

**RELATIONSHIP BETWEEN WORK VALUES AND JOB INVOLVEMENT:
A STUDY AMONG MANUFACTURING OPERATORS IN THE
PACKAGING INDUSTRIES IN PENANG**

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ABSTRAK

Penglibatan kerja mendapat banyak perhatian dari para penyelidik dan pengamal. Penelitian ini cuba mempelajari hubungan antara nilai-nilai kerja dan penglibatan kerja. Tujuan utama kajian ini adalah untuk mempelajari apakah ada hubungan antara nilai-nilai kerja (intrinsik dan ekstrinsik) dan penglibatan kerja pekerja industri bungkusan di Penang dan untuk mengetahui apakah hubungan ini dipengaruhi oleh pembolehubah demografi. Pendekatan kuantitatif digunakan untuk kajian ini. 92 kuesioner dari responden dikumpul melalui kuesioner diri. Analisis data dilakukan melalui alat statistik untuk memastikan kebaikan dari data dan signifikansi keputusan. Keputusan kajian ini menunjukkan nilai-nilai kerja intrinsik yang positif dan signifikan berkaitan dengan penglibatan kerja. Keputusan juga menunjukkan bahawa nilai-nilai kerja ekstrinsik secara negatif dan signifikan yang berkaitan dengan penglibatan kerja. Variabel demografi, pemilikan telah secara signifikan berdampak pada hubungan antara nilai-nilai kerja dan penglibatan kerja. Implikasi dan keterbatasan dibincangkan. Penyelidikan Masa Depan yang disyorkan.

ABSTRACT

Job involvement had gained much attention from researchers and practitioners. This research attempted to investigate the relationship between work values and job involvement. The main objective of the research was to study whether there was a relationship between work values (intrinsic and extrinsic) and job involvement of the employees of packaging industries in Penang and to find out whether this relationship was affected by demographic variables. Quantitative approach was adopted for this research. 92 questionnaires from respondents was collected through self administered questionnaires. Data analysis was done via statistical tool to ensure goodness of data and significance of results. This research results showed intrinsic work values were positively and significantly related to the job involvement. Results also showed that extrinsic work values were negatively and significantly related to the job involvement. The demographic variable, tenure had significantly affected on the relationship between work values and job involvement. Implication and limitation were discussed. Future research were suggested.

CHAPTER 1

INTRODUCTION

1.1 Background

Over the years a number of researches had been devoted to the research of values in the context of work. In fact the importance of these researches had gained significant attention recently. According to Robert (1999) work had attracted relatively more research attention than other life domains such as family, leisure, community and religion. This could be explained by the key role that work played in social life. Therefore it was not only just a source of income.

Job involvement as an attitude was an important variable that helped to maximize organizational effectiveness. The lack of employee positive values and attitudes would negatively affect any initiatives designed to promote goodwill and loyalty among employees. Dissatisfied employees could easily developed negative attitudes and perception that could negatively influence other employees (Smallwood, 1998). Since people were the major asset of every organization (Pfeffer, 1994), Job involvement had always been an important aspect of every organizations. Job involvement had been considered as the key to employee motivation (Lawler, 1986) and a fundamental asset to help an organization to achieve competitive advantage in the business market (Pfeffer, 1994). However, Lassk, Marshall, Cravens and Moncrief (2001) did suggest that the relationship between salary and job involvement has produced weak positive associations. In this regards, it was an interesting research topic to understand in greater depth on the relationship of job involvement to the work values of employees.

1.2 Problem Statement

The high turnover of local employees in Penang was a generally known problem. One of the examples was also observed in a research on footwear sector of the SMEs in Penang (Whah, 2006). A study of Midwestern police officers observed that job involvement correlated significantly turnover intentions (McElroy, Morrow, and Wardlow, 1999).

Job involvement emerged as a positive predictor for routinisation. Routinisation and creativity had an adverse relationship with turnover intentions. (Ming-Ji, Chih-Cheng, Chih-Jou, Fu-Shan, 2010). Many managers urged to understand, predict and improve employee job involvement in order to create employees behavioral changes in work. However, most of their decisions were made under uncertainty thus the effectiveness for some of these decisions remains questionable after the implementation of those behavioral change action.

