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Relations among Education & Training, Job Involvement, and Organizational Commitment of Volunteers in Government Departments

Ling-Chuan HUANG¹, Chao-Yang HUNG², Ping-Fu HSU³

Abstract

Volunteer service is an important indicator for modern countries. Government agencies have positively applied volunteers to assist in the promotion of businesses in past years. Volunteers are active in public sector organizations, and people, due to the effects of recession and frequent disasters, start to present the demand for the quality of service provided by public sectors. When social resources are reduced, relative resources must be effectively applied. For this reason, the government and people show higher demands for the quality of volunteer service to have government departments emphasize the service quality effectiveness and people's rights. Aiming at volunteer supervisors and volunteers in government departments in southern Taiwan, total 600 copies of questionnaire are distributed for this study, and 476 valid copies are retrieved, with the retrieval rate 79%. The research results reveal positive and significant effects of 1.education & training on job involvement, 2.job involvement on organizational commitment, and 3.education & training on organizational commitment. Finally, according to the results, suggestions are proposed, expecting to help government departments show good training systems, train volunteers meeting the requirements for government departments, reduce the turnover, and enhance the job involvement and organizational commitment to smoothen the service and improve the volunteers' attitudes.

Keywords: government department, volunteer education, education & training, job involvement, organizational commitment, social welfare, health care, social resources.

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Introduction

When sadness and discouragement fill in the world or the society, the spirit or action of volunteer service would give people with lease of life and infinite hope. Volunteer service is originated from humans' affection of mutual aid and the spirit of religious charity. Along with social changes and democratic development, the volunteer service content and development in various countries would not be the same. However, the spontaneous and unconditional spirit has not been changed. In the utilitarian society, the development of volunteer service is more precious. For a democratic society, the promotion of volunteer service, as the primary route to practice community of life, would accelerate the public concerns about groups and society. On the other hand, it is citizen participation to enhance people realizing and presenting the value of coexistence in the collective society and generating the public responsibility and service awareness of mutual cooperation. Volunteer service is an important indicator of a modern country. The development of local society could be measured from the volunteer service participation rate of a country or a region. People in a country or a region with better political, economic, and cultural advance would relatively appear higher volunteer service participation rate.

Government agencies have positively applied volunteers to assist in the business promotion in past years. Volunteers are active in public sector organizations, including social welfare, health care, education and culture, fire rescue, traffic safety, sports and recreation, inspection and correction, judicial protection, environmental protection, consumer protection, tax, and household. Along with social, political, and economic development, people are affected by recession and frequent disasters to show the demands for the quality of service provided by public sectors. With decreasing social resources, relative resources have to be effectively applied. The government and people therefore have higher demands for the quality of volunteer service to facilitate government departments stressing on the service quality effectiveness and people's rights. The role of a volunteer is different from a formal employee. The motivation of service participation is voluntary and altruistic, with high autonomy of service. When they are not respected and cultivated by government departments as expected, their passion might be easily cooled down to gradually leave the activity. In this case, when government departments attract volunteers with service motivation and potential through various recruitment channels to join in the job, it is important to fully develop such people's talent to create larger value for government departments. Government departments have to pay attention to the volunteer management by reducing volunteer turnover and enhancing the participation willingness so that they are willing to continuously make efforts to the management and service of government departments. The relationship among education & training, job involvement and organizational commitment of volunteers in government departments is therefore discussed in this study, expecting to help government departments show good training systems,

train volunteers meeting the requirements for government departments, reduce the turnover, and enhance the job involvement and organizational commitment. In addition to smoothen the service, it could improve volunteers' attitude.

Literature review

Im & Chung (2018) considered that the effect of education & training could be discussed from two dimensions. For an organization, education & training, as a part of human resources, could positively affect the promotion of the quality of employees, the increase in profitability, the promotion of job morale, the improvement of interpersonal relationship, and the acquisition of professional knowledge. For an individual, it could enhance personal ability, attitude, and confidence. When an individual grew, the performance and salary would be enhanced. Alamri & Al-Duhaim (2017) defined job involvement as the degree of individual self-dignity being affected by personal work performance. The practice of education & training could affect individual work performance which was correlated with job involvement. It conformed to the second opinion about job involvement that individual job involvement was affected by personal traits as well as organizational environment, i.e. the mutual function of organizational context and personal traits. Pelster *et al.* (2017) studied the management of senior employees and considered that senior employees should be provided education & training and development to enhance the job involvement and work performance. Furness & Paulson (2018) indicated that volunteers with the volunteer teams holding orientation training or frequently participating in on-the-job training would outperformed other volunteers on job involvement and job satisfaction. In this case, it is assumed in this study that

H1: Education & training present positive and significant effects on job involvement.

