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Employees' Perceived Work Values On Organizational Effectiveness: An Empirical Study

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ABSTRACT

Work values are defined as individual beliefs and satisfaction towards his job. This research focused on the employees of textile industry and tries to identify what they perceived towards their work. Also it shot to answer how the variables like organizational support, job complexity and employees perceived work values helps to improve organizational effectiveness. This research attempts to identify the influence of employees' perceived work values on organizational effectiveness. Convenience sampling technique is used to collect the primary data. The total Sample size is 75 and data analysis was done through path analysis. From the analysis it is identified organizational support and job complexity have direct influence on work values. The path analysis asserts that there is no influence of work values on organizational effectiveness in textile industry. Therefore, it is concluded that textile industry should aware of the responsibility of work values of their employees so as to develop the aspects that perpetuate a reorientation towards those values that support organizational effectiveness.

Keywords: Organizational Support, Job Complexity, Work Values, Organizational Effectiveness and Textile Industry.

INTRODUCTION

The values of a person empowers frame of mind that rouse individuals to act one way or diverse it fills in as a guide for human conduct. The significant and enduring convictions or beliefs shared by the individuals from a culture about what is correct or off-base and alluring or bothersome. Qualities have significant impact on a distinctive individual's conduct and their frame of mind and fill in as wide rules in every one of the conditions. Work value can be characterized as collections of approach and beliefs with which individuals assess their jobs and work atmosphere. Work value is individual human beings believe and satisfied their job.

Tamilnadu is one of the largest textile manufacturing state in India. Coimbatore is called as the "Manchester of South India" because of its textile production and spinning and garment manufacturing. In India 50 percent spinning factories are in Tamilnadu. The western areas of Tamilnadu particularly, Tirupur, Coimbatore, Erode, Dindigul and Karur has most of spinning factories assembling cotton, open end yarn, mixed yarn, polyester and silk yarn utilized by clothing units. The employees working in these textile industries play vital role.

The employees working in an organisation are the soul of that organization. This study focused spinning mill employees in Coimbatore district. The spinning mills face a lot of problems especially problems relating to human resources. This research focused on how the employees perceived their work values towards their work, and how the variables like organizational support, job complexity and organizational culture help to improve organizational effectiveness. The present research tries to identify the influence of employees' perceived work values on organizational

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effectiveness among employees in textile industry in Coimbatore district.

REVIEW OF LITERATURE

In the year of 2017, Muhamad Khalil Omar and Nur Farah Syuhada Mohd Ramdani found that that work situation that consist of good feelings, recognition and promotion as well as work values of motivation, ambition and flexibility were the dimensions that affecting Gen Yers' target to leave their present employment. Mohamad Niza Md Nor, et al. (2017) identified that there is relationship between work values and turnover intention. The author recommended that management should be more apprehension about employees' welfare and safety environment in order to decrease turnover intention among them.

Elias, et al. (2014) identified that there is moderate relationship between psychological distress and work values. It was also identified that there is positive relationship between psychological distress and job insecurity. Sehresh Iqbal and Maryam Saeed Hashmi (2015) discovered that perceived organizational support has significant relationship with employee retention. It was also identified that psychological empowerment has relationship with faculty retention. Play role as mediator relationship between employee retention and perceived organizational support.

Okechukwu Agwu (2014) identified that there is a relationship between employees' commitment and organizational culture in NAFDAC. It is also identified that there is a relationship between organizational culture and employees' productivity. Rahman (2014) identified that job satisfaction and training & development are the most essential factors of organizational effectiveness in banks. Training and development program must be a core tool of HR practices in commercial banks in order to have satisfied, efficient employees, loyal and in banking operations.

Hira Aftab, et al. (2012) identified that there is a positive relationship between v and organizational culture. Yan (2015) found that proactive personality shows significant effects to adjustment perceived organizational support and financial perceived organizational support. It was also identified career perceived organizational support; financial perceived organizational support and adjustment perceived organizational support have significant positive effect on work adjustment, general adjustment and interaction adjustment respectively.

