

# Improving Employees Behavior through Extension in Theory of Planned Behavior: A Theoretical Perspective for SMEs

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## Abstract

The purpose of this paper is to review the conceptualization of the adaptation of Theory of Planned Behavior (TPB) with religious orientation in small and medium enterprises (SMEs). The underlying assumption for TPB implication in SMEs is that employee's behavioral intention at work may be modified via TPB which shall improve the employee competitiveness, which in turn increases the organizational success factors in the industry. The proposed conceptual framework is based on well-known analytical framework for TPB developed by Ajzen, (1991). Literature suggested that religion engenders the shape of behaviour, which is strongly followed by people. Based upon conceptual and empirical evidences framework and propositions are developed to test the adaptation of TPB and religious orientation in SME. The proposed framework provides a basis for developing an empirical model to advance the TBP with religious orientation in SME which further can be test across the SME sectors and results from different geographical and cultural settings may also be explore. This research contributes to existing knowledge by extension of TPB in SMEs operating in Pakistan, which would result in the improvement of employee's behavior. This study could be of practical value for SMEs owner/ managers, who want to maximize the employee behavior through effective adaptation of TBP with religious orientation that support their organization.

**Keywords:** theory of planned behavior, employee intention, SMEs

## 1. Introduction

Organizations in today's dynamic economic environment need employees who can meet standards of working behavior as a condition of employment. Apparently, peaceful working environment within the organization can be developed with the setting of behavioral values among employees. However the meaning and implication of this term may vary from employer to employer. Generally speaking, job behavior is the way an employee responds to his work, task and responsibility and that response is either positive or negative depending on how employee views his interest and the company (Mafini & Poee, 2013). SMEs played pivotal role in economic development (Beck & Weitzel, 2005; Günterberg & Kayser, 2004; Hollenstein, 2005; McCann & Ortega-Argilés, 2016; Michaelas, Chittenden, and Poutziouris, 1999; Wonglimpiyarat, 2015). Meanwhile, SMEs use to be more vulnerable because of their limited resources (Festing, 2007). There are ample literature available which show the human resource issues facing by SMEs (i.e. Carraher & Carraher, 2006; Dekoulou & Trivellas, 2015; Lo & Ramayah, 2011; Mathieu, Fabi, Lacoursière, & Raymond, 2016; Yetim & Yetim, 2006). Employee behavior is one of the facet which can take an organization to peak or vice versa. Research studies show that predicting and controlling employee behavior enhance the organization productivity and performance (Delmas & Pekovic, 2016; Hayton, 2003; Pajo, Coetzer, & Guenole, 2010; Stavros, Nikolaos, George, & Apostolos, 2016).

Previous predicting behavior theory (theory of reasoned action-TRA) was criticized for neglecting the importance of social factors that in real life could be a determinant for individual behavior (Grandon & Mykytyn, 2004; Werner, 2004). TPB explained that most sufficient way to determine behavior is to calculate behavioral intention. Furthermore, three belief-based measures viewed as a function of behavioral intention which includes attitude, subjective norm, and perceived behavioral control. Generally, it can be said that the more positive the attitude and subjective norm, and the greater the perceived behavioral control for a certain task, the stronger would be an individual intention to behave over it. While discussing the attitude, first dimension of TPB, it

explains an individual's belief about the considerable consequences of performing a behavior. Since an employee has propensity to assess the benefits and costs resulting from the behavior, before deciding to engage in it (Cheng et al., 2006) hence an employee is more likely to perform an action only when he has optimistic attitude toward a specific behavior (Ajzen, 1991; 2002; Cheng, Lam, & Hsu, 2006; Han, Hsu, & Sheu, 2010).

The second dimension of employee behavioral intention is subjective norm that symbolizes the beliefs about the normative norm of others in terms of relationship with co-workers, business partners, relatives and close friends (Ajzen, 2002). An employee's motivation to engage in certain behavior will be highly concluded by the perceived preferences of his referents.

Lastly, the third determinant of behavioral intention is perceived behavioral control. It can be explained as the perceived easiness or complexity while performing a behavior (Ajzen, 1991). Interestingly, prior researches have revealed that when an employee or person has little control over his act due to the lack of required resources, his behavioral intention will be lesser regardless of the existence of positive attitude or supportive subjective norm concerning the intended behavior (Ajzen, 1985; Han et al., 2010; Park, 2003). Madden, Ellen and Ajzen (1992) defined this phenomena as few factors are vital which concern the possession of requisite resources and opportunities to perform a specific behavior (Madden, Ellen, & Ajzen, 1992). Hence this determinant considered to be the significant determinant of behavioral intention.