In the research on federal service managers and air logistics staff, Yook (2018) found out job involvement as a strong and positive predictor of organizational commitment. The job commitment relationship model proposed by Uddin *et al.* (2019) showed direct link between job involvement and organizational commitment. Situational factors, especially job involvement, appeared powerful effects on organizational commitment. Bang *et al.* (2019) proposed the job involvement structure to establish the relationship between job involvement and job satisfaction, organizational commitment according to the empirical research, and regarded job satisfaction and organizational commitment as the outcome of job involvement. Park & Tran (2018) pointed out remarkable correlations between organizational commitment and job involvement, where job involvement would directly and notably affect organizational commitment. Esteves & Lopes (2017) revealed that organizational commitment and job involvement would affect employees' turnover

behavior and the mutual function achieved the significance. Accordingly, it is assumed in this study that

H2: Job involvement shows positive and remarkable effects on organizational commitment.

Reio *et al.* (2017) stated that training systems showed significant effects on organizational commitment after training. Employees presented higher organizational commitment with longer training hours. A company checking the effectiveness of employees after the training would enhance employees' organizational commitment. Different training cognition also revealed remarkable effects on employees' organizational commitment after training. Employees regarding training as employee welfare would enhance the organizational commitment. Davies *et al.* (2018) mentioned that employees' education & training effectiveness would affect organizational commitment, job morale, and job satisfaction. Employees with higher education & training effectiveness would present higher organizational commitment, job morale, and job satisfaction, particularly the positive effects on "value commitment", "retention commitment", "job satisfaction", and "satisfaction with promotion opportunity". Oberle *et al.* (2017) discussed the effect of education & training effectiveness on employees' organizational commitment and productivity, with the employees in domestic online banks as the research objects. The research results revealed notable effects of education & training effectiveness on organizational commitment. As a result, it is assumed in this study that

H3: Education & training reveals positive effects on organizational commitment.

Methodology

Sample and measuring index

Operational definition and measurement of variable

(1) Education & training

Referring to Huang (2018), volunteers' education & training contains formal training and social training in this study.

1. Formal training: Training courses provided by institutions could enhance volunteers' work ability.

2. Social training: Institutions would send volunteers to external training courses.

(2) Job involvement

Referring to Wang *et al.* (2018), job involvement includes "job evaluation", "job commitment", and "work fun" in this study.

1. Job evaluation: Staff would evaluate self-achievement with work performance, as the value judgment of the job.

2. Job commitment: Staff would take the work objective set by the supervisors as the responsibility and agree with the enterprise, be willing to participate in distinct work in the enterprises, and present cooperation spirit, as the job identity.

3. Work fun: Staff is glad to engage in the current work and could appear fun from the work.

(3) Organizational commitment

Referring to Ko *et al.* (2018), three dimensions in organizational commitment are used for studying professional commitment in this study, and multi-dimension is applied to study the value of professional commitment.

1. Affective commitment: referring to employees' affective attachment and identity and involvement in the profession that an individual still keeps the desire for profession. One with high affective commitment would positively participate in relevant associations, read professional magazines, and participate in professional studies and meetings to keep up with the development of profession.

2. Continuance commitment: referring to the cognition that it would pay great costs to leave the profession and the commitment of being willing to stay in the profession. When individuals stay in the profession due to high continuance commitment, they would not engage in professional activity, compared to affective and normative commitment.

3. Normative commitment: An individual staying in the profession is based on the obligation of profession loyalty. Ones with high normative commitment, similar to those with high affective commitment, would be willing to pay more efforts to keep up with the development of profession.

Research sample and object

Aiming at volunteer supervisors and volunteers in government departments in southern Taiwan, total 600 copies of questionnaire are distributed, and 476 valid copies are retrieved, with the retrieval rate 79%.

Reliability and validity test

Confirmatory Factor Analysis (CFA) is an important part in the SEM analysis that, when preceding CFA, the measurement model should be tested before modifying the structural model evaluation with two-stage model. When the model fit is acceptable, the SEM evaluation could be further preceded. In the dimension analysis with CFA in this study, the factor loadings appear in .70~.90, the composite reliability in .70~.90, and the average variance extracted in .60~.90. They conform to the standards of 1.factor loading > .5, 2.composite reliability> .6, and 3.average variance extracted> .5. The dimensions therefore present convergent validity.

Empirical result analysis

Structural model analysis

Structural model analysis covers model fit analysis and overall model explanation power. For this reason, 7 numerical indices, referring to scholars' opinions, are used for testing the overall model fit, including chi-square (χ^2) test, χ^2 -degree of freedom ratio, goodness-of-fit index, adjusted goodness-of-fit index, root mean square error of approximation, comparative fit index, comparative hypothesis model, and chi-squared test of independence. The overall result analyses are organized in *Table 1*.

