



CONCEPTUAL FRAMEWORK OF FACTORS INFLUENCING JOB PERFORMANCE AMONG CHINESE PRIVATE UNIVERSITIES' ACADEMICIANS IN CHINA

LiLin, Zahir Osman

Faculty of Postgraduate Center, Limkokwing University of Creative Technology, Inovasi 1-1,
Jalan Teknokrat 1/1, Cyber 3, 63300, Cyberjaya, Malaysia

ABSTRACT

Job performance refers to how well the individual employee performs at his or her work regarding to the achievement of tasks that attained by individuals, groups and companies. It is vital to acknowledge that the determinants of job performance since academicians performance is critical to private universities' development and success. The purpose of this study is to develop a conceptual framework for job performance among academicians in Chinese private universities based on previous studies. The study has found four factors which with direct or indirect influence on job performance comprise leadership style, organizational commitment, self-efficacy and organizational culture. This study provides additional knowledge and approach into the factors influencing job performance in Chinese private higher education institutions.

Key Words: Leadership style, Organizational commitment, Self-efficacy and Job performance

1. Introduction

Chinese private universities has developed to a quite mature stage. Most of them have been developed as comprehensive universities with more than 10 years history. Private education has gradually become an essential way for booming talents market as well as interact with economy. With highly development of private universities, academicians' performance is a crucial aspect to be paid attention. Noordin and Jusoff (2009) indentified that the successful running of the education process matches with social expectations. Yet the success of the education system depends on the assiduous and contribution of academicians. However, it comes along with some problems such as insufficient training, inefficient performance and the shortage of teachers' amount, which are the elements affect on people's job performance. In addition, Chinese private higher education has experienced both unprecedented rapid growth and significant fluctuations in the last three decades, and it is facing serious challenges to its further development (Ahmad,

K., 2001). Beyond that, it also faced the competition with the private sectors as well as the pressure from public sector and international forces. Private education is an important sector of higher education, academicians' commitment and job performance become essential for future survive. Therefore, this study is provided for future studies in academicians' job performance in China. A framework on job performance has been constructed based on the previous studies and literatures which published in various journals. This study will indentify the critical determinants of job performance aims to promote Chinese private higher education to a satisfactory level.

2 Literature Review

2.1 Job Performance

Job performance can be defined as “all the behaviours employees engage in while at work” (Jex, 2002). To be more specific, job performance refers to how well an individual performs at his or her work. Performance is often regarded as result that produced by the individual employee (Cash and Fischer, 1987). Further, Schermerhorn and Osbom (1991) suggested that performance means the quality and quantity of tasks employees achieved, whether attained by individuals, groups and companies. The degree a person in doing his work called the level of performance (Vroom, 1964). It can be regarded as a set of activities that aims to attain the objectives of the organization (Ferris, Lian, Brown, Pang, & Keeping, 2010). The view of employees are the resource of an organization has been believed for several decades. As the conditions required to produce a human body bones, blood, skin and soul which are similarly to build up a firm employees are the essential component. Firm should select right individual at right place to enhance the outcome (Munir, Yusoff, Azam, Khan, & Thukiman, 2011).

2.2 Self Efficacy

Self-efficacy refers to a person's belief that he is capable to accomplish specific tasks, which employees choose to learn and the goals they set to achieve (Bandura, 1977). Self-efficacy could be described as a kind of self-confidence (Kanter 2006) or a task-specific version of self-esteem (Brockner, 1988). Several academic researches have proven that self efficacy related to self control, attitude in the face of failure, the performance or efforts to complete tasks and the effectiveness of solving problems (Prussia, Anderson, &Manz, 1998; Stajkovic&Luthans, 1998). Lunenburg (2011) argued that self-efficacy concepted as belief about one's ability to accomplish specific tasks, as well as employees choose to do challenging tasks, and the goals they would like to achieve. Beyond that, self-efficacy also reflects how much effort employees willing to pay on work and the attitude or persistence when they meet difficult tasks.

2.3 Leadership Style

Leadership has been given mutiple definitions by different authors. Kotter (1988) views it as the process of influencing people willingly to struggle and achieve organizational goals. The goals or movement in a particular direction and period, should be led by the long term interest of the group. Kouzes and Posner (1997) define leadership is an art to mobilize and motivate subordinates are willing to struggle for shared inspirations. Chipunza (2006) further pinpointed

that both these definitions observe that there is an important interpersonal process that occurs between leaders and individuals involve in groups of individuals towards pursue objectives. The above conceptualizations of leadership indicate that developing leadership through enhancing coodernation, trust and commitment between the followers and the leaders in organizations.

