

Employee Goal Setting an Examination on the Influence of Organizational Immersion - Focusing on Organizational Confidence Mediation Effect

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Abstract

Background/Objectives: This study is an empirically defined analysis of the effect of setting goals for small business members on organizational immersion and the intermediation effect on organizational confidence.

Methods/Statistical analysis: The study surveyed 220 employees of small and medium-sized enterprises. 9 questionnaires were removed and 211 questionnaires were conducted. The questionnaire was composed of 16 questions, including 5 questions about demographics (sexuality, educational background, age, official responsibilities, number of years of service). Measurements were made using the Likert5 point scale. Statistical analysis was conducted using the SPSS22 program as an empirical analysis. Basic statistical analysis, factors analysis, reliability analysis, regression analysis, and effects analysis were performed.

Findings: Model was analyzed using SPSS22. The results of the verification of the basic hypothesis and the goal setting are meaningful to the organization's immersion. The resulting value was found to have a significant effect on the $t = 9.487$ and (p -value is less than 0.05 p -value to the greater than ± 1.96 and significant probability $p = .000$). Regression model shows the F value of $p = .000$ to 90.009, showing a descriptive force of 30.1% to the regression $R^2 = .301$. The goal setting is $t = 6.392$ in the organization trust and (greater than ± 1.96 and significant probability $p = .000$ p -value is less than 0.05) was found to have a significant effect. Regression model shows an explanatory force of 16.4% F value is $p = .000$ to 40.854 and $R^2 = .164$ for the regression. Organization trust is $t = 16.977$ with respect to the organization immersion (greater than ± 1.96 and significant probability $p = .000$ p -value is less than 0.05) was found to have a significant effect. Regression model shows a descriptive force of 15.7% because the F value is a value of 38.819 at $p = .000$ and $R^2 = .157$ for the. In other words, setting a goal has a definition (+) effect on organizational trust and organizational immersion. Also, organizational trust has a definition (+) effect on organizational immersion. In addition,

it can be seen that the organization trust is statistically significant as $p < 0.05$ in goal setting and organization immersion. Therefore, it was found that there is a mediated effect. In other words, the organization trust has a mediated effect in the elements of goal setting and organization immersion.

Improvements/Applications: It is meaningful that individual employees' goals should be based on and that organizational trust should be mediated in order for employees to become involved in the organization. Active research is needed on methodologies for organizational immersion and organizational citizen behavior.

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1. Introduction

The more faithful the employee's goal, the higher the employee's level of immersion into the organization, the more positive the employee's performance will be. It has been studied in the preceding study that objective fidelity affects Organization immersion. There is no empirical study of the intermediation effect of organizational trust. Therefore, it was intended to provide an empirical analysis of how the goal setting of employees of small businesses has a mediated effect on organizational immersion and organizational confidence.

provide humans with a direction of effort, removing uncertainties psychologically, and the challenge of the goal allows for the strength of the effort. On the other hand, abstract goals do not meet either the strength or direction of the effort, and therefore do not have a significant impact on organization immersion. The set goals provide indicators of interest and behavior, mobilize efforts, continue efforts, and encourage members to develop strategies to achieve the goals so that they can directly control individual activities.[2]

2. Materials and Methods

2.1. Goal composition

The employee's goal setting should be specified. In addition, studies demonstrating the relationship between goal characteristics and performance report that an organization's performance in the absence of a goal or a goal is lower than if it presents a specific goal.[1] Looking at the study of the relationship between the specificity and organization of the goal setting, there were an overwhelming number of research results that showed that the specific goal presentation performed better than the abstract goal presentation. Specific goals

2.2. Goal difficulty

The goal should be challenging. Of course, the degree of difficulty and specificity depends on the capacity or characteristics of the member. In the case of difficulty, usually when a group performs the same task independently, the group is not able to perform the same task. From the point where the standard deviation is approximately double from the mean performance, it is considered to be a difficult goal [3]. [4] The goal with difficulty can be expected to improve motivation and work performance by increasing employees' attention and efforts to achieve the goal. However, when determining the difficulty of setting goals, consider the capabilities of the members and

determine the difficulty of the goal within the acceptable scope. Otherwise, if a goal difficulty is unilaterally determined that exceeds the capacity of the member, the member may either give up the goal or become ostrich and become helpless and not accept the goal.

2.3. Goal measurable potential

Establishing measurable goals in setting goals is an important factor in organizational immersion.[5] [6] also stressed the importance of feedback on achieving a goal because it informs you that efforts to achieve the goal are going in the direction you want. [7] Describes motivation as choosing the direction of a member's actions and efforts, arguing that the factor in determining the choice is the result of the effort. In conclusion, human actions focus where they want, provide direction, and achieve their goals through objective performance measurements. In conclusion, human behavior focuses on where it wants, provides direction, and leads to the achievement of the goal through objective performance measurement.

