



## EFFECT OF JOB AUTONOMY, JOB SECURITY AND EMPLOYEE TRAINING ON PERCEIVED ORGANIZATION SUPPORT

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### ABSTRACT

*Perceived organizational support has been considered attention as main variable of research for long period. A number of studies have conducted on this variable. Due to its importance, latest researches are still considered as key variable. There is lack of researches about perceived organizational support in developing country like Pakistan. The main focus of this study is to explore the relationship of job autonomy, job security and employees training with perceived organizational support. Job autonomy, job security and employees training are considered as independent variables while perceived organizational support is taken as dependent variable. In this regard, current study has proposed three hypotheses about the positive relationship of these variables. This research has carried out on banking industry of Pakistan. For this purpose, sample of 312 respondents of city Lahore was selected randomly. For this purpose a structured questionnaire was designed for collection of primary data. Software, AMOS and SPSS were utilized for statistical analyses. Factor analysis, reliability analysis, regression analysis and correlation analysis were the test for conducting the current study. Results of this study have confirmed that job autonomy, job security and employees training are positively associated with perceived organizational support.*

**Keywords:** Pakistan, Job autonomy, Job security, Employees training, Perceived organizational support, Banking sector

### INTRODUCTION

According to Aselage and Eisenberger, (2003); Eisenberger *et al.* (1986) organizational support theory can define perceived organizational support as treatments which are offered by the organizations (in term of job conditions and fairness) and it acts as a sign for workers about the level at which organizations worth the employee's assistance and about their well beings.

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According to Blau, (1964) and Gouldner, (1960), organizational support theory explains that perceived organizational support proposes that staff who experience support from their organizations are showed better commitment with their organizations, lower job turnover ratio and showing better organizational based citizenship behaviors (Rhoades and Eisenberger, 2002). In this way, organizations can attain the competitive advantage on other organizations (Pfeffer, 2005). That is why; perceived organizational support is very important factor for the organizations. The organizational support theory describes that for attaining the emotional needs organizations must evaluate the benefits which are paid at the effort of employee about their jobs (Eisenberger *et al.* 1986; Shore and Shore, 1995; Rhoades and Eisenberger, 2002). These researchers also assert that employees value their contributions about organizations when an organization cares about their wellbeing. This kind of organizational support can enhance the employee's good perceptions and ultimately it can support to attain the objectives of organizations, foster organizational commitment, and enhance the organizational performance (Rhoades and Eisenberger, 2002). POS is also promoted the good behaviors which can results in better performance and reduce the negative behaviors such as employee turnover and absenteeism (Rhoades and Eisenberger, 2002). Rhoades and Eisenberger, (2002) have conducted a meta-analysis on POS. They includes seventy studies in their meta-analysis and points out number of antecedents of POS. This study is only limited to three antecedents of POS. For best of author knowledge, before this study these antecedents are not included collectively in any study in regard of Pakistani cultural context.

### **Objectives of the study**

The main objective of the current study is to check impact of job autonomy, job security and employee training on POS (perceived organizational support).

## **LITERATURE REVIEW**

### **Job autonomy**

Job autonomy is defined as “the level to which workers have a main role in planning and arranging their activities to perform, formulate the procedures they will exercise, and choose the process to implement in their working environment” (Hackman and Lawler, 1971). Job autonomy is a major and significant element of job design (Hackman and Oldham, 1975; Fried and Ferris, 1987; Karasek and Theorell, 1990). It states the level due to which a worker can decide the pace, progression, and techniques to complete the tasks. Job autonomy is different from independence; the last one refers to the options for the employees to make decisions at work and to select which duty to perform (Cohen-Meitar *et al.*, 2009). Job autonomy is considered as a main job feature (Hackman and Oldham, 1976), visualizes the innovative options and valuable combinations for workers to perform their duties (Wang and Cheng, 2010). Improved job autonomy facilitates workers to eliminate the factor of status quo and highlights the best opportunities for employees to perform their duties constructively (Shalley and Gilson, 2004). Therefore, workers in these

