

*National College of Business
Administration and Economics
Lahore*



**PERCEIVED ENABLING HR AND VARIOUS
EMPLOYEE OUTCOMES: MEDIATING ROLE
OF PERCEIVED JOB AUTONOMY**

BY

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**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

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NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

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BY

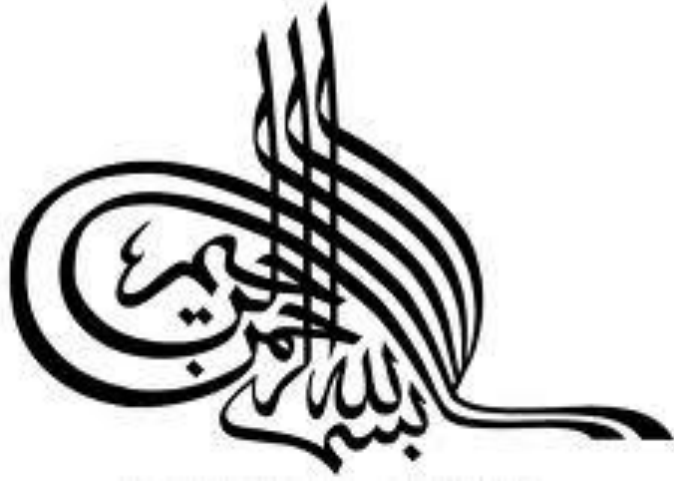
SYEDA HAMNA AMMAR

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

April, 2016



*In the name of ALLAH,
The Most Beneficial,
The Most Merciful,*

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DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

SYEDA HAMNA AMMAR
April, 2016

*Dedicated
To*

My Parents

*The Very Reason
of
My Existence.*

ACKNOWLEDGEMENT

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This dissertation would not have been completed without the time, effort and support of a number of people. I hereby wish to acknowledge their contributions.

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RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Perceived Enabling HR and Employee Outcomes: Mediating Role of Perceived Job Autonomy”** has been carried out and completed by **Syeda Hamna Ammar** under my supervision during her **M.Phil. Business Administration** Programme.

(Dr. Muhammad Shafique)
SUPERVISOR

SUMMARY

In today's modern world of competition organizational efficiency and effectiveness is mainly dependent on employees' performance. Emphasis on autonomous environment is also an important area to concentrate for the organization now a day as it impacts employees various behaviors at job. Employees' effective performance is highly dependent on organizational HR policies and practices. An organization's HR policies and practices play a vital role in mounting the employees' perceptions regarding organizations' HR. Line managers' discretion and flexibility play an important role in this phenomenon. The study attempts to mediate job autonomy between enabling HR and employees various outcomes at job. This study also attempts to focus that how line managers' discretion is helpful in framing employees perceptions related to their autonomy at job.

The data for the study is collected from the three larger banks which represent 80 percent of banking sector. These three banks are selected randomly (from a list of 05 public sector and 16 private sector banks) keeping in view the unit of analysis i.e. individual employees and managers. Researcher administered 250 questionnaires to the employees working in the three selected banks and 90 questionnaires were given to managers working in the same branch. There were 199 employees' and 84 managers' questionnaires which were complete and usable in all respect.

The data is then examined through different statistical techniques such as cross tabulation, descriptive statistics, correlations and hierarchical linear modeling for data analyses and hypotheses testing. The results found full support for mediation. Perceived enabling HR is positively associated with perceived job autonomy. Perceived job autonomy is found to be positively associated with OCB, affective commitment and negatively associated with turnover intentions. The results reveal that employees' perception of autonomy at work place is highly dependent on the way he is being treated by his immediate supervisor. And this perception leads him to show various positive behaviors at job. The study discusses the results and draws several insights along with suggestions for theory and practice; limitations and prospect directions.

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CHAPTER 1

INTRODUCTION

1.1 STATEMENT OF TOPIC

The attitudes and behaviors of the employees are an important pillar of organizational performance. Such attitudes usually are formed due to organization's environment. Many of the organizations provide very strict and inflexible working environment to its employees. They provide them hard rules at work place which impacts their performance at work. This sometimes augments their intention to leave a job. On the other hand, if employees are provided with autonomy in performing their duties at job then they will consider it as a gesture of trust in their skills and be able to perform the tasks at job. Line managers perform an important role in this phenomenon. If they are being provided with flexibility and autonomy for taking care of their employees' needs then they can provide an autonomous environment to their employees leading them to perform various positive behaviors at job.

Employees' attitudes are also depending on immediate supervisors' or line managers' behavior. Line managers' act as key player during implementation of human resource (HR) practices and their contributions in this regard is considered as most important for the success of Strategic Human Resource Management. In an organization, success or failure of HR policies and practices largely depends on the line manager's perceptions regarding these policies and practices. Line managers' perception of Enabling HR is also good predictor of many employees' outcomes. The focus of the current research is that how Line Managers' perception of enabling HR will be helpful for its implementation process and how it will impact different employees' outcomes. Recently, a study has investigated the impact of line managers' perception of Enabling HR on various employees' outcomes through perceived supervisor support (Kuvaas, Dysvik, & Buch, 2014). Whereas current study will investigate the relationship of line managers' perception of enabling HR on various outcome variable i.e. organizational citizenship behavior (OCB), affective commitment and turnover intentions through employee job autonomy. This study will also explore mediating effect of Perceived job autonomy in the relationship of perceived Enabling HR and various employees' outcomes. Followings are main research objectives: (a) to explore the direct relationship of Perceived Enabling HR with OCB, affective commitment and turnover intentions. (b) To explore the mediating effect of

Perceived job autonomy between perceived enabling HR and employee's outcomes.

1.2 STUDY BACKGROUND

Line managers are those in the organization which are immediately responsible for employee's routine tasks and performance. They bring organizational policies and practices into action. Their role is especially considered important for effective implementation of HR policies and they should have discretion and autonomy for their implementation. This autonomous attitude is considered vital and essential for the better performance of employees and consequently for organization. Employees' outcomes and organizational effectiveness will be increased if line managers' are provided with support and autonomy from HR specialist (Purcell & Hutchinson, 2007). Ultimately line managers' efficiency and effectiveness lead the implementation process towards success.

Guest and King, (2004) advocated the importance of devolving HR function to line managers. According to (Purcell & Hutchinson, 2007) a new perspective has evolved in Human Resource Management (HRM) Research. According to this line managers' perception regarding HR policies and practices are of high importance, because these perception makes implementation process either successful or lead it to failure. Previously studies have mainly focused on the relationship between employees' perceptions of HR and various employees' outcomes. The primary concern of past studies was mainly on employees' perceptions about managerial styles and employees behavioral outcomes (Dysvik & Kuvaas, 2012; Purcell & Hutchinson, 2007). It is observed that these studies have not focused the line managers' perceptions of HR practices. So, the purpose of present study aims to contribute in this stream by investigating the relationship between line managers' perception of HR practices and its impact on employees' outcomes through employee perception of job autonomy. Accepting this advocacy, the present study aims to contribute in research literature by focusing line managers' perceptions about Enabling HR.

The focus of previous studies remained regarding variation in perception of employees about HR practices in their organization. There is dearth of researches focusing on the line managers' perceptions of HR practices. Line managers' perceptions can be different from HR specialist (Khilji & Wang, 2006; Wright, McMahan, Snell, & Gerhart, 2001); Due to difference in perceptions, a new line of research has been occurred in the implementation of HR practices. Among a number of line managers' some are more capable and

responsible for their employee's efficient behavior in their jobs. Some line managers' have deficiency in HR-related skills and knowledge. So such behavior cannot lead to effective implementation of HR practices which usually results in failure of implementation (Morley & McConville, 2006).

A number of researches on line managers' implementation of HR practices have ignored the importance of employees which is an inauspicious fact because employee attitude and behaviors impacts organizational performance (Bowen & Ostroff, 2004). The researchers also ignored the impact of employee perceived job autonomy in the relation of Enabling HR and various employees' outcomes (Kuvaas et al., 2014). Some researchers have studied the relationship between employees' perception of social qualities of line managers' and their perception of HR practices (Dysvik & Kuvaas, 2012). If line managers' are more autonomously motivated in implementation process then the quality of aforesaid process will be enhanced (Purcell & Hutchinson, 2007), which will consequentially result into successful and competitive strategy development and implementation.

Line managers' are responsible for "bringing HR policies to life" (Purcell & Hutchinson, 2007). Also implementation of HR practices is a "relational and social management task". Sometimes implementations of HR practices fail to enhance organizational performance due to lack of flexibility of HR practices (Wright et al., 2001). So these practices should provide line managers' with sufficient autonomy and discretion. So that they can take care of their employees, to have informal communications and make decision making decentralized. If HR practices lack adaptability and flexibility then it also becomes obstacle in the implementation process. So it is essential to consider line managers' perceptions regarding HR policies and practice and their flexibility. They should be provided with sufficient autonomy by HR practices. So they can effectively implement HR policies and practices.

1.2.1 Justification of the Study

HR policies and practices affects employees various attitudes and behaviors at job (Combs, Liu, Hall, & Ketchen, 2006). Employees' behaviors at job are also highly dependent on the way they are being treated by their line managers. Line Managers play a role of negotiator between organization's 'institutional and technical levels' (Floyd & Wooldridge, 1997). Previous researches studying the devolution of HR to line managers highlighted the importance of flexible and adaptable HR practices (Guest & King, 2004; McGovern, Gratton, Hope-Hailey, Stiles, & Truss, 1997). They emphasized that if HR practices allow line managers to modify HR policies and practices

according to the individual needs of employees then it can enhance effective implementation of HR. Shen and Cho (2005) also emphasized on the importance of managers' discretion by dividing it into two dimensions. These are "latitude of actions" and "latitude of objectives". These studies provide an insight for the importance of line managers' discretion; therefore, present study focusing on the perceived enabling HR and its impact on various employees outcomes.

Previously researchers focused the employees' perceptions regarding managerial styles and its impact on their various attitudes and behaviors at job. Kuvaas et al. (2014) focused line managers' perception of enabling HR and its impact on employees' positive outcome. As line managers participate in the causal chain of HR to organizational performance, so studies are also focusing on the line managers' authority and discretion (Wright & Boswell, 2002). They also impact employees perceptions related to HR policies by their leadership style (Nishi and Wright, 2008). So present study expects that perceived enabling HR will impact employees' perception of job autonomy leading employees to show various positive behaviors at job.

Kuvaas et al. (2014) conceptually and empirically study the antecedents of enabling HR and its consequences in the form of employees' outcomes. They stated employees' attitudes and behaviors at job are framed on the basis of their line managers' actions and treatment. It is a fruitful approach for researchers to understand the relationship between managers and employees behaviors at job. Here in the present study, researcher is focusing on the relationship between perceived enabling HR and OCB, affective commitment and turnover intentions.

Moreover the mediating role of perceived job autonomy in this phenomenon has never been attempted before. Researcher mediated this relationship by perceived supervisor support before. A number of antecedents and predictors of job autonomy have been studied before. Perceived enabling HR as an antecedent of perceived job autonomy has never been studied previously. So we specifically examine the relationship between perceived enabling HR and employees OCB, affective commitment and turnover intentions and mediating role of perceived job autonomy in this relationship.

1.3 SIGNIFICANCE OF THE STUDY

As mentioned above previously researchers did not study the relationship between line managers' perceptions of enabling HR and employees' perception of job autonomy. So, this study advances our

knowledge towards this relationship and enhances the literature on perceived enabling HR. It will in turn enhance the understanding related to why and how employees engage in extra role activities i.e. OCB and affective commitment and in order to overcome the turnover ratio.

