

The Impact of Employees Capabilities on Organizational Legitimate Interest

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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v8-i6/4025>

DOI:10.6007/IJARBSS/v8-i6/4025

Published Date: 23 June 2018

Abstract

This study tried to identify the impact of organizational policies, employee's capability, organizational behavior and employee's altruism on organizational legitimate interest in textile sector. Organizational policies, employee's capability and organizational behavior had significant relationship at organizational level. Convenience sampling is used as the sampling strategy. This survey is based on questionnaire and data is collected from 120 top and middle level managers of textile sector organizations located in Faisalabad. This study will provide a guideline to numerous leaders or managers in considering the fusion to enhance legitimate interest. Results reveal that if leader's instrumental and expressive traits will be higher, and then organizational legitimate interest will also be high. To analyses the data, SPSS version 21.0 is used. To check the relationship between the variables correlation and regression analysis is used to check the cause and effect relationship among all variables. As a result, all the hypotheses showed significant results.

Keywords: Organizational Policies, Employees Capability, Organizational Behavior, Employees Altruism, Organizational legitimate Interest.

Introduction Background Information

A competitive environment characterized by globalization, better involvement and increasing changes, organizational Legitimacy has been considered as one of the conscious means to accomplish long-term organizational achievement. These are key indicator of an organization's effectiveness and potential to pioneer and develop (Mallen, 2015) . The effects for organizational legitimacy are strong and consistent: when people are doing well in organizations. This indicate that they are involved in voluntary in work, especially when other aspects of their organizational situation are also positive (Jae & Keith, 1997).

Organizational legitimacy in a generalized sense that involved activities of an entity are attractive, legitimate, or proper inside some socially developed arrangement of standards, values and convictions (Suchman, 1995). According to Pfeffer (1981) organizations tend toward legitimacy by making sure commitment and support for the organization from its partners, both outside and inward. Legitimacy represents a social development and reflects the distributed belief that the activities of the organizational legitimacy are appropriate (Lai, 2014). Organizations seek to establish similarity between the social values and the norms of acceptable behavior in the organization. Schuler and Jackson (1987) Proposed that different strategy types required of stake holder that behavior practices should be used to ensure that legitimacy occur. Lee, Park, Ngan and Tian (2017) Clarified this phenomenon surrounding the bundling and inter relatedness of organizational legitimate factors is an important step toward the organizational goal of using HRM strategically to achieve high levels of organizational performance. HR practices and organizational legitimate interest which are most salient for employees to develop high organizational commitment (Lee, Park, Ngan, & Tian, 2017).

Problem Statement

In the textile sectors, there is lack of effective Corporate social responsibility (Aymen & Gabriel, 2014), Safety of work environment (M.Khurrum, Arif, & Usman, 2007), risk prevention (Owais, Nazik, & Hassan, 2013), Health (M.Khurrum, Arif, & Usman, 2007), Work-life balance (Jawad & Ali, 2013) and Fair wages on time (Chtourou & Triki, 2017). All these affects to the organization but this all is happen due to the negligence of organizational legitimate interest (Fraussen, & Halpin, 2018). Possible causes of these are organizational legitimate interest. Perhaps a study which investigates an organizational legitimate interest could help resolve these situations.

Research Questions

By reviewing the theoretical framework, we are able to generate following research questions.

1. What is the effect of organizational behavior on organizational legitimate Interest?
2. What is the effect of employee's capabilities on organizational legitimate Interest?
3. What is the effect of organizational policies on organizational legitimate Interest?
4. What is the relationship between organizational behavior and organizational legitimate Interest under the mediation role of employee's altruism in the textile sector of Pakistan?
5. What is the relationship between the employee's capabilities and organizational legitimate Interest under the mediation role of employee's altruism in the textile sector of Pakistan?

6. What is the relationship between organizational policies and organizational legitimate under the mediation role of employee's altruism in the textile sector of Pakistan?

Objectives of Study

Objectives are constructed by considering the research questions.

1. To evaluate the effect of organizational behavior on organizational legitimate Interest.
2. To predict the effect of employee's capabilities on organizational legitimate Interest.
3. To check the effect of organizational policies on organizational legitimate Interest.
4. To inquire the relationship between behavior and organizational legitimate Interest under the mediation role of employee's altruism.
5. To examine the relationship between the employee's capabilities and organizational legitimate Interest under the mediation role of employee's altruism in the textile sector of Pakistan.
6. To inquire relationship between the organizational policies and organizational legitimate under the mediation role of employee's altruism in the textile sector of Pakistan.

