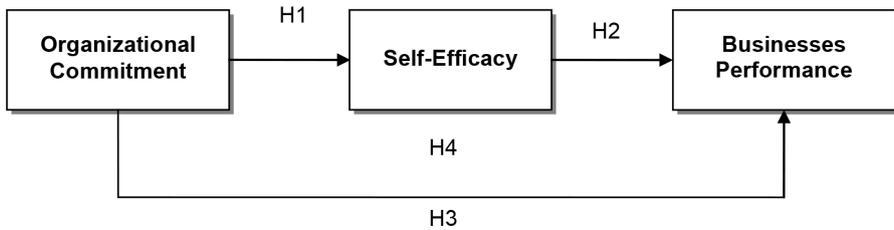


Figure 1

Conceptual Model of Influence of Organizational Commitment, Self-Efficacy on Service Performance

2.1 Organizational Commitment

The organizational commitment plays an important role for the study in organizational behavior. A large number of works have found relationships among organizational commitment, work attitudes and behaviors in the organization. (Porter, et al., 1974, 1976 ; Mathieu & Zajac, 1990 ; Meyer & Allen, 1991 ; Morrow, 1993 ; Reichers, 1985). The definition of organizational commitment in this study is as the strong belief and acceptance of the organization's goals, willingness to exert considerable effort on behalf of the organization and a definite desire to maintain organizational membership. (Porter, et al., 1974). The previous study found that organizational commitment generate to job responsibility (Eisenberger, et al., 1986 ; 1987 ; 1990 ; Organ, 1990 ; Moorman, et al., 1998 ; Mowday, et al., 1984 ; Steers & Porter, 1987), enhancing to organizational citizenship behavior (Meyer, et al., 1993 ; Meyer, et al., 2002 ; Organ & Ryan, 1995) and generate to operation effectiveness. (Bashaw & Grant, 1994 ; Meyer, et al., 2002) Besides, the organizational commitment has influence on attempt to working, self-dedicate of employees in the workplace (Organ, 1988 ; Shore & Wayne, 1993), creativity to work and cooperation to success organization's objective (Setton & Bennett, 1996 ; Wayne, et al., 1997).

In the area of turnover, organizational commitment is a factor affecting decreased employee's turnover, turnover initiation. (Allen & Meyer, 1996 ; Mathieu & Zajac, 1990 ; Meyer, et al., 2002). For the absenteeism of employee, the previous research presented that employee's firm which has organizational commitment in the high level leads to work motivation and has influence on decreased employee's absenteeism. (Hackett, et al., 1994 ; Meyer, et al., 1993 ; Meyer, et al., 2002). Hence, the employee's organizational commitment influence on cooperation and devotion to operation, generate to effectiveness and greater job performance. (Chow, et al., 2002 ; Joshi & Randall, 2001). In part of self-efficacy, the previous research found that organizational commitment has related to self-efficacy. (Herold, et al., 2007 ; Harris & Cameron, 2005). Because the employees have organization commitment and are related to the goals accompanying the organization, therefore, the employees believe in the ability to achieve organizational goals will be successful. This study presents that the organizational commitment has positive influence on self-efficacy and businesses performance. Therefore, the hypotheses are as follows:

***Hypothesis 1:** The organizational commitment has a positive influence on self-efficacy of employees in airline business.*

***Hypothesis 2:** The organizational commitment has a positive influence on business performance of employees in airline business.*

2.2 Self-efficacy

Self-efficacy defined as the people's judgment of their capabilities to organize and execute courses of action required to attain designated types of performances (Bandura, 1986), both reduces stress and increases motivation. Accordingly, Social cognitive theory suggests that self-efficacy

beliefs operate in concert with goal systems to enhance motivation and performance by increasing effort or endeavor (Bandura, 1997, 2001). Previous study suggested that the high-performance cycle of self-efficacy leads to the adoption of more difficult goals, and both self-efficacy and goals positively contribute to motivation and performance. (Locke & Latham, 1990b ; Bandura & Locke, 2003 ; Sadri & Robertson, 1993 ; Stajkovic & Luthans, 1998). Moreover, the study of Bandura (1991, 1997) found that self-efficacy have positively related to try and endeavor, and relate to high level objective and high level performance. The role of self-efficacy on determinant to organizational goal lead to long-term effectiveness, motivation and attempt to success (Kozlowski, et al., 1996 ; Kozlowski, et al., 1999) and increasing maintenance of organization. The present study will be focused on self-efficacy and its relation to performance. Besides, the role of self-efficacy is as a mediating variable relate to organizational behavior area and job performance. This study presents that the self-efficacy has positive influence on performance and mediate relationships between organizational commitment and business performance. Therefore, the hypotheses are as follows:

Hypothesis 3: *The higher the self-efficacy, the more likely that the firms will have greater performance.*

Hypothesis 4: *The self-efficacy positively mediates relationship between organizational commitment and performance.*

3. RESEARCH METHODS

3.1 Sample and Data Collection

This study, Airline business in Thailand was selected as the population. A survey was used for data collection by questionnaire. The questionnaires from the survey were collected from 346 employees. The employees in Thai Airways were key informants. Moreover, non-response bias was investigated by T-test; to examine non-response bias, an evaluation was performed by comparing early response group return and late response group, to test differed responses between the two groups. (Armstrong & Overton, 1977). A comparison of sample statistics and values of the population, such as gender, education level and works experience were analyzed. The result was non-response bias.