In sum, the χ^2 - degree of freedom ratio is used for testing the model fit, which is better smaller. The χ^2 - degree of freedom ratio in this study appears < 3 (1.26). GFI and AGFI are better close to 1 and have no absolute standards to judge the model fit; GFI $> .9$ and AGFI $> .8$ are acceptable. GFI and AGFI in this study reveal .98 and .86, respectively. RMSEA being in .05-.08 represents good model and reasonable fit, and RMSEA of this model shows .03. The allowable standard of CFI is $< .9$, and CFI in this study appears .94. NFI should be at least higher than .9, and NFI in this study is .92. Overall speaking, the fit indices conform to the standards, revealing the model being acceptable. The sample data therefore could be used for explaining the actual observed data.

Above overall model fit indices show favorable fit between the model and observed data that the theoretical model could fully explain observed data. In this case, after passing the model fit test, the correlation coefficient and coefficient estimate of education & training to job involvement and organizational commitment could be further understood.

Table 1: Model fit analysis

Fit Indices)	Allowable range	This research model	Model fit judgment
χ^2 (Chi-square)	The smaller the better	17.21	
χ^2 -degree of freedom ratio	<3	1.26	match
GFI	$>.9$	0.98	match
AGFI	$>.8$	0.86	match
RMSEA	$<.08$	0.03	match
CFI	$>.9$	0.94	match
NFI	$>.9$	0.92	match

The research data are organized in *Table 2*. The complete model analysis results reveal that two dimensions in education & training (formal training, social training) could significantly explain education & training ($t > 1.96$, $p < 0.05$), three dimensions in job involvement (job evaluation, job commitment, work fun) could remarkable explain job involvement ($t > 1.96$, $p < 0.05$), and three dimensions in organizational commitment (affective commitment, continuance commitment, normative commitment) could notably explain organizational commitment ($t > 1.96$, $p < 0.05$). Apparently, the overall model in this study presents favorable preliminary fit.

In regard to internal fit, education & training shows positive and significant correlations with job involvement (0.88, $p < 0.01$), job involvement reveals positive and remarkable correlations with organizational commitment (0.86, $p < 0.01$), and education & training appears positive and notable correlations with organizational commitment (0.82, $p < 0.01$). H1, H2, and H3 are supported.

Table 2: Overall linear structural model analysis result

Evaluation item	Parameter/evaluation standard		Result
preliminary fit	education & training	formal training	0.72*
		social training	0.70*
	job involvement	job evaluation	0.76**
		job commitment	0.74**
		work fun	0.73**
	organizational commitment	affective commitment	0.78**
		continuance commitment	0.73*
		normative commitment	0.75**
	internal fit	education & training → job involvement	
job involvement → organizational commitment		0.86**	
education & training → organizational commitment		0.82**	

Note: * stands or $p < 0.05$, ** for $p < 0.01$, and *** for $p < 0.001$.

Conclusion

The research results reveal that volunteers in government departments mostly pursue social demand, self-dignity demand, and self-fulfillment demand in the organizations. Education & training are the effective method for an organization assisting the volunteers in interpersonal relationship and self-development. When the demand is satisfied, the participation in voluntary work would be enhanced. Volunteers' learning process through orientation training or relative activity provided by government departments could help them integrate into new roles and familiarize the working skills to adapt to the new environment and involve in the work as early as possible. Demand evaluation aiming at organization, work, and individual to plan and practice education & training is the premise for effective education & training in order to effectively help volunteers in government departments face the change in organizational environment or enhance personal competence to execute the work. In this case, volunteers could perceive the effort of the organizations to involve in the job. Volunteers would enhance the commitment to government departments with longer training hours, showing that volunteers could perceive that government departments are willing to give long-term commitment and cultivate volunteers. Volunteers would be more willing to stay in government departments for the continuous service.

Suggestions

From the research results and findings, practical suggestions are proposed in this study.

- 1) Although it is regulated in domestic volunteer service law that participating in education & training is volunteers' rights and obligation, it does not present compulsory force. In order to attract volunteers actively accept education & training, government departments would improve the course design and content, as well as establish the encouragement measure. For instance, when certain training hours are accumulated, they could participate in higher-level training courses or be invited as volunteer supervisors or counselors.
- 2) Government departments requiring volunteer service have multiple demands for education & training; however, the education & training funding depends too much on central government budget. It is suggested that such departments should face the resource dependence problem. In addition to plan volunteer education & training funding in the annual budget, the priority of education & training demands should be sequenced. Besides, volunteer teams show distinct size that cooperating with or entrusting to government departments for the training could save the training expenditure.
- 3) Some training plans should be designed according to the career development of volunteer service or the demands of service objects. The goal would not

be easily achieved without systematic planning. It is therefore suggested that government departments should draft annual volunteer education & training plans according to service needs and volunteers' seniority and experience and actually practice the planned education & training.

- 4) Government departments require more volunteers than non-profit organizations. A lot of competent authorities for business objectives are the units requiring volunteer service. It would result in the government competing with the civil for volunteer service human resources. The vitality of civil resources does not seem to present due to the government largely requiring volunteers. Local governments therefore should encourage civil volunteer service teams participating in volunteer service systems to form the powerful volunteer service.

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