The significance of the role of TPB can be over-emphasized when taken in the context of SMEs. Small and medium enterprises (SMEs) face noteworthy challenges as compare to larger corporations (Casson, 2005; Neupert, Baughn, & Dao, 2006; Vaaland & Heide, 2007). Endorsement of urgent and faster demand is also faced by SMEs, which allows them enhance business opportunities and to do so within somewhat short time scales (Bluedorn & Martin, 2008). SMEs contain comparatively limited resources and economics of scales that's why they have number of challenges in order to sustain. However, according to scholars such as Aragon-Sanchez and Sanchez-Marin (2005), SMEs can recompense these challenges by the fact that they don't have complex processes and procedures. This means that SMEs are more likely to exploit strategic windows and opportunities aggressively (Harvey & Evans, 1995; Macpherson, Jones, & Zhang, 2005; Vaghely & Julien, 2010). SMEs due to small in size are also able to adopt technology innovations very frequently (Marcati, Guido and Peluso, 2008).

The current study extent the theory of planned behavior through integrating and broadening the religion perspective of employees towards their behaviors. Apparently, religion has proved to exert a huge effect on individuals' behavior. A wide-ranging literature shows that religion and religiosity – as well as other cultural traits - matter to important economic phenomena, such as: educational attainments (Cohen-Zada, 2005; Fan, 2008); labor force participation (Fernandez and Fogli, 2009); marriage and inter-faith marriage (Bisin, 2004); fertility (Neuman, 2007) income and financial assets (Keister, 2003). Religion has also shown connection with social interactions (subjective norms) and attitudes (Flanagan, 1991; Barry, 1996; Brooks, 2003).

Consistent with the discussion regarding the religiosity and SMEs, Pakistan is the 6<sup>th</sup> most populated Muslim country in world where approximately 3.2 million firms are operating. SMEs represent 95% out of 3.2 million firms. In addition, SME sector caters for 25 percent of manufacturing exports in Pakistan, while its share in value addition is 28 percent (Kureshi, Mann, Khan, & Qureshi, 2009). Furthermore, SMEs jointly contribute approximately 30 percent to GDP; employ 80 percent of the non-agricultural labor force, 25 percent to total exports and 35 percent to manufacturing value addition (Ministry of Finance, 2009). Small Scale Manufacturing, which accounts for 4.9 percent of total GDP. SME Bank was established to provide financial assistance and business support to small and medium enterprises. Up to 31st December, 2009 SME Bank has financed 8,299 SMEs, disbursed loans amounting to Rs. 9,510 million to 40,891 beneficiaries in the country (Ministry of Finance, 2009).

Pakistan is one of the two countries which creation based on religion. Hence, the current study extent the theory of planned behavior through integrating and broadening the religion perspective of employees towards their behaviors. Apparently, religion has proved to exert a huge effect on individuals' behavior. A wide-ranging literature shows that religion and religiosity-aswell as other cultural traits - matter to important economic phenomena, such as:educational attainments (Cohen-Zada, 2005; Fan, 2008); labor force participation(Fernandez & Fogli, 2009); marriageand inter-faith marriage (Bisin, 2004); fertility (Neuman, 2007) income and financial assets (Keister, 2003). Religion has also shown connection with social interactions (subjective norms) and attitudes (Flanagan, 1991; Barry, 1996; Brooks, 2003).

## 2. Literature Review

### 2.1 Theoretical Background

Theory of Planned Behavior (TPB) is one of such theories which are being discussed and tested in research areas across the world. This theory was firstly proposed by Icek Ajzen and succeeded the theory of reasoned action, this extension added the perception of behavioral control as another predictor of behavior & intentions (Madden et al., 1992). According to Randall (1991) TPB is a helpful tool in order to study and learn as how the behavior of a personal can be changed. The TPB model indicates that intention is directly determining by three factors subjective norm, attitude, and behavior control. This theory helps in learning as how and what influences a person's behavior to be created or changed. It predicted different kind of behavior with high accuracy through subjective norms, behavioral control, and attitudes. Subjective norms and behavioral control shown the set of significant behavioral, normative and control beliefs on the subject of behavior but the accurate scenery of these relations are still unsure. All of them influence an individual to show a deliberative behavior (Randall & Gibson, 1991). Accordance to the theory it involves that there are individual's behaviors that driven the behavioral intentions and intentions towards the behavior and subjective norms which is surrounding by the performance of the behavior. It shows that whether performance of the behavior is up right or wrong, or whether the individual is in contradiction of or supportive of the behavior performance.

