

A STRUCTURAL EQUATION MODEL ON JOB PERFORMANCE AMONG THE EMPLOYEES OF COOPERATIVES

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Abstract

This study intended to formulate a causal model on job performance among the employees of cooperatives in the Davao region influenced by the three exogenous variables, transformational leadership, organizational culture, and knowledge management. The study employed descriptive – correlational technique and structural equation modeling. 400 respondents from the different cooperatives in the Davao region were selected through random and stratified sampling. The study's findings reveal that the three exogenous variables were interrelated and directly influenced job performance, as shown by the model modifications and very high descriptive rating. Four hypothesized models were derived, and model modification four was the best fit model for job performance. The best fit model for job performance was presented the retained indicators of the three exogenous variables, transformational leadership's perceived individualized influence, inspirational motivation measures, and intellectual stimulation. Knowledge management's knowledge sharing and knowledge creation and organizational culture's organizational leadership, management of employees, and organizational glue. The study, therefore, presents the best model for job performance to be utilized as a basis among cooperatives in the Davao region to formulate policies that would enhance their operation in improving job performance and open doors for more research endeavors regarding the subject.

Keywords: job performance, transformational leadership, organizational culture, knowledge management, cooperative.

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1. INTRODUCTION

Today's organizational challenges hinge on establishing values and attitudes that create an exceptional paradigm in the operation of a business. It is imperative to acknowledge the role of job performance as both a task and a behavior (Lawal et al., 2018) used as a compass that decides where to go in achieving corporate objectives (Jalagat, Jr., 2016). Weighing the impact of job performance is challenging; thus,

investigating what contributes to its essence is of great significance. Jalagat, Jr. (2016) stated that good performance generates good results, but Munisamy (2013) insisted that even though employees get their work based on their ability, dissatisfaction runs still, causing them to perform poorly. Aguinis (2009) purports that effective performance among the organizations' employees would result in a higher possibility of staying longer in business and being highly competitive; hence, exploring what drives employees to perform better is imperative.

Lawal et al., (2018) explained that job performance is a multi-faceted paradigm that denotes tasks and duties performed productively. Cook (2008) presented the knowledge of job performance as an emotional act to the different dimensions of the organization; more so, job performance involves observable attitude among employees performing significant acts leaned towards the achievement of objectives (Campbell et al., 1990; Cook, 2008). Sonnentag et al., (2008) mentioned that job performance is of greater importance among organizations, and Manzoor et al., (2019) supported the claim by expounding that job performance is influenced by how contented and happy the employees are hence prioritizing it could prosper the organization's ability to compete. Further, job performance is a vital metric to efficiency and job effectiveness (Cook, 2008; Hunter et al., 1984).

Employees are more determined to achieve corporate objectives by establishing trust and good relationships among management and employees (Singh, 2015). As an organizational dimension, transformational leadership, an exogenous variable to job performance is the basic element in influencing people. It offers values that show understanding, the building of a common identity, and good relationships (Chadrasekara, 2019). Job performance correlates to transformational leadership (Lor et al., 2017). Manzoor et al. (2019) expounded that transformational leadership meaningfully impacts job performance. Organizational culture another exogenous variable to job performance wherein Mohd Isa et al., (2016) stated that organization acknowledges that employees contribute to the operation of the business. Its culture connects that to the employees; the premise then purports the connection of organizational culture and job performance. Weererathna et al., (2014) explained that an appropriate study of organizational culture creates a corporate concept of addressing its problems and developing job performance. Lastly, exogenous variable knowledge management emphasizes the importance of a knowledge-based concept promoting capabilities, intelligence, behavior, and attitude (Kianto et al., 2013). Chui et al., (2006) stated that proper knowledge management through accurate dissemination inspires employees' job performance. When efficiently considered by organizations, Ahmad et al., (2018) explained that knowledge management activities encourage employees to perform better in the workplace.

In the cooperative sector, job performance is a common issue yet profound need for the investigative endeavor. The viewpoint lies in building a solid ground wherein the management must maintain job effectiveness and efficient delivery of vital services. Rahiman et al., (2017) point out that job performance

is an important variable in every profession. In this context, the researcher intends to formulate a correlational perspective to job performance as observable attitude of employees with emphasis on Task performance, contextual performance (Cook, 2008) and counterproductive work behavior (Widsayuti et al., 2018) and how job performance is influenced by transformational leadership (Bolkan et al., 2011; Chandrasekara, 2019; Cavazotte et al., 2013), Knowledge management (Khanal et al., 2017; Mustapa et al., 2016), and organizational culture (Ng'ang'a et al., 2012; Zakari, Poku et al., 2013).