Timothy and Robert (1992) suggested that organization work values had important influence on job seekers decision and found that pay and advancement potential had shown to be important factor of job attractiveness. Thus, pay which categorized as extrinsic work value was positively related to the job attractiveness for job seekers. However, Greg ,Felicia and William (2004) research findings suggested the relationship between salary and job involvements had produced weak positive association.

Carson and Bedeian (1995) argued that people with high levels of job involvement would most likely to be satisfied with their jobs. They were highly committed to their careers, and professions. Hackman and Lawler (1971) also mentioned that when individual devoted themselves in their work, their motivation may increase, which could positively

affecting their job performance. Hackman and Lawler (1971) findings also suggest that intrinsic work values were correlate to job involvement.

In summary, it was known that intrinsic work values were positively correlated to job involvement, but did intrinsic work values induce more job involvement compare to extrinsic work values still remained as a question. Although research found extrinsic work values had strong correlation to job attractiveness but the extrinsic work values only had weak positive association to job involvement, Thus it was a question whether the relationship between extrinsic work values and job involvement for Malaysian were the same as past researches findings or probably the extrinsic work values were negatively related to job involvement. Thus this research would study the relationship of the work values (intrinsic and extrinsic) and job involvement in the context of the Penang packaging industries production operators

1.3 Research Objective

The main objective of this research was to find whether there is a relationship between work values (intrinsic and extrinsic) and job involvement of packaging industries employees in Penang. In addition, this research was going to answer whether the relationship between work values (intrinsic and extrinsic) and job involvement of the aforementioned employees was affected by demographic variables i.e. age, gender, work experience, tenure and marital status.

1.4 Research Question

This research was going to answer to the following questions:

1. Is there a relationship between intrinsic work values and job involvement of packaging industries employees in Penang?
2. Is there a relationship between extrinsic work values and job involvement of packaging industries employees in Penang?
3. Is the relationship between work values and job involvement of packaging industries employees in Penang moderated by demographic variables (age, gender, work experience, tenure and marital status)?

1.5 Significance of Study

This research was expected to bring considerable implication in knowledge development and operational benefits to both the researchers and practitioners. It focused on human resource management and organizational behavior field, particularly in the area of work values and job involvement.

Although much of the research in this area had been carried out in the West, There was still no similar research done in Malaysia. Thus it would be interesting to investigate this relationship in the context of Malaysia, more specifically, the packaging industry in Penang.

From this research, managers would be able to understand the level of work values and job involvement among the employees. This was particularly helpful for managers to anticipate the employees' job involvement induced by the work values of the employees' themselves. In Addition, by investigating the relationship between work values and job involvement, researchers and practitioners were likely to be provided with an in-depth knowledge on the relationship between work values and its antecedents.

For researchers, the findings might help for future research on other unstudied variables influencing job involvement. As for the practitioners, this research provided a right tool to identify the right work values to improve job involvement of employees, Thus this research would help these practitioners to allocate appropriate resources to enhance the right work values among the employees to improve their job involvement.

1.6 Scope of Study

This research was targeted to the employees of the Penang packaging industries in northern region of Malaysia. The individuals being studied included packaging production operator level. The research confined to packaging industry and was done in 2010.

1.7 Definition of Key Terms

Elizur ,(1984) defined work values as “the importance individuals give to a certain outcome obtained at work context”.

George and Jones (1997) defined intrinsic work values as the end-states which happened through work or engaging in work activities and depend on the content of the work”.

George and Jones (1997) defined extrinsic work values as “the results that happened as a consequence of work regardless of the content of work”.

Paullay, Alliger and Stone-Romero (1994) defined job involvement as the degree to which one was cognitively preoccupied with, engaged in, and concerned with one’s present job.

Cambridge online dictionary (2010) defined tenure as the right to remain permanently in a job.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presented an outline of previous researches on work values and job involvement as well as demographic variables. It consisted of the definitions, the research findings and research measures.

2.2 Job Involvement

Job involvement is an attitude. Job involved individuals who saw opportunities for growth in their job had less attention to quit or would suffered from burnout (Elloy, Everett, and Flynn, 1995). Robins (2006) stated that job involvement is people attitude that take sides psychologically to job which considered the job as the most important part in his/her life.

Job involvement is an important factor in employees turnover rate of an a organization.

A study of Midwestern police officers observed that job involvement correlated significantly turnover intentions (McElroy, Morrow, and Wardlow, 1999).

