

The Relationship among Mental Authority and Job Assignment

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Abstract:

Job assignment is the mental recognition with one's job. Analyzes depict that those with high job assignment are reciprocally related to absence, positively related to arrangement citizenship conduct and in-role functioning, arrangement acknowledgment and employee cooperation. Meanwhile mental authority is a motivational conception that comprises individual cognitions and perceptions that establish feelings of behavioral and mental commitment in a work. Explore on authority suggested that empowering subordinates is also a major element of arrangement effectiveness. Knowing the grandness of these two variables, therefore, a study has been accomplished to analyze the relationship between mental authority and job assignment between bank managers in India. A questionnaire survey was carried on and data were examined by using Smart PLS 3.0. Results of a survey of 151 bank managers disclosed that mental authority is positively associated with job assignment.

Keywords: mental authority, job assignment, bank managers, India, PLS-SEM

I. INTRODUCTION

The consequences on job fulfillment, arrangement commitment and job assignment of employees are always a major interest for managers of any arrangements. These postures are key influences of the experience of work and are central to agreement and managing arrangement behavior. For example, Harrison, Newman and Roth (2006) in their meta-analytical study detected that both job fulfillment and arrangement commitment term as overall job attitude has appreciable importance for understanding behavioral consequences such as performance, lateness, absenteeism, and turnover. Price and Mueller (1981) also detected that job fulfillment to influence intention to stay, which, in turn, anticipated turnover. Meanwhile, Keller (1997) and Diefendorff, Brown, Kamin, and Lord (2002) detected that job assignment as predictor of job performance. Robbins (2005) further added that job fulfillment, arrangement commitment, and job assignment are components of work attitudes that have significant implications for arrangement behavior. Therefore, in arrangement, attitudes are significant because they affect job behavior.

Many examines have centered on identifying the antecedents and outcomes of work attitudes. Among these explores, quite a few have concentrated on identifying authority strategies as forecaster to work attitudes or work outcomes (for example Ashness & Lashley, 1995; Bordin & Bartram, 2007; Laschinger, Finegan, Shamian, & Wilk, 2004; Lawson & Luks, 2001; Yoon, 2001). Initially, explore on authority as observed above is based upon the relational conceptualization of authority or the arrangement level of authority. This approach to authority aims at reducing the dependencies in carrying out the job by delegating power and authority (Conger & Kanungo, 1988).

Mental authority is authority from mental perspective. It can be viewed as the sensing of individuals towards their work and their role in the arrangement (Conger & Kanungo, 1988). The term authority in this case is motivational in nature. The motivational conception of authority is about discretion, autonomy, power, and control. Moreover, Thomas and Velthouse (1990) determined authority as a motivational conception too but more broadly as heightened intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: meaning, competence, self-government, and impact. Thus, it is belief that employees who had authority are more motivated and will be better to arrangements.

Since mental authority is motivational in nature, employees in any arrangement should experience these feelings. This is encourage stressed by Porter and Lawler (1968) who proposed that management should provide work environment that motivate effectual job performance through intrinsic and extrinsic rewards. Workplace environment such as arrangemental policies and procedures, relationship with peers, fringe benefits are positively related to job carrying into action. However, extrinsic rewards may not be the most seeking choice at the moment. With the slowdown in economic, plus other things like increase competition to remain competitive in the market place, intrinsic rewards or mental authority should be the right option. The workplace authority has then been encouraged as a general practice for enhancing work performance (Wall, Cordery, & Clegg, 2002). Authority programs have been brought in as one arrangemental variable to improve productivity, increase customer fulfillment and enhance competitive advantage. For example, Keller and Dansereau (1995) in their study of ability and management suggested that empowering subordinates is a major component of arrangemental effectiveness. In addition, analyzes detected that empowered employees are related to productivity (Ashness & Lashley, 1995; Liden, Wayne, & Sparrowe, 2000), significantly related to job fulfillment and work stress (Holdsworth & Cartwright, 2003; Spreitzer, Kizilos, & Nason, 1997) and can also determine arrangemental commitment (Bhatnagar, 2005; Liden et al., 2000; Menon, 2001). Thus, assurance do play significant role in influencing employees' attitudes and performance in the arrangement.

II. LITERATURE REVIEW

Job Assignment (JA)

Years ago Lodahl and Kejner (1965) discovered job assignment as an significant arrangement attitude. It can be conceived from two perspectives, arrangemental and individual. From an arrangement perspective, job assignment has been conceived the key to increase employee motivation and from individual's perspective, it has been thought of as key to personal development and fulfillment, which will lead to goal-directed behavior (Hackman & Lawler, 1971; Lawler & Hall, 1970).