3.2 Variable Measurement

This research attempts to examine the relationship between organizational commitment, self-efficacy, and businesses performance. The variable measurements of dependent, independent, and mediating variable are described as below:

Business Performance is the dependent variable of organizational commitment. It is measured by the ability to solve the problem, obtaining the job responsibility, having better overall performance, and being able to maintain job quality and job development, etc. The Items of questionnaire applied from Behrman & Perreault (1982). It includes 12 items and anchored by 5-point Likert scale.

Organizational Commitment is the independent variable in this research. It is measured by desire to maintain organizational membership, willingness to exert effort, having loyalty to the organizational, and value

congruency with the organizational, etc. The measurement questionnaire applied from Organization Commitment Questionnaire: OCQ of Mowday, et al. (1979). It includes 16 items and anchored by 5-point Likert scale.

Self-efficacy is the mediator variable in this research. It is measured by the ability to success to goal, attempt to difficult work, develop work practice, and find to opportunity in work, etc. The items of questionnaire for this study applied from the concept's Bandura (1977). It includes 13 items and anchored by 5-point Likert scale.

3.2 Validity and Reliability

At this point, the researchers concern about the validity and reliability in the study. To test the validity, factor analysis was employed to test the validity of data in the questionnaire since it has a high potential to inflate the component loadings. The items used to measure each construct was extracted to be only one principal component. Therefore, a higher rule-of thumb, a cut-off value of 0.40, was adopted. (Nunnally & Berstein, 1994). In this study, all factor loadings are greater than the 0.40 cut-off and are statistically significant. The reliability of the measurements was evaluated by Cronbach Alpha coefficient. In the scales reliability, Cronbach alpha coefficients are greater than 0.70. (Nunnally & Berstein, 1994). In this study, Cronbach alpha coefficient higher than 0.70 are acceptable and the investigation resulted in all constructs have values ranging from 0.87 to 0.91. Thus, internal consistency of the measures used in this study can be considered good for all constructs. The value of factor loading and Cronbach Alpha coefficient of all constructs are shown in Table 1

TABLE 1 Factor Loading and Alpha Coffieents of Construets

Constructs	Factor Loading	Alpha Coefficient
Organizational Commitment (OC)	0.54 - 0.65	0.86
Self-efficacy (SE)	0.62 - 0.75	0.91
Business Performance (BP)	0.58 - 0.64	0.89

3.3 Statistical Techniques

The ordinary least squares (OLS) regression analysis is used to test the hypothesized relationships and estimate factors influencing the business performance. OLS is an appropriate method for investigating the hypothesized association because independent and dependent variables were metric scales. (Hair, Black, Babin, Anderson & Tatham, 2006).

All of those equations are based on the regression analysis statistic method and following four equation models are formulated as shown below:

$$\text{Equation 1: SE} = \beta_{01} + \beta_1 \text{OC} + \mathcal{E}$$

$$\text{Equation 2: BP} = \beta_{02} + \beta_2 \text{OC} + \mathcal{E}$$

$$\text{Equation 3: BP} = \beta_{03} + \beta_3 \text{SE} + \mathcal{E}$$

$$\text{Equation 4: BP} = \beta_{04} + \beta_4 \text{OC} + \beta_5 \text{SE} + \mathcal{E}$$

Where;

OC = Organizational Commitment

SE = Self-efficacy

BP = Business Performance

4. RESULTS AND DISCUSSION

Table 2 shows the correlation matrix for all variables. The result indicate that the relationship between organizational commitment, self-efficacy and business performance were positively significant ($r = 0.63, p < 0.01, r = 0.56, p < 0.01$). Moreover, the relationship between self-efficacy and business performance was also positively significant ($r = 0.49, p < 0.01$).

TABLE 2 Correlation Matrix for All Constructs

Variable	M	SD	1	2	3
Organizational commitment	3.98	0.42	1.00		
Self-Efficacy	4.23	0.31	0.63**	1.00	
Businesses Performance	4.05	0.63	0.56**	0.71**	1.00

TABLE 3 OLS Regression Results of Organization Commitment, Self-Efficacy, and Business Performance

Step/ Equation	Independent variable	Dependent variable	β	Adjusted R ²
1	Organizational commitment	Business Performance	0.52***	0.31
2	Organizational commitment	Self-Efficacy	0.57***	0.39
3	Self-Efficacy	Business Performance	0.79***	0.64

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.01$ ^aBeta coefficients with standard errors in parenthesis

Table 3 shows the OLS regression analysis results that indicated the relationship among organizational commitment, self-efficacy, and business performance. The relationship between organizational commitment and business performance as present in Equation 1. The result shows that organizational commitment has a significant positive influence on businesses performance ($\beta = 0.52$, $p < 0.001$). The result is consistent with previous studies, the employee's organizational commitment influenced on cooperation and devotion to operation, generate to effectiveness and greater job performance. (Chow, et al., 2002 ; Joshi & Randall, 2001). According to a studied of Baugh & Roberts (1994) it was found that the employee's organizational commitment had influence on job performance. Therefore, hypothesis 1 is supported.