2.4. Organizational reliability

The trust of an organization allows its members to voluntarily participate in organizational issues with a strong sense of community. It also makes it possible to operate an organic, human-centered, resilient organization.[8]. Trust is perceived as a very important factor in the long-term stability of the organization and the well-being of its members, and trust in its members has been a prerequisite for organizational survival.[9]

This is because organizational trust enables voluntary participation and immersion in the organization of members, and implies a psychological bond that is not swayed by changes in the environment, such as the organization's crisis situation.[10]

2.5. Organization immersion

Organizational immersion can be described as a trust and attachment to an organization's goals and values, a sense of commitment to strive for the organization, and a willingness to remain in the organization[11]. In addition, organizational immersion is an important part of the organization analysis study because it has been identified as more effective in predicting the maintenance of organizational members than job satisfaction, and as important variables that can improve management performance. It means the degree of relative immersion in the organization, such as the same visibility into the organization to which the individual belongs, the trust in the organization, the attachment, the pride of the organization, and the dedication and sacrifice of the organization willing to put effort into the organization's goals[11].

2.6. Study Model and Analysis

2.6.1 Research model analysis

As figure 1 shows, the study model of this study shows that independent variables are set goals, dependencies are organizational immersion, and parameters are organizational reliability.

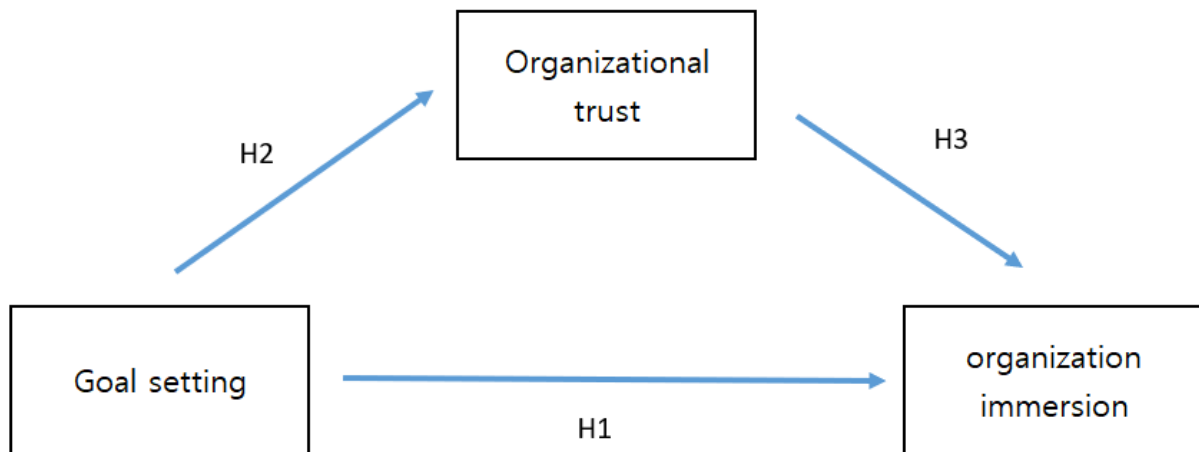


Figure 1. Research model

The reason why organizational confidence is set as a parameter in this study model is that organizational immersion plays an important role in organizational goals, attachments, and dedication.[11]Therefore, this research model, which has demonstrated organizational confidence as a parameter for employees of small and medium businesses, is highly different from the research models of prior research.

2.6.2. Hypothesis

Hypothesis1 (H1): Goal setting has a (+) effects on organization immersion

Hypothesis2 (H2): Goal setting has a (+) effects on organization trust

Hypothesis3 (H3): Organizational trust has a(+)effect on organization immersion.

Hypothesis4 (H4): Organizational trust has a mediation effect on goal setting and organization immersion

3. Results and Discussion

3.1. Empirical analysis result

3.1.1. Feasibility and Reliability Verification of Survey Tools

Factor analysis and confidence analysis were conducted using the Sps22.0 program,the result is as shown in table1 below.