Robinowitz and Hall (1977) agreed that job assignment be described into two views; performance-self-esteem contingency and component of self-image. The first view depicts the whole job situation such as work, coworkers, and the company he or she is working with as a very significant part of his or her life. Performance at work would very much impress the self-esteem of the individuals. Therefore, higher level of job assignment would mean higher self-esteem derived from work conduct. The second perspective views job assignment as component of self-image. This view is adverts to the extent to which the individuals identify mentally with their jobs. Both resolutions are consistent with the definition proposed by Lodahl and Kejner (1965) which relates the importance of work in the workers' total self-image and how performance affects self-esteem.

Job assignment is also a determinant of arrangemental effectiveness and individual motivation (Hackman and Lawler, 1971). To be more specific, both job assignment and job fulfillment were inversely related to absenteeism, but job assignment was more consistent with absence behavior (Wegge et al., 2007; Cheloha and Farr, 1980). Other analyzes by Gechman and Wiener (1975) depicted that job assignment and fulfillment did not correlate systematically with personal time committed to work and mental health. The results described that devoting personal time to work-related activities was positively associated with job assignment, but unrelated to job fulfillment. Mental health was positively related to job fulfillment, but did not correlate significantly with job assignment. A meta-analysis by Brown (1996) further concluded that job assignment was unrelated to job performance and mental health. However, these differential relationships support the view that job assignment and job fulfillment are two separate construct and distinct job attitudes (Gary J. Blau, 1985; Brooke, Russell, & Price, 1988; Kanungo, 1982a). A later study by Azeem (2010) detected job assignment to influence burnout.

But then, Keller (1997) in his study on engineers and scientists detected that job assignment was a strong predictor of job carrying into action ratings and counts of patents and publications for scientists than for engineers. In addition to that, job assignment was also a significant predictor of arrangemental citizenship behavior and in-role performance (Diefendorff et al., 2002; Rottenberry & Moberg, 2007; Paille, 2010), arrangemental recognition (Katrinli, 2009) and employee committal (Khan et al. 2011). Their determinations also mentioned that employees with high level of job assignment are more actuated to go to work and go on time because these employees are attracted by the kind of job they have. Thus, these findings reaffirms that job assignment is a potential determinant of individual performance.

Similar to job fulfillment and arrangement commitment, job assignment is also a component of attitudes that affect work related behavior (Khan et al. 2011; Paille, 2010; Diefendorff et al., 2002; Huselid & Day, 1991; T. A. Judge, Bono, & Locke, 2000; Keller, 1997; Gary J. Blau, 1986). Since managers' job in most arrangements are trying to influence work related attitudes in order to create behavioral change, therefore it is belief that study on job assignment is very much significant in today's workplace scenario.

Mental Authority (MA)

The concept of authority has been observed and talked about by both management exploreers and practitioners. This concern is due to several factors, mostly related arrangement effectiveness. In order to understand how authority plays its role in management, some definitions of the concept is introduced. For example, according to Kanter (1977), authority results from decentralization, a flattening of the hierarchy, and increased employee participation. Ford and Fottler (1995) stated that assurance usually means giving employees the autonomy to make decisions about how they go about their daily activities. Therefore empowered employees have a high sense of self- efficacy due to having significant responsibility and authority over their jobs (Thomas & Velthouse, 1990).

Mental authority is a motivational construct that comprises individual cognitions and pattern that constitute feelings of behavioral and mental commitment in a work (Conger & Kanungo, 1988; Spreitzer, 1995, 1996). This would mean when case-by-case experienced authority he or she feels the capacity to carry out the work and execute well. A strong sense of personal efficacy is acquired and this condition heightened the motivation to accomplish the task given. Therefore, Conger (1989) thinks of assurance as the act of strengthening an individual's beliefs in his or her sense of affectivity. The theory behind these ideas can be traced to the work of Alfred Bandura, who conceived the notion of self-efficacy. Based on the theory, it is believes that empowered employees are intrinsically motivated to take personal ownership of their jobs, to exercise self-government, to satisfy their need for power and to reinforce their personal self-efficacy beliefs (Bandura, 1986).

Thomas and Velthouse (1990) attentiveness authority as consisting of four mental states: meaningfulness, competence, choice, and consequence. The first component, meaningfulness, relates to the value of the task, involving intrinsic caring about a given task. The employees' percepts of how meaningful their tasks are affect their feelings of authority. Competence, the second component, refers to the belief that individuals are able to execute the task activities skillfully when they try. The third constituent, choice, is the degree to which employees feel a causal responsibility for choosing or regulating task actions.