Attitude towards the behavior is well defines that individual positive and negative thoughts and feelings is directly performing the behavior of individuals. It determined the assessment of anyone's belief regarding the consequences arises from once behavior and evaluation of the consequences of once desire and feelings. Overall the attitude can be assessed as the sum of individuals with desirability and expected consequences of the behaviors. Such as subjective norms of individual's perception of people which is directly in touch with the behavior of individual that has to be perform in positive or negative direction. According to this behavior people either involved in this behavior or performed some individual tasks. Eventually, it leads towards the motivation that individual has to be comply with the wishes of referent. It shows that there is a directly impact of individual perception with motivation assessment with all relevant referents. Whereas, the attitude towards the act and subjective norms created the intention to behavior intention and leads to the final destination that is behavior, that brings the individual to act in their mind and perform some task accordingly.

Theory was developed by Ajzen (1991) which determine the measure that how human action were guided. Moreover, it shows the occurrences of a specific behavior, provided that behavior is intentionally created. Theory stated that attitude toward behavior, subjective norms, and perceived behavioral control, together shape an individual's behavioral intentions and behaviors. This concept was planned to predict the power of reasonable action theory which includes the perceived behavior control. It is one of the most extrapolative persuasions theory applied to studies the relations surrounded by beliefs, attitudes and behavioral intensions in a variety of grounds such as public relations, advertising campaigns, advertising and healthcare.

There are literature which show the relationship of religion/ religiosity to individual behavior (Batson, Schoenrade, & Ventis, 1993; Hoffmann, 2013; Jegannathan, Kullgren, & Dahlblom, 2016), political behavior (Jelen, 1998; Layman, 1997; Wallace & Williams, 1997), economic and demographic behavior (Lehrer, 2004), health and related behavior (Benjamins & Buck, 2008; Koenig, 2001; Sullivan, 2010), sexual behaviors (Adamczyk & Hayes, 2012),volunteering behavior (Lim & MacGregor, 2012), pro-social and helpful behavior (Saroglou, Pichon, Trompette, Verschuere, & Dernelle, 2005), family behavior (Bulanda, 2011),marriage behavior (Booth, Johnson, Branaman, & Sica, 1995) and most importantly, employee/ executive behavior (Ford & Richardson, 1994; Morris, Venkatesh, & Ackerman, 2005; Van Breukelen, Van der Vlist, & Steensma, 2004; Weaver & Agle, 2002). Hence, the religiosity factor didn't check with facets of TPB before in literature, this paper proposed that religious orientation constructed by Allport and Ross (1967)would enhance the impact on behavior with three facets of TPB to predicting the behavior of employees in SMEs set up.

### 2.2 Religiosity and Its Impact on Behavior

Religion is a component of culture. Religion is defined more as the degree to which individual associate themselves to certain beliefs and rituals (Esoo & Dibb, 2004). It refers to the set of beliefs that people holds. Meadow & Kahoe (1984), there are three major components in understanding religious behavior: the creed or cognitive (which refers to thinking), the culture or affect (which refers to feeling) and the code or the conation (which refers to the striving). It is the specific behavior that people portray when they are devoted to specific practices and values. Religion is the most significant and tenanted identity of a person which impacts his lifestyle and behaviors to move around. Almost every single person is affiliated to a religion and makes his decisions accordingly as stated in the religious books. Individual intends to act as permissible in his/her religion and

ignores the ones who is considered to be unethical in terms of society and culture too. Hence, it may be save to say that religion can impact human life.

Religion is usually transmitted from one generation to another. People acquire such teachings from ancestors and parents. Their devotions towards worship and religious practices often shape the attitude and behavioral patterns. This set of beliefs and values that are held by people often shape people attitude and behavior for specific aspect. Such attitude(s) and behavior(s) are widely accepted that lies within the specific mind set of people ,who view attitude(s) and behavior(s) in the light of religion that does not damage their perception that are formed on the basis of religion.