Leadership is an essencial factor to influence an individual or a group's behavior to achieve organizational goals and job performances (Hersey & Blanchard, 1974; Hsu, 2001). A suitable leadership can push followers comply with the right direction to fulfill organizational goals, a good leader as a signpost to guide or identify job direction for subordinates to follow (Hsien, 1985; Robbins, 2001). DuBrin (2004) believed that leadership can inspire employees to attain organizational objectives with confidence.

2.4 Organizational Commitment

Organizational commitment refers to an employee's belief towards the organization's goals and values, desires to remain a member of the organization and loyalty to the organization (Mowday et al., 1982). Similar with Robbins (2005) defined organizational commitment, a state an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. Commitment refers to a person's contribution to jobs or organization, which reflects the person's intention to continue in a course of action (Meyer & Allen, 1997). Soliven (2009) defines it more strongly as a sacred covenant, without which life is unimaginable, it means commitment has been regarded as incredibly behind a person's success. For instance, a person who has committed to a task until its completion even if he experiences obstacles during the process. It expresses that his commitment will drive him to overcome the challenges. According to Boehman (2006), organizational commitment is defined in multiple ways, organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in organization, further it is generally considered as three dimensions comprising affective commitment, continuance commitment and normative commitment. Muchinsky (2003) stated that the concept of organizational commitment shows the degree of an employee's sense of loyalty to organizations.

2.5 Organizational Culture

Kotter and Heskett (1992) defined organizational culture is a continuum or scale that is stretching from a point of invisibility and depth to a point of visibility and shallow surface. Culture of the organization is helpful in shaping the organizational strategies, it refers to leadership styles and it relates with the customers. It is beneficial in knowing about how knowledge can be gathered, dispersed, used and organized (Alvesson, 2002). According to Alvesson (2002) "culture is a frame of reference of beliefs, expressive symbols and values, by means of which individuals define their environment, express their feelings and make judgments." Cooke and Szumal (1993) defined culture as the long-term beliefs and joint behaviouristic expectations in an organization. According to Hofstede (2008) organizational culture can be defined as the collective programming of the mind that distinguishes the members of one organisation from others. Kreitner and Kinicki (2014) claims organizational culture is the

shared and accepted assumption meaning, implicitly granted and held by a group that determines how it is perceived, thought about as well as the reaction to the various environment.

2.6 Conceptual Development

2.6.1 Relationship between Leadership Style and Job Performance

There are number of reseachers in various fields did the research for the relationship between leadership style and job performance. According to Zuhaidi (2011) in the study via analysis 150 questionnaires and revealed that both transformational leadership style and transactional leadership style were significantly correlated with employee performance in Army Batalion Unit. Aksyah Bin (2012) conducted study among staffs in Federal public sector in Sabah and 150 respondents have been involved and it revealed perceived leadership styles have a significant positive relationship with performance. Eran (2006) in the study was based upon a survey in a public security division of a law enforcement agency in Israel with 201 questionnaires were used for data processing, and found that there was a positive relationship between transformational leadership and in-role performance. Christopher (2007) in the study including 250 responses and revealed that there was a positive relationship between leadership styles and employee performance in retail store.

Hypothesis 1: Leadership style has positive and significant relationship with employee performance.

2.6.2 Relationship between Self Efficacy and Job Performance

The factor of self-efficacy is expected to affect job performance directly. According to Rendhawa (2004) examine the relationship between self-efficacy and work performance via collecting data from 300 scientists, the results indicated that there was significant positive correlation between job specific self-efficacy and work performance. This signified that the higher self-efficacy, the higher work performance of employees. Stajkovic and Fred (1998) researched on the self-efficacy and work-related performance with 114 respondents and found that there is a significant weighted average correlation between self-efficacy and work-related performance. Beyond that, Ming-Cheng and Yen-Chun (2012) in their study on usable sample of 616 respondents selected from automobile sales persons of Taipei, Taiwan and finalize found that Self-efficacy has a positive effect on job performance. Higher self-efficacy in a field is associated with good outcomes, ranging from greater job satisfaction and performance (Judge & Bono, 2001), to better academic performance (Robbins et al., 2004).

Hypothesis 2: Self efficacy has positive and significant relationship with job performance.