The last constituent, impact, is the degree to which employees perceive their behaviors as „making a difference“ in terms of achieving the task. (Thomas and Velthouse, 1990, p 672–673).

Based on the work of Thomas and Velthouse (1990), Spreitzer (1995) determined mental authority as intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation course to his or her work role: meaning, competency, impact and self-determination. *Meaning* is defined as the value of work goal or function, based on individual's own measure. Employees will find meaning in their job when they comprehended that the activity they take part and its objectives are simpatico with their own value system (Brief & Nord, 1990). *Competence* is an individual's belief that he or she has the capableness to produce prosperous outcome. *Self-determination* is determined as autonomy in carrying out work conduct or work process. Self-government also concerns to the discretion given to employees to adopt to which cases of behavior and actions that they think is best in influencing them in achieving arrangement's objectives. According to Deci (1975), self-government is the expression of choice by the employees as how to perform their task. Finally, Spreitzer (1995) delimited *impact* as a “degree to which an individual can influence strategic, administrative or operating outcomes at work” .Simply said, impact is the perceptual experience of the employees whether he or she can affect or influence arrangement outcome (Ashforth, 1989).

Menon (2001) determined mental authority as a cognitive state qualified by a sense of comprehended control, competence, and goal incorporation. She brought in a new measure of mental authority. Agreeing to her, three main proportions of the experience of power underlying the authority process are: (a) power as comprehended control, (b) power as comprehended competence, and (c) power as constituting energized toward achieving value destinations. However, the measuring does not receive much attending. Most explore on mental authority adopt the measurement acquired by Spreitzer (1995). The widely employed of the instruments in other circumstances and across other culture has further reinforced its reliability and validity.

Many examines had been carried out to analyze the impact or the outcomes of assurance (Bhatnagar, 2005; Holdsworth & Cartwright, 2003; Laschinger et al., 2004; Savery & Luks, 2001; Spreitzer et al., 1997). Laschinger et al. (2003) analyzed burnout among the nurses. The longitudinal aim was went to analyze the effect of structural authority (such as opportunity, information, support, resources and power) on mental authority and then the effect of mental authority on burnout. Their determinations indicated that structural authority resulted in increased mental authority at Time 1 and the feelings of mental authority had a negative influence on burnout. In addition, Hochwalder and Brucefors (2005) also believe that mental authority at work may be one of the potential factors that provide protection against ill health.

Mental authority also has an effect on job fulfillment and on job associated emphasize (for example, Laschinger et al., 2004; Holdsworth & Cartwright, 2003; Savery & Luks, 2001; Spreitzer, Kizilos, & Nason, 1997). On the other hand, Bhatnagar (2005) did an analyze to assess mental authority and arrangemental commitment among managers in various arrangements in India. The result depicts that affective commitment is a strong outcome of mental authority, followed by normative commitment, and continuance commitment being the weakest outcome.

Mental Authority and Job Assignment

An exploration of the acquaintances of the individual components of authority to arrangemental outcomes, such as job assignment is still lacking from the authority explore. Besides job fulfillment and arrangemental commitment, job assignment is also broadly significant in predicting performance, especially in the new global economy. Fulfillment has a highly positive consequence on intention to stay in a job and a humble effect on actually staying in the job (Scott & Taylor, 1985). High level of fulfillment too has a positive consequence on regular attendance at work. Arrangemental commitment also influences turnover intention, absenteeism and performance of individual. Similar to fulfillment and commitment, job assignment also has significant effects on intention to stay in a job, attending job regularly, job performance and citizenship behavior, motivation and goal-directed behavior in general.

A meta-analysis study by Brown (1996), affirm the decision that job assignment is affected by interest variables. Three acquaintances, work ethic endorsement, internal motivation, and self-esteem were statistically important. The results describes that people who are high in work ethic, internal motivating, and self-esteem are predisposed to be highly job involved.

In the meantime the meta-analyses of the relations between situational variables (such as, skill variety, task identity, feedback, task significance, job challenge, task complexity, and motivating potential) and job assignment broadly affirm the position that job assignment is substantially related to situational influences. These results support the Hackman and Lawler (1971) and Hackman and Oldham (1975) attitude that enriched jobs accelerate job assignment. The concept of job assignment, its ancestors, and outcomes have been explored extensively by arrangemental explorers however; little attention has been devoted to exploring mental authority and job assignment (Chan, 2003). Therefore this study examined the relationship between mental authority and job assignment among managers in Indian context. In this study, the attitudinal outcome such as job assignment is the likely effect of mental authority. Thus, it is hypothesized that it has a positive relationship with job assignment.