Additionally, the relationship between organizational commitment and self-efficacy as present in Equation 2. The results indicated that organizational commitment has a significant positive relation to self-efficacy ($\beta = 0.57$, $p < 0.001$). Hence, hypothesis 2 is supported. According to previous research, the employee had organizational commitment and goal accompanying the organization, operate in concert with goal systems to enhance motivation and performance by increasing effort or endeavor. Therefore, organization commitment led to self-efficacy of employees in airline businesses. Moreover, the relationship between self-efficacy and businesses performance as present in Equation 3. The results explain that self-efficacy has a significant positive influence on businesses performance ($\beta = 0.79$, $p < 0.001$). Therefore, hypothesis 3 is supported. According to previous study, Bandura (1991,1997) found that self-efficacy have positively to try and endeavor, and relate to high level objective. Moreover, the employee's self-efficacy lead to high level performance (Phillips & Gully, 1997 ; Thomas & Methieu, 1994 ; Wood & Bandura, 1989a).

Finally, the result shows that the role of self-efficacy as a mediator of relationship between organizational commitment and business performance. The relationship between organizational commitment and business performance is significant but lower than the relationship between self-efficacy and businesses performance ($\beta = 0.52, p < 0.001$ (Equation 1) lower than ($\beta = 0.79, p < 0.001$ (Equation 3). The beta coefficient of Equation 1 is considered smaller than the beta coefficient of Equation 2. Therefore, it is consistent with mediator testing following a study by Baron & Kenny (1989). The results mean that the relationship between organizational commitment and business performance should be mediated by self-efficacy, the mediating variable which help increase the relationship. Moreover, when comparing adjusted R^2 values, the Equation 2 (organizational commitment and self-efficacy) has greater value than Equation 1 (organizational commitment and businesses performance). For this reason, the self-efficacy is mediating of the relation. Therefore, hypothesis 4 is supported. Accordingly, a study of Steers & Porter (1983) found lower relationship between organizational commitment and business performance. Because organizational commitment has direct influence on behavior and self-action of employee, hence, the self-efficacy is mediator variable of relation.

5. CONTRIBUTIONS

5.1 Theoretical Contributions

This study attempts to gain an obvious understanding the relationship between organization commitment, self-efficacy, and business performance by applying principal theoretical frameworks to explain the relationships. This research is one of the first known investigations to directly link the organization commitment to self-efficacy and business

performance in the case of Thai Airways business. Overall, the results reveal that all proposed hypotheses are accepted. It implies that this study can be applied in encouraging self-efficacy of employees in organization. However, this study found that the relationship between organizational commitment and business performance lower than the relation has self-efficacy as a mediating. In fact, the businesses emphasize on appreciation of self-role and ability of employees, bring to success on difficult goals, and find the way to organizational development. More possibly, the self-efficacy of employees generate to achieve superior businesses performance.

5.2 Managerial Contributions

This study build to understanding managing director or presidents of Airline businesses in Thailand, the relationship among organizational commitment, self-efficacy, and business performance. The growing competition in service industry is becoming increasingly difficult in response to consumer needs and achievement to superior business performance. For this reason, the service businesses attempt to find the best practice in order to create effectiveness. In the context of self-efficacy, the managing director must effectively manage and utilize the factors which emphasize self-efficacy of employee in the service industry and lead to business success both short-term and long-term. Also, the managing director should also plan to expand their other implementations to an advanced business operations to continuously maintain and increase the level of organizational commitment, self-efficacy, and business performance. This empirical study helps contribute to business by building the effectiveness of business and providing the foundation for the business's survival and achievement to difficult goals both short-term and long-term through organizational behavior of employees such as organizational commitment and self-efficacy.

6. CONCLUSION

The study indicates that organization behavior including organizational commitment and self-efficacy has positively correlation with businesses performance of airline business in Thailand. It can be summarized as follows: 1) the airline businesses should emphasize organization behavior (in this study is organizational commitment) and should pay attention to organizational commitment and self-efficacy of employee 2) managing director should care to self-efficacy as research indicates that this has mediating effect on the relationship between organizational commitment and business performance. The mediator has effect on superior business performance. 3) this study can be applied in organizational implementation context, with the maximum result of the performances by presenting data to the executives for effectiveness of organizational implementation. 4) Future studies should focus on enhancing organizational commitment and self-efficacy of employee's other service businesses for enhancing to gain an outlook on competitive advantage and improved performance outcomes.

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