Besides this, it is also indicated by researchers that still more research is required to relate this relationship in this regard because previous studies explored the relationship of employees' perceptions of leadership styles and employees outcomes. Kuvaas et al. (2014) indicated that autonomy and discretion are essential part of enabling HR. They studied the relation between perceived enabling HR and intrinsic motivation, affective commitment and turnover intention and mediated this relationship by perceived supervisor support. Conceptually the present study describes empirical evidence on the relationship between perceived enabling HR and various employees' attitudes and behaviors at jobs. Also, the mediation of the perceived job autonomy in this phenomenon was never endeavored before.

1.4 STUDY VARIABLES

1.4.1 Independent Variable

1.4.1.1 Perceived Enabling HR

The independent variable of the study is Perceived enabling HR. It is defined by (Kuvaas et al., 2014) as “the line managers' perception to the extent to which their organization's HR practices assist them in the managerial responsibilities, and the degree to which line managers are provided with the discretion/autonomy and flexibility to take local and individual needs into account when implementing HR practices”.

1.4.2 Mediating Variable

1.4.2.1 Perceived Job Autonomy

This is the mediating variable of the study. It is defined as the employees' perceptions of job autonomy as freedom, independence, and discretion allowed to employees to schedule their work, decision making, and choices to perform their duty at job (Morgeson & Humphrey, 2006). Whereas perceived job autonomy is the perception of employee related to its autonomy at job.

1.4.3 Dependent Variables

1.4.3.1 OCB

OCB is “an individual’s autonomous behavior which is not influenced directly by rewards and promotions and impacts organizational effectiveness” (Organ, 1997).

1.4.3.2 Affective Organizational Commitment

It is described as “an affective or emotional attachment to the organization such that strongly committed individuals identify with, are involved in, and enjoy membership in the organization” (Allen & Meyer, 1990).

1.4.3.3 Turnover Intention

It’s definition is given by (Kottke & Sharafinski, 1988) as an intention of an employee to leave an organization.

1.5 RESEARCH HYPOTHESES

The research hypotheses of the study are stated below. The hypothesis H1a, H1b and H1c represents the relationship between perceived enabling HR and OCB, affective commitment and turnover intentions respectively. H2 represents the relation with perceived enabling HR and perceived job autonomy. H3a, H3b and H3c represent the relationship between perceived job autonomy and OCB, affective commitment and turnover intentions. H4 represents mediating hypothesis of the facet of perceived job autonomy with the relationship between perceived enabling HR and three employees’ outcomes OCB, affective commitment and turnover intentions.

H1a: Perceived enabling HR is positively related to Organizational citizenship Behavior.

H1b: Perceived enabling HR is positively related to Affective Commitment.

- H1c: Perceived enabling HR is negatively related to Turnover intentions.
- H2: Perceived enabling HR is positively related to perceived job autonomy.
- H3a: Perceived job autonomy is positively related to OCB.
- H3b: Perceived job autonomy is positively related to affective commitment.
- H3c: Perceived job autonomy is negatively related to turnover intentions
- H4: Perceived job autonomy mediates the relationship between perceived enabling HR and (a) OCB, (b) affective commitment and negatively related to (c) turnover intentions.

1.6 THEORETICAL FRAMEWORK

The following figure explains the relationship between various variables. The relation of perceived enabling HR with Intrinsic motivation, affective commitment and turnover intentions forms the hypothesis H1a, H1b, H1c respectively. The relationship between perceived enabling HR and perceived job autonomy forms H2. The relationship between perceived job autonomy and intrinsic motivation, affective commitment and turnover relationship forms H3a, H3b, and H3c respectively. Perceived Enabling HR mediated the relationship between Perceived enabling HR and intrinsic motivation, affective commitment and turnover intention forms the H4.

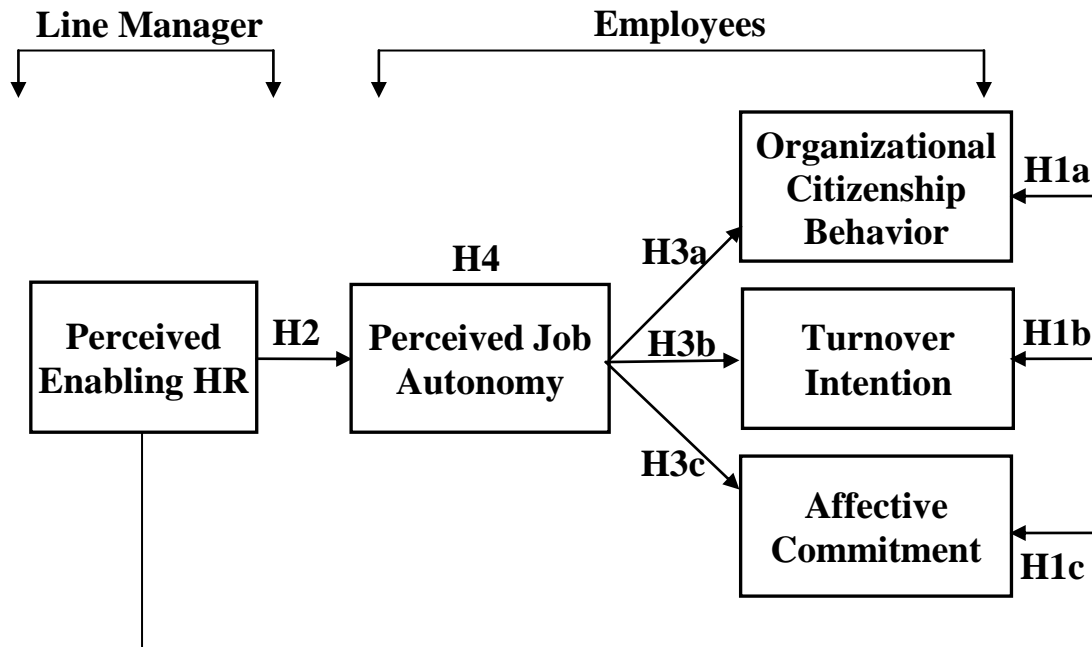


Figure 1: Theoretical Framework

1.7 RESEARCH METHODOLOGY

The present study is *analytical* as it includes hypothesis testing in order to describe the nature of relationship between perceived enabling HR and perceived job autonomy. The type of investigation is correlational as it finds the important factors related with each other. The unit of analysis of this study is employees and managers (individual) working as employees in United Bank Limited (UBL), Muslim Commercial Bank (MCB), and National Bank of Pakistan (NBP). The time horizon is cross sectional and study settings are non-contrived i.e. natural environment setting. The researcher interference is minimal.

For the purpose of data collection, two Self-administered questionnaires are used. One questionnaire was designed for line managers and one for employees. Data is gathered from the employees of UBL, NBP and MCB working at various posts as Customer sales representative, relationship officer, universal bank teller, cashiers, analytical officers, verification officers etc. Branch and operations managers were taken as line managers.

After data collection process, data collected is entered into the excel sheets. It was analyzed by using SPSS (Statistical Package for Social Sciences) software. Many statistical techniques are then used to test and explore the data. Cronbach's alpha was used to check the reliability and internal consistency of the variables. For the purpose of hypothesis testing, Hierarchical linear

regression is used. Other statistical techniques such as cross tabulation, descriptive statistic and Pearson bi-variate correlation are also used. A detailed and complete interpretation of data is presented in Chapter 4.

1.8 FINDINGS

The results revealed that perceived enabling HR is positively associated with perceived job autonomy. Perceived job autonomy is positively related with OCB, affective commitment and negatively related with turnover intentions. Perceived job autonomy mediates the relationship between perceived enabling HR and perceived job autonomy. However there is no relationship between perceived enabling HR and OCB, affective commitment and turnover intentions. Further details on the findings of the study, implications, limitations, future directions and contributions are discussed in Chapter 5.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 PERCEIVED ENABLING HR

A newly and important emerged perspective in strategic HRM is that it impacts performance of organization through employees' knowledge, skills, abilities, attitudes, motivation and behavior (Combs et al., 2006). There are still some researches which suggest that different employees working in same organizations vary in their perceptions regarding HR practices. But this variation is not only seen among employees, line managers' perceptions also varies from HR managers' perceptions (Wright et al., 2001) and managers also vary in their perceptions from employees' perceptions (Khilji & Wang, 2006). So recently a new area of interest is emerged in the research regarding role of line managers' in the implementation of HR practices which is due to variation in perceptions of HR within organizations.

Perceived enabling HR is defined as "line managers' perceptions of the extent to which their organization's HR practices assist them in their managerial responsibilities and the degree to which line managers' are provided with the discretion/autonomy and flexibility to take local and individual needs into account when implementing HR practices' (Kuvaas et al., 2014). So Perceived Enabling HR represents that line managers' assume HR practices as assisting and providing them autonomy in accomplishing their duties at job.

Line managers are usually more involved in the implementation of HR policies and practices (Perry & Kulik, 2008). So line managers are more responsible for employees improved efficiency (Budhwar, 2000). There are some line managers who lack HR-related skills and knowledge and some are not motivated to concentrate on HR implementation issues because lot of responsibilities (Morley & McConville, 2006). Several studies also found that there are some managers who focus on short term goals rather HR matters (McGovern et al., 1997). According to Purcell and Hutchinson (2007) "HR practice is a relational and social management task, as line managers bring HR policies to life". Similarly, there are some organizations in which Line Managers vary in their way of implementation of HR practices during implementing HR practices (Van Iddekinge, Ferris, & Heffner, 2009). It's not necessary that HR practices always increase the performance of employees

because sometimes line managers cannot perform their duties effectively (Wright et al., 2001).

There are some studies which indicated that employee motivation, attitude and behavior play an important role in the process of enhancing organizational performance (Bowen & Ostroff, 2004; Paauwe, 2009). So, it is important to consider their role, while various studies have ignored the implications for employees which is inauspicious fact. Some studies have investigated that employees' perceptions of the relational qualities of the line managers are positively associated with employees perception of HR practices (Dysvik & Kuvaas, 2012; Gilbert, De Winne, & Sels, 2011). So keeping it in view it can be stated that organizations should be very keen during the promotion or recruitment of their line managers. The efficiency and effectiveness of HR implementation process can be enhanced if HR practices are designed such that they increase the motivation level of line managers' and are friendly in use (Purcell & Hutchinson, 2007).

According to Kuvaas et al. (2014) perceived enabling HR emphasis on assistance, discretion, autonomy and flexibility to line managers' for various purposes. Their definition is consistent with the definition of "relevant HRM system" which was articulated by (Bowen & Ostroff, 2004). They stated that HR practices should assist line managers in carrying out their duties at job. And during this process they must comprehend self-reliance and discretion when consider employees needs into account when performing their duties at job. Bowen and Ostroff (2004) also stated that HR practices of an organization represent the culture and environment of work situation within the organization and employees keeping it in consideration perceive the work environment. And line managers are responsible for making the perceptions of employees regarding their work environment. It is their duty to implement HR practices effectively because employee's perceptions regarding their organization or work environment are framed by these HR practices. Line managers' perspective regarding work environment and their selves is influenced by the HR practices because they view HR practices as a symbol which communicates efficiency of their organization and how much they are perceived as capable and competent for their leadership responsibilities.

Social Exchange Theory (Blau, 1964) states that individual reciprocate through positive behavior when they receive certain inducements from their organization. Line managers who receive autonomy and discretion to consider their employees needs and well-being while implementing HR they conceive it as they, their skills and abilities are being trusted by the organization for working organizational goals. So line managers will become more motivated to reciprocate towards organization if they conceive that HR practices are

enabling causing their supportive behavior towards their subordinates. Line managers will also implement HR practices more properly.

