Study Effect of Employees Perceptions of Organizational Context on Their Attitudes toward Job Mediated by Employees Point of View to the Organization Identity

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ABSTRACT: Aim of this research was study the effect of employees' perceptions of organizational context on their attitudes toward job mediated by employee's point of view to the organization identity. The study is an applied research in terms of objective, a descriptive study it terms of data collection and a research of causal type. Structural equations model was used for hypothesis testing. The population includes all staff working in Maroon, Karun and Aghajary Oil and Gas Companies including managers, supervisors, technicians and ordinary employees with a high school diploma and higher in 2013. The sample was selected using stratified random sampling method. Finally, the statistical analysis was conducted on 278 questionnaires. A questionnaire consisted on personal data such as age, years of service, education and occupation was used as a research tool. The questionnaire also included 28 items to measure the research variables and testing the staff comments about hypothesis. The results show The fitness indices of the proposed model are in the acceptable range or close to it. Although the value of χ is not in the acceptable range, it is accepted due to the significant reduction. Thus, the final model has been fitted properly.
Keywords: Employee Perceptions of Organizational Context, Job Attitudes, Organizational Identity

INTRODUCTION

Attitudes and behaviors of employees in the workplace and supplying the needs of individuals and creating incentives for enhancing the quality of their work is one of the important issues in human resources management (HR) and work psychology in organization. Paying attention toward this basic element represents the importance of human resources as one of the most valuable assets. In management science and organizational behavior, those attitudes of individuals are studied that their consequences have an impact on individual and organizational performance, thereby may increase or decrease organizational efficiency and productivity. The application of attitude in organizational behavior topics is development of positive attitudes among employees about the job and organization. This results in increased the job satisfaction, organizational commitment, job involvement and creates citizen actions.

Attitudes provide an opportunity for individuals to express their values. Therefore, attitudes can be considered as the permanent tend of an individual to feel and behave in certain ways about a certain topic. The job attitudes include three important factors of job satisfaction, organizational commitment and turnover intention (Olkkan, 2006). Attitudes influence

on perception, on the other hand, the behavior is affected by perception. Perception is the process by which individuals interpret their sense to give meaning to their work environment. Organizational support will results in positive attitudes, higher commitment to the organization and a higher level of job satisfaction. The factors affecting perceptions of employees about the organizational context include organizational support, procedural justice and job insecurity. Organizational support represents the beliefs of staff, thereby organization gives price to their continuous membership. Furthermore, the organization becomes commitment and concerned about employees and their welfare. Organizational support is associated with consequences such as increased job satisfaction, organizational commitment and reduced turnover intention (Loi et al., 2006).

Heung (2006) examined the relationship between job satisfaction, perceptions of the learning environment among the official staff and differences in job satisfaction in terms of age, education, gender, and ethnicity, place of residence, marital status and years of service. The results indicated a significant difference in job satisfaction and perceptions of the learning environment in terms of race, age and the workplace of respondents. No relationship was found

between job satisfaction and perceptions of the learning environment and its aspects. Kacmar (1999) studied the perceptions of staff about job incentives. Social, economic and psychological factors have considerable influence on the perceptions of staff about incentives. Staff perceptions are created as a result of interactions between organizational factors and personal needs along with the capacity created by the incentives. The results indicated that workers in general consider opportunity perception for promotion as the most significant incentive, while teamwork is of great importance for supervisors. The job insecurity for workers was not studied in this research.

Hang et al. (2012) examined staff perception of organizational context and job attitudes with intermediary effect of corporate identity among employees of Chinese companies. The results of regression analysis showed that the job attitudes of employees are influenced by their perceptions about organizational concept and corporate identity. In addition, corporate identity is mediator of the effect of staff perceptions of organizational context on job attitudes. Although this study mainly examined the

employee's perspective about corporate identity as a mediator, this variable can provide a mechanism through which several important factors may impact on the attitudes of employees in the workplace.

Thus, the present study aims to examine the influence of employees' perceptions of organizational context on job attitudes with the intermediary role of the employees' views about corporate identity in staff of Maroon, Karun and Aghajary Oil and Gas Companies. Using scientific methods and analysis, it should be specified whether the employees' perceptions of organizational context impact on their job attitudes with intermediary role of employees' views about corporate identity on staff of Maroon, Karun and Aghajary Oil and Gas Companies or not (Figure 1)?