Job involvement also emerged as a positive predictor for routinisation. Routinisation and creativity had an adverse relationship with turnover intentions. (Ming-Ji, Chih-Cheng, Chih-Jou, Fu-Shan, 2010).

Mudrack (2004) explained that highly involved people had the tendency of not to give up easily, they might feel almost like a moral obligation to be involved with their jobs, and might tend to be set in their way. In this sense, these highly involved people would do whatever they could to overcome the difficulties they faced at their work because the moral obligation would drive these people committed to involve in their jobs. De Hoogh, Den Hartog and Koopman (2005) mentioned that employees whom felt good about their job would exert more effort to keep the satisfying jobs and would increase employee's willingness to invest more effort and enthusiasm on the job.

Elankumaran (2004) mentioned that an individual involved in his/her job would care about the tasks to be undertaken; thus in order to improve the degree of job involvement of an individual, he/she must have a realistic view of what work values determined it from the individual stand point.

Job involvement is the degree an individual was cognitively preoccupied with, engaged in, and concerned with that individual's present job (Paullay, Alliger and Stone-Romero, 1994). There had been some dispute between the concept of job involvement and work involvement. Kanungo (1982) used the term work involvement or 'involvement in work' to define work centrality. He argued that job involvement was a descriptive belief that was contemporaneously caused whereas work involvement was a normative belief that was historically caused.

However, both Blau (1985) and Rabinowitz and Hall (1977) argued that job involvement only involved one single aspect, i.e. the degree of an individual perceived the total work situation to be an important part of life, and to be central to their identity.

Then again, Paullay et al (1994) hypothesized job involvement and work involvement to be two distinct constructs. The difference among these two constructs were, job involvement referred to the degree to which one was cognitively preoccupied with, engaged in, and concerned with one's present job; in contrast to work involvement, which was defined as the beliefs those individuals had regarding the degree of importance work in their lives.

There were several conceptualizations of job involvement. Job involvement and job satisfaction were essentially considered distinctly different concepts. Job satisfaction was the emotional state of liking one's job whereas the definition of job involvement was "psychological identification with one's work" and "the degree to which the job situation was central to the person's identity (Lawler and Hall, 1970).

Other researchers such as Blau (1985) defined job involvement as the extent to which an individual identified psychologically with his/her job. Mckelvey and Sekaran (1977) defined job involvement as "the merging of a person's ego identity with his or her job". This suggested an individual was concerned about the degree to which their identity was shaped by their job. Further elaboration from Mckelvey and Sekaran (1977), individuals often had a strong desire to satisfy the need for ego identity and development in their job.

Rabinowitz and Hall (1977) stated that an individual who had a strong work ethic would probably be highly "job involved". Rabinowitz and Hall (1977) also mentioned that job involvement was an individual difference variable. Either primarily an attribute of the person or a response to the work environment. Some employees might require a number of needs, values or traits that led them to become involved in their jobs (Rabinowitz and Hall, 1977).

Kanungo (1982) stated that positive state of involvement would imply a relatively complete state of engagement in self aspect of the job where as a state of alienation implied a loss of individuality and separation of the self from the work environment. For employees with a high level of job involvement, the job was important to one's self image.

According to Kanungo (1982), job involvement could be viewed as a cognitive state of psychological identification either in the context of a particular job or with work in general. The psychological identification with a particular job or work in general depended on the relatively important need in both intrinsic and extrinsic and the individual perception about the need-satisfying potentialities of the job (Kanungo ,1982). According to Kanungo (1982) again, job alienation and involvement were two superficial phenomena of a single object. They were two polarized trends of one aspect. When the job involvement decreased, job alienation would increase. Similarly, whenever job alienation was reduced to a certain extent, it creates a sense of job involvement.

Frone, Russel and Cooper (1992) stated that the job-involved person was not especially likely to show high level involvement in non-work related activities. Therefore, this suggested job-involved person was truly devoted to their job and gave less devotion to other activities such as recreation, charity events, pleasant activities.