According to theory of work motivation (Gagné & Deci, 2005), if employees are provided by discretion and autonomy in performing duties at job then it will impact their attitudes and behaviors. More they perceive autonomy and discretion, more they will be responsible for their outcomes at job. Same is the case with line managers. More they will be provided with discretion and autonomy to consider their employees needs and necessities, more they will be intrinsically motivated for proper implementation of HR practices and policies. They will be more causative for their employee's needs. Some organizations and HR professionals believe that implementation of HR Practices and policies should be coherent and flexible enough to be adapted to local and individual needs (Bowen & Ostroff, 2004). And some believes are regarding the rigidity or standardization of HR practices (Kuvaas, 2006, 2007).

Studies also reported the frustration of line managers when dealing with the standardized and rigid HR systems (Conway & Monks, 2010). Some studies indicate that more the HR systems are standardized; less will be the employees' perception regarding quality of the job and communication from their line managers. Their perception regarding quality of the relationship between employees and managers will negatively relate to standardized HR (Storey, Saridakis, Sen-Gupta, Edwards, & Blackburn, 2010). So in order to gain maximum output from employees across various situations at job through HR practices, it is essential that line managers have autonomy and discretion to consider employees needs across varying situations. So, autonomy and discretion is not only a most important component of perceived enabling HR ,but it also impacts the line managers' perceptions regarding assistance and autonomy being received by organizations HR practices and policies (Kuvaas et al., 2014).

Perceived enabling HR concept was introduced by Kuvaas et al. (2014). They developed its measure consisted of six items initially. They dropped one item due to low factor loading. So now the measure is consisted of five items. The present study also uses the same measure consisting of five items.

2.2 PERCEIVED ENABLING HR AND EMPLOYEES OUTCOME

As it is described that perceived enabling HR is the line manager's perception of the extent to which he will be granted by flexibility, assistance, autonomy and discretion by HR practices in performing his duties at job. So

line managers' perceptions of enabling HR will have a positive effect on employee motivation, attitude and behavior at job (Kuvaas et al., 2014). Therefore following study includes several dependent variables. These variables are as OCB, affective commitment, and turnover intentions. According to (Organ, 1997), OCB is "an individual's autonomous behavior which is not influenced directly by rewards and promotions and impacts organizational effectiveness". Affective Organizational Commitment can be described as "an affective or emotional attachment to the organization such that strongly committed individuals identify with, are involved in, and enjoy membership in the organization (Allen & Meyer, 1990). And Turnover intention is given by (Kottke & Sharafinski, 1988) as an intention of an employee to leave an organization.

Line managers' perception of enabling HR impacts various employees' outcomes (Kuvaas et al., 2014). Keeping in view Self Determination Theory (Gagné & Deci, 2005), autonomy and discretion elicits intrinsic motivation of employees. When basic psychological need of autonomy, competency and relatedness of line manager is fulfilled then he will become intrinsically motivated towards job activity and will reciprocate towards organization by implementing HR practices more properly. When they are provided by autonomy and flexibility in their role they will consider that their competencies and pro-social motivation are being trusted for proper implementation of HR practices. This results in enhanced satisfaction of line managers' need for autonomy and he becomes more intrinsically motivated for the implementation of HR practices. In such situation line managers' perceptions of enabling HR will enforce him to reciprocate towards organization through implementing HR with more responsibility. He also reciprocates through discretionary and supportive behavior towards employees (Kuvaas et al., 2014).

One way to reciprocate to organization is that line managers will become helping, lenient and supportive towards employees. They will also provide employee with flexible work schedules, decentralized decision making, beneficial support and reduced stress and exhaustion at job and the employees who receive it from their supervisors will reciprocate by indulging themselves not only in role behaviors but also perform extra role behaviors i.e. citizenship behavior. They will be more committed and their turnover intention will be reduced (Hutchinson, Kinnie, & Purcell, 2002; Lavelle, McMahan, & Harris, 2009; Meyer, Morin, & Vandenberghe, 2015).

2.2.1 Perceived Enabling HR and OCB

Keeping in view above mentioned literature it can be stated that framing of employees' behavior at job is highly dependent on the way they are being treated by their immediate supervisor. Employees' citizenship behavior is elicited when immediate supervisors become supportive and lenient. Employees reciprocate in the form of OCB when they receive fair and good treatment by their immediate supervisors (Dysvik & Kuvaas, 2012; Hutchinson et al., 2002; Newman, Miao, Hofman, & Zhu, 2015). Therefore, the study postulates the hypothesis as:

H1a: LM's perception of Enabling HR will positively impact Employee's Organizational Citizenship Behavior.

2.2.2 Perceived Enabling HR and Affective Commitment

Employee commitment with the organization is seriously undermined or strengthened by the immediate supervisor (Buch, 2015). Employee commitment at job is also affected by the supervisor – subordinate relationship (Agarwal & Bhargava, 2014). Wayne, Shore, and Liden (1997) also stated that social exchange relationships at workplace are long term with the pattern of reciprocity over time. And a good leader-member exchange relationship is positively related to employee affective commitment. So it can be stated that more line managers who take care of employees' needs, help and have more informal communications with employees more they will be affectively committed towards their job. Keeping in view this literature study proposed that perceived enabling HR is positively associated with the employees' affective commitment.

H1b: LM's perception of Enabling HR will positively impact Employee's affective commitment.

2.2.3 Perceived Enabling HR and Turnover Intentions

It is the line manager's behavior which either assists or hampers the employees' exchange relationship with the organization (Coyle-Shapiro & Shore, 2007). Line managers help employees to perform their responsibilities and duties at job in organization (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Piccolo, Bardes, Mayer, & Judge, 2008). More the supervisors help their employees, become lenient and take care of their needs, less will be their turnover intentions (Hutchinson et al., 2002; Lavelle et al.,

2009; Meyer et al., 2015). Line manager's perceptions of enabling HR also impacts negatively to employees' intentions to quit as when employees perceive their immediate manager as supportive towards them then it will motivate them to remain with the working organization (Kuvaas et al., 2014). So study purposes that there is negative relationship between perceived enabling HR and employees turnover intentions.

H1c: LM's perception of Enabling HR will negatively impact Employee's turnover intentions.

2.3 PERCEIVED JOB AUTONOMY

Autonomy has been described by many researchers (Day, Sibley, Scott, Tallon, & Ackroyd-Stolarz, 2009; Humphrey, Nahrgang, & Morgeson, 2007). Autonomy conceptualized by Hackman and Oldham (1976) in job characteristics model is as 'the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out' (p. 162). Autonomy is the ability of an individual to decide when, where and how he can perform his duties at job and it further impacts employees various outcomes at job and his well-being at family. Till now researchers indicated that more the employees perceive autonomy at workplace, more they are contented in their lives (Clark, 2001). Autonomous environment enable employees to show more flexibility in defining their role at job because autonomous environment provides them autonomy to define their role (Troyer, Mueller, & Osinsky, 2000).

There are a number of previous researches that found a positive relationship between employee's perceptions of job autonomy and various organizational outcomes (Gómez & Rosen, 2001; Thompson & Prottas, 2006). They also stated that the job which provides autonomy to employees regarding when the things can be done by them provides them an opportunity to balance many conflicts among their job and family. Leader member exchange theory (Graen & Uhl-Bien, 1995) stated that individuals perceive themselves more autonomous when they are provided with sufficient information, means, support, decentralized decision making and considered trustable to provide solutions to various problems occurring in the work environment. It further impacts their perception regarding job autonomy and decision making regarding how and when they can perform tasks at job. It also impacts their level of satisfaction within organization.

Study conducted by Brunetto, Farr-Wharton, and Shacklock (2011) found positive relationship between job autonomy and affective commitment for nursing profession. Similarly while extending previously mentioned research (Brunetto et al., 2011) found positive relationship between leader-member exchange and subordinate's autonomy and its further impact on affective commitment for nursing and engineering profession. Study also found positive relationship between job autonomy and job satisfaction for those broadcasters who perceive higher level of job autonomy and organizational support in fulfilling their duties at job Reinardy (2014). Job autonomy also encourages employees to show not only in role behaviors but to perform extra role behaviors i.e. citizenship behavior (Krishnan, Ismail, Samuel, & Kanchymalay, 2013). Studies also found that autonomous and supportive social climate of an organization elicits employees to stay within organization even when their pay level satisfaction is lower among their working group (Schreurs, Guenter, van Emmerik, Notelaers, & Schumacher, 2015).

Thirty years ago (Hackman & Oldham, 1976) job characteristics model included job autonomy as a characteristics of work design. They also tested and validated their measure in 2006 and mostly this measure is widely used for measuring job autonomy. There are a number of measures developed by various researchers in different contexts. Such as: (Veldhoven, Jonge, Broersen, Kompier, & Meijman, 2002) developed job autonomy measure to identify task autonomy of individuals at job. For measuring autonomy level of journalists, (Reinardy, 2014) developed four item scale of job autonomy. (Hagger et al., 2007) designed a measure consisted of 12 items to capture employees' perception of supervisor's autonomy and it was translated in French version by (Gillet, Gagné, Sauvagère, & Fouquereau, 2013). Similarly there are many measures are available for job autonomy (Pierce & Dunham, 1978; Sims, Szilagyi, & Keller, 1976).

2.3.1 Perceived Enabling HR and Perceived Job Autonomy

Job Autonomy is recognized as an important key indicator of work design for various employee outcomes as organizational commitment and job satisfaction. Morgeson and Humphrey (2006) describes job autonomy as freedom, independence, and discretion allowed to employees to schedule their work , decision making, and choices to perform their duty at job. Whereas perceived job autonomy is the perception of employee related to its autonomy at job that is affected by supervisor-subordinate relationship (Farr-Wharton, Brunetto, & Shacklock, 2011) and also affects implementation process (Conway & Monks, 2010). When LMs with his discretionary power take into

account local and individual needs during implementation of HR then their perception of enabling HR will enhance the chances that they will be perceived as supportive by their subordinates (Kuvaas et al., 2014).

In a number of studies the importance of autonomy supportive work environments in HR implementation have been documented where supervisors provide flexibility to their employees in their work schedule (Gillet et al., 2013; Hutchinson et al., 2002) and decentralized decision making (Guest and King, 2004) which in turn impact their motivation at work. The present study extends this research by arguing that when line managers considers individual or local need using his discretionary and autonomous power then it will enhance employee perception of autonomy at job and which in turn impacts employees' outcomes. The chances to be perceived as autonomous and supportive at job will be increased if LM has autonomy and discretion to keep in view the local or individual needs of employees during implementation of HR practices.

Hutchinson et al. (2002) argues that more the line managers invest in the ability of front line workers and make decentralized decision making more employees discretionary behavior is elicited. He also states that employee discretionary behavior is stimulated and encouraged by the way in which their line manager behaves and act. The employee discretionary behavior is affected by the extent to which line manager act in discretionary manner. More line managers uses his discretionary powers more employees perceive themselves as autonomous. If line manager gets assistance from HR specialist and is provided by opportunity to exercise his autonomy to provide autonomous environment to his employees, and more the frequency of interaction he has with his employees, more will employees feel themselves as autonomous in performing their job duties. Brunetto et al. (2011) also examined that more the employees are clear about their roles at job, more the informal communication between supervisor and subordinate, more employees perceive themselves as autonomous.