It is therefore imperative to conduct the study citing the three variables as a construct on job performance with the information gathered. There may be available literature depicting the relationship between the three variables on job performance, yet a bivariate study done individually by different researchers. The study offers an improved version as it catered to the four variables to develop the best fit model on job performance among the employees of cooperatives, hence creating this research a significant contributor to new knowledge. No study was ever conducted of similar nature and purpose in the Davao region. The study's null hypotheses were tested at .05 levels of Significance: There is no significant relationship between the exogenous variables, namely: Transformational Leadership, Organizational Culture, and Knowledge Management to Job Performance. There is no model that best fits job performance among the employees of cooperatives in Region XI.

2. METHODS

This research adopted the quantitative research design using the descriptive – correlational technique and structural equation model to develop the best fit model. Descriptive correlation research is applied to expound the phenomena and simplify the constructs, situations, and qualities (Bordens et al., 2002). Using the random and stratified sampling, 400 respondents were the study sample from the different cooperatives in the Davao region. Bagozzi et al., (2012) stated that in the conduct of SEM, a minimum number of respondents at 200 are credible, but Hair et al. (2012) mentioned that the higher the number of respondents, the more effective the study is, and it also lessens the test errors.

Primary data were gathered through adopted research questionnaires and other empirical instruments. The research instrument of the study was divided into 5 parts; the first part is intended for the employee information. The next four parts constitute the variables under study, namely, transformational leadership, knowledge management, organizational culture, and job performance. The research instruments utilized in the study were adopted questionnaires from different empirical sources. The questionnaires were contextually modified to fit the theme of the study and from the validator's comments. For Transformational Leadership, the questionnaire adopted was the works of Bass (1985), the Multifactor Leadership Questionnaire (MLQ). For Organizational Culture the questionnaire was lifted

from the Organizational Culture Assessment Instrument (OCAI, 2018). For Knowledge management, the questionnaire was developed by Kianto et al., (2018), and for Job Performance the questionnaire utilize was adopted from the works of Tria et al., (2018), the Individual work performance (WIP).

The researcher employed the following statistical tools for the interpretation of the data. The Mean is a measure of central tendency that test the degree of transformational leadership, knowledge management, organizational culture, and job performance among the employees of cooperatives in region XI. Pearson product-moment correlation (Pearson R) is used to determine the interrelationships among transformational leadership, knowledge management, organizational culture, and their influence on job performance. Structural Equation Model assessed the interrelationships among the hypothesized models and determine the best fit model of job performance among the employees of cooperatives in region XI.

3. RESULTS AND DISCUSSION

3.1. Level of Transformational Leadership

Shown in Table 1 is the level of transformational leadership among the employees of cooperatives in the Davao region. Transformational leadership got an overall score of 4.41, showing a very high descriptive level and a standard deviation of 0.595. The very high descriptive level manifested that transformational leadership is a significant entity in achieving positive job performance among the employees of cooperatives in the Davao region.

This has been supported by the literature of Bass (1985) and Bolkan et al., (2011), expounding the role of transformational leadership as inspiring employees is a hierarchical function that needs to be shown by management; hence, it catches the essence of the capability of transformational leaders to extract the full potential of its employees.

TABLE 1. LEVEL OF TRANSFORMATIONAL LEADERSHIP

Indicator	SD	Mean	D.E.
Individual Consideration Measures	0.698	4.41	Very High
Inspirational Motivation Measure	0.647	4.44	Very High
Attributed Idealized Influence	0.642	4.42	Very High
Perceived Idealized Influence	0.661	4.45	Very High
Intellectual Simulation	0.689	4.35	Very High
Overall	0.595	4.41	Very High

Source: Author

3.2. Level of Knowledge Management

Table 2 is presented the level of knowledge management among the employees of cooperatives in the Davao region. A mean score of 4.30 was derived, manifesting a very high descriptive level with a standard deviation of 0.58. The very high descriptive level shows the importance of knowledge management as an integral component in the delivery of good job performance, this in a way gauges the strong desire of employees that knowledge must flow in the stream of the organization to influence good behaviour toward the task at hand hence improve job performance. Among the indicators of knowledge management, four of the five indicators got very high descriptive levels with means scores of 4.43 for knowledge sharing, 4.39 for knowledge acquisition, 4.37 and 4.34 for knowledge creation and knowledge retention, respectively. Knowledge codification got a mean score of 3.99 with a high descriptive level. The flow of knowledge in the workplace triggers capability and empowerment, thus allowing employees to showcase their competence (Kianto et al., 2016).

