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Involvement and Support: Antecedents to performance at work place

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Abstract---Business houses wish to increase the frequency of positive work outcomes like performance that basically is a blend of several work attitudes like Involvement of organizational support perceived by employees. Work attitudes like these enhance performance leading to enhancement of quality in service performance, brand image of an organization, development and profitability. Work attitudes though, a well thought out field in management literature. However, attitudes like employee Involvement and organizational support, still, in infancy, as far as research regarding these variables is concerned. The study is an endeavour in this regard to examine work attitudes like Involvement and organizational support perceived by employees and impact on performance. The organizations forming part of the survey are from banking, insurance and postal sectors. Structural equation modelling technique is used for data analysis. The outcome represents positive relationship between the constructs.

Keywords---Employee Involvement, Perceived Organizational Support and repair Performance.

Introduction

Employee job attitudes ask the behaviour of employees at work, directed towards organizational goals and objectives. Job attitudes like involvement, perceived organizational support influence various favourable job outcomes. Job outcomes like employee motivation, innovativeness, productivity, satisfaction, retention, loyalty, profitability, image etc. Antecedents like leadership support, rewards, grievance redressed, flexible working schedule, cordial working relationships, etc

enhances employee job attitudes and performance. Organizational policies, strategies, culture, shape employee job attitudes and influences performance, productivity, etc. This study would examine the impact of Involvement of employees and perceived organizational on employee performance. The main findings, limitations and proposals for future research are given due consideration and form an important part of this add promoting and fostering better job attitudes and repair performance for achieving desired organisational outcomes.

Review Of Literature

Employee Involvement refers to the employee's engagement, interest together with his immediate work activities. Employee Involvement comprises of varied elements like attachment, loyalty, willingness to figure hard to materialize organizational goals and objectives. Employee Involvement is influenced by work culture and gets enhanced, when an employee feels that employment culture offers them with some control over their work, social support from co-workers and superiors. Factors like employee motivation, training, job autonomy, skill variety and personality traits like extroversion and agreeableness enhance one's Employee Involvement (S. Eswaran, et al., 2011). Employee Involvement reduces absenteeism rate, turnover intentions, increases focus of attention and job satisfaction. Employee Involvement promotes organizational citizenship behaviours, employee commitment. Employee Involvement has been in positive relationship with employee energy levels and job performance. Organizational objectives and goals are achieved more by highly involved employees.

Organizational Support

Organizational Support refers to the perception of employees about their organization's efforts to know and value contribution, diligence of their employees by recognition, care, and concern, for his or her employees (Rhoades and Eisenberger, 2002). Organizational support theory believes that in response to high level of support received from a corporation, employees tend to reciprocate by fixing more efforts, diligence and commitment (Aselage and Eisenberger, 2003). POS is enhanced by following organizational practices like fairness (procedural justice) in rewarding and promoting employees. Participation in deciding, information sharing, recognition of employees, self-management teams, extensive training etc enhances POS. POS influence employee satisfaction, commitment, performance, organizational citizenship behaviour, loyalty **Performance**

Employee performance is often categorized as performance linked with job, contextual performance. Task performance refers to performance on tasks mentioned in formal job contracts. Contextual performance represents performance on tasks outside job contracts that influence co-workers, organization goals, employee growth etc. Employee performance has been influenced by employee friendly practices like support from co-workers, supervisors, management, and organization (Chein and Hung, 2008). Employees performing tasks like helping co-workers, adapting to flexible working schedule, taking more responsibility, turning of lights after use etc, represent contextual tasks that have an impression on individual employees also as on organizations.

Employee Involvement and Performance

Employees having intrinsic motivation put extra effort while performing their job tasks with enthusiasm and rigour. Such employees usually score high on parameters like employee performance, productivity. Favourable work cultures that promote interpersonal relationships, supervisory support, enable employees to deliver extraordinary behaviours at work (Brown, 1996). These behaviours include superior service encounter, customer appreciation, which boosts one's self-worth and enhance performance. Since, Employee Involvement refers to one's interest towards his work and consists of elements like loyalty, hard work, attachment etc. of these work related behaviours are logically associated with better Employee performance. We, therefore propose that employee Involvement positively impacts employee performance. H1: Employee Involvement positively impacts performance of employees.

Perceived organizational support and performance

Principle of reciprocity believe that whenever a private receive favour from any quarter, such a private feel sense of obligation to reciprocate the favour back in some or the opposite way (Randall, et al., 1999). Organizational support theory is of the opinion that organizations should provide all types of support whether moral, intellectual, physical etc to their employees to realize the Specified results (Eisenberger et al., 1986). Taking, principle of reciprocity and organizational support theory, into consideration. We, therefore, propose that perception of organizational support among employees would enhance their Employee performance.

H2: POS positively influences employee performance.

Methodology.

The method for collecting data includes survey method. Structured Questionnaires were used, while conducting surveys. Structured Questionnaires, were returned by middle management employees, while interviews facilitates, data collection in circumstances like time scarcity, busy working schedule, busy customers, uneducated lower level employees, customers, etc. The proportionate stratified sampling being used with sampling proportions of 70 middle management employees, 140 subordinates and 280 consumers. Each manager is linked with two subordinates and each subordinate with two consumers.

Research Instruments

Involvement of employees is measured by Kanungo, (1982) 10 item scale. Cronbach's alpha for studies (Chen, 1998,) ranged from .76 to .84 and validity examined (Leong, Huang and Hsu, 2003). Responses were recorded Likert 5 scale having options ranging from strongly disagree to strongly agree. The ten items were summed up to supply total involvement score, two of which are negatively phrased and thus are reverse scored. However, within the present study Cronbach alpha was estimated at 0.68.

organizational support perceived by employees is measured by using Eisenberger et al., (1990), 9-item scale. Likert 5- point scale was used to measure responses starting from 1- strongly disagree to 5- strongly agree. Cronbach alpha for current study is 0.66.