When line manager receives assistance and autonomy to consider individual needs from HR specialist and acts in autonomous way then he will provide employees with flexible work schedules and autonomy supportive work settings. He gives importance to "choice" inspect of "control" and takes care of employee's feelings and views (Gillet et al., 2013). When line managers provide such an environment to their subordinates then they perceive it as they have given autonomy at their jobs and start performing work duties autonomously (Hutchinson et al., 2002; Meijerink, Bondarouk, & Lepak, 2015). It is also emphasized that employee perception of job autonomy is affected by the supervisor-subordinate relationship (Farr-Wharton et al., 2011).

It has been also studied that supervisors' who feel supportive organizational support reciprocate with more supportive behavior towards their employees. And such employees perceive them as more autonomous at job (Shanock & Eisenberger, 2006). A recent study states that employees' task autonomy is also dependent on supervisors' autonomy supportive supervision (Beenen, Pichler, & Levy, 2016). So keeping this literature in view study proposes the hypothesis as:

H2: Line Manager's perception of enabling HR is positively related to employees' perception of job autonomy.

2.4 PERCEIVED JOB AUTONOMY AND EMPLOYEES OUTCOME

Autonomy is also sometimes referred to as empowerment. It provides authority to the employees to make choices about their work duties. Employees who are allowed to participate in decision-making and empowered to carry out their work are more committed towards their organization and job (Allen & Meyer, 1997). The autonomous environment enable employees to focus on doing a job well and inspire them to be cooperative to a co-worker or department that needs assistance (Katzenbach, 2000). Providing employees with freedom, flexibility, and empowerment to make decisions escalates the chance that they will perform as efficiently and by bringing extra creativity and energy to their jobs (Nelson, 1999). Autonomy is the degree of freedom, independence and discretion given to an employee in scheduling work and defining procedures. Enhanced autonomy reinforces organizational and job commitment (Mathieu & Zajac, 1990).

2.4.1 Perceived Job Autonomy and OCB

When HR practitioner and HR practices allow line managers to autonomously consider individual differences that is higher level of perceived enabling HR, employees than perceive higher level of job autonomy (Hutchinson et al., 2002). It is explored that highly autonomous job impacts positively to individual's citizenship behavior (Krishnan et al., 2013; Lin & Lin, 2011; Najafi, Noruzy, Azar, Nazari-Shirkouhi, & Dalvand, 2011; Shanock & Eisenberger, 2006). So, they study purposes that there is positive relationship between perceived job autonomy and OCB.

H3a: Employee perception of job autonomy is positively related to organizational citizenship behavior.

2.4.2 Perceived Job Autonomy and Affective Commitment

Job autonomy also appears to impact employees' affective commitment. When line managers keeping in consideration employees' local and individual needs provides them autonomous environment, employees feel themselves and their skills as valued and trusted by their line managers (Kuvaas et al., 2014). It enhances their perception of job autonomy and in turn they will be more committed towards their organization and less likely to want to leave (Shore, Coyle-Shapiro, Chen, & Tetrick, 2009). Moreover, when line managers implement HR practices keeping in consideration employees needs and provide them flexible work schedules i.e. job autonomy (Hutchinson et al., 2002) then employees feel them as trusted and supported by their supervisor and perceives career opportunities in the organization at a greater extent .In turn employees will consider organizational inducements for them and reciprocate towards organization by way of affective commitment (Dysvik & Kuvaas, 2008; Naqvi, Ishtiaq, Kanwal, & Ali, 2013).

H3b: Employee perception of job autonomy is positively related to affective commitment.

2.4.3 Perceived Job Autonomy and Turnover Intentions

It has been stated that if more autonomy and discretion provided to employees at their jobs that how and when they can perform their jobs, enables them to meet specific outcomes (Thompson & Prottas, 2006). It was examined by (Brunetto et al., 2011) that when nurses were provided by a proper communication channel from their supervisor, they were clear about their role and tasks at job, then they perceive themselves more autonomous and it impacted their turnover intentions at job. There are also other studies which support the relationship between perceived job autonomy and turnover intentions (Brunetto et al., 2011; Farr-Wharton et al., 2011). Similarly a number of studies indicated that there is negative relationship between job autonomy and turnover intention (Dysvik & Kuvaas, 2012). So the study purposes a negative relationship between perceived job autonomy and turnover intentions.

H3c: Employee perception of job autonomy is negatively related to turnover intention.

2.5 PERCEIVED JOB AUTONOMY AS A MEDIATOR

According to social exchange theory (Blau, 1964) when line managers considers employee's wellbeing and provide them supportive and autonomous environment to work in through the flexible HR practices , then employees reciprocate towards organization by being more responsible towards their job and show positive attitudes and adopt appropriate behaviors at their work place. Bowen and Ostroff (2004) also indicated in their study that employees' attitudes and behaviors are based on their perceptions that how and why HR practices are implemented by the organization. It is also studied that (a) more the organizations value their supervisors/line managers' contributions, (b) provide autonomy in performing duties at job and (c) allow involvement in important decision making then it will impact employees perception regarding support from their organization as well as by line managers. Furthermore, this perception will affect their various behaviors at job (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Recently a study conducted by Beenen et al. (2016) found that employees autonomy at job, informal communications and a strong relationship with supervisor is highly dependent on the autonomy supportive supervision by their supervisors.

Above cited literature indicates that employees' perception of job autonomy is highly dependent on the way they are being treated by their immediate supervisors. More the line managers are provided by flexibility and autonomy, more they provide their employees with a supportive and helping environment. And it will lead employees to show more extra role behavior at job (Shanock & Eisenberger, 2006). So it can be purposed that perceived job autonomy of employees mediates the relation between line managers' perception of enabling HR and employees' OCB.

Similarly autonomy will mediate the relationship between line managers' perceptions of enabling HR and employees' affective commitment. There are a number of researches which indicate that employees' perception of perceived organizational support mediate the relation with perceived supervisor support and affective commitment (Ng & Sorensen, 2008).

Autonomous working environment provides employees an opportunity to schedule their work and involvement in decision making process , and also provision of supportive environment by their immediate supervisors leads employees to show less turnover intentions (Eisenberger et al., 2002; Long, Thean, Ismail, & Jusoh, 2012; Maertz, Griffeth, Campbell, & Allen, 2007).

So, Study purposes that perceived job autonomy mediates the relationship between line managers' perception of enabling HR and employees OCB, affective commitment and turnover intentions.

H4: Employee perception of Job autonomy mediates the relationship between line manager's perception of Enabling HR and (a) Organizational citizenship behavior (b) Affective Commitment (c) Turnover intentions.

2.6 SUMMARY

The above review of literature demonstrates that perceived enabling HR is an important predictor of employees various attitudes and behaviors at job as OCB, affective commitment and turnover intentions. Kuvaas et al. (2014) made a call for more research into perceived enabling HR and employees outcome by using the mediating role of perceived job autonomy in this relationship. It is stated by (Blau, 1964) that autonomous and supportive environment elicits employees positive attitude at job. A number of researchers studied the relationship between job autonomy and various employees outcomes (Brunetto et al., 2011; Farr-Wharton et al., 2011).

Perceived enabling HR provides positive insight in predicting employees' behavior at job. Job autonomy is also considered an important construct in shaping employee's behavior. Socially supportive environment elicits employees' performance at job (Bruque, Moyano, & Piccolo, 2015). So, from the review of literature study suggests that perceived job autonomy may activate the employees' positive behavior and emphasize them to indulge in OCB, affective commitment and lower turnover intentions.

Finally, study specifically observes the relationship between perceived enabling HR and employees' outcomes (citizenship behavior, affective commitment and turnover intentions) and mediating role of perceived job autonomy in the relationship between perceived enabling HR and OCB, affective commitment and turnover intentions. It will also contribute to the existing literature and provide subsequent evidence that perceived enabling HR is an important predictor of various employees' outcomes at job. The study design and methodology used to collect data in order to analyze the results are presented in Chapter 3.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN ELEMENTS

Research design means a plan or proposal of any research study having some aims and research problems (Adams, Khan, Raeside, & White, 2007). Such kind of plan explains the methods through which data will be collected and then analyzed. “The function of the research design is to ensure that the evidence obtained will allow us to answer the research question as accurate as possible” (De Vaus & de Vaus, 2001).

The presents study is analytical and involves hypothesis testing. It attempts to *explain* the various employees’ outcomes (dependent variables) at job i.e. OCB, affective commitment and turnover intentions with perceived enabling HR as an independent variable and perceived job autonomy as a mediating variable. In other words it explains the mediating role of perceived job autonomy in the relation of manager’s perception of enabling HR and employees’ outcomes at job. So the purpose of present study is analytical. The data is collected at *one time in non-contrived settings* (natural setting). So time horizon is *cross sectional*. Unit of analysis is (individual) managers and employees working in same branch of MCB, UBL and NBP. The researcher’s interference is minimal.

The need to undertake an exploratory study and analysis of autonomous environment of the banking industry emerged due to the fact that human resource management is important in banking sectors because there is a direct contact exists between employee and customer. Further, banking sector also plays an important function in the improvement of financial health of a country and a region at large. Human capital is among one of those factors due to which performance of banking sector can be improved if they are motivated and affectively committed towards their jobs. It has also been observed that a number of studies involving manager and employee exchange relationship include services industry for the purpose of data collection (Bartel, 2004).

3.2 STUDY VARIABLES

3.2.1 Independent Variable

The independent variable of the purposed study is *perceived enabling HR* which is managerial level variable. The formal definition of perceived enabling HR includes two aspects. First includes line managers' perception regarding HR policies and practices that how much these practices are assisting them in performing their managerial duties. Secondly this definition also includes autonomy and flexibility given to line managers when it comes to getting maximum from their employees and taking in consideration their individual and local needs (Kuvaas et al., 2014).

3.2.2 Mediating Variable

The mediating variable completes the relationship between independent and dependent variable. Present study includes perceived job autonomy as a mediating variable. Job autonomy is defined as freedom, independence, and discretion allowed to employees to schedule their work, decision making, and choices to perform their duty at job (Morgeson & Humphrey, 2006). Whereas *perceived job autonomy* is the perception of employee related to its autonomy at job that is affected by supervisor-subordinate relationship (Farr-Wharton et al., 2011).

3.2.3 Dependent Variables

The dependent variable of study includes employee's outcomes. In this study three employees' outcomes have been included which are as: OCB, affective commitment and turnover intention.

OCB refers "an individual's autonomous behavior which is not influenced directly by rewards and incentives and impacts organizational effectiveness" (Organ, 1997).

Affective Organizational Commitment can be described as "an affective or emotional attachment of an individual to the organization such that strongly committed individuals identify with, are involved in, and enjoy membership in the organization" (Allen & Meyer, 1990).

Turnover intention refers an intention of an employee to leave an organization in near future (Kottke & Sharafinski, 1988).

3.2.4 Control Variables

Participants' personal informal information may affect their perception related to autonomous environment and behaviors at job. So in order to remove alternative explanations for the observing relationships, study controls *age, gender, marital status, experience* and *educational differences* for both employees and line managers.

3.3 POPULATION AND SAMPLE

3.3.1 Target Population and Sampling Design

The population of present study includes all employees working in the private and public banks of Pakistan posted at Lahore i.e. the second largest metropolitan city is the target population.

Keeping in view the unit of analysis i.e. individual (managers and employees), researcher used multi-stage sampling design. At first stage three banks from the six largest private and public banks were randomly selected. The assets of the three sampled banks are about 38% of the total assets of the private and public banks of Pakistan. At the second stage 40 branches (private=26, public=14) were randomly selected from the list of all branches (300 branches) situated in Lahore. Considering these branches as clusters where census from all employees was to be conducted. These sample branches were invited to participate in the study, 30 of the branch managers showed their willingness.