TABLE 2. LEVEL OF KNOWLEDGE MANAGEMENT

Indicators	SD	Mean	D.E.
Knowledge Acquisition	0.668	4.39	Very High
Knowledge Sharing	0.649	4.43	Very High
Knowledge Codification	0.766	3.99	High
Knowledge Creation	0.615	4.37	Very High
Knowledge Retention	0.639	4.34	Very High
Overall	0.580	4.30	Very High

Source: Author

3.3. Level of Organizational Culture

Table 3 summarized the level of organizational culture as perceived among the cooperatives in the Davao region. The result of the study is shown through the mean score of the variable and its indicators; furthermore, the variable organizational culture came up with a mean score of 4.42, manifesting a very high descriptive level and a standard deviation of .591. The result shows that organizational culture is vital in influencing employees to strive and perform positively. More so, the result indicates the crucial role in building culture in the organization towards developing a positive approach to job performance. Building an approach to create and establish organizational culture motivates employees to achieve corporate goals and objectives (Alsoulami et al., 2018).

TABLE 3. LEVEL OF ORGANIZATIONAL CULTURE

Indicators	SD	Mean	D.E.
Dominant Characteristics	0.615	4.38	Very High
Organizational Leadership	0.680	4.38	Very High
Management of Employees	0.660	4.48	Very High
Organizational Glue	0.690	4.43	Very High
Strategic Emphasis	0.647	4.36	Very High
Criteria of Success	0.666	4.45	Very High
Overall	0.591	4.42	Very High

Source: Author

3.4. Level of Organizational Culture

Table 4 shows the job performance level among the Davao region's cooperatives' employees. The table shows a very high descriptive level with a mean score of 4.41 and a standard deviation of 0.488 for job performance among the employees of cooperatives; this means that the performance of the employees is clearly manifested; hence it becomes an integral element in the organization's operation and efficient performance of the tasks. The result was affirmed by the literature of Lawal et al., (2018), expounding job performance as a multifaceted paradigm denoting task and obligation performed productively.

TABLE 4. LEVEL OF ORGANIZATIONAL CULTURE

Indicators	SD	Mean	D.E.
Task Performance	0.483	4.59	Very High
Contextual Performance	0.475	4.57	Very High
Counterproductive Work Behaviour	1.057	4.07	Very High
Overall	0.488	4.41	Very High

Source: Author

3.5. Correlation between Transformation Leadership and Job Performance

Table 5 is shown the summary of the result in the correlation between transformational leadership and job performance. The overall R-value is .342 with a p-value of 0.000 (p-value < .05). The result further provides a positive correlation between transformational leadership and job performance. The p value less than .05 shows a significant relationship between transformational leadership and job performance thus, rejecting the null hypothesis. The results presented is strengthened by the following literature: Rafferty et al., (2004) offered that transformational leadership forms employees' conduct and influences them to go beyond expected expectations. Judge et al., (2001) echoed that transformational leadership

develops happiness among employees. They are treated with respect and value. Jyoti et al., (2015) explained that transformational leadership allows employees to work better, creating a positive connection with the management, resulting in improved job performance.

TABLE 5. SIGNIFICANCE OF THE RELATIONSHIP BETWEEN LEVELS OF TRANSFORMATIONAL LEADERSHIP AND JOB PERFORMANCE

Transformational Leadership	Job Performance			Overall
	Task Performance	Contextual Performance	Counterproductive Work Behaviour	
Individual Consideration Measures	.362* (0.000)	.407* (0.000)	.078 (0.119)	.308* (0.000)
Inspirational Motivation Measure	.368* (0.000)	.401* (0.000)	.111* (0.027)	.331* (0.000)
Attributed Idealized Influence	.387* (0.000)	.406* (0.000)	.126* (0.012)	.351* (0.000)
Perceived Idealized Influence	.416* (0.000)	.459* (0.000)	.101* (0.043)	.359* (0.000)
Intellectual Simulation	.406* (0.000)	.470* (0.000)	.078 (0.121)	.342* (0.000)
Overall	.3878 (0.000)	.4286 (0.000)	.0988 (0.0644)	.3382 (0.000)

*Significant at 0.05 significance level.

