

INFLUENCE OF ORGANIZATIONAL SUPPORT AND JOB COMPLEXITY ON WORK VALUES IN BANKING INDUSTRY

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KEYWORDS

Organizational Support,
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ABSTRACT

Strong organizational supports are positively correlated with work values. Organizational support has developed positive work values, thereby reducing stress in the work place. The study reveals influence of organizational support and job complexity on work values among public sector bank employees. A survey was conducted among 132 public sector bank employees in Tamilnadu. The impact of influence of organizational support and job complexity on work values and organizational effectiveness was measured through SEM. The results designate that job complexity not influences work values. Work values significantly influence organizational effectiveness. Job complexity not influences organizational effectiveness. Organizational support significantly influences work values and organizational effectiveness. Organizational support of bank industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.

INTRODUCTION

A person's most important guiding principles about the way he or she acts are called work values. It is these deep-rooted principles that an employee uses to choose the right and wrong career path and to guide important decisions in career choices. Employees with strong work values are more competitive and complete their work goals. Employees with good work value contribute to the growth of the organization by consistently delivering high quality work. They also model behaviors for other employees along with professional attitudes. An organization that has employees with strong work values reaps many benefits. Job complexity is a cognitive characteristic of a job. It refers to the extent to which the tasks in a job are complex and difficult to perform. Work that involves complex tasks requires countless high-level skills and is mentally very challenging and has positive motivational effects on the workers who perform it.

Organizations need to consistently make positive decisions, achieve their objectives and keep their employees committed to the organization. Organizations also develop the interest and commitment of the employees in the work. Employees are now more articulate about what they expect from their organizations and jobs. Employees also emphasize that engagement is a meaningful goal. In this context, the Bank has evolved together to provide and implement supportive mechanisms for its employees. Banks should focus on improving employee loyalty not only through financial but also through emotional and psychological means. Bank depends on work values to improve their employee commitment. Strong work values are positively related to organizational support. Organizational support has created positive work values. This reduces stress in the workplace of bank employees. Organizational support has a direct and indirect relationship with work values. Hence, the research reveals influence of organizational support and job complexity on work values among public sector bank employees.

REVIEW OF LITERATURE

Jing Yi Bai, Qing Tian and Xia Liu (2021) discovered that approach and avoidance crafting were influenced by job complexity through work engagement and energy depletion.

Baskar and Rajesh Kumar (2020) found that work values among employees were influenced by organizational support and organizational culture. The analysis also identified organizational effectiveness was influenced by employees' work values in the industry. Baskar and Rajesh Kumar (2019) identified that work values among employees were influenced by job complexity and organizational culture in textile industry. It is also found that organizational effectiveness was influenced by work values in textile industry.

Owino Joseph and Francis Kibera (2019) found that organizational culture significantly influences organizational performance. . Strong culture is said to be aligned to organizational strategy and structure is a dominant source of sustainable competitive advantage. Baskar and Rajesh Kumar (2019) explored the influence of employees' perceived work value on employees' job performance. The research discovered that organizational effectiveness was influenced by job performance. The research suggests that organisation should motivate the employees in order to achieve higher job performance and organizational effectiveness.

Jeng-Wen Lin, et al. (2015) analyzed the effects of employees' work values and organizational management on corporate performance. The analysis found that there is a significant influence of organizational management and employees' work values and on corporate performance. Mashal Ahmed and Saima Shafiq (2014) identified that there is influence of dimensions of organizational culture on organizational performance in different Bahawalpur based franchises of telecom companies.

Hira Aftab, Tayyaba Rana and Aamir Sarwar (2012) identified that there is strong positive relationship between organizational culture and role based performance. This result shows that culture of organization has direct impact on the performance of employees.

Very few researches are focused on the relationship between organizational support, job complexity, work values and organizational effectiveness. Though there have been a few researches done on organizational support, job complexity, work values and organizational effectiveness, no direct study have been done on the Indian context. Based on the reviews:

H₁: Organizational support significantly influences work values.

H₂: Organizational support significantly influences organizational effectiveness.

H₃: Job complexity significantly influences work values.