3.3.2 The Sample

The planned sample consisted of 90 managers of the sampled branches. There were two managers at least in a branch (i.e. branch managers and operational manager). The branches also consisted of various other managers working in different departments. Our sample includes managers other than branch and operational managers. These managers are sales managers, auto loan managers, verification managers and more. The employees (n=250) working under these managers were posted at various designations e.g. cashier, universal tellers, general banking officers, customer sales representative etc. Therefore, planned sample consisted of 90 managers and 250 employees.

Actual sample consisted of 84 managers and 199 employees. The total questionnaires received back were 215. The reason for this low receiving data is that many employees were absent and some did not respond. Out of these 16 employees' questionnaire were not usable. There were 199 employees' questionnaires which were complete and usable in all respects and yielded a usable response rate of 80% which is good enough to acceptable. In this sample of 199 employees, 52 employees are from UBL, 100 from MCB, and rest are from NBP. The reason for low number of participants of NBP is that they were restricted and non-cooperative. The employees working in MCB was most cooperated. Similarly from 90 distributed managers' questionnaires 84 were received back which were usable in all respect and yielded a usable response rate of 93%. Further details can be seen from Table 3.1.

Table 3.1
Response Rate

Bank Name	Respondent	Questionnaire		Response Rate (%)
		Distributed	Usable	
MCB	Manager	45	43	95.56
	Employees	115	100	86.96
UBL	Manager	25	22	88.00
	Employees	70	52	74.29
NBP	Manager	20	19	95.00
	Employee	65	47	72.31
Total		340	283	83.24

3.4 DATA COLLECTION

The technique used for collecting data was self-administrated questionnaires. It was close-ended. And data was collected from a large number of employees and managers. The instrument and its administration details are given below.

3.4.1 The Instruments

Two self-administered questionnaires were developed to collect data for the study. Both questionnaire were in English and were also translated in Urdu so if there is any respondent who cannot easily understand English version can use Urdu version. All the items in employee questionnaire were measured with 5 point Likert scale ranging from 1 to 5. The questionnaire developed for managers was a 6 point Likert scale ranging from 1 to 6.

The questionnaire developed for managers was consisted of two parts. The first part contained the personal and organizational information of the managers. Personal information contains information regarding managers' age, gender, marital status, education. And organizational information contains information regarding branch information, department information, and tenure in the current organization and other organizational experiences. The respondents working for one year in the organization were considered relevant for the study. The second part of this questionnaire contained items of perceived enabling HR which were five in number and adapted from Kuvaas et al. (2014).

The questionnaire developed for employees were consisted of five parts. The first part was consisted of demographic variables of employees. This part required personal and organizational information from respondent. Whereas personal information contains information regarding name, gender, age, marital status, education and designation in the organization. And organizational information contains information regarding branch name, department, experience in this bank and other organizational experiences. The second part of the questionnaire consisted nine items of job autonomy adapted from (Morgeson & Humphrey, 2006). The third part consisted 20 items of OCB adapted from (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The fourth part of the questionnaire measures affective commitment whose items were adapted from Allen and Meyers' scale developed in 1990 and consisted of 06 items. The fifth and last part of questionnaire contained 03 items of turnover intention measure developed by Khatri, Fern, and Budhwar (2001).

3.4.2 Administration Procedure

First of all, researcher selected three large banks out of 21 banks from population. Researcher visited various branches randomly and coordinated with branch manager for data collection purpose. The data was collected from those branches where branch manager participated willingly. Researcher distributed questionnaires to employees and managers personally. Only those

employees are asked to fill the questionnaires which were working since last one year. There were minimum 2 managers i.e. branch and operational managers in any branch and 5 to 7 employees working under them at various posts like customer sales representative, cashiers and universal tellers, verification officers etc. Total 90 questionnaires were distributed among managers in various branches of banks and 250 questionnaires were distributed among various employees working in the various branches of banks.

3.5 MEASUREMENT SCALE

3.5.1 Perceived Enabling HR

In order to measure line manager's perception of enabling HR a scale, containing 05 items, developed by Kuvaas et al. (2014) , was used. This scale was used by them in 2014. A sample item is: *All in all, the various HR tools and HR systems in my organization have increased my satisfaction with my managerial.* It was measured on a 06 point Likert scale ranging from 1 (Almost Never) to 6 (Almost Always).

3.5.2 Perceived Job Autonomy

To measure employee's perception regarding his autonomy at job, a scale developed by Morgeson and Humphrey (2006) was used. The scale consisted of 09 items. A sample item is: *the job allows me to make my own decisions about how to schedule my work at job.* It was measured on a five point Likert scale ranging from 1 (strongly disagree) to 5 strongly agree. The variable OCB, affective commitment and turnover intentions were also measured using this scale.

3.5.3 OCB

OCB was measured by the scale developed by Podsakoff et al. (1990). It consists of 20 items. A sample items is *I willingly give of my time to help others who have work related problems.*

3.5.4 Affective Commitment

Affective commitment was measured by the scale developed by Allen and Meyer (1990). It is consisted of 6 items. Its sample item is *I would be very happy to spend the rest of my career with this organization.*

3.5.5 Turnover Intentions

To measure this variable a three item scale was used. The scale was developed by Khatri et al. (2001). Its sample item is *I will likely actively look for a new job in the next year.*

3.5.6 Control Variables

Information regarding demographics of managers and employees like age, gender, marital status, education, organizational tenure and other experiences are treated as control variable. Gender was measured as (1) for male and (2) for female. Marital Status was measured as (1) for single (2) for married. The age is measured in years. Its categories are as (1) for below 25, (2) for 26-35, (3) for 35-45 and (4) for above 45. The education of managers and employees are expressed in terms of Intermediate, Graduate and Masters given as 1, 2 and 3. Organizational and other experiences were also measured in real number of years. Its categories are as (1) 1-5, (2) 6-10 and (3) above 10.

3.6 DATA ANALYSIS

When the data is collected by the prescribed instrument and procedure, then it is entered into excel sheet carefully and it is transferred into a statistical software named SPSS version 20. After it data is analyzed through various statistical techniques and tests like cross-tabulation, descriptive statistics, correlations and hierarchal liner modeling. Reliability of data is also checked for estimating Cronbach Alpha. Pearson correlations are also estimated and Hierarchal Linear Modeling is used for hypothesis testing. Data reliability and validity is also checked to ensure that the measured used are accurate. The results produced and analyzed are being shown in Chapter 4.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 RESPONDENTS' CHARACTERISTICS

4.1.1 Managers' and Employees' by Bank

The sample contains 199 employees and 84 managers. In it 50% employees are from MCB and other 50% are from UBL and NBP. Further details of frequencies and percentages are shown in Table 4.1.

Table 4.1
Managers' and Employees' by Bank

Bank	Category	No of Employees		No of Managers		Total	
		Freq	%	Freq	%	Freq	%
MCB	Private	99	49.5	43	51.0	142	50.0
UBL		53	26.5	22	26.0	75	27.0
NBP	Public	47	24.0	10	23.0	66	23.0
Total		84	100.0	199	100.0	283	100.0

4.2 EMPLOYEES' CHARACTERISTICS

4.2.1 Gender and Age by Marital status

The details of demographic variables of employees is presented in Table 4.2. There are 199 employees out of which 47% are single and 53% are married. Table indicates that there are 68.8% male. It also shows that 65.8% respondents lie under the age of 26-35.

Table 4.2
Gender and Age by Marital Status

Variable	Category	Marital Status				Total	
		Single		Married		Freq	%
		Freq	%	Freq	%		
Gender	Male	55	59.1	82	77.4	137	68.8
	Female	38	40.9	24	22.6	62	31.2
Age	25 & below	20	21.5	18	17.0	38	19.1
	26-35	61	65.6	70	66.0	131	65.8
	36-45	9	9.7	13	12.3	22	11.1
	above 45	3	3.2	5	4.7	8	4.0
Total		93	100.0	106	100.0	199	100.0

4.2.2 Experience by Gender

Employees' bank experiences by gender are shown in the Table 4.3. Among 199 employee's 54.8 % employees have experiences up to 5 years and 29% employees have experience up to 10 years.

Table 4.3
Experience by Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Experience	1-5	65	47.4	44	71.0	109	54.8
	6-10	48	35.0	10	16.1	58	29.1
	Above 10	24	17.5	8	12.9	32	16.1
Total		137	100.0	62	100.0	199	100.0

4.2.3 Education by Gender

It is clear from the Table 4.4 that 62.3 % employees have education up to masters level, 30.7% have education up to bachelors level. Other details can be seen from Table.

Table 4.4
Education by Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Education	Intermediate	13	9.5	1	1.6	14	7.0
	Bachelors	48	35.0	13	21.0	61	30.7
	Masters & Above	76	55.5	48	77.4	124	62.3
Total		137	100.0	62	100.0	199	100.0

4.3 MANAGERS' CHARACTERISTICS

4.3.1 Gender and Age by Marital Status

Managers' demographic characteristics are shown in Table 4.5. The cross tabulation shows that there are 84 managers out of which 90.5 % are male and 52.4% belongs to age category of above 35. There are 90.5% are male managers and 87% managers are married.

Table 4.5
Gender and Age by Marital Status

Variable	Category	Marital Status				Total	
		Single		Married		Freq	%
		Freq	%	Freq	%		
Gender	Male	9	81.8	67	91.8	76	90.5
	Female	2	18.2	6	8.2	8	9.5
Age	26-35	10	90.9	30	41.1	40	47.6
	Above 35	1	9.1	43	56.2	44	52.4
Total		11	100.0	73	100.0	84	100.0

4.3.2 Designation by Gender

Managers' designations by gender are shown in Table 4.6. It includes 35.5 % branch managers and 30.3 % operational managers. The cross tabulation also includes 34.2% miscellaneous managers from miscellaneous

departments like auto loan department, verification department and many others.

Table 4.6
Designation by Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Designation	Branch Manager	27	35.5	2	25.0	29	34.5
	Operation Manager	23	30.3	5	62.5	24	28.57
	Miscellaneous	26	34.2	1	12.5	3	3.57
Total		76	100.0	8	100.0	84	100.0

4.3.3 Education by Gender

The Table 4.7 shows crosstab of managers' education by gender. It shows that 71.4 % managers are those who have formal education up to masters' level and 25 % are those who have education up to bachelors.

Table 4.7
Education by Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Education	Intermediate	3	3.9	-	-	3	3.6
	Bachelors	19	25.0	2	25.0	21	25.0
	Masters & Above	54	71.05	6	75	60	71.43
Total		76	100	8	100	84	100

4.3.4 Experience by Gender

Table 4.8 shows managers experiences by gender. It indicates that managers having 6-10 years are 64.8% in the sample. The managers having more than 10 years' experience are 32.1 %.

Table 4.8
Experience by Gender

Variable	Category	Gender				Total	
		Male		Female			
		Freq	%	Freq	%	Freq	%
Experience	1-5	10	13.2	1	12.5	11	13.1
	6-10	44	57.9	2	25.0	46	54.8
	Above 10	22	28.9	5	62.5	27	32.1
Total		76	100.0	8	100.0	84	100.0

4.4 DESCRIPTIVE STATISTICS

4.4.1 Descriptive Statistics of Study Variables

When raw data is transferred into meaningful information then it generates descriptive statistics. It helps to understand and summarize the data in a meaningful way. Descriptive statistics is consisted of mean and standard deviation of study variables. Here in this Table 4.9 descriptive statistic for Perceived enabling HR, perceived job autonomy, OCB, affective commitment and turnover intention are presented. The mean value for perceived enabling HR is 3.72, for perceived job autonomy is 3.46, for OCB is 3.39, for affective commitment is 3.52 and for turnover intention mean value is 2.42. The standard deviation for perceived enabling HR is 0.94, for perceived job autonomy is 0.70, for OCB its value is 0.35, for affective commitment it is 0.78 and for turnover intentions its value is 0.87. These values are also shown in table for further clarification that results produced are not so much spread and can be generalized.