Smith and Brannick(1990) had relate the job involvement to the concept of expectancy, i.e. the extends to which a worker perceived desired rewards as a result of performance outcome. Mudrack (2004) also mentioned that people might become involved in their jobs in response to specific attributes of the work situation. Rabinowitz and Hall (1977) suggested job involvement as a personal characteristic. Therefore, job involvement was less likely to be influenced by organizational factors but more likely to be influenced by personal characteristics

Misra and Kalro (1981) in their study on middle and senior level managers found that job involvement was related to the level of satisfaction of one's salience needs, be they intrinsic or extrinsic. Job involvement was higher for those managers whose salient needs were met and it was lower for those whose salient needs were not met. Gorn and Kanungo (1980) stated that job involvement was typically related to the intrinsic rather than extrinsic needs. Thus a person's job involvement had been considered to be a function of intrinsic factors rather than extrinsic factor. The job itself could help an individual to meet his/her intrinsic growth needs (Kanungo ,1982), while organization could helped an individual to meet his/her social and other extrinsic reward needs (Angle and Perry, 1981). Research by Brown (1996) suggested the relationship between salary and job involvement had produced weak positive associations.

Seeman (1971) specified five need deprivation. Among these were powerlessness, meaninglessness, normlessness, isolation and self-estrangement. Deprivation, i.e. self-estrangement is the conditions of workers not intrinsically rewarding but only for instrumental purposes. Self estrangement was likely to happen when the work was unable to satisfy higher order intrinsic needs. This indirectly suggested that job involvement was likely to have positive results when the intrinsic needs were satisfied.

2.3 Work Value

2.3.1 The Meaning of Value

Before proceed to review the concept of work values, it was essential to have some initial understanding to the meaning of values. Rokeach (1973) stated that value is an

enduring belief that a specific mode of conduct or end-state of existence was personally or socially preferable to an opposite or converse mode of conduct or end state of existence. From this definition, we know that “enduring belief” was a belief to resist changes from environmental changes. Super (1980) stated that a value as an objective one seek to attain, it is either a psychological state, a relationship, or material condition; while Schwartz (1994) stated that values is a desirable state, objective, goals or behavior, transcending specific situation. values applied as normative standards for someone to choose among alternative modes of behavior .

According to Lusk and Oliver (1974) Individuals with relatively stable values through life experiences and organizational socialization would unlikely changing their basic value structure brought to an organization. Values also played an important role in human motivation and achievements (Mankoff, 1974) and decision making process (Brown and Associates, 2002).

There was a difference between values and attitudes. According to Robert (1999), Attitudes could be positive (favorable) or could be negative (unfavorable); whereas values always positive (favorable). There was no unfavourable value existed. Value was also different from interest. Robert (1999) mentioned that the different between the interest and values was interest typically not shared socially within larger communities compared to values.

2.3.2 What were Work Values

Sverko (1989) mentioned work values were more specific than general life values. This was because they were related to a certain life domain. Therefore, work values

influenced the importance of work in the life of an individual. Rokeach (1973) suggested work values were a subset of social values; these work values would form a general pattern of behavior of an individual. Robert (1999) found that work values were a projection of general values from the domain of work.

Researches in this field had yielded different definitions of work values as well. For example, Levy and Guttman (1976) considered value as an item within universe of work values when the importance of a goal or behavior was in the work context, Zedeck (1997) defined work values as the goals people would strived hard to attain it through working. Furnham (1984) considered work values as a representation of protestant work ethics.

According to Wallock, Goodale, Wijting and Smith (1971), the dimensions for intrinsic aspect of work were pride in work, job involvement and activity preference. The dimensions for extrinsic aspect of work were attitude towards earning and social status of work. The mixed characters were upward striving and responsibility to work. Nord, Brief, Atieh and Doherty (1990) also mentioned the work values could be classified as intrinsic or extrinsic.

Elizur (1984) stated that the most widely used distinguishes between work values were extrinsic, a consequence of work; and intrinsic, occurring through the process of work. In the following years, Elizur, Borg, Hung and Beckm (1991) referred distinctive intrinsic work values as interesting work, meaningful work, opportunity for growth, use of ability and knowledge. According to Ross, Schwartz and Surkis (1999), the intrinsic work values directly expressed openness to change values, in searched of autonomy, interest, growth and creativity in work. Extrinsic work values expressed conservation values such as job security and income.

George and Jones (1997) stated that intrinsic work values referred to the end-states which happened through work or engaging in work activities, and depended on the content of the work, for example the sense of accomplishment. Extrinsic work values referred to the results from the consequence of work regardless of the content of work, for example family security.