Significance of the Study

The current study results are vital in number of way. It's been contributed to the knowledge by; since the present area is highly under researched in Pakistan and developing countries. No study has been found to analyze the impacts of Organizational policies, Employees Capability, Organizational behavior to increase the organizational legitimate interest in Pakistan. So, current study is beneficent for Leaders, HR officials and managers or supervisors in textile sector of Pakistan and those in developing countries in general to answer the standing question of how to enhance legitimate interest. This study will create massive effects on textile sector. This study finding might prove to be useful in introducing changes to the business.

Statement of Purpose

This study shows that organization variables establish the positive relationship with the organizational legitimacy interest, which is also considered beneficial for organizations will be performed in a more structured and efficient way. The purpose of this study is to understand the concept of organizational policies, organizational behavior and employee's capabilities and how they affect organizational legitimate interest. The results in this study could have potential for economic growth in the local economy and may add to social change with strategies supervisors may use to support their business and enhance life standards of employees and the organizational legitimate interest.

Literature Review

Organizational Legitimate Interest

Legitimacy theory posits that an organization's ability to work as desired by its managers or, in the extreme, to continue in existence, is conditional on that organization being apparent as legitimate by key evaluating actors (Deegan, 2002). Achieving legitimacy is necessary for an organization to maintain its social license to continue (Bashir & Nasir, 2012). Organizational legitimacy is central means by which stakeholders can attempt to exercise control over an organization (Searcy & Buslovich, 2014).

“Legitimacy is a generalized assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (Suchman, 1995). An important feature of the Suchman definition is the extent of potential evaluating audiences which are accommodated (Deephouse & Suchman, 2008). In contrast when only a specialist aspect of an organization’s activities is under inquiry, the resulting audience may reflect only a narrow “system of norms, values, beliefs, and definitions” (Patel, Xavier, & Broom, 2005). The importance of legitimacy to an organization depends on its public visibility and the extent to which its survival is dependent on social and political support (Hong & Fábio, 2017). Organizations can attempt to deal with legitimacy strategically in three settings: gaining legitimacy, maintaining legitimacy or repairing legitimacy (Khan, Lew, & Park, 2015).

Legitimacy theory has inspired numerous studies on voluntary social and environmental reporting and large these studies used a strategic view of legitimacy to assess the managers draw on social organizational response to legitimacy threats and gain support from important audiences, show that the firm is satisfying its social contract, and justify its continuing existence (Khan, 2015). It seems to be more and more important for the organizations to ensure organization legitimate interest of good reporting and use this process to generate value and faith for their stakeholders, in order to make important relationship with them (Khan, Javaid, & Imran, 2016).

The legitimacy of an organization is vulnerable when an evaluating audience perceives a significant departure or “gap” between its expectations and an organization’s performance (Colleoni, 2013). Fear of “legitimizing” a threat is mainly relevant within the tax avoidance setting as, debatably; criticism is emerging as a result of a regular change in social attitudes and not in response to changes in organizational behavior (Ahmed & Hossain, 2016).

Employee Altruism

Now some might argue that organization development (OD) theorists and human resource executives have long recognized the necessity for altruism in organizations in their attempts to promote organizational health and employee self-development (J & Rice Jennifer, 2006). Altruism is the enduring tendency to think about the welfare and privileges of others, to feel concern for them, and to act in a way that benefits them (Carlo, Eisenberg, Troyer, Switzer, & Speer, 1991). Kaplan (2000) stated that people with altruistic value help others selflessly, just for only for aiding, and may include own sacrifice. Altruism is one of the better consistent individual resources that are associated with the involvement in helping behaviors (Farmer & Fedor, 2001). Employee Altruism in management has been accompanied by considerable rethinking of traditional attitudes and managerial practices (Grieves, 2000). Changes have been

reported in the ways in which business corporations have designed work, as well as hired trained, appraised, and compensated employees (Huselid, 1995).

Organizational Behavior

Organizational behavior (OB) as the study of positively oriented human resource strengths and psychological capacities that can be developed and effectively managed for performance improvement in workplace existing OB ideas from the domains of attitudes (Kashif & Zarkad, 2015), personality (Nasir & Bashir, 2012), motivation (Fakhar, 2014), and leadership (Luthans, 2002). Understanding the mechanism of human behavior, managers are needed to regulate

and direct the behavior to the standards need for achieving the organizational objectives and goals (Faiz, 2009). Managers need to control and direct the behavior at all levels of individual association (Islam, Rehman, & Ahmed, 2013). Organizational behavior helps managers in controlling and coordinating in various areas of employees for better interaction (Aftab, Abbas, & Kayani, 2012).