Table 4.9
Descriptive Statistics of Study Variables

S#	Variables	Rated by	Mean	SD
1	Perceived Enabling HR	Mangers	3.72	0.94
2	Perceived Job Autonomy	Employees	3.46	0.70
3	OCB		3.39	0.35
4	Affective Commitment		3.52	0.78
5	Turnover Intention		2.42	0.87

4.5 RELIABILITY OF SCALES

For measuring internal consistency and reliability of the study variables Cronbach's alpha is used. According to (Nunnally, 1978) the acceptable value for reliability coefficient is 0.7 but sometimes lower values are also used in the literature. The variables OCB and affective commitment showed reliability lesser than 0.7. The reliability of OCB was 0.66 and Affective commitment had reliability 0.59. So researcher dropped six items from OCB scale (which are f, i, j, k, n and q) and two items of AC (c and d). The dropped items of OCB are as: 1) I don't abuse right of others. 2) I consume a lot of time complaining about trivial matters. 3) I trend to make problems bigger than they are. 4) I always focus on what's' wrong with the situation rather than positive side. 5) I do not take extra breaks. 6) I attend functions that are not required, but that help the company image. The dropped items of Affective Commitment are as: (1) I do not feel like 'part of the family' at my organization (2) I do not feel 'emotionally attached' to this organization. After dropping its two items its reliability is 0.71. So in this way all the data of all the variables in the study is reliable because they showed reliability is greater than 0.7.

The reliability value of perceived enabling HR is 0.89. Perceived job autonomy showed reliability value as 0.88. The reliability value for OCB is 0.72. Affective commitment reliability value after dropping its two items as mentioned earlier becomes 0.71. And finally turnover intentions reliability is 0.89. Reliability analysis results are also shown in Table 4.10.

Table 4.10
Reliability of Scales

S#	Variables	Rated by	Items	Alpha
1	Perceived Enabling HR	Mangers	5	0.89
2	Perceived Job Autonomy	Employees	9	0.88
3	OCB		14	0.72
4	Affective Commitment		4	0.71
5	Turnover Intentions		3	0.89

4.6 GROUP COMPARISONS FOR ALL STUDY VARIABLES

4.6.1 Comparison of Study Variables by Age

Group comparison of all study variables by age category of 26-35 and 36-45 are shown below in Table 4.11. The independent sample t-test result for

perceived enabling HR indicates that managers significantly differ with each other in their perception of enabling HR for the age category of 26-35 and 36-45. The results of independent sample t-test for employees' variables shows that there is no significant dissimilarity in terms of perceived job autonomy, OCB, affective commitment and turnover intentions on the age category prescribed above.

Table 4.11
Comparison of Study Variables by Age

S#	Variables	Age	Mean	SD	P-value
1	Perceived Enabling HR	26-35	3.77	0.89	*
		36-45	3.20	0.83	
2	Perceived Job Autonomy	26-35	3.45	0.69	ns
		36-45	3.52	0.75	
3	OCB	26-35	3.37	0.37	ns
		36-45	3.46	0.33	
4	Affective Commitment	26-35	3.46	0.76	ns
		36-45	3.59	0.76	
5	Turnover Intention	26-35	2.40	0.87	ns
		36-45	2.56	0.81	

* P < 0.05, ** P < 0.01

4.6.2 Comparison of Study Variables by Gender

Group comparison of study variables by gender is shown in Table 4.12. The table presented below explains the results of independent sample t-test results. It indicates the perception of male and female regarding perceived enabling HR and perceived job autonomy do not significantly vary with each other. Similarly the results of independent sample t-test for OCB, affective commitment and turnover intentions shows that for these variables male and female behavior don't vary significantly with each other.

Table 4.12
Comparison of Study Variables by Gender

S#	Variables	Gender	Mean	SD	p-value
1	Perceived Enabling HR	Male	3.68	0.93	ns
		Female	3.82	0.98	
2	Perceived Job Autonomy	Male	3.43	0.66	ns
		Female	3.53	0.78	
3	OCB	Male	3.38	0.32	ns
		Female	3.41	0.34	
4	Affective Commitment	Male	3.52	0.79	ns
		Female	3.51	0.75	
5	Turnover Intention	Male	2.45	0.86	ns
		Female	2.35	0.90	

* p < 0.05, ** p < 0.01

4.6.3 Comparison of Study Variables by Bank

Table 4.13 presents that employees' perception related to study variables varies by bank. The managers of UBL and MCB bank don't significantly differ with each other in terms of their perception regarding enabling HR. Employees of UBL and MCB bank don't significantly differ with each other in terms of perceived job autonomy, OCB, affective commitment and turnover intentions.

Table 4.13
Comparison of Study Variables by Bank (UBL & MCB)

S#	Variables	Bank	Mean	SD	p-value
1	Perceived Enabling HR	UBL	4.00	0.97	ns
		MCB	3.81	0.99	
2	Perceived Job Autonomy	UBL	3.40	0.77	ns
		MCB	3.53	0.60	
3	OCB	UBL	3.43	0.35	ns
		MCB	3.35	0.31	
3	Affective Commitment	UBL	3.46	0.76	ns
		MCB	3.46	0.84	
4	Turnover Intention	UBL	2.50	1.04	ns
		MCB	2.49	0.80	

* p < 0.05, ** p < 0.01

The Table 4.14 given below explains that managers of UBL and NBP bank significantly vary each other in terms of perceived enabling HR. similarly employees of UBL and NBP banks do not significantly vary with each other in terms of Perceived Enabling HR, Perceived job autonomy, OCB and turnover intentions.

Table 4.14
Comparison of Study Variables by Bank (UBL & NBP)

S#	Variables	Bank	Mean	SD	p-value
1	Perceived Enabling HR	UBL	4.00	0.97	*
		NBP	3.22	0.59	
2	Perceived Job Autonomy	UBL	3.40	0.77	ns
		NBP	3.39	0.80	
3	OCB	UBL	3.43	0.34	ns
		NBP	3.43	0.43	
3	Affective Commitment	UBL	3.46	0.76	ns
		NBP	3.69	0.65	
4	Turnover Intention	UBL	2.50	1.04	ns
		NBP	2.18	0.79	

* $p < 0.05$, ** $p < 0.01$

The Table 4.15 given below explains that managers of MCB and NBP bank significantly vary each other in terms of perceived enabling HR. similarly employees of MCB and NBP banks do not significantly vary with each other in terms of Perceived job autonomy, OCB , affective commitment and vary significantly in terms of turnover intentions.

Table 4.15
Comparison of Study Variables by Bank (MCB & NBP)

S#	Variables	Bank	Mean	SD	p-value
1	Perceived Enabling HR	MCB	3.81	0.99	*
		NBP	3.22	0.59	
2	Perceived Job Autonomy	MCB	3.53	0.60	ns
		NBP	3.39	0.80	
3	OCB	MCB	3.35	0.31	ns
		NBP	3.43	0.43	
3	Affective Commitment	MCB	3.46	0.84	ns
		NBP	3.69	0.64	
4	Turnover Intention	MCB	2.49	0.80	*
		NBP	2.18	0.79	

* $p < 0.05$, ** $p < 0.01$

4.7 CORRELATION MATRIX

Before performing statistical tests for testing hypothesis, reliabilities of the variables are calculated. This is calculated by measuring Cronbach Alpha's values for all study variables.

Cronbach Alpha measures the reliability of variables. Its accepted value is that it should be greater than 0.7. All study variables showed alpha value greater 0.7 for all items of the scale. Hence it represents that all the data is reliable for further analysis. Correlation value varies from -1 to +1. Where 0 indicates that there is no correlation between variables.

The means, standard deviations and the correlations of the study variables are given in Table 4.16. The mean for perceived enabling HR, perceived job autonomy, OCB, affective commitment and turnover intentions are as respectively: 3.72, 3.46, 3.39, 3.51 and 2.42 and SD for these are as respectively: 0.94, 0.70, 0.35, 0.78 and 0.87. The SD for all study variables is less than 1 which indicates equally distribution of data for the all variables.

It is also seen from Table 4.15 that perceived enabling HR is significantly positively correlated with perceived job autonomy (coefficient = 0.203, $p < 0.01$). Perceived job autonomy is significantly positively related to OCB (coefficient = 0.279, $p < 0.01$), Affective Commitment (coefficient = 0.257, $p < 0.01$) and significantly negatively related with turnover intention (coefficient = -0.156, $p < 0.05$) and it provides an initial support for hypothesis. The table also reveal that there is no significant correlation between perceived enabling HR and OCB, affective commitment , and turnover intentions as the p value for these variables are as respectively: -.002, -.005 & .063 because $p > 0.01$.

Table 4.16
Mean, Standard Deviation, Reliability and Correlation

Variables	Mean	SD	Alpha	1	2	3	4	5	6	7	8	9
1. Gender	1.310	0.460	-	1								
2. Age	2.000	0.680	-	0.048	1							
3. Marital Status	1.530	0.500	-	-0.196**	0.074	1						
4. Education	2.550	0.620	-	0.222**	-0.047	-0.123	1					
5. Experience	3.420	2.760		-0.195**	0.022	0.210**	-0.001	1				
6. PEHR	3.720	0.940	0.888	0.069	-0.002	-0.056	0.137	.141*	1			
7. PJA	3.460	0.700	0.875	0.071	0.021	-0.045	0.028	-0.058	0.203**	1		
8. OCB	3.394	0.352	0.716	0.044	-0.142*	0.036	0.001	-0.187**	-0.002	0.279**	1	
9. AC	3.518	0.782	0.712	-0.002	-0.038	0.026	0.015	-0.141*	-0.005	0.257**	0.257**	1
10. TI	2.420	0.870	0.887	-0.054	-0.004	0.021	-0.115	-0.115	0.063	-0.285**	-0.042	-0.156*

Note: PEHR = Perceived Enabling HR, PJA = Perceived Job Autonomy, AC = Affective Commitment, TI = Turnover Intention, n = 283; * p < 0.05, ** p < 0.01

4.8 HYPOTHESES TESTING

The statistical technique used for testing study hypothesis is Hierarchical linear regression. In this technique independent variables are entered in a step wise manner for determining the impact of predictors on the dependent variable. This technique also helps in determining the overall fit of the model. It also explains the relative contribution of each of the independent variables to the total variance explained.

4.8.1 Perceived Enabling HR and Perceived Job Autonomy

The table 4.17 represents the step-wise regression results for step 1a and step 2a. The control variables gender, age, marital status, education and total experience are entered in step 1a in order to check if any of them have any significant effect on perceived job autonomy. From these control variables no one showed any significant effect on perceived job autonomy.

In step 2a the relationship of perceived enabling HR and perceived job autonomy was analyzed and results supported the hypothesis 2 that there is positive relationship between these variables ($\beta = 0.203$, $p < 0.05$). The R^2 value for this step is 0.041 indicates that 4.1 percent variation in perceived job autonomy is due to perceived enabling HR.

Table 4.17
Regression Models for Perceived Job Autonomy

Dependent variable	Perceived Job Autonomy	
	Step 1a	Step 2a
Constant	3.362	52.401
<i>Control</i>		
Gender	0.054	0.036
Age	0.022	-0.147
Marital Status	-0.025	0.100
Education	0.013	-0.006
Total Experience	-0.043	-0.198
<i>Independent</i>		
Perceived Enabling HR		0.203**
R^2	0.008	0.041

4.8.2 Perceived Job Autonomy, OCB, Affective Commitment and Turnover Intentions

Table 4.18 represents the results of regression for step 1b, 2b, 3b, 1c, 2c, 3c, 1d, 2d and 3d.