atmospheres should have many more opportunities offered by suitable job features to be innovative and visualize the constructive ways for better organizational performance. It is also proposed that better job autonomy encourage the workers to negotiate task related perceptions concerned with innovative working environment (Langfred and Moye, 2004). Workers with higher level of job autonomy consider themselves accountable for their work (Parker and Sprigg, 1999) and so, employees are stimulated to take initiative for the creative thinking that improves organizational performance. On the other hand, workers with low job autonomy have only predefined policies and procedures to complete their works (Humphrey *et al.* 2007; Langfred and Moye, 2004). Consequently, the workers with low job autonomy are not stimulated to perform any creative task except the responsibilities of their status quo. Furthermore, as these workers with lesser options to perform creative tasks and less encouraging response from innovative work participation may have lower stages of innovative self-efficacy (Unsworth and Clegg, 2010).

### **Employee training**

Employee Training is defined as “the designed instructed involvement that is formulated to improve the determinants of individual work performance” (Chiaburu and Tekleab, 2005). Training is related to the expertise that is considered essentially by the management of a firm that must be obtained by the employees of that specific firm to enhance the opportunities of accomplishment of its objectives (Chen *et al.* 2004). Training obtained by the workers, may facilitate them to decrease their nervousness or irritation that arises due to new work demand. And employees had not the skills to cope with those tasks due to the lack of training. Consequently, employees participate constructively to handle those difficulties after obtaining training (Chen *et al.*, 2004). Employee training visualizes a variety of principles which are not limited to management improvement (Ladyshevsky, 2007), but also acknowledging latest technologies (Hasan, 2006), socialization and familiarizing with changing organizational culture for the new and existing employees as well (Akdere and Schmidt, 2007), training of new staff regarding their responsibilities to complete the tasks (Anderson *et al.* 1994), and training of workers regarding organizational moral values (Ladyshevsky, 2007). In any case of the declared objectives of these training plans, these struggles are mostly anticipated to effect of perfection in the organizational functions or degree of effectiveness (Hughey and Mussnug, 1997; Ladyshevsky, 2007). Eisenberger *et al.* (2002) asserted that employee training was the predictor of organizational support.

### **Job security**

Job security can be defined as the “comparative declaration possessed by a worker, that he/she is secured from difficulties that would be the result in the loss of his/her career” (Genelas, 2005). This extensive definition involves two main factors for evaluating the financial assessment of job security. First, during career growth job security that has meaning of total protection, where employee is assured to do the job until he will be retired, to resolve uncertainty where an employee does not know whether he/she will perform in the coming day (Rosow and Zager, 1984). Second

aspect of the definition completely identifies that job security not only enhances economic conditions of individuals, but emotional (De Witte, 1999) and physical (Ferrie *et al.* 1998) welfare as well. Job security is also related to welfare of the workers. Roslender *et al.* (2006) propose that welfare of workers stands for an element of intellectual assets. Eisenberger *et al.* (2002) describes that job security is the predictor of organizational support.

### **Perceived organizational support**

Organizational support theory (OST) states the dealings of the organizations (in the form of working environment and justice) related to the employees that offer the level to which the organizations value the contribution and care about well being of employees (perceived organizational support; POS), (Aselage and Eisenberger, 2003; Eisenberger, Huntington *et al.* 1986). According to Social exchange theory (Blau, 1964), perceived organizational support describes that workers who consider the organization more supportive are supposed to reciprocate their dealings as more affective and they are more emotionally attached with the organization. Consequently, organizations that ensure perceived organizational support within the workers are believed to have competitive advantage on those organizations that do not foster the attachment of their workers (Pfeffer, 2005). Perceived organizational support is not purely psychological but societal procedure designed by the information that workers get from the social set up. Organizational support theory shows the positive and constant findings (Rhoades and Eisenberger, 2002), and it is explanatory power which is assumed that workers examine and respond the dealings independently which are took place within the organization. That's why, OST offers only individual level of emotional thinking for expectations of workers regarding the relationship with the organization. The extensive amount of observation and interpretations are required generally for social exchange relations (Emerson, 1976) and fostering of POS specifically (Eisenberger *et al.* 2004). Previous theoretical and experimental researches have enlightened the impacts of social context on workers' POS (Kiewitz *et al.* 2009).