H₄: Job complexity significantly influences organizational effectiveness.

H₅: Work values significantly influences organizational effectiveness.

FRAMEWORK OF THE STUDY

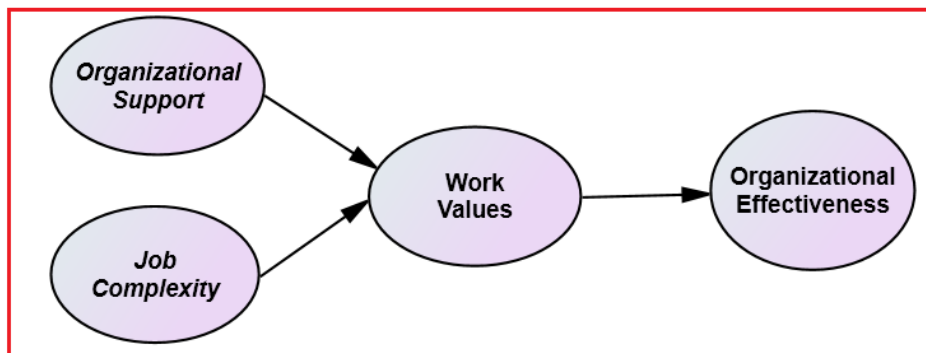


Figure 1: Framework of the Study

Baskar and Rajesh Kumar (2020) found that work values among employees were influenced by organizational support. Baskar and Rajesh Kumar (2019) identified that work values among employees were influenced by job complexity. Hence, organizational support and job complexity considered as independent variables. Work value was considered as dependent variable. Baskar and Rajesh Kumar (2020) identified organizational effectiveness was influenced by employees' work values in the industry. Hence, organizational effectiveness considered as outcome variable.

METHODOLOGY OF THE STUDY

Data were obtained for organizational support, job complexity, work values and organizational effectiveness among 132 public sector bank employees out of 150 selected respondents. This research is carried out through descriptive research design. Questionnaires were distributed to public sector bank employees through Google docs and responses were collected. Data were collected using category and likert scale instrument scale format. Reactions to queries were obtained using a scale (choices from 1 to 5). This method enables the use of more useful statistics to test the hypotheses of the study.

Job complexity consists of 6 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'job complexity' was constructed and standardized by Frese, et al. (1996). Organizational support consists of 17 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'organizational support' was constructed and standardized by Eisenberger, et al. (1986). Work values consists of 21 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'work values' was constructed and standardized by Meyer, et al. (1998). Organizational effectiveness consists of 5 statements were allowed to answer for the public sector bank employees to respond to a five-point scale. The tool 'organizational effectiveness' was constructed and standardized by Brayfield, et al. (1951).

The researcher selected 150 public sector bank employees to conduct the pilot study in Chennai city. The questionnaire was constructed by the researcher and distributed to the public sector bank employees through Google document. The nature of the research was clearly explained to the public sector bank employees by the researcher. Public sector bank employees voluntarily agreed to answer the questionnaire. Also, the collected data were analyzed and tabulated by SPSS software to determine the consistency and strength of the research tool.

Table 1: Questionnaire construction

S.No.	Variable	Items	Total Items
1	Job Complexity	1 to 6	6
2	Organizational Support	1 to 17	17
3	Work Values	1 to 21	21
4	Organizational Effectiveness	1 to 5	5

The reliability of the questionnaire was evaluated through a pilot study. Reliability (Cronbach alpha) of not less than 0.7 for all constructs was considered sufficient for the research. This research used Cronbach's alpha to check the consistency of the research tool. Instrument reliability of 0.7 and above is acceptable (Rosson, Gasser and Seifer, 2002). Reliability and validity are the criteria of a good instrument. Reliability and validity are main purpose of reliability testing is to increase the eminence of the research instrument. Reliability of the research instrument refers to the consistency of the research (Kapur, 2018). For the pilot study

data were collected from 124 public sector bank employees in Tamilnadu. Correlation analysis was done to identify the validity. At the same time the table value was found to be 0.273 at five percent level. The table values indicate that the set questionnaire was correct at five percent level. Therefore, the questionnaire was designed to make this study more valid. The questionnaire was taken to the next stage of the study as the value detected by the valid analyzer was greater than 0.273. The primary data collected are analyzed by the researcher using some statistical tools. According to the hypotheses constructed in this study, the researcher is going to analyze using some statistical tool (SEM).