In step 1b the effect of control variables on OCB was analyzed. But no control variable showed any significant relationship with this variable. The Overall explanatory value for step 1a i.e. R^2 is 0.8 percent which indicates that 0.8 percent variation in the perceived job autonomy is due to these control variables. And $R^2 = 6.4\%$ showing that 6.4 percent variation in OCB is due to these control variables.

In step 2b the relationship of perceived enabling HR and OCB is insignificant as $\beta = -.002$, $p > 0.05$. Thus the following results do not support H1a. In this step the R^2 value for OCB is 0.00. This value shows that there is not any change in OCB due to independent variable.

In step 2c the relation between perceived enabling HR and affective commitment was analyzed. But the results did not support the relation as $\beta = -0.005$ $p > 0.05$.

In step 2d the relation between perceived enabling HR and turnover intentions was analyzed but the results did not support it. As $\beta = 0.063$ and $p > 0.05$.

In step 3b the relationship between perceived job autonomy and OCB was measured. And for this step the $\beta = 0.279$, $p = 0.000$. The following result supports H3a of the study. The R^2 value for this variable is 0.078. It shows that 7.8 percent change in OCB is due to perceived job autonomy.

In step 3c the relationship between perceived job autonomy and Affective commitment was assessed and the results reported the following values $\beta = 0.257$, $p = 0.000$ which supports the Hypothesis 3b. The R^2 value for this variable is 0.066. This value of R^2 shows that 6.6% change in affective commitment is due to perceived job autonomy.

Table 4.18
Regression Models for OCB, Affective Commitment and Turnover Intentions

Dependent Variable	OCB			Affective Commitment			Turnover Intentions		
	Step 1b	Step 2b	Step 3b	Step 1c	Step 2c	Step 3c	Step 1d	Step 2d	Step 3d
Constant	52.412	50.964	43.601	14.307	14.138	10.165	2.791	2.201	3.651
<i>Control</i>									
Gender	0.036			-0.020			-0.007		
Age	-0.147			-0.037			-0.011		
Marital Status	0.100			0.066			-0.023		
Formal Education	-0.006			0.022			-0.116		
Total Experience	-0.198			-0.158			0.133		
<i>Independent</i>									
Perceived Enabling HR		0.00	-0.035		-0.005	-0.041		0.063	0.127
<i>Mediator</i>									
Perceived Job Autonomy			0.279***			0.257***			-0.303***
R ²	0.064	0.000	0.078	0.026	0.000	0.066	0.030	0.004	0.081

*p < 0.05, **p < 0.01, ***p = 0.000

Similarly in step 3d the relationship between perceived job autonomy and turnover intentions was analyzed and the results reveal that there is negative relationship among these variables as $\beta = -0.303$; $p=0.000$. Thus, there is also a strong support for Hypothesis 3c. The R^2 value for this variable is 0.081. This value of R^2 shows that 8.1% change in Turnover intention is due to perceived job autonomy

4.8.2 Mediation Effect

The fourth hypothesis of the study states that perceived job autonomy mediates the relationship between perceived enabling HR and OCB, affective commitment and turnover intentions. Such hypotheses can be tested by (Baron & Kenny, 1986) approach in which they purposed three steps. The first step is that there should be significant effect of independent variable on mediator. Second step is there should be significant relationship between independent and dependent variables. Third step states that the mediator must have significant relationship with dependent variables. And in order to support full mediation it is also required that when mediator is included then the relationship between independent and dependent variable than it should become insignificant. For this purpose the value of beta for the relation of independent and dependent variable should also drop (Harris, Wheeler, & Kacmar, 2011; Zagenczyk, Gibney, Few, & Scott, 2011).

But many researchers indicated that if second step purposed by (Baron & Kenny, 1986) is not supported than the mediation can also be supported (Hayes, 2009; MacKinnon, Krull, & Lockwood, 2000; Shrout & Bolger, 2002). In the present study Step 2a and 3b, 3c and 3d (Table 4.17 and 4.18) signifies the relevant regression models for testing the hypothesis H4. There are also some cases in which mediation is proved between the independent and dependent variables by fulfilling only first and third condition (Boxall, Ang, & Bartram, 2011). Now according to (Hayes, 2009; MacKinnon et al., 2000; Shrout & Bolger, 2002), the first and third conditions of mediation process have been satisfied during hypothesis testing for the first three hypotheses (H2 and H3a, H3b, H3c). It is also clear from table that after including the perceived job autonomy which is mediator in step 3b, 3c and 3d; the insignificant relationship between perceived enabling HR (independent variable) and OCB, affective commitment and turnover intentions (dependent variables) further becomes insignificant. The values of β becomes -0.035 for OCB, -0.014 for affective commitment and 0.127 for turnover intention for $p>0.05$. So perceived job autonomy fully mediates the relationship between perceived enabling HR and employees' OCB, affective commitment and turnover intentions. Thus, H4 is fully supported.

4.9 SUMMARY OF THE RESULTS

Results of the hypothesis are stated in Table 4.19. H1a, 1b and 1c which are as respectively perceived enabling HR is positively related to employees' OCB, affective commitment and negatively related to employees' turnover intentions, have not been supported. The hypothesis 2 has been supported and it is stated as: perceived enabling HR is positively associated with perceived job autonomy. H3a, 3b and 3c are also supported. H3a is perceived job autonomy is positively related to OCB. H3b is perceived job autonomy is positively related to affective commitment. H3c is perceived job autonomy is negatively related to turnover intentions. H4a is perceived job autonomy mediates the relationship between perceived enabling HR and employees' (a) OCB, (b) Affective commitment and negatively related to employees' (c) turnover intentions.

Table 4.19
Summary of Hypothesis

Hypothesis	Description	Results
H1a	Perceived enabling HR is positively related to employee's organizational citizenship behavior.	Not Supported
H1b	Perceived enabling HR is positively related to employee's affective commitment.	Not Supported
H1c	Perceived enabling HR is positively related to employee's turnover intentions.	Not Supported
H2	Perceived enabling HR is positively related to perceived job autonomy.	Supported
H3a	Perceived job autonomy is positively related to organizational citizenship behavior.	Supported
H3b	Perceived job autonomy is positively related to affective commitment.	Supported
H3c	Perceived job autonomy is positively related to turnover intentions.	Supported
H4	The perceived job autonomy mediates the relationship between perceived enabling HR and (a) Organizational citizenship behavior (b) affective commitment (c) turnover intentions.	Supported

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 DISCUSSIONS ON RESULTS

The role of perceived enabling HR in framing various attitudes and behaviors of employees and how perceived job autonomy mediates this relationship is studied in this study. Discussion on results of these relationships is stated below.

The results found no support for hypothesis 1a, 1b and 1c which states that there is positive relationship between perceived enabling HR and employees (a) OCB, (b) affective commitment and negatively related to employees' (c) turnover intentions which is in consistence with (Kuvaas et al., 2014). We neither find correlations for these variables nor did the study support their association. This may be because employees' behavior and attitudes may not be framed due to their managers' perceptions regarding organizational practices and managers' autonomous authority. The other cause may that as the study relied on two different self-report measures that are why respondent couldn't answer correctly. In order to explain it further research is required which can explain the reason for this insignificant relation between perceived enabling HR and employees' OCB, affective commitment and turnover intentions.

The results supported the relationship between perceived enabling HR and perceived job autonomy which is hypothesis 2. This indicates that employees' perceptions regarding their autonomy in performing various duties at job is affected by the line managers' perceptions regarding enabling HR. If line managers are provided with flexibility for considering employees individual's needs than they will provide their employees with autonomous environment. They make decision making process as decentralized and provide them with flexible work schedules and informal communications. Due to these facets employee perception related to autonomy at job is enhanced (Brunetto et al., 2011; Hutchinson et al., 2002). Therefore result showed that there is positive relationship between perceived enabling HR and perceived job autonomy.

The results also supported the relationship between perceived job autonomy and OCB which is H3a. This result is in consistent with the various previous researches conducted on these variables.

The positive relation between these variables is found by (Anderson & Williams, 1996; Pearce & Gregersen, 1991). It is also stated jobs having motivating job characteristics (e.g. job autonomy) enhances employees level of satisfaction with the job which in turn lead them to perform many positive work behaviors (e.g. OCB) at job (Hackman & Oldham, 1980). H3b and H3c are also supported. H3a is perceived job autonomy positively impacts employee affective commitment and H3b is perceived job autonomy is negatively related to turnover intentions. It is also in consistent with the previous researches on these variables. Job autonomy provides employees with discretion in performing and scheduling their duties at job. If managers are supportive towards their employees by being lenient, helping and having informal communications with them than employees perceive it as autonomous environment. Such job enhances employees' emotional attachment with the organization which in turn leads them to be affectively committed with the job (Buch, 2015; Farr-Wharton et al., 2011) and less turnover intentions (Galletta, Portoghese, & Battistelli, 2011; Thompson & Prottas, 2006).

The fourth hypotheses (H4) stated as perceived job autonomy mediates the relationship between perceived enabling HR and employees' (a) OCB, (b) affective commitment and (c) turnover intentions is also supported. Line managers' perceptions regarding HR policies and practices pay an important role in building employees' performance at job (López-Cotarelo, 2011). More the employees perceive line managers as supporting, helping and more autonomous environment given by them more their perception regarding job autonomy elicits and hence results in performing various good attitudes and behaviors at job (Seibert, Wang, & Courtright, 2011).

Social exchange theory also states that more employees receive inducements and support from their organization more they become responsible for performing duties at job. Same is applied on both managers and employees. When managers receive flexibility and autonomy in performing their duties at job they perform their duties in a better way by being more responsible. They provide their employees with friendly and discretion environment which enhances their perception regarding autonomy at job. In turn this discretion enhances their senses of responsibility in performing their duties at job (Gagné & Deci, 2005).

5.2 IMPLICATIONS

5.2.1 Theoretical Implications

The present study has several theoretical and practical implications. The study investigated the effect of Line Managers' perception of enabling HR on employees' perception of job autonomy. Employees perception related to job autonomy is mainly dependent on Line Managers' perception of enabling HR. Secondly it studied the relationship between employees' perception of job autonomy and employees OCB, affective commitment and turnover intentions. The relationship studied in the study revealed that employees OCB and affective commitment mainly depends on employees' perception regarding autonomy provided to them at job. It further lowers their turnover ratio.

The findings of the study indicates that managers' perception related to enabling HR is of high importance because it will lead to enhance various employees' outcomes at job making them more responsive and responsible for their jobs. So it is important for HR specialists to consider line manager needs and to provide them flexibility and assistance in performing their duties at job by trusting their abilities and skills. And line managers should also keep in view their employees needs and necessities to get maximum from their employees.

The findings of the study also present an extension in the context of job design literature. It suggests that job designs which provide favorable job characteristic (job autonomy) elicits employees positive behavior at job and make them more responsible for their actions at job (Hutchinson et al., 2002). Line managers who provide an autonomous and supportive environment towards their employees facilitate the employee need of autonomy resulting employees' satisfaction with basic needs (Fernet, Austin, Trépanier, & Dussault, 2013).