It has been observed that religion is being originated in very famous publication of the book *The Man Nobody Knows* by Bruce Barton in 1925 published by Buccaneer Books. Allport and Ross (1967) argued that the power was to differentiate inner motivation to be pious from the outer or direct benefits offered by involvement in a religious community. It's been referred in the psychology of religion, these tactics attempt to allocate the altered motivations for the expression of religiosity. Hunt and King (1971) stated that Religious orientation refers to ones' approach in following their religion, and usually is based on the intrinsic and extrinsic perspectives of motivation. In other words, it pursues to differentiate between "religion that assists as its own end objective" and religion "used in the service of additional aims or desires—i.e. as an influential value" (Gorsuch, 1988).

Swenson (2007) studied the adaptive strategies and ideological views of the peoples in Peru in late Moche period. They reconstitute the traditional religious beliefs and the political views and behavior of the people in the period from 550-800 A.D. They present the case study in their research to mobilize the normative interpretations of the religious beliefs in the adaptive cultural behavior and socio-political rearrangement. Further they used system theory analyst and elaborate with the flow chart model to interpret their social processes. They found that initial and primary adjustments in the environment of that time impact their social and economic structures towards the system equilibrium to determine the religious beliefs and practices. Hence the inspection of religious beliefs is needed to reveal the successful adaption of the natural environment. Further they conclude that Ritual is contributory in creating partisan prejudice and promotes differing sympathies of the natural, social, and divine worlds. By considering the data they conclude that religious expression or behavior were greatly linked with the rural population in the valley. Finally, if one accepts the functionalist evidence that spiritual philosophy regressively acclimates to initial changes in physical and environmental conditions, then one would imagine more uniform sociopolitical rebuilding throughout Moche world.

Studies examines the religious beliefs and their practice in different countries, focusing on different religions, a study conducted by Chamratrithirong, Miller, Byrnes, Rhucharoenpornpanich, Cupp, Rosati, Fongkaew, Atwood, and Todd (2013) found that the urban areas in Thailand, children at the age of 13-14 years requires parental monitoring for the transmission of Religious belief in their generation from their parents in the culture of Buddhism. Hence it is found that the misbehavior is associated with the religious practices in the absence of parental monitoring.

Kang and Romo (2011) studied the role of religious contribution on misery, perilous performance and academic performance on the Korean American teenagers and clearly stated that religious beliefs play a vital role in developing strong personality of young generation of Korean American students. Spiritual participation plays an optimistic role in the psychosomatic, societal, and developmental outcomes of adolescents, especially among cultural marginal and immigrant population. They found that higher level of religious beliefs engagement linked to stronger behavior in their personality which in turns leads to less depressive behavior in the teenagers which is associated with their psychological and behavioral process of adolescence. In the same way, a study was conducted by Mohammadpoorasla, Ghahramanloob, Allahverdipour, and Augnerd (2014) to examine the relation of religiosity and their ancestral support in Irani college students to measure the religious beliefs and parental support behavior over the use of alcohol, drugs and sexual behavior. The study concluded that that low prevalence of alcohol is identified with some of the associated factors of religion while the adult rate is lower than the students and its related factors. The study further identified that parental control and their strong religious beliefs tend to restrain their children from alcohol consumption, where else, students which have no or less parental association have competitively high dosage of alcohol in their student lives.

Mohamed and Daud (2012) explored the influence of religious factors behavior and posited that a considerate impact of religious conviction on human actions is difficult. However, religious sensitivity impacts customers and firm values positively, both directly and indirectly. A similar evidence was provided by the study of Wilson and Liu (2011) who explored the relationship of consumer's behavior with respect to the concept of Halal when they purchase a brand. The result showed the halal paradigm is a core concept when the perceived importance of

halal is brought into the Muslim consciousness. Muhammad and Mizerski (2013) also investigated the impact of following Islam in decisions about banned products and showed that the intrinsic Muslim customers had a firm association of their perceptions of the social norms and their objective to behave. Instead of relying on their personal judgment, intrinsic consumers tend to conform to others expectation of them when deciding to perform behaviors subject to the fatwa - a ruling on a point of Islamic law given by a religious expert. Ezzo and Dibb (2004) also examined how religion influences the purchasing decisions of Muslim, Hindus and Catholic buyers and found that buying behavior differs among different religious groups. Findings suggest that casual religious customers are more brand and price conscious. But, research shows Muslim consumers were found to be more practical and innovative in their shopping behavior than Hindu and Catholic customers.