Uncapher, Philip (2013) suggested that entrepreneurial direction behavior in non-profit organizations is not limited to business-like activities such as competitiveness or financial undertakings nevertheless can also be measured and observed in other NPO activities. John E. Hunter, et al. (1990) found that enhances as the complexity of the job; the observed series was around 19 percent, 32 percent, and 48 percent, from low, medium and high complexity non-sales jobs, respectively. Morals for sales jobs are significantly larger.

Liu (2016) found that employees who perceive superior job complexity are extra likely to be provoked by positive mood to work in a new and practical way, and will then attempt for enhanced performance. Sturman, et al. (2005) revealed that correlations between performance measures reduced

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as the time distance between performances measurements improved, but the approximations approached scores greater than zero.

RESEARCH METHODOLOGY

Descriptive research design has been used in this research work. The descriptive research design attempts to explain the activities of the employees in relation to a challenging practice or ethnicity. Based on the recompense of descriptive research design, the author has used the descriptive research to establish the influence of employees' perceived work values on organizational effectiveness in textile industry.

FRAMEWORK OF THE RESEARCH

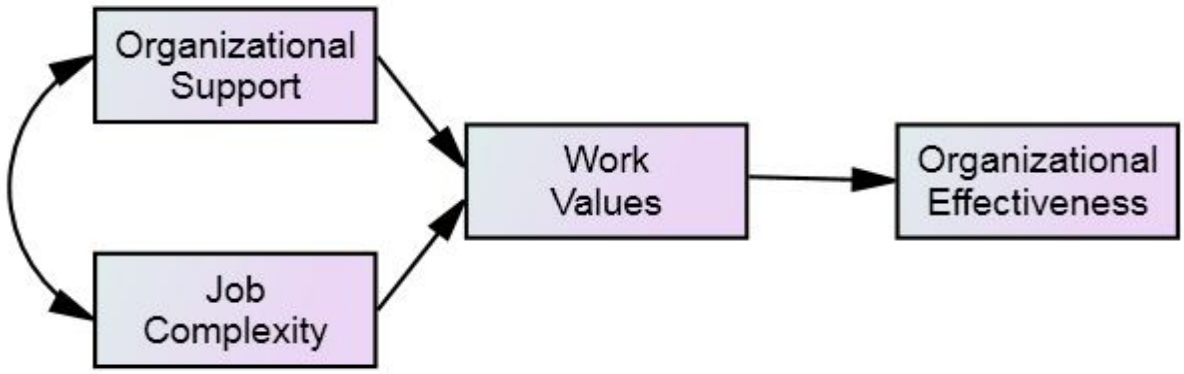


Figure 1: Conceptual framework of the study

From the above framework it is attempt to identify the influence of organizational support and job complexity on organizational effectiveness with respect to work values.

RESEARCH GAP

Many researchers have done their research in the area of employees' perceived work values, and its influence on organizational effectiveness and influence of independent variables (organizational support and job complexity) on employees' perceived work values. The four variables combined study is not found in Textile industry. Therefore a research gap is identified for this study in introducing the dependent variable employees' perceived work values and independent variables such as organizational support, job complexity and outcome variable organizational effectiveness.

STATEMENT OF THE PROBLEM

These days' textile industries are facing huge problems especially in human resources which are major predicament in the industry. In this study answer for the subsequent issues are tried to identify, for instance how the organizational support and job complexity influence the employees' perceived work values in textile industry? And what is the employees' level of perceived work values in textile industry and how the work values influence the employees' organizational effectiveness in textile industry.

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OBJECTIVES OF THE STUDY

The objectives of the study are,

- To study the influence of organizational support and job complexity on work values among employees in textile industry.
- To know the influence of work values on organizational effectiveness in textile industry.

HYPOTHESES OF THE STUDY

- There is no influence of organizational support and job complexity on work values among employees in textile industry.
- There is no influence of work values on organizational effectiveness in textile industry.