5.2.2 Practical Implications

The results generated from this study have practical implication for many organizations. The results reveal that organizations in framing their HR practices and policies should provide managers' with flexibility and autonomy in performing their duties at job. They should also consider and take care for various employees' needs. It will impact employees' performance at job. And employees' performance is one of the critical factors for an organization for gaining a market share. From practical point of view, it is necessary that line managers should be well skilled and must have knowledge regarding

organizations HR policies and practices. HR specialists must also cooperate with line managers to know employees local and individual needs. The upper management should undertake such actions that guarantee the line managers accept and support HR practices which assist them in fulfilling their job duties.

For practical implications, our findings suggest that only line managers' perception regarding enabling HR is not sufficient for getting positive behavior of employees at work. But it is mediated by employees' perception of job autonomy. Employees perceiving higher levels of job autonomy are able to determine their work schedule and more involved in decision making. They also have choices to perform their duties at job. Autonomous job environment not also elicits employees positive behavior at job, but also has been associated with many other positive outcomes (Bambale, Shamsudin, & Subramaniam, 2012; Galletta et al., 2011). In this regard they also contribute in the job design model in consistent with the design proposed by Humphrey et al. (2007).

5.3 LIMITATIONS AND FUTURE DIRECTIONS

The study has many limitations which provide as insight for future directions. First of all, the study is cross sectional. Cross sectional study is one in which data is collected at one time. And this makes it impossible to draw further inferences of causality. For example managers' perception of enabling HR may vary at various times. It may also affect employees' perception regarding autonomy. The relationship between perceived enabling HR and employees' OCB, affective commitment and turnover intention may be changed over time. It is because line managers can discern among employees over time with more or less OCB, affective commitment and turnover intentions at job. So the causes for these changes cannot be drawn from the present study.

The study used only self-report measure for the purpose of data collection which raises the issue of mono-method biasness. The other methods can also be used e.g. employee behavior can be evaluated by line managers or peers. But such methods have their own limitations. Still it is not cleared that either this method is better or not (Conway & Monks, 2010). More research is required in this regard.

Another limitation of this study is that data is collected only from the employees working in three different banks. These are UBL, MCB and NBP. Although data is collected from three different banks but for drawing strong conclusion more search is required from different contexts, countries and organizations.

There is another limitation with respect to perceived enabling HR and perceived job autonomy. It is that line manager may not always be right in his perception regarding HR policies and practices being imposed. It may be due to their wrong assumptions associated with HR practices. Similarly employees' perception regarding autonomy at job may not be right because the autonomy given to them may not be up to their expectations and their false suppositions regarding human behavior and leadership style (Ferraro, Pfeffer, & Sutton, 2005; Heath, 1999). So it will lead managers' perception with less effective enabling HR and employees less autonomous job environment. So, further studies in this regard are also needed.

The study also provides a number of possibilities for further research. Previously no study was found mediating perceived job autonomy in the relationship between perceived enabling HR and employees' outcomes. Future research can explore these relationships in depth through longitudinal studies using more representative sample with other mediator. Results can also be analyzed in various other contexts.

The study included OCB, affective commitment and turnover intentions as dependent variables. Many other researches can include many other attitudes and behaviors of employees at work.

5.4 CONTRIBUTIONS

The present study contributes in the literature of perceived enabling HR and perceived job autonomy. Employees' performance at job is one of the factors which lead an organization towards success. So a number of researchers are trying to explore various reasons which can lead an employees' good performance at work. For this purpose organizations design such HR practices and policies which encourage their employees to perform well at job by making them more committed towards their job. As line managers play an important role in the implementation process of HR practices and policies, (Hall & Torrington, 1998; Truss & Gill, 2009; Whittaker & Marchington, 2003), so, a number of studies are trying to investigate the factors which can improve their behavior at job and its consequences on employees' behavior. Kuvaas et al. (2014) stated to mediate the relationship between perceived enabling HR and employees outcomes with perceived job autonomy; so present study explored this relationship empirically. It also provides an antecedent to perceived job autonomy.

The previous researches explored the relationship of employees' perception of leaders, leadership style and employees' perceptions' regarding HR policies and practices (Dysvik & Kuvaas, 2012; Kuvaas & Dysvik, 2010). While the present study explored the relationship of Line Managers perceptions of enabling HR and employees' perception of job autonomy and their behaviors at work. According to Gilbert et al. (2011) line managers have social abilities so from this study we can also learn in this regard.

The present study also contributes in the causal chain from HR to organizational performance. The study adds the relationship between line managers' perceptions' of enabling HR and employees' perceptions of job autonomy and its effect on employees' performance. Previous researches have indicated that managers and employees' perceptions of HR policies and practices affects employees' motivation, attitude and behaviors at job (Snape & Redman, 2010; Whitener, 2001).

The study will also help in understanding why and when employees perform extra role activities like OCB and which factors lead their reduced turnover rate. It will ultimately help organizations to design HR practices in such a way that help line managers and employees in performing in the best way. It is clear that employees' attitudes and behaviors are framed due to their line managers' behavior with them. It indicates that HR practices should provide line managers with sufficient autonomy and discretion to consider their employees at job, as it impacts employees' perception of job autonomy. And this finding of the study also requires further investigation. The findings of the current study also extend knowledge towards perceived enabling HR, perceived job autonomy, OCB, affective commitment and turnover intentions. It is also providing empirical evidence on the relationship between perceived enabling HR and OCB, affective commitment and turnover intentions and the mediating role of perceived job autonomy. It also provides an antecedent of job autonomy.

Overall study contributes in the literature of perceived enabling HR and perceived job autonomy by explaining its consequences on employees' perceptions and behaviors at job. It also explains the mediating role of job autonomy in the relation of perceived enabling HR and employees' outcomes at job. It also suggests that employees' autonomy at job is of high importance for enhancing their performance at job.

5.5 CONCLUSION

At the end we conclude that employees' outcomes are important factor for enhancing organizational performance. Employees various outcomes at job i.e. OCB, affective commitment and lower turnover intentions can be enhanced if organizations design their HR practices in a way of providing autonomous environment to employees. Employees' perception of autonomy at work is mainly dependent on the way they are treated by the line manager. Line managers provide autonomy to employees when they found HR practices as flexible and assisting them in performing their duties at job. In the light of results, organizations should design HR practices as enabling for their managers to work effectively and efficiently. Line managers ensuring HR practices as enabling will treat employees with care and diligence allowing them to have informal meetings, relaxing working hour and scheduling their duties at job.

Finally, keeping in view the findings it is stated that researchers and practitioners will be able to use this phenomenon as a tactic to get maximum employees outcome at job. The present study also allows researchers to focus on the line managers' perceptions of enabling HR. It further enhances understanding regarding how employees perception of autonomy is affected by line managers' behavior leading them to indulge various positive behaviors at job.

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ANNEXURE-A

SURVEY QUESTIONNAIRE (For Permanent Managers)

Dear Madam/Sir!

This survey is conducted to analyze your attentiveness and work situation. Your input will be great contribution to the research and results will be used for research purposes only. Thank you for your cooperation.

1. Personal Information:	
a) Name (optional):	b) Gender: <input type="checkbox"/> M <input type="checkbox"/> F
c) Age:	d) Marital status: <input type="checkbox"/> Single <input type="checkbox"/> Married
e) Education:	f) Department:
g) Name of branch:	h) Experience in this bank (in years):
i) Experience in other organizations (in years):	

2. Following statements assess your ability to stay focused at present moment. Please tick appropriate number against the following statement according to your own situation.	Almost Never	Very Infrequently	Somewhat Infrequently	Somewhat frequently	Very Frequently	Almost Always
a. All in all, the various HR tools and HR systems in my organization are adjusted to the local and specific needs I have as a manager when it comes to getting the ‘best’ out of my employees.	1	2	3	4	5	6
b. All in all, the various HR tools and HR systems in my organization are flexible enough to be adapted to my personal managerial style.	1	2	3	4	5	6
c. All in all, the various HR tools and HR systems in my organization are flexible enough to be adapted to the individual needs of my employees.	1	2	3	4	5	6
d. All in all, the various HR tools and systems in my organization help me perform my managerial duties in a successful way	1	2	3	4	5	6
e. All in all, the various HR tools and HR systems in my organization have increased my satisfaction with my managerial responsibilities.	1	2	3	4	5	6

Thank You for your time

ANNEXURE-B

SURVEY QUESTIONNAIRE (For Permanent Employees)

Dear Madam/Sir!

This survey is conducted to analyze your attentiveness and work situation. Your input will be great contribution to the research and results will be used for research purposes only. Thank you for your cooperation.

3. Personal Information:	
a) Name (optional):	b) Gender: <input type="checkbox"/> M <input type="checkbox"/> F
c) Age:	d) Marital status: <input type="checkbox"/> Single <input type="checkbox"/> Married
e) Education:	f) Designation:
g) Name of branch:	h) Name of Branch:
i) Experience in this bank (in years):	j) Experience in other organizations (in years):

4. Following statements assess your ability to stay focused at present moment. Please tick appropriate number against the following statement according to your own situation.	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
a. The job allows me to make my own decisions about how to schedule my work at job.	1	2	3	4	5
b. The job allows me to decide on the order in which things are done on the job.	1	2	3	4	5
c. The job allows me to plan how I do my work.	1	2	3	4	5
d. The job gives me a chance to use my personal initiative or judgment in carrying out the work	1	2	3	4	5
e. The job allows me to make a lot of decisions on my own.	1	2	3	4	5
f. The job provides me with significant autonomy in making decisions.	1	2	3	4	5
g. The job allows me to make decisions about what methods I use to complete my work.	1	2	3	4	5
h. The job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
i. The job allows me to decide on my own how to go about doing my work.	1	2	3	4	5

5. Please read carefully and rate the following statements regarding commitment with your job and your intentions to leave the organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I help others who have heavy workloads.	1	2	3	4	5
b. I help others who have been absent.	1	2	3	4	5
c. I willingly give of my time to help others who have work related problems.	1	2	3	4	5
d. I help in orienting new employees even though it is not required.	1	2	3	4	5
e. I consult others who might be affected by my actions or decisions.	1	2	3	4	5
f. I do not abuse rights of others.	1	2	3	4	5
g. I take steps to prevent problems with other employees.	1	2	3	4	5
h. I inform others before taking any important actions.	1	2	3	4	5
i. I consume a lot of time complaining about trivial matters.	1	2	3	4	5
j. I trend to make problems bigger than they are.	1	2	3	4	5
k. I always focus on what's wrong with situation rather than positive side.	1	2	3	4	5
l. I am always punctual.	1	2	3	4	5
m. I never take long lunch or breaks.	1	2	3	4	5
n. I do not take extra breaks.	1	2	3	4	5
o. I obey company rules, regulations and procedures even when no one is watching.	1	2	3	4	5
p. I keep abreast of changes in the organization.	1	2	3	4	5
q. I attend functions that are not required, but that help the company image.	1	2	3	4	5
r. I attend and participate in meetings regarding the organization.	1	2	3	4	5
s. I keep up with developments in the company.	1	2	3	4	5
t. I constantly talk about wanting to quit job.	1	2	3	4	5

6. Following statements assess your ability to stay focused at present moment. Please tick appropriate number against the following statement according to your own situation.	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
a. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
b. I enjoy discussing my organization with people outside it.	1	2	3	4	5
c. I do not feel like 'part of the family' at my organization	1	2	3	4	5
d. I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
e. This organization has a great deal of personal meaning for me.	1	2	3	4	5
f. I do not feel a strong sense of belonging to my organization	1	2	3	4	5

7. Following statements assess your ability to stay focused at present moment. Please tick appropriate number against the following statement according to your own situation.	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
a. I will likely actively look for a new job in the next year.	1	2	3	4	5
b. I often think about quitting.	1	2	3	4	5
c. I probably look for a new job in the next year.	1	2	3	4	5

Thank You for your time