Source: Author

3.6. Correlation between Organizational Culture and Job Performance

Table 6 shows the correlation between organizational culture and job performance among the employees of cooperatives in the Davao Region. The overall result of the study shows that when indicators of organizational culture were correlated to the indicators of job performance, the R-value is .438 showing a direct positive correlation. The p-value is less than 0.05 and is significant; here, the null hypothesis is rejected. The study's result affirmed that further organizational culture impacts job performance as strengthened by Ovidu – Lliuta (2011) literature claiming that positive performance affects Mohd Isa, et al., (2016) asserted that the mutual connection between employees and management leads to better performance. Magee (2002) elaborated on the interdependency of organizational culture and job performance. The development of skills and capabilities of people in the

organization is established through strong organizational culture, thus improving performance (Kandula, 2006).

TABLE 6. SIGNIFICANCE OF THE RELATIONSHIP BETWEEN LEVELS OF ORGANIZATIONAL CULTURE AND JOB PERFORMANCE

Organizational Culture	Job Performance			Overall
	Task Performance	Contextual Performance	Counterproductive Work Behaviour	
Dominant Characteristics	.521* (0.000)	.576* (0.000)	.069 (0.171)	.408* (0.000)
Organizational Leadership	.475* (0.000)	.524* (0.000)	.100* (0.046)	.398* (0.000)
Management of Employees	.474* (0.000)	.527* (0.000)	.076 (0.126)	.382* (0.000)
Organizational Glue	.451* (0.000)	.535* (0.000)	.081 (0.105)	.381* (0.000)
Strategic Emphasis	.426* (0.000)	.548* (0.000)	.058 (0.250)	.359* (0.000)
Criteria of Success	.515* (0.000)	.610* (0.000)	.084 (0.093)	.428* (0.000)
Overall	.532* (0.000)	.617* (0.000)	.088 (0.080)	.438* (0.000)

*Significant at 0.05 significance level.

Source: Author

3.7. Correlation between Knowledge Management and Job Performance

Table 7 is shown the summary of the significance of the relationship of knowledge management and job performance as perceived by the employees of cooperatives in the Davao region. It was noted that in the overall result, the indicators of knowledge management: knowledge acquisition, knowledge sharing, knowledge codification, knowledge creation, and knowledge retention when correlated to the indicators of job performance: task performance, contextual performance, and counterproductive work behavior, the overall R-value is .396 showing a direct positive correlation and p-value of 0.000 which is less than 0.05 manifesting a significance of the study hence, the null hypothesis is rejected. Tajali et al., (2014) purported knowledge management and job performance have a strong link supported by a claim that

knowledge management becomes a leeway in creating security of the bond among managers and employees and offer support mechanism in the performance of the job, whether it succeeds or not.

TABLE 7. SIGNIFICANCE OF THE RELATIONSHIP BETWEEN LEVELS OF KNOWLEDGE MANAGEMENT AND JOB PERFORMANCE

Knowledge Management	Job Performance			Overall
	Task Performance	Contextual Performance	Counterproductive Work Behaviour	
Knowledge Acquisition	.360* (0.000)	.429* (0.000)	.059 (0.241)	.300* (0.000)
Knowledge Sharing	.418* (0.000)	.511* (0.000)	.081 (0.108)	.362* (0.000)
Knowledge Codification	.399* (0.000)	.441* (0.000)	.031 (0.536)	.297* (0.000)
Knowledge Creation	.472* (0.000)	.499* (0.000)	.091 (0.069)	.383* (0.000)
Knowledge Retention	.446* (0.000)	.487* (0.000)	.116* (0.020)	.389* (0.000)
Overall	.480* (0.000)	.543* (0.000)	.085 (0.090)	.396* (0.000)

*Significant at 0.05 significance level.

Source: Author

3.8. Best Fit Model for Job Performance

The research question raised in the study citing the best fit model for job performance among the employees of cooperatives in the Davao region, offered in the proposed hypothesized models as presented in figures three to six suggested that a modification is necessary to fit the data as shown in the result of the study. The summary of the goodness of fit findings shows the structural model results.