According to Donatus and Theresa (2009), the intrinsic work values, or a consequence of work were specific interest in work activities. They included aesthetic, altruism, autonomy, responsibility, creativity, intellectual stimulation, achievement and spiritual values. The extrinsic work values were related to conditions that went along with the work. They were social interaction, participation in decision making, authority, prestige, material values, security, variety and life style.

Cortes and Alejandra, (2009) research found that pre university students gave more importance to pro social and intrinsic values than the extrinsic values; both men and women showed intrinsic work values such as dynamic, interesting and varied job were the most important factor on their job. Research by Barbara (2003) showed librarians exhibited strong desire to be competent, to be successful, to work well, to have autonomy, to work in a supportive environment, to be committed to excellence, to be a life-long learner and to be willing to seek self improvement. These librarians had showed strong desire for the intrinsic of work values.

According to Basak (2009), the work value of a person was different from one person to another where work values were specific goals that an individual considered important and the individual would tried to get these goals from the work context. Lee (1994) indicated that work values could be viewed as proportion of personal value system; all evaluations and preferences related to work could be held as the expression of work

values. Zanders (1993) found that work values were the increases in the value of personal development in certain countries such as Sweden and Netherlands; he argued that work values influenced the importance of work in an individual life.

Research results from Timothy and Robert (1992) supported hypothesis for values were an important determinant of person-organization fit. Schneider, Benjamin, Harold and Smith (1995) with their attraction-selection-attrition (ASA) framework suggested that individuals were attracted to an organization because of the values of the organization, these individual went into organization based on the perception of value congruency, and will leave an organization if they found that their values do not match with the organization values.

2.4 Moderator Variables

2.4.1 Gender

Rosseel (1979) found work values differed to factors such as age, sex, job tenure and degree of family responsibility. Gottfredson (1981) suggested gender role would influence on a person's occupational choice.

Research results from Lassk et al (2001) showed that job involvement varied by gender where saleswomen exhibited lower job involvement than salesmen. In a study by Beutel and Marini (2005), they found that females consistently showed a strong pursuit for intrinsic orientation while males were more extrinsically oriented. Bridges (1989) suggested the work value items showed expected convergent validity patterns with respect to gender and academic major differences.

Cortes and Alejandra (2009) with a study in Aragon, Spain, Pre University student work values found that women chose profession to improve society and to help others while men valued profession with higher income level than women. Men also valued social prestige and stable salary more than women, and pre-university female gave more importance to intrinsic values than the extrinsic values.

2.4.2 Marital Status

Gould and Werbel (1983) found that men with working wife had the potential to be more job involved than men with nonworking wives. They found that among men with working wives, job involvement was higher for those who had children than for those who did not have any children.

2.4.3 Age

Jurgensen (1978) found that as a worker's age increases, some work values underwent enhancement while other work values diminished. Cherrington, Condie and England (1979) found that age, education and seniority were correlated with several work values such as the importance of money, moral importance of work and pride in one's craftsmanship. Their studies indicated that older workers placed greater importance on the moral importance of work and pride in craftsmanship. Younger workers placed greater emphasis on the importance of money, importance of friends over work, and the acceptability of welfare as an alternative to work.

Pu (1988) demonstrated that as workers age, they focused more on internal values of work and social status more, but given remuneration less attention. Chiu (1993) found that younger employees emphasized more on social relations than older employees. However studies from Lucy and Dianne (2008) showed that Baby Boomers generation reported better person-organization values fit with extrinsic values and status values than Generation X and Generation Y.

Littau (2009) commented Millennials generation placed greater importance on opportunities for advancement within one's career and lower importance on teamwork compared to the older generation.

Rabinowitz, Hall and Goodale (1977) found a positive relationship between age and job involvement but this relationship was not significant. However Saal (1978) reported a significant positive relationship between age and job involvement based on the data of 218 employees in a medium-sized company.

Hall and Mansfield (1975) found that job involvement would steadily increase with respect to age, from a sample of professional engineers and scientist. Tang (2000) research on the interior auditors of private and public organizations reveals that the relationship between age and job involvement was statistically significant. In general, the relationship between age and job involvement varied between different employment groups.

2.4.4 Work Experience

Barbara (2003) stated that work values added meaning to the work experience of employees because work values were a reflection of individual motivation, preferred work setting, the way the individual interacted with others, and work style. The work values

would determine the expected achievement from the work experience and thus, would also determine the choice and reaction of the individuals to their job situation.