Table1. Factorial Analysis and Reliability Analysis Table

Factor	Variable	Factor loading			Com-monity	Unique value	Distributed explanatory power (%)	Delete item Cronbach	Confidence
		1	2	3					
Goal setting	goal -5	.841	.100	.147	.632	2.920	26.546	.813	.847
	goal -4	.835	.086	.070	.520			.838	
	goal -3	.679	.327	.282	.647			.807	
	goal -2	.659	.020	.293	.710			.817	
	goal -1	.649	.288	.358	.738			.797	
Organization trust	Trust -2	.149	.884	.109	.712	2.302	20.925	.756	.801
	Trust -1	.190	.820	.063	.816			.624	

	Trust -3	.062	.736	.294	.632			.789	
Organization immersion	I-1	.178	.273	.800	.746	2.097	19.068	.506	.718
	I-2	.255	.048	.781	.678			.638	
	I-3	.203	.143	.651	.486			.731	

Exploration factor analysis was performed to verify validity of the analysis results, and the measurement variables were used to extract all components. The orthogonal rotation method (Varimax) was used to simplify the factor loading. The criteria for selecting the questions in this study were based on the eigenvalue of 1.0 or higher and the factor loading of 0.4 or higher. The results of the factor analysis show that the load of the factor is greater than 0.4 and the reliability analysis also showed that the alpha value of the Cron Bach is higher than that of the item (based on 0.721 - 0.869 values \geq 0.6).

3.1.3. Regression execution

Hypothesis H1 and H2 that the employee's goal setting would have a positive effect on

organizational immersion and organizational confidence showed that the t value was 9.487, 6.392 ($p=.000$) and had an effect on the statistical significance level, with hypothesis H1 and H2 adopted. F values are shown at $P=.000$ to 90.009 and 40.854 and $R^2=$ for the regression formula.29.8% and 16.4% respectively. In addition, hypothesis H3 was adopted as a result of the test of hypothesis H3 that it would have a + effect on organizational immersion into organizational confidence, showing that the t value was 6.213($p=.000$), which affected the statistical significance level. The F value shows the value of $P=.000$ to 38.819 and the $R^2=$ for the regression formula. The figure stands at 157 with 15.7 %, The result is as shown in table 2 below.

Table 2. Regression analysis

independent variable	Dependent variable	standard error	β	t -Value	significant probability	Statistics
Goal setting	Constant	.193		7.422	.000	R=.396a $R^2=.301$ $R^2=.298$ F=90.009,P=.000
	organization immersion	.053	.549	9.487	.000	
	Constant	.251		3.764	.000	R=.404a $R^2=.164$ $R^2=.164$ F=40.854,P=.000
	Organization trust	.069	.404	6.392	.000	
Organization trust	Constant	.141		16.977	.000	R=.396a $R^2=.157$ $R^2=.153$ F=38.819,P=.000
	organization immersion	.053	.396	6.231	.000	

3.1.4. hypothesis test

To verify the theory of this study, the hypotheses H1,H2 and H3 were adopted as a

result of the analysis. The result is as shown in table 3 below.

Table 3. Hypothesis verification results

Hypothesis	Path	β	t	P	Result
H1	Goalsetting→ Organization immersion	0.549	9.487	0	Adoption
H2	Goalsetting → Organization trust	0.404	6.392	0	Adoption
H3	Organizationtrust→ Organization immersion	0.396	6.231	0	Adoption

3.1.5. Parametric effect analysis

We have verified the correlation between organizational confidence setting and organizational immersion. To verify the medium effect, the analysis of SPSS 22.0 was performed. According to the analysis,

the effect of organizational confidence in goal setting and organization immersion is meaningful. Thus, hypothesis H4 was adopted and the results of the parametric effectiveness verification are shown in [Table4].

Table4.Mediated effect analysis

Independent variable Parameter Dependent variable	Mediated effect Test stage	Standardization β	t	p	R ⁿ
Organizational goal Organization trust Organization immersion	Stage 1	0.404	6.392	0.000	.160
	Stage 2	0.549	9.487	0.000	0.301
	Stage 3	0.465	7.527	0.000	0.337
	Stage 4	0.208	3.369	0.001	

3.2. Discussion

Research theory 1 (H1), research theory 2 (H2), research theory 3 (H3), and research theory 4 (H4) were adopted because they had the same results as Tables 1 to 2.

4. Conclusion

4.1. Research Results and Implications

As a result of this study, it is important to develop and train a process to clarify a set of goals, as this will have a positive effect on helping members to immerse themselves in the organization. This process will contribute to the growth and development of small businesses when trust in their members and organizations is based.

4.2. Improvement

The conclusion of this study suggests that employees of small and medium-sized enterprises need to set personal goals and trust in their organizations in order to engage

in organizationally. However, the following challenges remain for this study. Based on this study, it is necessary to obtain more data, find other variables of organization immersion, and analyze the impact relationship in depth through cross-path comparison

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