In the interpretation of the data, all indices must fall with the acceptable levels for the best fit model to be determined. P-value and P of close fit must be greater than .05, Normed Fit Index (NFI), Tucker – Lewis Index (TLI), Comparative Fit Index (CFI), and Goodness of Fit Index (GFI) must be greater than 0.95, the Chi-square / Degrees of Freedom must fall in the range between zero and two ($0 < \text{value} < 2$) and the Root Means Square of Error Approximation must be less than .05 (Wenston, 2006).

Figure 1 is presented the best fit model for job performance. A model modification of the retained indicators of the three exogenous variables manifesting interrelationship among each other. The

retained indicators of transformational leadership (TL) were perceived as idealized influenced (PII), inspirational, motivational measures (IMM) and intellectual simulation (IS), knowledge management (KM) indicators, knowledge sharing (KS), and knowledge creation (KNC), and organizational culture (OC) indicators namely, organizational leadership (OL), management of employees (ME) and organizational glue (OG). The retained indicators suggest the best fit model directly influences job performance. The retained indicators of job performance were task performance (TP) and contextual performance (CP).

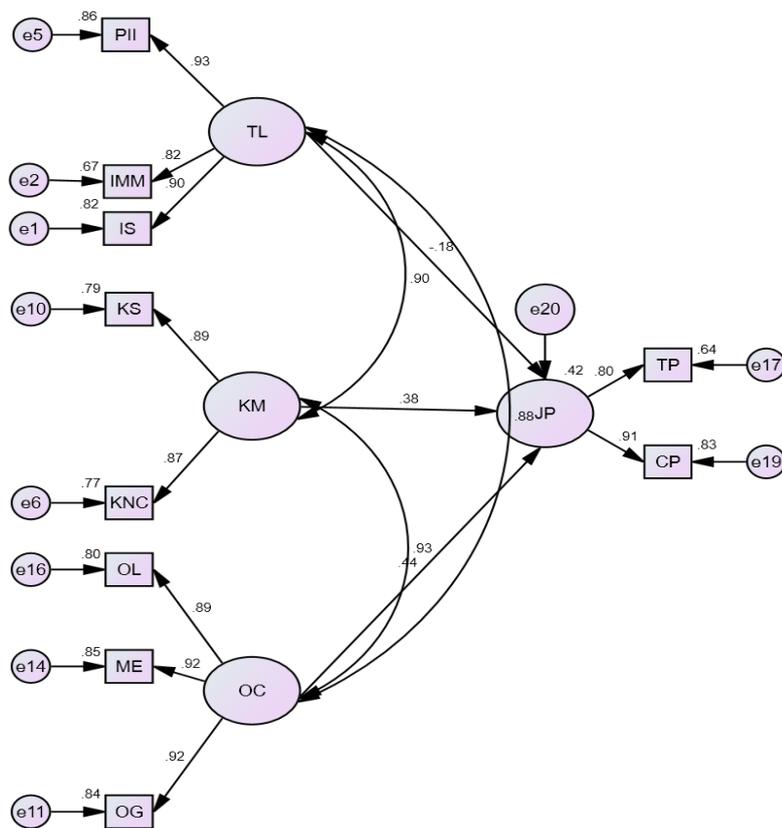


FIGURE 1. THE BEST FIT MODEL FOR JOB PERFORMANCE

Source: Author

Table 8 is shown the goodness of fit measures of the fourth structural model depicting the correlation of the three exogenous variables' transformational leadership, organizational culture, and knowledge management and selected indicators and its direct causal effect to the job performance' indicators: task performance and contextual performance. The result presented manifest goodness of fit model as all indices garnered a model fit value that falls within the criterion of each index as indicated: p of close fit

had a model fit value of .972 greater than .05, chi-square/degrees of freedom' model fit value falls within 0 and 2 at 1.216, probability level p-value had a model fit value of .196 greater than .05, the goodness of fit index with a model fit of .983, the comparative fit index had a model fit value of .998, normed fit index with a model fit value of .991 and the Tucker – Lewis index had a model fit value of .997 as all indices are above the criterion of greater than .95. Lastly, the root means square of error approximation' model fit value had a model fit value of .023 less than .05 hence goodness of fit. The summary of the goodness of fit measures of the fourth structural model is presented below.

