

Research on the impact of self and colleague's attitudes towards autonomous work behavior in Japanese organizations

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Smooth transition to autonomous work styles has not occurred in Japanese companies.

This study examines this phenomenon by analyzing differences in the influence of subjective norms on the two sides of autonomous behavior, which may be unique to Japanese companies.

The hypotheses was derived based on the *Theory of Planned Behavior* (Ajzen, 1991).

Two sides of autonomous behavior	description	Role-execution behaviors(Griffin et al., 2007)
Self-led behavior	Individuals set their own tasks and execute them	Proactivity
Organization-led behavior	Individuals take initiative in executing tasks assigned by their organizations	Proficiency

Hypotheses of this study

H1: The degree of putting attitudes toward two sides of autonomous behavior into action would be influenced by the subjective norms of the workplace.

H2: The effect of subjective norm is stronger for the attitude toward organization-led behavior than the attitude toward self-led behavior.

Method

An online survey was conducted in March 2022, targeting full-time employees working at companies in Japan with 100 or more employees.

2,130 valid responses from participants in their 20s through 50s (average age 42.3) and the majority were men (72%).

Approximately equal number of sample across the following job categories; sales, customer service, administrative and planning, technical development, and production skills.

Own attitude and perceived colleague's attitude toward **self-led behavior** were measured using 4 items (e.g., "*When individuals work independently, it leads to positive outcomes for the organization as a whole*") with 6-point scale .
Cronbach's α respectively : 0.83, 0.86

Own attitude and perceived colleague's attitude toward **organization-led behavior** were measured using 4 items (e.g., "*Organizational policies should take precedence over individual thoughts and intentions*") with 6-point scale.
Cronbach's α respectively : 0.63, 0.74

The outcome variable that is **autonomous behavior** of their own were measured using 4 items, (e.g., "*I take the initiative to act before anyone tells me to*") with 6-point scale, adapted in part from Imashiro et al. (2020, 2022).
Cronbach's α 0.89

The SEM models were developed to reflect the following two points;

1. The perception of colleague's attitude is affected by one's true attitude (Robbins & Krueger, 2005), as well as one's estimation of colleague's attitude.
2. The paths from the true attitude to the estimation of colleague's attitude was drawn to look at the effect of "overconfidence" (Moore & Healy, 2008) or so called "better-than-average" (Zell et al., 2020).

Results

Figure1.1 The Impact of Attitudes Toward Self-led Behavior on Autonomous Behavior

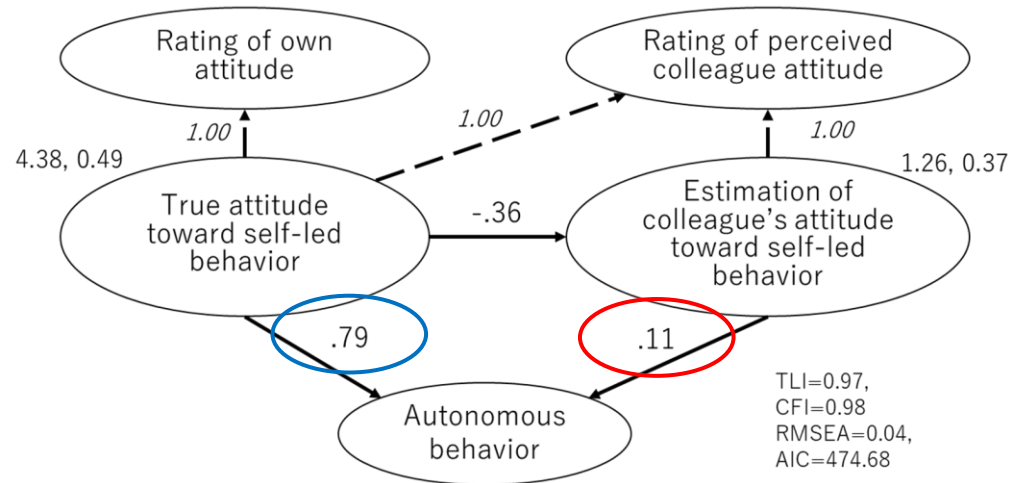
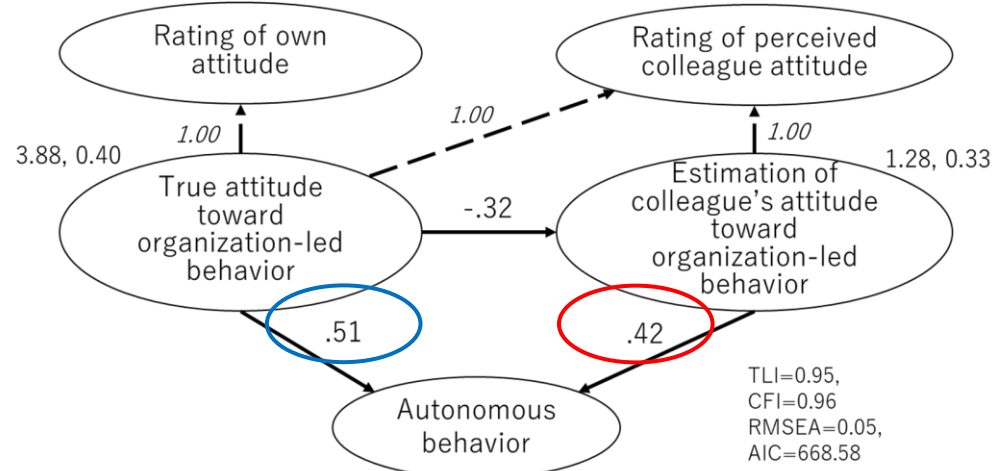


Figure1.2 The Impact of Attitudes Toward Organization-led Behavior on Autonomous Behavior



The observed variables and error variables are not shown. All paths shown by solid lines are statistically significant at the 5% level. Paths shown by dotted lines are set at 1.00. All path coefficients are unstandardized. Rating of own attitudes and rating of perceived others' attitudes are measurement-invariant. The numbers in the upper-right corner of the latent variables represent the mean (intercept) and variance.

- For both self-led and organization-led behavior, an individual's estimation of colleague's positive attitude—regardless of one's own attitude—promoted one's autonomous behavior. **→H1 supported**
- The effect of the estimation of colleague's attitude on autonomous behavior was lower for the self-led behavior than for the organization-led behavior (0.11, 0.42, respectively). **→H2 supported**
- Practical implication is that individual-level interventions are more effective for encouraging self-led job performance, while organization-level interventions are more effective for promoting organization-led job performance.

	mean	SD	correlation between own attitude and perceived colleague's attitude	correlation with autonomous behavior
own attitude toward self-led behavior	4.23	0.78	0.53**	.56**
perceived colleague's attitude toward self-led behavior	3.98	0.82		.41**
own attitude toward org.-led behavior	3.84	0.76	0.53**	.23**
perceived colleague's attitude toward org.-led behavior	3.84	0.80		.37**

** p< .01