Organizational support is defined as “an employee's expectations of the concern an organization shows for his or her well-being” (Eisenberger *et al.* 1990). It may also be defined as the faith of the organizational values and their role and take care about the well-being of the employees (Rhoades and Eisenberger, 2002). It is also a main source of creating variety of positive outcomes (e.g. job satisfaction, organizational commitment, performance) (Rhoades and Eisenberger, 2002). Human Resource practices like contribution of employees, reward and cognition, developmental skills indicate the organizational respect for the capabilities of workers and consequently are related significantly to POS (Allen *et al.* 2003; Hutchison, 1997; Wayne *et al.* 1997, 2002).

### **Hypotheses development**

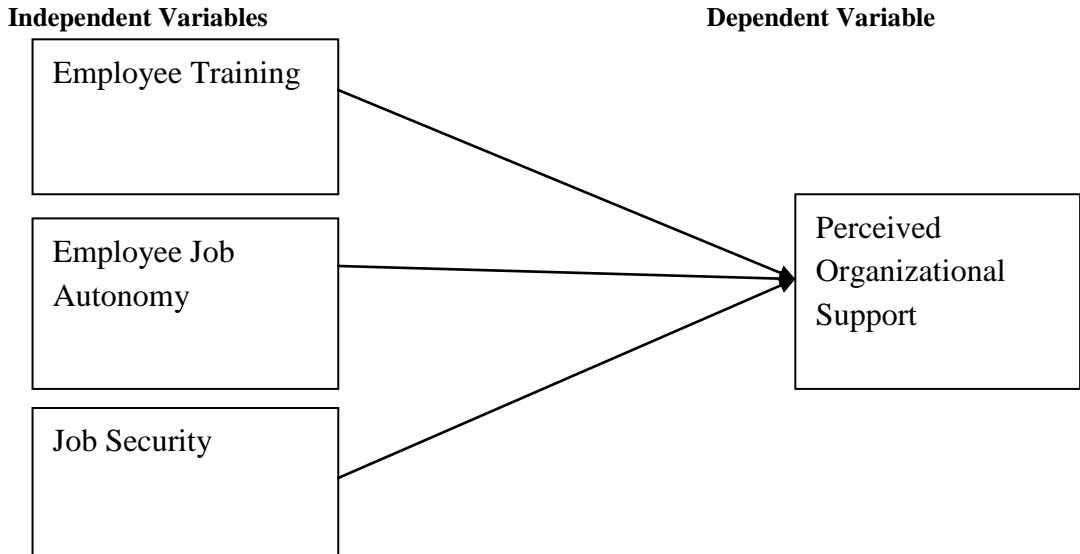
On the basis of above literature review following hypothesis are proposed:

H1: Training and development is positively linked with perceived organizational support

H2: The relationship of employee job autonomy and perceived organizational support is positive

H3: Job security is positively correlated with perceived organizational support

### Hypothesized Research Model



### Data collection

Data was collected with the help of structured questionnaire. Simple random sampling technique was used. Respondents for this study were officer level employees of banking sector. Overall 423 questionnaires were distributed. 322 questionnaires were retrieved with the response rate of 76%; out of received 312 questionnaires were selected for final analyses, rest were not complete. This study utilized an instrument with 10 items. It is developed with the help of previous articles published in the same area of research. Validity of the scale is checked with the help of factor loading. Factor loading of 9 items included in the instrument was more than 0.50. Value of one statement is less than 0.50. This value is less than 0.50 and it is dropped before further analyses. Reliability of data is being checked with the help Cronbach alpha. SPSS 16 is used for performing the test. Data is reliable if the value of cronbach alpha is more than 0.50 (Nunnally and Bernstein, 1978). Cronbach alpha of all the instruments is more than 0.88 which indicates that data is more reliable and is used for further analysis.