The outcome is affirmed by the literature of Lor et al., (2017), articulating that transformational leadership is the most suited style for job performance. This drives employees' determination to achieve corporate goals as trust and good relationships are established. Organizational culture's retained indicators in the modified model were organizational leadership, management of employees, and organizational glue. Yildiz et al., (2014) affirmed the outcome explaining that leadership plays an integral role in organizational culture. Ackinci (2003) and Cetin (2004) purported that culture is creating an identity of leaders portraying the role in the organization as the ability to influence motivates people in the establishment of success (Brodbeck et al., 2000; Yildiz et al., 2014). The synthesis of the retained indicators of knowledge management and its influence on job performance was affirmed by the literature of Kianto et al., (2013), emphasizing the role of knowledge management in promoting capabilities, intelligence, behaviour, and attitude of employees. Ahmad et al., (2018) upheld that knowledge management could encourage employees to perform better in the workplace when efficiently considered.

TABLE 8. GOODNESS OF FIT MEASURES OF STRUCTURAL MODEL 4

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	0.972
CMIN/DF	0 < value < 2	1.216
P-value	> 0.05	0.196
GFI	> 0.95	0.983
CFI	> 0.95	0.998
NFI	> 0.95	0.991
TLI	> 0.95	0.997
RMSEA	< 0.05	0.023

Source: Author

4. CONCLUSION AND RECOMMENDATION

4.1. Conclusion

The study determines the correlation between the three exogenous variables: transformational leadership, organizational culture, and knowledge management and the study's endogenous variable' job performance. Moreover, the three exogenous variables were rated to have very high levels emphasizing their strong link and influence on job performance. It is noted that the indicators of transformational leadership, organizational culture, and knowledge management show significant influence on job performance as perceived by the employees of cooperatives in the Davao region. The result shows that the three exogenous variables are significant priorities for job performance among employees.

The stated hypothesis of the study that there is no significant relationship between transformational leadership, organizational culture, and knowledge management on job performance was rejected; hence, the study is significant. Therefore, the study confirms the scheme of the study affirming the relationship of transformational leadership and job performance, organizational culture and job performance, and knowledge management and job performance. Lastly, the null hypothesis that there is no best fit model on job performance among the employees of cooperatives in the Davao region was rejected.

As to the best fit model, the study revealed the retained indicators of the exogenous variables where management can focus on improving for them to be efficient in providing an environment allowing the employees to be more pro-active hence an assurance towards a productive performance among its employees. Lastly, the study was conducted in the middle of the pandemic where travel was restricted in some areas thus the researcher encountered the difficulty of objective representation in the gathering of data among the provinces, municipalities, and cities within Region XI.

4.2. Recommendation

An environment that emphasizes the good relationship between management and employees should be the norm among cooperatives. This is a profound element in creating an organizational culture that focuses on symbiotic understanding in achieving goals and objectives. It is imperative for cooperatives to accomplish the task to encourage their people to be dynamic, innovative, risk-takers, value effectiveness, and accomplishment by instituting a reward system that will motivate them to pursue excellence. Continuously expedite knowledge and cultivate it through implementation and truthfulness, develop a program that monitors the people in the organization, incentivize efficient people, and motivate those who are not.

It is also suggested that transparency must adhere to knowledge as this contributes to performance. Instilling knowledge management is crucial to job performance; thus, it is recommended that cooperatives must establish a guideline to how information is accessed and make sure that the information flows in the system that reaches the employees' understanding assuring confidentiality. A standard operating procedure must be studied and developed to match both management and employees in protecting the sanctity of knowledge and be utilized as a foundation to professional development among employees, leading to the efficient and effective performance of the task.

Regarding job performance, cooperatives recommended strengthening their present program as their employees perceived job performance with a very high rating. Therefore, the challenge is how to maintain the setup. Thus, a recommendation is offered to improve the organizational framework in instituting performance among the employees of cooperatives in the Davao region and develop a tool that center on merit and reward, leading to provision on promotion such as the performance management and appraisal system.

Lastly, it is imperative that through this research, an endeavor of a much bigger scale be conducted so that a better understanding is addressed on strengthening further the literature, hence filling the gap becomes imminent. Lastly, a qualitative study is recommended as it contributes deeper to the information offered in this study. Although the study provided an objective and realistic outcome but to be reinforced through the conduct of qualitative study is imminent as this shall focus on exploring the ideas and strengthen the theory formulated in the study. More so employees can offer their experiences, coping mechanisms, and interventions that will better improve the operation of the cooperatives in Region XI.

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