Cherrington (1977) reported junior employees were less work oriented than older staff, this was partially due to the personal socialization process, where individuals work values affected by their experience. Rabinowitz and Hall (1977) concluded that job involvement would increase as a result of satisfying job experiences. When individuals became more involved, they would exert more effort on the job.

Kanungo (1982) suggested that individuals would be affected by their past socialized experiences, where their current social codes were associated with various value orientations. Cohen (1999) argued that those individuals with high levels of job involvement were cultivated from positive experiences on-the-job and contributed attributions from these experiences to the organization. Thus job involvement could be perceived as a reflection of work experiences.

Lassk, et al (2001) also found that the relationship between age and job involvement and overall years of sales experience and job involvement was significant as well. James and James (1989) commented people judging how the work experiences be as good as their work values in order to try to make sense of their work experiences.

2.4.5 Tenure

Tenure referred as the right to remain permanently in a job. An earlier research by Ronen (1978), who suggests that intrinsic values in a job was a major contributor to changes in the overall work values of workers. Rabinowitz, et al., (1977) found job involvement to

be positively related to job tenure. Shahril (1994) also found that tenure had significant influence on employee job involvement. Since tenure are regarded as objective measures, expected risk of job loss and perception of overall job security (Chung 2009)

Tenure might also be the factor for lower satisfaction to their work values (Clark, Oswald and Warr, 1996) and (Shah and Parkpoom, 2003) found that satisfied workers remained with the organization and kept accruing the increased extrinsic rewards, while dissatisfied workers left the organization to seek employment elsewhere.

2.5 Integrated Theory Model

Rabinowitz and Hall (1997) reviewed and integrated previous research in the field and used this basis to develop three major conceptualisations, For Rabinowitz and Hall (1977), job involvement is related to three classes of working variables, the disposition approach held by the individual, the situational determined approach held, and the influence of the interaction between these approaches. In this model no single class of variables shows a stronger relationship to job involvement than any other. The dispositional and situational variables are about equally important in explaining job involvement (Rabinowitz and Hall, 1977). In dispositional approach, job involvement is viewed as dependent on individual personalities. The influence exerted by some stable personal characteristics such as age, gender, marital status, external and internal control features, job seniority, dwelling locations, the intensity of high-level work demands in terms of time and responsibility, and the Protestant work ethic will ensure individuals hold different work attitudes and behaviors. Two such attitudes are job involvement and job satisfaction. The individual is thought to own a certain amount of desire or value, and the demand or value will drive them to work harder or impede them from job involvement (Sekaran and Mowday, 1981). Job involvement is also a personal characteristic, and thus it is never changed easily within an organization (Rabinowitz and Hall, 1977). In situation-determined approach (Rabinowitz

and Hall, 1977), job involvement can be viewed as personal attitude towards the particular job. In this conceptualization, job involvement will be affected by leadership style, the opportunities the individual has to be involved in decision making, social factors, job features and other conditional influences. Values are thus internalized with job attitude. The interaction between disposition and situational approaches is labeled the disposition situation. In this approach, personal characteristics and the environment in interaction are used to explain personal work attitudes and behaviors. When personal characteristics and the situation reach congruence, the individual will develop high job involvement.

2.6 Theoretical Framework

The theoretical framework was depicted in Figure 2.1. It consisted of two independent variables, a dependent variable and five demographic variables. The two independent variables were intrinsic work values and extrinsic work values. The dependent variable was job involvement. And demographic variables were age, gender, working experience, tenure and marital status.