QUESTIONNAIRE CONSTRUCTION

Table 1: Reliability of the Research

S.No.	Variable	Reliability	Author
1	Organizational Support	0.86	Greenhaus, et al. (1990)
2	Job complexity	0.85	Frese, et al. (1996)
3	Work Values	0.90	Meyer, et al. (1998)
4	Organizational Effectiveness	0.75	Brayfield, et al. (1951)

Standard tools are used for primary data collection. For all the statements in the questionnaire construction the alpha ranged from 0.75 to 90. This reliability value indicates high reliability in the statements of the questionnaire.

SAMPLING

Coimbatore district has been selected for this research as area of sampling, since there is a need to support and develop the employees as well as the textile industry as a whole in that area. By understanding this, work values and organizational effectiveness are constructed for the research. The sample comprises of the employees of textile industry in Coimbatore district, Tamilnadu. Sample size of the research is 75 employees from textile industry in Coimbatore district, Tamilnadu. Sampling technique presents a range of techniques that allow the amount of data to be collected from a subgroup than all probable cases or rudiments. Convenience sampling technique was followed to collect the primary data for the research.

STATISTICAL TOOL FOR DATA ANALYSIS

Path analysis was used for data analysis. It was used to identify the influence of organizational support and job complexity on organizational effectiveness with respect to work values.

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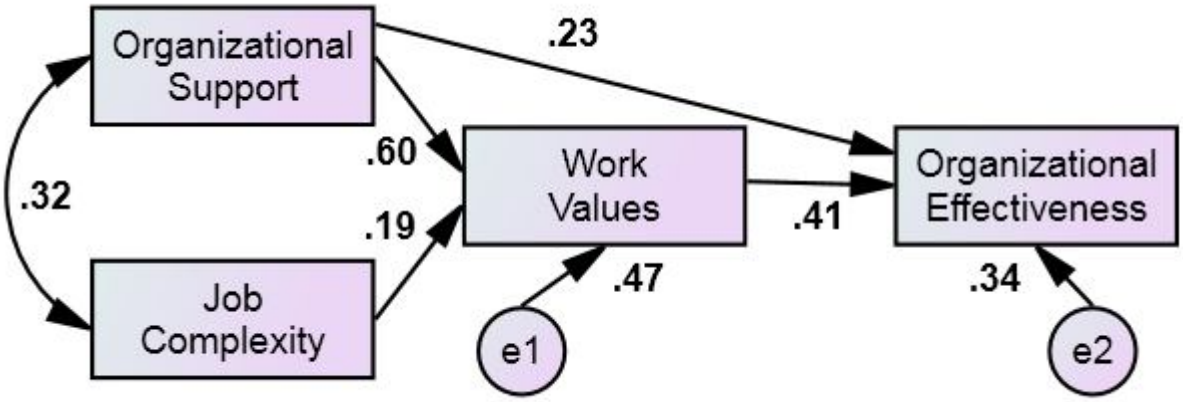


Figure 2: Path analysis of influence of employees' perceived work values on organizational effectiveness

Table 1: shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016)[14]
Chi-Square	1.842	---
p	0.175	Greater than 0.050
GFI	0.935	Greater than 0.90
AGFI	0.933	Greater than 0.90
CFI	0.995	Greater than 0.90
NFI	0.989	Greater than 0.90
RMS	0.034	Less than 0.080
RMSEA	0.001	Less than 0.080

Source: Primary data

From the model fit table, it is identified that the chi-square value was 1.842. The p value was greater than five percent level. The AGFI and GFI values were bigger than 0.90 and also recommended by Saminathan, et al. (2019). The calculated NFI and CFI values were bigger than 0.90 and also recommended by and Kantiah Alias Deepak and Velaudham (2019); Velaudham and Baskar (2015). It was found that RMSEA and RMS values were less than 0.08. The above pointers indicate that it was completely fit Velaudham and Baskar (2016).