Figure 2: Influence of organizational support and job complexity on work values

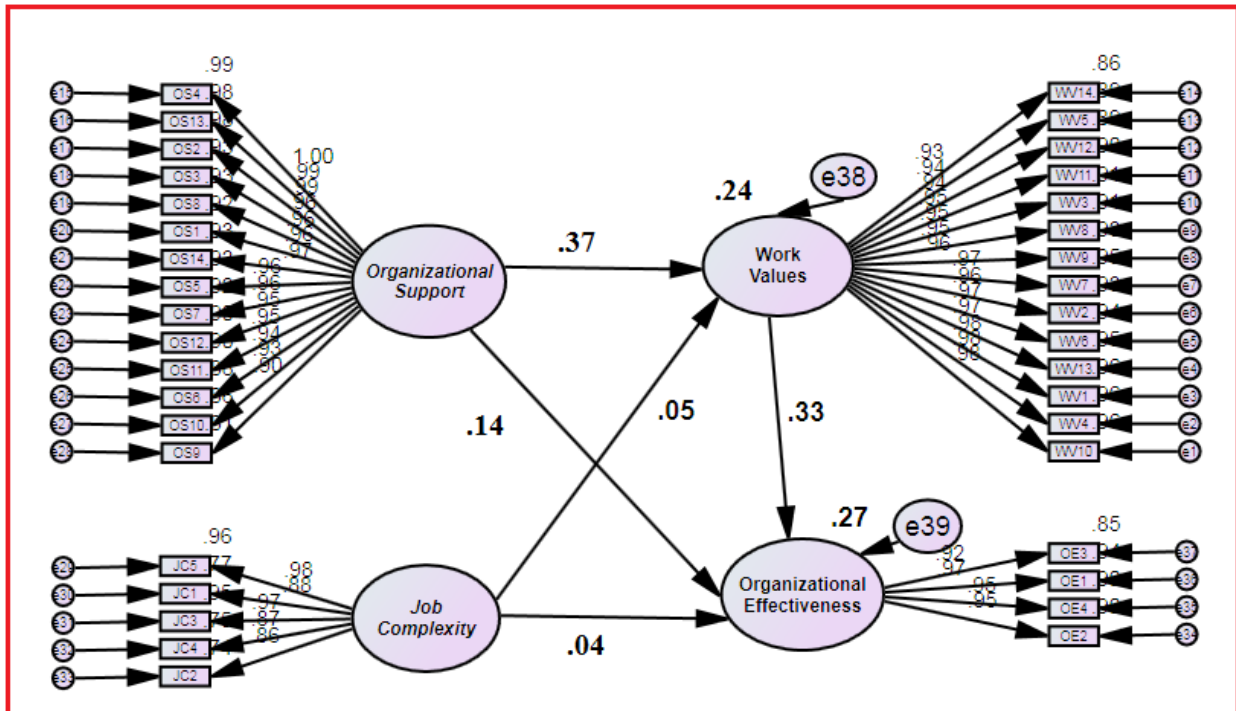


Table 2: Model fit indication of SEM

	Model Fit Indicators	Suggested standards (Premapriya, et al. 2016)	Calculated Values
Chi-Square Test	Chi-Square	---	385.001
	p		0.0001
Goodness Fit	GFI	> 0.90	0.903
	AGFI		0.830
	CFI		0.960
	NFI		0.923
Badness Fit	RMR	< 0.080	0.084
	RMSEA		0.079

Source: Primary data

The model fit indication of influence of organizational support and job complexity on work values among bank employees in Tamilnadu. The table values exposed in CFA fit

procedures for goodness of fit are $\chi^2 = 385.001$, AGFI = 0.830, GFI = 0.903, CFI = 0.960, and NFI = 0.923, which are within the satisfactory range. Correspondingly, the values of the badness of fit are RMR = 0.084 and RMSEA = 0.079, which are as well within the satisfactory range. Indra, et al. (2020); Reena, et al. (2019); Velaudham & Baskar (2015) have found good fit result.