**Table 1: Reliability of data and validity of scale**

Item Statement	Factor Loading	Cronbach Alpha
Employee Training1	0.684	0.88
Employee Training 2	0.620	
Employee Training 3	0.600	
Job Security1	0.901	
Job Security 2	0.303	
Autonomy1	0.796	
Autonomy 2	0.681	
Perceived Organizational Support1	1.000	
Perceived Organizational Support 2	1.112	
Perceived Organizational Support 3	1.118	

**Table 2: Correlation analysis**

	POS	Job Autonomy	Job Security	Employee Training
POS	1			
Job Autonomy	0.536**	1		
Job Security	0.570**	0.437**	1	
Employee Training	0.397**	0.366**	0.354**	1

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\* Significant at the 0.10 level.

Table 2 represents the correlations among the different variables which are used in this study. This table shows that all the variables positively and significantly correlated with each other.

This implies that strong correlation between these variables.

**Regression analysis**

Table 3 describes the detail of regression analyses. The relationship and effect of independent variables on dependent variable are shown with the help of regression analysis. The value of adjusted R square illustrates the extent of effect that independent variable have on dependent variables. The value of adjusted R square is accepted when it is greater than 25%. After that P-value illustrates the actual level of relationship. In the regression analysis if the value of P is less than 0.05 or less than 0.0 then the hypothesis is accepted. It is generally accepted that if the value of P is less than 0.10, it will be considered significant. The value of F illustrates the extent of association among dependent and independent variables. Greater the value of F, greater will be the association among variables. Table 3 shows the relationship of job autonomy, employee training and job security with perceived organizational support. For the relationship of employee training

and perceived organizational support value of  $\beta = 0.157$  and value of  $p=0.002$  i.e.  $<0.05$ . This shows that employee training has significant impact on perceived organizational support.

**Table 3: Dependent variable: organizational support**

Model		Unstandardized Coefficients		Sig. (P-value)	T-Value	Results	Decision About Acceptance
		B	Std. Error				
1	(Constant)	0.804	0.285	0.005	2.819		
	Employee Training	0.157	0.050	0.002	3.141	Positive significant	Accepted
	Job Autonomy	0.338	0.052	0.000	6.473	Positive significant	Accepted
	Job Security	0.330	0.042	0.000	7.820	Positive significant	Accepted
	F-value	82.005		0.000			
	Durbin Watson	1.700					
	Adjusted R <sup>2</sup>	0.439					

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\*Significant at the 0.10 level.

For the relationship of employee job autonomy and perceived organizational support value of  $\beta = 0.338$  and value of  $p=0.000$  i.e.  $<0.01$ . This shows that employee job autonomy has significant and strong impact on perceived organizational support. For the relationship of employee job security and perceived organizational support value of  $\beta = 0.330$  and value of  $p=0.000$  i.e.  $<0.01$ . This shows that employee job autonomy has significant and strong impact on perceived organizational support. From above discussion it is clear that employee job security is the stronger predictor of perceived organizational support. Job autonomy is the second one predictor of perceived organizational support and employee training and development is the third predictor of perceived organizational support.

## CONCLUSION

Results of this study have confirmed that job autonomy, job security and employees training are the important predictor of perceived organizational support. It is noted that job autonomy is stronger predictor of perceived organizational support. Then the second predictor of perceived organizational support is job security. That is why, Banking sector of Pakistan formulate the steady policies about these variables. Employee training has lesser impact on perceived organizational support as compare to job autonomy and job security. Banking sector of Pakistan makes better policies about employee training for enhancement the impact of it on perceived organizational support. Impact of another important predictor of perceived organizational support like perceived supervisor support may also be checked in future research.

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