2.6.3 Relationship between Organizational Commitment and Job Performance

Overview the past, there were many emphasis on the relationship between organizational commitment and job performance. Aisyah (2012) in the study using sample is 148 people, and found that there was a direct influence of organizational commitment on the performance. organizational commitment will significantly and positively affect to job performance (Chi, et

al., 2007). Hueryren & Kaohsiung (2012) in their study collect data from employees of the Taiwanese shoes subsidiary in China with the effective response of 416 people and found that organizational commitment is positively and significantly affected to job performance. Moreover, Rebecca (2013) conducted research in one of the chartered universities in Manila. The respondents of this study were 248 academic and administrative personnel of the university and selected them through Stratified Random Sampling and affective commitment was found to be significantly related to the job performance of the academic personnel. Jason&John(2003) in their study surveyed 226 employees and supervisors at two commercial banks in the United Arab Emirates (U.A.E.) and found that the relationship between organizational commitment and performance was strong and positive for U.A.E. nationals, but it was much weaker among guest workers.

Hypothesis 3: Organizational commitment has positive and significant relationship with job performance.

2.6.4 Relationship between Leadership Style and Organizational Commitment

According to Nyengane (2007), employee commitment reflects the quality of the leadership in the organisation. Previous researches suggested a positive direct relationship between leadership behaviour and organisational commitment. Hsin-Kuang Chi & Hsien-Pei Tsai (2007) in their study surveyed a sample of 186 sales people in Thailand and results showed that leadership styles correlated positively with organization commitment. Hueryren (2012) conducted study showed that leadership style was positively and significantly affect to organizational commitment, this study used to collect data from 420 employees of a Taiwanese shoes subsidiary in China. Kedsuda & Stephen (2007) in their study 92 engineers and 12 architects were respondents and found leadership behaviours has influence on subordinates' commitment by using data from construction projects in Thailand. Ajay K & D. Ramjee (2013) in their study on 197 respondents and stated that there was a weak and significant relationship between the leadership dimensions and organisational commitment at a Parastatal Company in South Africa. Kasim & Abdul (2016) conducted their study comprised 251 individual responses and found that organizational commitment of employees in the industry is strongly influenced by direct manager's behavior and company leadership via an exploration in the United Arab Emirates' construction sector.

Hypothesis 4: Leadership style has positive and significant relationship with organizational commitment.

2.6.5 Relationship between Self Efficacy and Organizational Commitment

There are many studies have researched the relationship between self efficacy and organizational commitment. Bhavana, Mridula, Shriparna (2013) in their study on survey 100 IT professionals and the results pointed that there was a positive relationship between self efficacy and organizational commitment. Ravindranath K (2014) conducted the study with a sample comprised of 250 executives drawn from six organizations and revealed that there was a significant positive relationship between self efficacy and organizational commitment. Neerpal

& Renu (2009) collected data from 120 employees working in various organizations in India and found that there was a low positive association between occupational self-efficacy and organizational commitment. Rajnandini & Ethlyn (2003) stated that there was positively and significantly relationship between self-efficacy and organizational commitment via collecting data from 271 fire department personnel. In another research, Salami (2007) carried out on secondary school teachers and observed a positive relationship between self-efficacy and organizational commitment.

Hypothesis 5: Self efficacy has positive and significant relationship with organizational commitment.

2.6.6 Mediating effect of Organizational Commitment on Leadership Style and Job Performance relationship

Some researchers have found that organizational commitment plays a mediating role in the leadership style and job performance relationship. Yiing, et al. (2009) suggested that leadership style would affect organizational commitment and, in turns, organizational commitment will influence job performance and mediate the relationship between leadership style and job performance. Hueryren & Kaohsiung (2012) in their study collected data from employees of the Taiwanese shoes subsidiary in China with the effective response of 416 people and found that organizational commitment holds a partial mediating effect between the relationship of leadership style and job performance. Hsin-Kuang Chi & Hsien-Pei Tsai (2007) in their study surveyed a sample of 186 sales people in Thailand and results showed that organization commitment was complete mediating the relationship between leadership styles and job performance. Dhaifallah (2015) in this study the respondents include 227 Saudi female nurses in four hospitals located in Riyadh and the finding revealed that affective organizational commitment mediates the relationship between transformational leadership style and job performance.

Hypothesis 6: Organizational commitment has positive and significant mediating effect on the relationship between leadership style and job performance relationship.