Accordingly, the research model is based on theories of social equality and social exchange which describes the impact of employees' perceptions of organizational context on job attitudes. Also, the effect of change of employee's perspective about the corporate identity, as a mediator variable would be examined (Figure 1).
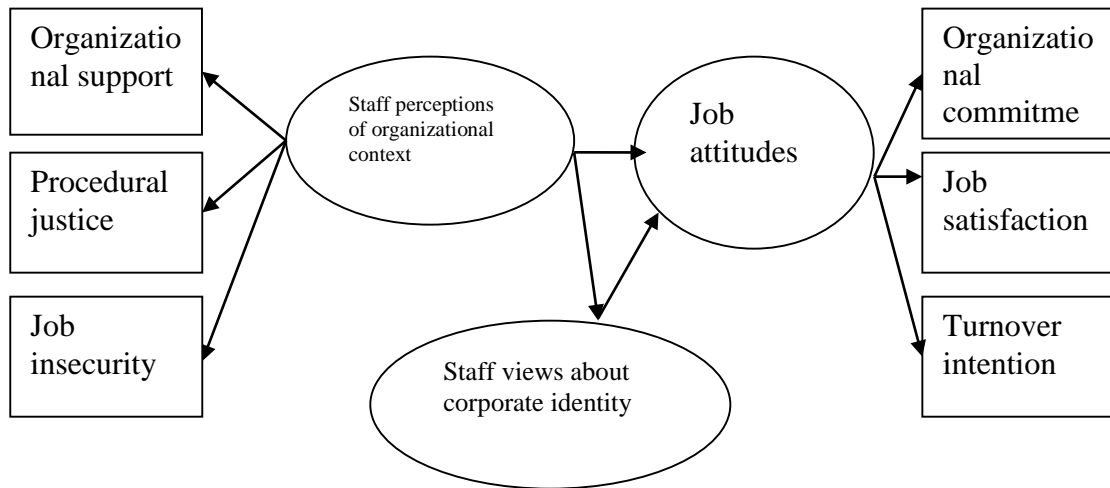

Figure 1. The conceptual model (adapted from the theories of social equality and social exchange)

MATERIALS AND METHODS

This is an applied research in terms of objective. It is a descriptive study it terms of data collection. Finally, this is a research of causal type. Structural equations model was used for hypothesis testing. The population includes all staff working in Maroon, Karun and Aghajary Oil and Gas Companies including managers, supervisors, technicians and ordinary employees with a high school diploma and higher in 2013. The sample was selected using stratified random sampling method. Finally, the statistical analysis was conducted on 278 questionnaires.

A questionnaire consisted on personal data such as age, years of service, education and occupation was

used as a research tool. The questionnaire also included 28 items to measure the research variables and testing the staff comments about hypothesis. The questionnaire was prepared using 5-point Likert scale. The Cronbach's alpha values for all variables were greater than 0.7 indicating the goodness of data collection tool. The factorial validity of the conceptual model parameters also were at a satisfactory level.

RESULTS

According to the conceptual model, the following structural equations were obtained.

View=γ_1*percept+ε_1

Attitude=β_1*view+γ_2 * percept +ε_2

Гi: the structural coefficient of the exogenous variables to the endogenous variables

Bi: the structural coefficient among the endogenous variables

There are a number of observer variables for each latent. These observer variables create equations with latent variables. These equations are called the measurement equations. The measurement equations for each latent variable are as follows. The final terms of each equation include an error term and variance term.

1) Independent variable: measurement equations for latent variable of staff perceptions of organizational context

org.sup = 0.53*PECEPT, Errorvar. = 0.21, R² = 0.58
(0.055) (0.049)
9.63 4.22

pro.jus = 0.26*PECEPT, Errorvar. = 0.29, R² = 0.19
(0.041) (0.027)
6.32 10.57

Job's = 0.20*PECEPT, Errorvar. = 0.48, R² = 0.074
(0.051) (0.043)
3.88 11.38

2) Dependent variable: measurement equations for latent variable of employees' job attitude

org.com = 0.49*ATTITUDE, Errorvar.= 0.25 , R² = 0.49

(0.026)
9.84

job.sat = 0.49*ATTITUDE, Errorvar.= 0.34 , R² = 0.42
(0.051) (0.033)
9.70 10.38

Tun = 0.57*ATTITUDE, Errorvar.= 0.23 , R² = 0.59
(0.050) (0.026)
11.36 8.70

3) Dependent variable: measurement equations for latent variable of staff views about corporate identity