H1: Manager's knowledge on mental authority will have a positive effect on job assignment.

III. METHODOLOGY

Population and Sample size

This analyze focused on the bank managers throughout Delhi in India. The collection of this study addresses all the conventional banks which had gone through the merging and acquisition process. The branch manager and the head of department from the various bank located in Delhi (India) were the respondents for this study. A total of 164 answerers turned up as sample, and 151 usable questionnaires were analyzed.

Instrument Development

The mental assurance assesses that were used in this analyze are based from the instruments acquired by Spreitzer (1995). The four-factored mental authority construct is operationalized by twelve items. The four factors or proportions are meaning, competency, self-determination and impact. Meanwhile, job assignment is

assessed employing the 10-item index developed by Kanungo (1982) to measure the degree to which the individual identifies with his or her present job.

Data Analysis

Data accumulated was analyzed using Smart PLS 3.0. Since the example consist of first and second order construct, evaluating the measurement example included both constructs. The first order conception refers to the relationship among the indicators and its dimensions, while the second order construct refers to the relationship among the dimensions and the latent constructs. In evaluating the measuring example, elements of the example are individually assessed based on certain quality criteria such as reflective measurement examples, formative measurement examples and structural example.

IV. FINDINGS

Assessment of the Measurement Example

Confirmatory Factor Analysis (CFA) was done to assess confluent validity and discriminate validity of the instruments. To assess the convergent validity, factor loadings, composite reliability (CR) and the mean variance extracted (AVE) were ascertained. Table I exhibits the convergent validity, which revealed all the item loadings exceeded the advocated value of 0.5 (Hair, Black, Babin, & Anderson, 2010). The loadings range from 0.604 to 0.945 bespeaks that more than half of the variance in the observed varying is explained by the constructs. Any loadings below 0.5 were deleted, resulting in final AVE and CR above the cutoff value of 0.5 and 0.7 respectively (Figure 1).

The CR values depict the degree to which the construct items represent the latent, which were in the range of 0.841 and 0.952 that exceeded the advocated value of 0.7 . In addition, the AVE measures “the degree to which a latent construct explains the variance of its items”, which is greater than 0.5. The AVE values of OI and OP constructs are greater than the acceptable threshold of 0.5 which was in the range of 0.578 and 0.868. From Table I, the results prove that the entire two construct, OI and OP are valid amounts of their respective conceptions based on their parameter estimates and statistical significance.