Organizational Policies

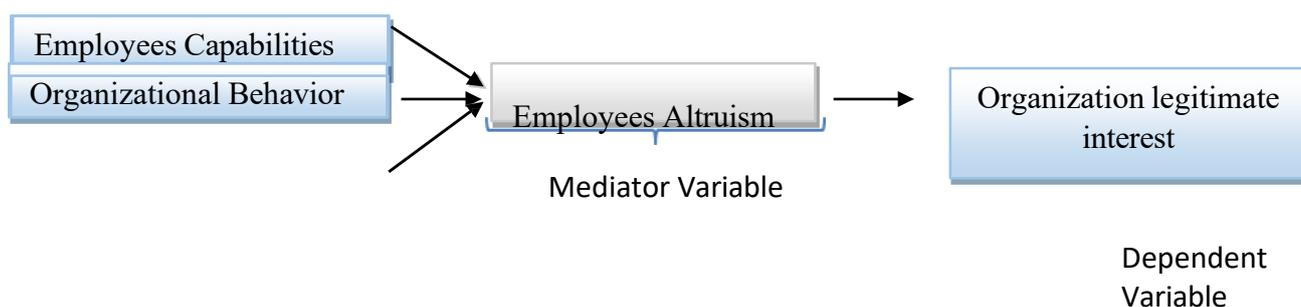
Organizational policies in assuring employee consistence with security conduct, reducing accidents, reducing workplace absence, and promoting successful work role functioning following carpal tunnel release surgery (Zohar, 2000). Along with self-efficacy progress, employee’s ratings of positive organizational factors have fundamentally anticipated fruitful come back to work within the sight of other ideal work, financial, clinical and psychosocial factors. (Khan, Burton, & Power, 2013).

Employees Capabilities

An external situation demands an individual to engage in a creative behavior, however, in internal driver of engagement, an individual wish to be creative (Qayyum, 2001). Open ideas are those that come from the individuals and closed ideas are those which are presented to individuals (Kureshi, Qureshi, & Sajid, 2010). The four types of creativity include: responsive, expected that are responding and finding issues because of external drivers, contributory and the last one is proactive that are responding and finding problems or issues due to internal drivers (Islam F, 2010). Recent researches highlighting that it is not only the personal factors that enhance employee creativity but there are the organizational factors also that play significant role in determination of employee creativity. (Amabile, Schatzel, Moneta, & Kramer, 2004).

Theoretical Framework

By reviewing the literature following theoretical framework is build.



Independent variables

Hypothesis

Hypothesis is developed by considering above mentioned literature review and theoretical framework.

H1: There is significant association between organizational behavior and organizational legitimate interest.

H2: There is significant relationship between employee’s capabilities and organizational legitimate interest.

H3: There is significant relationship between organizational policies on organizational legitimate Interest.

H4: There is positive relationship between organizational behavior and organizational legitimate interest under the mediation role of employee's altruism.

H5: There is positive relationship between capabilities and organizational legitimate interest under the mediation role of employees' altruism.

H6: There is positive relationship organizational policies and organizational legitimate interest under the mediation role of employee's altruism

Methodology

To check the effect of Organizational legitimate interest in textile sector, Empirical research is proceeded. The participants of this study included top, middle and low-level managers working in textile sector of Faisalabad. Add up to 130 surveys are appropriated among the supervisors and 120 are genuinely endeavored with reaction rate of 92.30%. 120 Questionnaires are collected for this study. Survey based questionnaire was distributed among respondents of textile organizations situated in Faisalabad. One survey is given to singular respondent. Respondents filled the questionnaires without any difficulty.

Correlation test is used to check the relationship among variables correlation test and regression test is used for cause and effect relationship. SPSS 21.0 software is used for testing our hypothesis in our research.

Scales and Questionnaire

The 5-point Likert scales is used to measure variables ranging from 1-5 that shows that 1 means strongly disagreed, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agreed. It quantifies a property of something that can change quantitatively as opposed to qualitatively (Akinlabi & Murphy, 2018).

Section one is demographic. Section two is used to measure the questionnaire. To measure Employees Capabilities, twenty-two items is adopted from Stewart Hase (2000). Twelve items are to measure Organizational behavior by a scale developed by Nancy M. Desjardins (2002). Eleven items adopted from Kenneth Tang (2011) to measure Organizational Policies. Six items adopted from Organ (1988) to measure Employees Altruism. Organizational legitimate interest is adopted from Elsbach (1994) and measure by twelve items.

Descriptive Statistics

Demographics result.