2.6.7 Mediating effect of Self-Efficacy on Leadership Style and Job Performance relationship

Cavazotte & Valter & Jane (2013) in their study were tested with a sample of 107 managers from a multinational company that operates in the financial sector and revealed that self-efficacy mediates the relationship of transformational leadership and follower formal performance. Fred & David & Peng Wang (2010) in their study surveyed 72 supervisors and 201 immediate direct reports from a major pharmaceutical joint-venture in the People's Republic of China, and revealed that employee perceptions of self-efficacy partially mediate the relationship between ethical leadership and employee performance. Rajnandini & Ethlyn (2003) in their study the questionnaires were completed by 303 fire department personnel and found that the relationship between transformational leadership and the outcomes of performance will be partially mediated by self-efficacy.

Hypothesis 7: Self-efficacy has positive and significant mediating effect on the relationship between leadership style and job performance.

2.6.8 Moderating effect of Organizational Culture on Leadership Style and Job Performance relationship

There have been a number of researches devoted to the relationship between leadership behaviour, organizational culture and job performance and some of them carried out on the moderating effect of organizational culture on leadership style and job performance relationship. According to Rinny Wowor (2014) in the study collected from more than 300 community policing officers and found that there was the moderating effects of organizational culture on the impact of servant leadership on job performance of community policing officers. Muhammad & Abdul Kadir & Nurhazirah (2013) in their study the data were gathered from 530 respondents from academicians in major Malaysian public universities and found that there is moderating effects of organizational culture on the link between leadership competencies and job role performance.

Hypothesis 8: Organizational Culture has positive and significant moderating effect on the relationship between leadership style and job performance

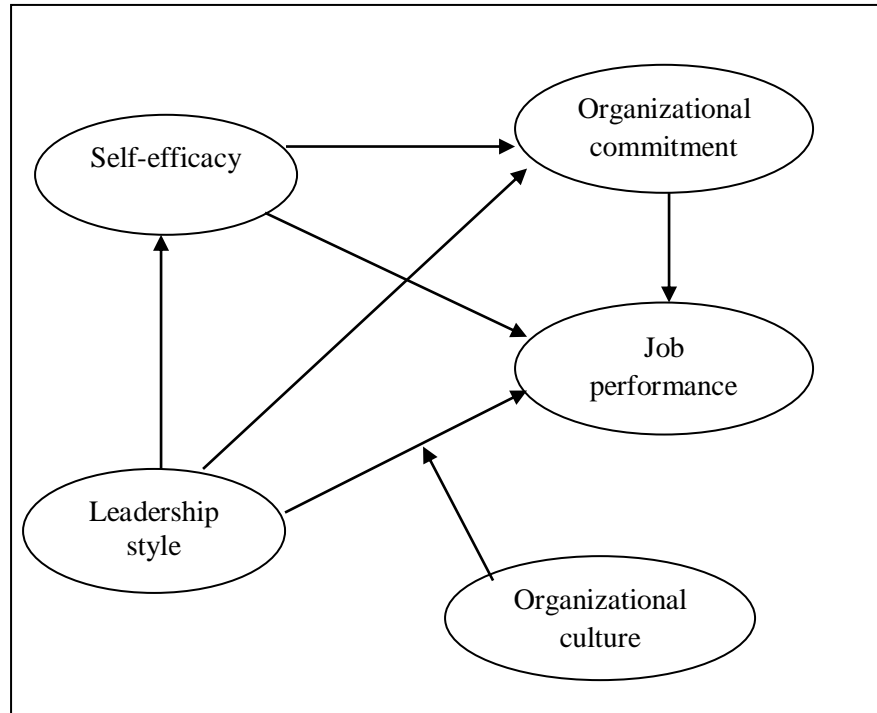
3. Conceptual Framework

The purpose of this study is to identify the factors that impact on job performance among the academicians in Chinese higher education field. The researcher developed the conceptual framework and figured out the instrument scales for each variable to measure the academicians' job performance towards the private higher education institutions. In this proposed model, there are five potential variables which are leadership, self-efficacy, organizational commitment, organizational culture and job performance. This study attempts to demonstrate the possibility connection among all the proposed variables. Based on the views of numbers of literatures, the proposed conceptual framework is presented in figure 1.

4. Conclusion

Job performance is an essential factor for any organization which will lead to development and productivity. It is necessary to spend more attention on the factors in influencing job performance in Chinese private higher education field. In this study, researchers mainly examine the factors which affect on academicians' job performance including leadership style, organizational commitment, self-efficacy, and organizational culture in Chinese private universities. Even though there are many studies relative to academicians' job performance, a few of them are not comprehensive as well as exclude the factors mentioned above. Therefore, this study contributes to offer additional knowledge and different angle to research job performance in different field.

Figure 1: Conceptual Framework of Job Performance



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