Table 3: Regression weights

DV		IV	Estimate	S.E.	C.R.	Beta	P Value
Work Values	<---	Organizational Support	0.297	0.033	8.966	0.374	0.001
Work Values	<---	Job Complexity	0.041	0.038	1.090	0.052	0.276
Organizational Effectiveness	<---	Organizational Support	0.154	0.043	2.931	0.140	0.010
Organizational Effectiveness	<---	Job Complexity	0.046	0.049	0.937	0.044	0.349
Organizational Effectiveness	<---	Work Values	0.327	0.041	7.903	0.327	0.001

Source: Primary data

The hypothesis H_1 of the research clarifies that organizational support has significant influences on the work values among public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level ($p=0.001$). The value of β is 0.374 that organizational support explains 37.4 percent of the work values among public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of organizational support on work values among public sector bank employees. Baskar and Rajesh Kumar (2020) found that work values among employees were influenced by organizational support

The hypothesis H_1 of the research clarifies that job complexity has significant influences on the work values among public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is not significant level ($p=0.276$). The value of β is 0.052 that job complexity explains 5.2 percent of the work values among public sector bank employees. Consequently, statistical outcomes ascertain a does not influence of job complexity on work values among public sector bank employees. But, Baskar and Rajesh Kumar (2019) identified that work values among employees were influenced by job complexity in textile industry.

The hypothesis H_1 of the research clarifies that organizational support has significant influences on the organizational effectiveness among public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level ($p=0.010$). The value of β is 0.140 that organizational support explains 14 percent of the organizational effectiveness among public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of organizational support on organizational effectiveness among public sector bank employees.

The hypothesis H_1 of the research clarifies that job complexity has significant influences on the organizational effectiveness among public sector bank employees. The outcomes of the

research designate that the beta coefficient and the CR value is not significant level ($p=0.0349$). The value of β is 0.044 that job complexity explains 4.4 percent of the organizational effectiveness among public sector bank employees. Consequently, statistical outcomes ascertain a does not influence of job complexity on organizational effectiveness among public sector bank employees. But, Jing, et al. (2021) discovered that approach and avoidance crafting were influenced by job complexity through work engagement and energy depletion.

The hypothesis H_1 of the research clarifies that work values has significant influences on the organizational effectiveness among public sector bank employees. The outcomes of the research designate that the beta coefficient and the CR value is significant level ($p=0.001$). The value of β is 0.327 that work values explains 32.7 percent of the organizational effectiveness among public sector bank employees. Consequently, statistical outcomes ascertain a positive influence of work values on organizational effectiveness among public sector bank employees. Baskar and Rajesh Kumar (2020) identified organizational effectiveness was influenced by employees' work values in the industry.

FINDINGS AND SUGGESTIONS

- Job complexity not influences work values among public sector bank employees. Acceptable working conditions and the precised rules and regulations to follow by the employees can also be improved and implemented.
- Work values significantly influence organizational effectiveness. Organizational support of bank industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.
- Job complexity not influences organizational effectiveness among public sector bank employees. The supportive working environment is the major intrinsic motivating tool which makes the employees more creative, determination to face any difficulties in the work, facing challenges, overcoming blocks and achieving targets.
- Organizational support significantly influences work values and organizational effectiveness. Bank management must ensure that the development chances are accessible for employees to learn about behavioral modification.

CONCLUSION

The study reveals influence of organizational support and job complexity on work values among public sector bank employees. A survey was conducted among 132 public sector bank employees in Tamilnadu. The impact of influence of organizational support and job complexity on work values and organizational effectiveness was measured through SEM. The results designate that job complexity not influences work values. Work values significantly influence organizational effectiveness. Job complexity not influences organizational effectiveness. Organizational support significantly influences work values and organizational effectiveness. Organizational support of bank industry is greatly affected by the employees' values, employees' knowledge, employees' attitudes, employees' habits and employees' willingness to do work of the management.

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