q25 = 0.41*VIEW, Errorvar.= 0.49 , R² = 0.25
(0.045)
10.94

q26 = 0.63*VIEW, Errorvar.= 0.53 , R² = 0.43
(0.089) (0.054)
7.12 9.86

q27 = 0.66*VIEW, Errorvar.= 0.46 , R² = 0.48
(0.090) (0.049)
7.32 9.38

q28 = 0.62*VIEW, Errorvar.= 0.34 , R² = 0.53
(0.083) (0.038)
7.47 8.86

According to proposed equations and relevant solutions, Figure 2 and Table 1 show the coefficients and interpretation of each coefficient, respectively.
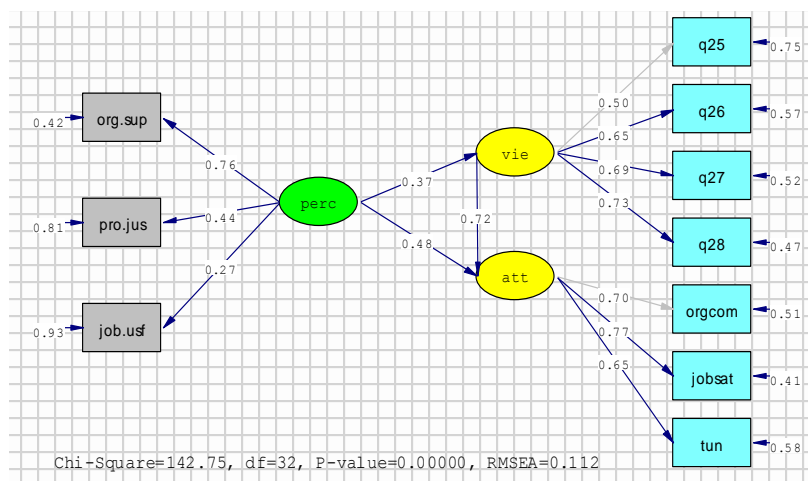

Figure 2. The analysis of the conceptual model applying β coefficients

Figure 2 shows the path coefficients and significance of coefficients of the structural model in standard mode. As can be seen, all coefficients are significant, because the significance of all variables is greater than +1.96 and smaller than -1.96. However, the fitting index is 0.112 which is greater than 0.1 indicating a poor fit of the model. As a result, there is a need to modify the model. According to the modification parameters (the software output), the highest value for a modification index is considered as a criterion for decision-making (Ghasemi, 2010). The goodness of fitting index improved significantly with the addition of a path and fixing some free parameters. Table 2 shows fitting indices of the final model.

Table 1. The fitting indices of the final model

Result	Acceptable range	Modified model (additional path)	Main model	Statistical index
Confirmed	2 χ^2 / df<	61.62	142.75	χ^2 / df
Confirmed	0.05 P>	0.0003	0.0000	P-value
Confirmed	0.09 RMSEA <	0.064	0.112	RMSEA
Confirmed	RMR 0.09<	0.037	0.082	RMR
Confirmed	0.9 GFI>	0.96	0.91	GFI
Confirmed	AGFI 0.9>	0.92	0.84	AGFI
Confirmed	CFI 0.9>	0.98	0.92	CFI
Confirmed	0.9 RFI>	0.90	0.87	RFI
Confirmed	0.9 NFI >	0.96	0.90	NFI
Confirmed	0.9 NNFI >	0.96	0.89	NNFI

The fitness indices of the modified model are in the acceptable range or close to it. Although the value of χ is not in the acceptable range, it is accepted due to the significant reduction. Thus, the final model has been fitted properly.

DISCUSSION

Based on the results of the data analysis in Chapter 4, staff perceptions of organizational context with intermediary role of the employees' views about the corporate identity has a significant positive effect on job attitudes. The staff perception of organizational context has a significant positive effect on staff views about corporate identity (β=0.39, t=4.16). Furthermore, the employees' views about the corporate identity has a significant positive effect on job attitudes (β=0.41, t=4.38). Therefore, the predictor variable of employee perceptions of organizational context explains the criterion variable of job attitudes with mediatory role of the staff views about corporate identity. Consequently, the original hypothesis on the intermediary role of staff views about corporate identity through employees' perceptions of organizational context and job attitudes is confirmed and its negation is rejected. This is consistent with the results of Hang et al.

Over the past two decades, extensive studies have been carried out on staff perceptions and their attitudes as well as corporate identity, especially in human resources management and organizational behavior (Albert et al., 2000). Ashforth and Mael (1989) defined corporate identity as integrity and understood unity with organization and the experience of success and failure of organization. In general, the staffs that are more familiar with their work are more enthusiastic to dedicate their efforts and actions as well as participating and collaborating in the organization (Baruch and Cohen, 2007). Corporate identity is associated with a wide range of consequences such as job satisfaction, job involvement and cooperation, organizational commitment and employee collaboration, turnover intention, performance and perceptions of staff about the organization and their attitudes (Ashforth et al., 2008). The perception of individuals of their work environment is of great importance in shaping their job and behavioral attitudes (Jones et al., 2006).

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