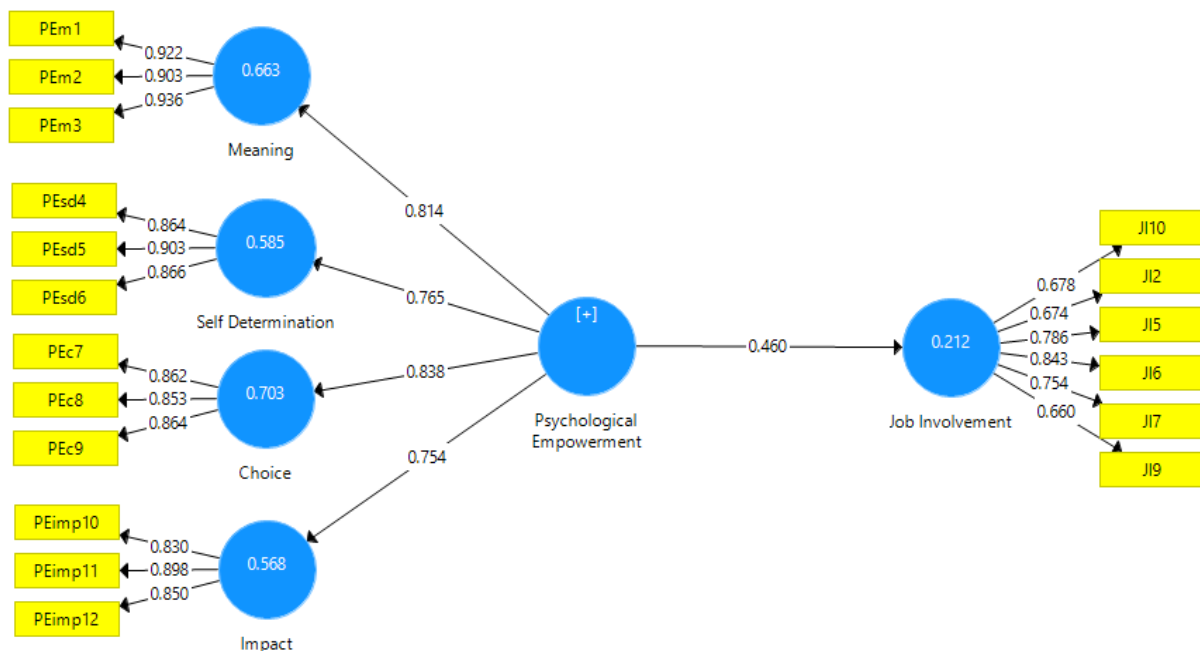


Figure 1: Measuring Example

Discriminant hardness assesses “the extent to which a conception is truly distinct from other conception, in terms of how much it correlatives with other conceptions, as well as how much indicants constitute only a single construct. To assess the discriminant validity, the square root of the AVE is computed which should be greater than each of the construct correlations. Table 2 describes that all the square root of the AVE exceeded the correlations with other variable. In sum, the measuring example displayed adequate discriminant validity.

Table 1: Results of Measurement Example

First Order Construct	Second Order Construct	Scale type	Items/ Dimensions	Loadings	AVE	CR
Job Involvement		Reflective	JI2	0.674	0.541	0.875
			JI5	0.786		
			JI6	0.843		
			JI7	0.754		
			JI9	0.660		
Meaning		Reflective	PEm1	0.922	0.847	0.943
			PEm2	0.903		
			PEm3	0.936		
Self Determination		Reflective	PEsd4	0.864	0.771	0.910
			PEsd5	0.903		
			PEsd6	0.866		
Choice		Reflective	PEc7	0.862	0.739	0.895
			PEc8	0.853		
			PEc9	0.864		
Impact		Reflective	PEimp10	0.830	0.739	0.895
			PEimp11	0.898		
			PEimp12	0.850		
	Psychological Empowerment	Reflective	Meaning	0.814	0.630	0.872
			Self Determination	0.765		
			Choice	0.838		
			Impact	0.754		

From all the determinations, it can be reasoned that the measuring example was acceptable in view of the evidences of adequate reliability, convergent validity and discriminant validity.

Table 2: Fornell-Lurker Criterion Investigation for Checking Discriminant Validity

	Choice	Impact	Job Involvement	Meaning	Self Determination
Choice	0.860				
Impact	0.529	0.860			
Job Involvement	0.309	0.522	0.736		
Meaning	0.583	0.468	0.361	0.921	
Self determination	0.546	0.428	0.274	0.479	0.878

The Constitution of the Second-Order Constructs

As aimed by Hair et al. (2014), one of the key argues for this study to demonstrate second order conception is to belittle the number of relationships in the example structure. Consequently, this exemplifying approach becomes more theoretical parsimony, abbreviates the complexity of the example so that it is easier to understand as well as to avoid multicollinearity due to multidimensional example structures. In this analyze arrangement performance and arrangement innovation is conceptualized as a second-order construct.

Possibility Testing

Structural example judgment was performed to test the acquired hypotheses relationships. The consequences from the output of the bootstrapping PLS-SEM affirmed that there is a positive significant

relationships among transformational leadership and mental authority ($\beta = 0.46$, $t = 7.626$, $p < 0.01$), as depicted in Table 1. Therefore, the hypothesis is affirmed.

Table 3. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	Beta	SE	T Statistic	Decision
H1	PE-JI	0.46	0.06	7.626	Supported

V. CONCLUSION AND DISCUSSION

This result is consistent with Ooi et al. (2007), where they detected that how employees comprehend their mental authority impresses their job assignment. Employees with high level of mental authority perceive that their job as very meaningful (value of work goal), conceive they are competent (self-efficacy), self-decided (having choices and autonomy), and able to make an impact or make a difference (influence on works outcome) in executing their tasks). Meanwhile, Singh and Sankar (2012) observed only meaning to be significantly consequences job assignment. In other words, those with high level of mental authority would experience high level of internal motivating. Therefore, the finding indicates that employees who are mentally empowered tend to mentally identified with their job or being actively attached with their job.

The present study's finding also implies that employees who are mentally empowered are prompted to perform their tasks and accepting a strong sense of feeling towards the attachment with their job. Job assigning is conceived to be attitudinal outcome of intrinsic motivation, and thus, was supposed as positively related to mental authority. Employees are prompted intrinsically when arrangement eliminates constraints that contribute to their feeling of powerlessness or helplessness.

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