Performance of employees is measured by employing a composite of scales like empathy and excellent job performance scales with 3 items each supported SERVQUAL empathy scale (Parasuraman, Zeithaml and Berry, 1988) and repair Provider Performance Scale (Price, Arnould and Tierney, 1995). Likert 5- point scale was used to measure responses starting from (1) - extremely dissatisfied to (5) - extremely satisfied. Cronbach alpha for the present study is 0.72.

Analysis And Results

Data were through structural equation modelling. The Confirmatory correlation analysis suggested an honest fit the measurement model with χ^2 value is statistically significant ($\chi^2 = 838.1$, $df = 348$, $p < 0.05$, $RMR = 0.042$, $GFI = 0.781$, $AGFI = 0.754$, $CFI = 0.901$). The goodness-of-fit index (GFI) and therefore the adjusted goodness-of-fit index (AGFI) were 0.781 and 0.753, respectively. The CFI showed a high value of 0.90. Cronbach alpha for all constructs was in significant range.

The structural modelling suggest that the hypothesized model fit the info well with χ^2 statistically significant ($\chi^2 = 913.1$, $df = 391$, $p < 0.05$, $RMR = 0.043$, $GFI = 0.831$, $AGFI = 0.787$, $CFI = 0.913$). The goodness-of-fit index (GFI) and therefore the adjusted goodness-of-fit index (AGFI) were 0.821 and 0.789, respectively. The CFI showed a high value of 0.893. Each and each hypothetical relationship of present study is well supported by structural modelling results. the trail coefficients for the hypothesized model are shown as below:

Impact of EI on EP.

The impact of EI on Employee performance is analysed and understood, by using path analysis. The results obtained are presented in Table 1. All items of EI are positively influencing on employee performance. The overall influence of EI on employee performance i.e. ($R^2=.38$), reflecting a 38% variation in the dependent variable, thus supporting hypothesis H1 i.e. EI has a positive influence on Employee performance of employees.

Table 1: Influence of EI on EP

S.N	Independent Variable	Dependent Variable
o.	EI	EP
1.	Statement 1	0.31 *.
2.	Statement	0.33*.

	2		
3.	Statement	0.35*.	
	3		
4.	Statement	0.29*.	
	4		
5.	Statement	0.36*.	
	5		
6.	Statement	0.30*.	
	6		
7.	Statement	0.29*	
	7		
8.	Statement	0.31	
	8		
9.	Statement	0.28	
	9		
10.	Statement	0.29*	
	10	0.38.	
	R²		

Note: EI- Employee Involvement and EP- Employee performance.

*All Significant at < .05; Source: Data collected by authors for the study.

Impact of organizational support on performance.

Organizational support perceived by employees and its impact on employee performance is analysed and understood, using a specialized technique of data analysis i.e. path analysis. The results obtained are presented in Table 2. All Statements of POS are positively influencing on employee performance. The overall influence of job satisfaction on Employee performance i.e. ($R^2 = .35$), reflecting a 35% of variation in the dependent variable, evidences that there exists a positive relationship between POS and EP, thus proving our second hypothesis i.e. POS has a positive impact on EP.

Table 2: Influence of POS on employee EP

S.N o.	Independ ent Variable	Depende nt Variable
	POS	EP
1.	Statement	0.31 *.
	1	
2.	Statement	0.33*.
	2	
3.	Statement	0.31*.
	3	
4.	Statement	0.29*.
	4	
5.	Statement	0.36*.

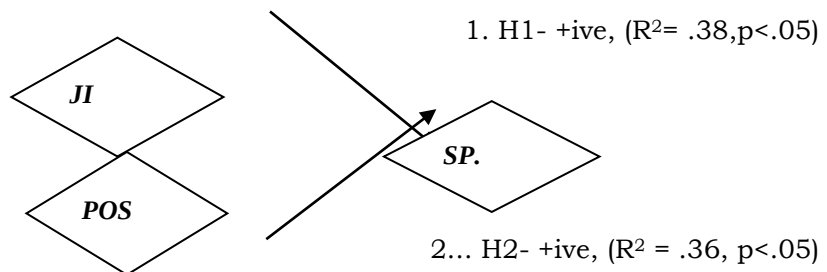
	5		
6.	Statement	0.30*.	
	6		
7	Statement	0.29*	
	7		
8	Statement	0.35	
	8		
9.	Statement	0.28*	
	10	0.35.	
	R^2		

Note: POS-Perceived Organizational support and EP- Employee performance.

*All Significant at $< .05$; Source: Data collected by authors for the study.

Findings And Sugesstions

The study inferred that EI exerts a positive and significant influence on employee performance with values of ($R^2=.38$, $p< 0.5$). Also, POS showing positive impact on employee performance with values of ($R^2= .36$, $p< .05$). Thus, we could conclude, that EI and POS are responsible for excellent employee performance. Further, employees high on extroversion, agreeableness should be identified and selected, such employees score high on Employee Involvement and form better customer relationships. Employee motivation through recognition, monetary rewards, etc, should be ensured as motivation enhances employee's involvement.



Limitations and Future Research

The current study could even be vulnerable to various discrepancies which can include issues like, data collection techniques, geographic reach, etc. Although, data is collected from different companies like banking, insurance and postal sectors. But, lack of representation from other fields like health, tourism, hospitality, education, may limit the scope of application to those sectors of service economy. Future researchers can contribute to the LMX construct by exploring LMX across different sectors of service economy like, hospitality, health, non-banking, etc. Also, organizations operating in several countries should be made a neighbourhood of the research study, the varied geographical, cultural, political and demographic factors may influence the results in a special way..

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