Variables	Scale	Frequency	Percentage
Age			
	20-25years	17	14.2
	26-30years	25	20.8
	31-35years	26	21.7
	36-40years	17	14.2
	41-45years	16	13.3
	46-50years	8	6.7
	51-55years	5	4.2
	56-60years	6	5.0

Qualification

Intermediate	23	19.2
Bachelor	44	36.7
Master	52	43.3
MS/MPhil	1	.8

Department

HRM	23	19.2
Production	30	25.0
Administration	13	10.8
Other	54	45.0

In Age wise; 17 participants with 14.2% lies in the category of 20-25, 25 members with 20.8 % lies in category of 26-30, 26 participants with 21.7 % lies in category of 31-35, 17 participants with 14.2 % lies in the class of 36-40, 16 participants with 13.3% that lies in the class of 41-45, 8 members with 6.7% lies in the class of 46-50, 5 members with 4.2 %lies in the class of 51-55 and 6 participants with 5.0 % that lies in the category of 56-60

In Qualification wise; In the category of Intermediate there were 23 participants with 19.2%, in category of Bachelors 44 participants lies with 36.7%, and in the category of Master 52 participants fell with 43.3% Further in the category of MS/MPhil 1 participants fall with 0.8 %.

In Department wise; In the category of HR department there were 23 participants with 22.7%, that fell into category of Production there were 30 participants with 25.0%, and in category of Administration there were 13 participants with 10.8%. Further in the category of others (IT, Accounting, and Others) there were 54 participants with 45.0 %.

Reliability Test and Correlations

	(α)	Employees capabilities	Organizational behavior	Organizational Policies	Employees Altruism	Organizational Legitimate interest
Employees capabilities	.610	1				
Organizational behavior	.640	.424**	1			
Organizational Policies	.714	.468**	.650**	1		
Employees Altruism	.607	.594**	.432**	.322**	1	
OLI	.683	.320**	.522**	.554**	.523**	1

** . Correlation is significant at the 0.01 level (2-tailed).

In the above Reliability Test and Correlations Table Cronbach’s Alpha (α) value of Employees Capabilities, Organizational behavior Organizational Policies, Employees Altruism and Organizational legitimate interest is 0.610, 0.640, 0.714, 0.607, and 0.683. According to above

Table that shows the values of Cronbach's Alpha is greater than 0.6, which exhibits the research instrument and its results are reliable.

Above table shows that Employees Capabilities is positively associated with Organizational behavior with value of .424, which is strongly significant at 1%. Table also shows that Organizational Policies is positively associated with a value of .468 with Employees Capabilities and that Employees Altruism is positively associated with value of .594 with Employees Capabilities. Similarly, Organizational legitimate interest is positively associated with a value of .320 with Employees Capabilities.

More Organizational behavior is positively associated with value of .650 with Organizational Policies. Organizational behavior is positively linked with value of .432 with Employees Altruism. Also, Organizational legitimate interest is also positively associated with a value of .522 with Organizational behavior. Table also shows that Employees Altruism and Organizational legitimate interest are positively linked with Organizational Policies with values of

.322 and .544 respectively. Employees Altruism is positively correlate with the value of .523 with Organizational legitimate interest.

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.595 ^a	.354	.337	.34107	1.720

a. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior

b. Dependent Variable: Organizational legitimate interest

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.384	3	2.461	21.158	.000 ^b
	Residual	13.494	116	.116		
	Total	20.878	119			

a. Dependent Variable: Organizational legitimate interest

b. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior

Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			

	(Constant)	1.087	.448		2.429	.007
1	Employees capabilities	.450	.120	.235	3.750	.001
	Organizational behavior	.274	.100	.273	2.736	.007
	Organizational Policies	.368	.105	.360	3.522	.001

a. Dependent Variable: Organizational legitimate interest

To measure independent and dependent variable linear regression analysis is used. For the regression analysis (Baron & Kenny, 1986) method is used. The regression analysis discovers that how independent variables can get change in dependent variable. The independent variable tested in multiple linear regressions. Multiple linear regressions are also used to discover the correlate coefficient which enables to measure the relation among dependent and independent variable.

In above model summary Table R square depicts that Organizational Policies, Employees capabilities and Organizational behavior has 35.4% impact on Organizational legitimate interest, which shows that a significantly impact of Organizational Policies, Employees capabilities and Organizational behavior on Organizational legitimate interest. To check the nature of correlation among the variables Durbin-Watson is calculated, which describes either correlation is positive, negative or zero. The value of Durbin Watson is 1.702 which is less than 2, it depicts that there is significant positive correlation among Organizational Policies, Employees capabilities and Organizational behavior and Organizational legitimate interest.

$$Y = b_0 + bX$$

Organizational legitimate interest = 1.087 + .595 (Organizational Policies, Employees capabilities and Organizational behavior)

This equation shows that one unit change in Organizational Policies, Employees capabilities and Organizational behavior is increased the 1.682 units of Organizational legitimate interest.

