

Independent Study Title	Validating a Job Characteristics Model of Organizational Commitment and In-Role and Extra-Role Corporate Citizenship Behaviour: A Case of Sansai Steel Center Co., Ltd. in Chiang Rai Province
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ABSTRACT

The research objective is to perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level. Multivariate statistical means would be exploited to attempt to identify a theoretical structure to capture the interrelationship patterns of these variables. As very little research exists regarding the effects of specific facets of jobs (i.e. job characteristics) and job satisfaction and commitment leading to corporate citizenship behaviours, especially towards in-role and extra-role nature of behaviours, this research effort become worthwhile.

The single case is selected not for the reason of deviant case study or critical case study purposes (cf. George & Bennett, 2004), but for the purpose to fulfill the theoretical expectations of the conceptual model. As such, it is also explanatory in

nature.

By the use of representative sample and with the supportive evidences of the interviews-driven rich data, a careful thematic analysis would lead to better development of the questionnaire development of robust reliability and validity. This would ensure the lowest possible sample size needed for some of the important inferential statistical analysis as advocated and analyzed in Cohen (1992). Qualitative approach to case study as the a priori to quantitative survey is appropriate as it is flexible and also allows the data to be collected in natural, real-life situations.

As a result of this contextual meaningfulness and the rich information driven interviews, internal validity should be robustly secured, being represented by the relatively higher effect size of the R-squared of the multivariate regression analysis (Cohen, 1992). In other words, this research design is based on mixed method approach which uses interviews for thematic and patterns-of-themes identification to help guide the next stage of data collection, driven by questionnaire-based survey of the employees of a case organization. Along this process the exploratory factor analysis has come to the benefits of the researcher. For instance, based on VARIMAX method, the most popular orthogonal factor rotation methods focusing on simplifying the columns in a factor matrix in the exploratory factor analysis (Hair et al. 2006; Tan, 2015a), six distinctive job characteristics are identified, namely as personal growth, job identity and supervisory feedback, skill diversity and significance of task, people cooperation oriented, self-performance awareness, challenging job and growth opportunity, and high-level skills and autonomy. A broader classification indicates two domains of job characteristics, namely job resources (the intrinsic resource nature represented by personal growth and supervisory feedback, and self-performance awareness) and job demands represented by the diversity of skill and significance of task, people cooperation oriented tasks, and job nature that is challenging and filled with growth opportunity, and high-level skills and autonomy. These job characteristics share some of the similar attributes of the job characteristics model

proposed by Richard Hackman and Greg Oldham (1971, 1975, 1976 and 1980), and beyond.

This research also provides many fronts of implications to both theories and the case organization, and on practical aspect in general. For instance, judging from the perceptions levels of the employees, the employees do provide favorable responses towards both in-role and extra-role organizational citizenship behaviours (OCBs), which imply to the case organization that they are able to maintain, to some good level, the loyal state of the employee, manifested by the behavioural willingness to protect the organization when problems occur and to participate in company meetings, show caring about the corporate images, and waste not on social media and gossip aspects, and demonstrate extra-role in helping others who are absent in work, in sharing ideas to improve the functioning of the organization, in solving problems of their colleagues in work, and to provide the necessary training assistance to newcomer employees. The other significant potentials identified from the overall descriptive analysis are the motivation of the employees, both on intrinsic and extrinsic aspects, and this also implies to the case organization to further try to tap on these inherent driving forces to drive up the job satisfaction of the employees, currently standing at mean of 3.5688, with a standard deviation of 0.44503. Intrinsic motivation, which for instance can stimulate the employees to take on the challenge of work and to learn new things, and to feel intrinsic satisfaction upon doing a good job, should be promoted as the final model validation (which supports the propositions being raised) shows that intrinsic motivation influences not only job satisfaction, but also organizational commitment of the employees, as well as their in-role and extra-role organizational citizenship behaviours (OCBs).

Keywords: Job Resources and Demands/Job Satisfaction/Organizational Commitment/Organizational Citizenship Behaviour (OCB)/Construction Material