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Table 2: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Work Values	<---	Organizational Support	0.420	0.046	9.155	0.598	0.001
Work Values	<---	Job Complexity	0.170	0.059	2.903	0.190	0.004
Organizational Effectiveness	<---	Work Values	0.717	0.162	4.427	0.405	0.001
Organizational Effectiveness	<---	Organizational Support	0.287	0.114	2.524	0.231	0.012

Source: Primary data

$H_{o:}$ There is no influence of organizational support on work values.

Influence of organizational support on work values calculated value of CR is 9.155. The Beta value was 0.598. The beta value indicates that 59.8 percent of influence is through organizational support towards work values. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it can be concluded that the organizational support influences work values among the employees in textile industries in Coimbatore district.

$H_{o:}$ There is no influence of job complexity on work values.

Influence of job complexity on work values calculated value of CR is 2.903. The Beta value was 0.190. The beta value indicates that 19 percent of influence is through job complexity towards work values. The p value was 0.004. The p value was less than 5% and the hypothesis was rejected. Hence, it can be concluded that the job complexity influences work values among the employees in textile industries in Coimbatore district.

$H_{o:}$ There is no influence of work values on organizational effectiveness.

Influence of work values on organizational effectiveness calculated value of CR is 4.427. The Beta value was 0.405. The beta value indicates that 40.5 percent of influence is through work values towards organizational effectiveness. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it can be concluded that the work values influences organizational effectiveness among the employees in textile industries in Coimbatore district.

$H_{o:}$ There is no influence of organizational support on organizational effectiveness.

Influence of organizational support on organizational effectiveness calculated value of CR is 2.524. The Beta value was 0.231. The beta value indicates that 23.1 percent of influence is through organizational support towards organizational effectiveness. The p value was 0.012. The p value was less than 5% and the hypothesis was rejected. Hence, it can be concluded that the organizational support influences organizational effectiveness among the employees in textile industries in Coimbatore district.

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FINDINGS

The major findings of the study are,

- The analysis identified that there is influence of organizational support and job complexity on work values among employees in textile industry.
- From, the path analysis, it is found that there is no influence of work values on organizational effectiveness in textile industry.

SUGGESTIONS

Following suggestions are offered to the textile industry in order to improve the work value and effectiveness of the industry.

- Appropriate lighting, proper ventilation facilities, pure drinking water should be improved, in order to keep better employee satisfaction. The managers/Supervisors have the total responsibility of making the work of place free from risk, illness, and injury for the smooth operation. As a result it progressively improves the values of work place.
- It is suggested that continuous work improvement should be done in all level of jobs in the textile industry. The job itself acts as a leading motivator for the employees which has been clearly established from the analysis. Their jobs provide them social prestige, social security and opportunity for using abilities on their own.
- It is also suggested that there is a need to inspire, understand and take action on the opinion of the employees which will create positive work values and decrease the negative responses on job insecurity.
- Textile industries must ensure that the development chances are accessible for employees to learn about behavioral modification.
- One of the main factors to consider by textile industries is to improve quality of work life, especially in housekeeping. It is a major consideration for the employees. It should necessarily be improved in order to maintain the satisfaction level of the employees. Sufficient janitorial force may be appointed and periodical cleaning must be done.

CONCLUSION

This research focused on how the employees perceived their work values and the variables like organizational support, job complexity and organizational culture facilitate to improve organizational effectiveness in textile industry. The research attempts to understand the influence of employees' perceived work values on organizational effectiveness. Convenience sampling technique was used for primary data collection. Sample size was 75 textile employees from Coimbatore. Data analysis was done through path analysis. The analysis identified that there is influence of organizational support and job complexity on work values among employees in textile industry. From, the path analysis, it was found that there is no influence of work values on organizational effectiveness in textile industry. Hence, it is concluded that textile industry managers should be aware

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of the responsibility of work values of their workers so as to develop the aspects that perpetuate a reorientation towards those values that support organizational effectiveness.

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