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.595 ^a	.354	.337	.34107		
2	.597 ^b	.356	.341	.34191		1.733

- a. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior
- b. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior, Employees Altruism
- c. Dependent Variable: Organizational legitimate interest

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.384	3	2.461	21.158	.000 ^b
	Residual	13.494	116	.116		
	Total	20.878	119			
2	Regression	7.434	4	1.858	15.898	.000 ^c
	Residual	13.444	115	.117		
	Total	20.878	119			

a. Dependent Variable: Organizational legitimate interest

b. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior

c. Predictors: (Constant), Organizational Policies, Employees capabilities, Organizational behavior, Employees Altruism

Coefficient^a

Model		Unstandardized		Standardized	T	Sig.
		B	Std. Error			
1	(Constant)	1.087	.448		2.429	.007
	Employees capabilities	.450	.120	.235	3.750	.001
	Organizational behavior	.274	.100	.273	2.736	.007
	Organizational Policies	.368	.105	.360	3.522	.001
2	(Constant)	1.162	.463		2.510	.003
	Employees capabilities	.103	.026	.237	3.961	.001
	Organizational behavior	.258	.103	.257	2.488	.004
	Organizational Policies	.382	.107	.373	3.574	.001
	Employees Altruism	.267	.102	.263	2.617	.004

a. Dependent Variable: Organizational legitimate interest

In above model summary Table R square depicts that Organizational Policies, Employees capabilities, Organizational behavior and with the mediator Employees Altruism has 35.6% impact on Organizational legitimate interest, which shows that a significantly impact of Organizational Policies, Employees capabilities and Organizational behavior, Employees Altruism on Organizational legitimate interest. To check the nature of correlation among the variables Durbin-Watson is calculated, which describes either correlation is positive, negative or zero. The value of Durbin Watson is 1.733 which is less than 2, it depicts that there is

significant positive correlation among Organizational Policies, Employees capabilities and Organizational behavior, Employees Altruism and Organizational legitimate interest.

$Y = b_0 + bX$

Organizational legitimate interest = 1.162 + .595 (Organizational Policies, Employees capabilities and Organizational behavior, Employees Altruism)

This equation shows that one unit change in Organizational Policies, Employees capabilities and Organizational behavior, Employees Altruism is increased the 1.757 units of Organizational legitimate interest.

Conclusions

After analysis it can be concluded that there is significant relationship between variables Employees Capability, Organizational behavior, Organizational policies with organizational legitimate interest. Higher Organizational policies, behavior, Employees Capability traits greater will be the organizational legitimate interest. This study makes contribution to ongoing research on a new organizational legitimacy. Moreover, this study measures the impact of all masculine- feminine traits on organizational legitimate interest in textile sector organizations of Pakistan. These characteristics of variables are highly valued and supported by followers in organizational legitimate interest. Prior studies have focused on these traits separately but in this research study

we have made a blend of these characteristics to observe their impact on organizational legitimate interest. According to this study, there are significant correlation results between Organizational policies, Employees Capability, Organizational behavior, employee's altruism and organizational legitimate interest.

Recommendations and limitations

It is necessary to enhance the legitimate interest in textile sector. The results are shown that performance of organization is improved by establishing an effective organizational legitimate interest. By establishing effective organizational policies, organizational behavior at workplace and employee's capability the top managers may increase their organizational legitimate interest. Research is significant for leaders and managers to enhance the business. According to the organization setting leaders and managers should consider these variables in the organization. The managers who are working in the allied industries can learn from this research. In an organization the primary factor that affects performance the lack of efficient legitimate interest.

There is following limitations are in this research, we have checked the effect of variables which have been testified using sample of respondents from Top, middles and low-level managers of textile sectors in Faisalabad, Pakistan. We collected the 120 samples due to minimum recourses and also structure of textile industries is same and other researcher may extend the size of samples.

Future Implications

The current investigation demonstrated variables such as Organizational policies, Employees Capability, Organizational behavior are important in increasing organizational legitimate interest and also with employee altruism. Future research might observe the effectiveness of the mixture of proactive and reactive characters of variables and their impact on organizational legitimate interest. Future study could include more variables such as

Organizational politics and Counterproductive work behavior in order to expand the range of discursive strategies aimed to legitimize and delegitimize beyond the specific issue and events under scrutiny here. We collect the data from textile sector located in Faisalabad, Researchers should use this on health and others sectors.

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