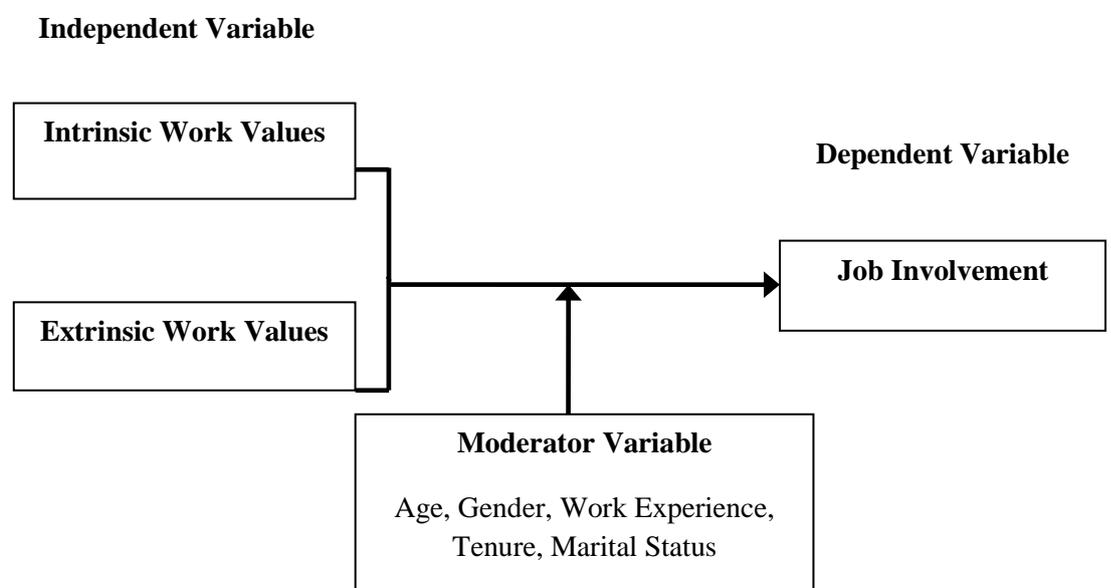


Figure 2.1, Theoretical Framework

2.7 Hypothesis

Referring to the problem statement, research questions, and also theoretical framework, the following hypotheses were created

H1: Is there a positive relationship between intrinsic work values and job involvement.

H2: Is there a negative relationship between extrinsic values and job involvement.

H3: Does age moderates the relationship between-work values (intrinsic and extrinsic) and job involvement.

H4: Does gender moderates the relationship between work values (intrinsic and extrinsic) and job involvement.

H5: Does marital status moderates the relationship between work values (intrinsic and extrinsic) and job involvement.

H6: Does working experience moderates the relationship between work values (intrinsic and extrinsic) and job involvement.

H7: Does tenure moderates the relationship between-work values (intrinsic and extrinsic) and job involvement.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter provided a set of guidelines for this research. It consisted of research design, measurement of variables, population, sample, and sampling method, data collection and data analysis.

3.2 Research Design

This research was a quantitative research to analyze the relationship between work values and job involvement. This research was conducted in the natural environment of the packaging industry with no intervention in the normal course of work. The data were collected from the packaging industries production operator to determine their individual perception of work values and their level of job involvement. The data were collected from individuals through a set of questionnaires and interred into statistical analysis.

3.2.1 Nature of Study

This research was based on scientific investigation of the quantitative properties, phenomena, and their relationships. Hypotheses within the area of study were developed

and employed to investigate the relationship among the related variables; to find the connection between the literature findings and the mathematical expression of this research findings.

3.2.2 Unit of Analysis

In this study the targeted population was full-time qualified packaging industries production operator. The unit of analysis was at individual level.

3.2.3 Time Horizon of Data collection

The questionnaires were distributed,-completed and collected within a period of 4 weeks.

3.3 Measurement of Variables

3.3.1 Measurement Scales for Work Values

Some researchers had developed measuring scale for work values. For example Blood (1969) had developed an eight item scale which measures the “pro-Protestant Ethic” and “non-Protestant Ethic” attitudes.

Super (1970) also developed a set of Work Values Inventory (WVI) to quantify and to evaluate the psychologically systematic ideal for individuals in their work condition. In Super(1970) research , the work values was divided into 15 dimensions related to the value of individual life experience. These dimensions were: Altruism, Aesthetics, Creativity, Intellectual Stimulation, Achievement, Independence, Prestige, Management, Economic Returns, Security, Surrounding, Supervisory Relations, Association , Way of life and lastly Variety.

Followed by Wallock et. al (1971), they established the Survey of Work Values (SWV), which was based on the Protestant Ethic elements, to evaluate employees’ work values. Three aspects were assessed by SWV: the intrinsic aspect of work, extrinsic aspect of work and mixed character.

Subsequently, Miller (1974) argued that Super’s WVI could be sub-classified into intrinsic and extrinsic scale. The dimensions for intrinsic scale were: Altruism, Aesthetics, Creativity, Intellectual Stimulation, Achievement and Management. The dimensions for extrinsic scale were: Independence, Prestige, Economic Returns, Security, Surrounding, Supervisory Relations, Association, Way of life and Variety.