The study of O’Cass, Lee and Siahtiri (2013) revealed that role of religiosity is too strong when it comes to the status consumption and fashion consciousness among Muslim consumers. Identical results were concluded by Siala (2013) when he explored religious influences on consumers’ high-involvement purchasing decisions and showed a positive relationship between the exogenous religiosity and religious centrism constructs, and the endogenous attitudinal brand loyalty, price tolerance and word-of-mouth constructs. The research paper of Almosawi (2014) tested the impact of packaging with perspective of religion on customer behavior. He revealed that Muslims who live according to Sharia – the body of Islamic law- and the orders of the Quran will consider such companies to be promoters of fornication, and then will boycott such companies in order to prevent them from corrupting the purity and piousness in the community. Souiden and Rani (2015) empirically linked the religiosity to attitude and intention and suggested that religiosity has an indirect effect on purchase intentions of Islamic bank services through attitude towards these banks. Souiden and Jabeur (2015) conducted study on insurance industry. Results suggested that the higher (lower) the Islamic beliefs of individuals, the less (more) favorable their attitude will be toward conventional life insurance and the more (less) favorable their attitude will be toward Islamic life insurance; the higher (lower) the Islamic beliefs of individuals, the weaker (stronger) their purchase intentions for conventional life insurance will be and the stronger (weaker) their purchase intentions for Islamic life insurance will be; and Islamic beliefs moderate the relationships between attitudes and purchase intentions of life insurance.

*Preposition: Religious orientation has significant impact on employees’ behavior*

### 2.3 Theory of Planned Behavior

#### 2.3.1 Attitude

Attitude refers to a settled way of thinking or feeling about a specific thing. With respect to attitude toward behavior it means the way of thinking about a certain behavior (Ajzen & Fishbein, 1977), explained that the evolving situation appears that attitude solely is a single element of many aspects shaping behavior. While this situation endorses the reputation of attitudes, it primes to the anticipation that attitudes will frequently be separate to behavior. According to Fishbein (1967) an attitude is defined to be directly connected with the nature of work. The power of attitude is to predict the achievement of academy. In the world of research, Attitude has a great relationship with the self-efficacy of the person and it may vary person to person and organization to organization.

It is the tendency to respond on positive and negative about the idea that persuade the individual choice. An attitude can be defined by emotional, perceptual and cognitive process with respect of some aspect of individual world (Krech & Crutchfield, 1948).

Attitude may lead to the productive side if work positively. Similarly, negative attitude may cause negative impact towards the field in which it is applied. Many studies show that the attitude have the concern to get intended in every field socially, economically, politically and affected by its environment.

Behavior, however, is dependent on many factors as a human behavior can be altered and affected throughout difference phases of life. Human nature is very much changing and unstable, same is the case with behavior and the attitude toward the behavior. (Ajzen & Fishbein, 1977), argued that a being attitude concerning an entity stimulus the inclusive configuration of his reactions to the entity, but that it requisites not foresee any assumed achievement. Rendering to this exploration, a solo behavior resolute by the purpose to execute the behavior required.

#### 2.3.2 Perceived Behavior Control

It does refer people observations to perform on their given behavior. “Behavior control pass on to the models of behavior that a family ethics applied on dealing with family circumstances” (Epstein, Bishop, Ryan, Miller, & Keitner, 1993). Many studies have been conducted to get the influence on the intention tact upon a particular

behavior. This is also studied in relation with subjective norms and attitude. It allows the prediction of behaviors. As behavior intention is directly connected to the behavior so PBC may also be predicted for the behavior (Conner & McMillian, 1999; Courneya, Bobick, & Schinke, 1999; Godin, Maticka-Tyndale, Adrien, Manson-Singer, Williams, & Cappon, 1996; Netemeyer, Burton, & Johnston, 1991; Sheeran & Orbell, 2000).

Kang, Hahn, Fortin, Hyun, and Eom (2006) explained perceived behavior control as, behavior is affected by certain factors, normative elements, and perceived control. These elements exert behavior through their effect upon behavioral intention. Seen behavioral control alludes to individuals' view of their capacity to perform a given behavior. It means individuals understanding regarding their capacity to practice a specific behavior.

Accordingly PBC is used to deal with those conditions when consumers do not have in a volitional control (Volitional control is the behavior which is influenced by outsiders) over the identification of particular behavior. PBC in many studies proved to be quite interacted with self-control. Thus it is concluded that self-control is not have much interaction with the perception of a consumer about his or her will power and controls (Gottfredson & Hirschi, 1990).

### 2.3.3 Subjective Norms

Subject norms define that the behavior of individual based on the people who are important for them, the professed societal demands to act upon or not to act upon the behavior (Ajzen, 1991). The participants respond on questions such as "I feel social pressure to eat healthy" and "People who are important in life would (disagree/agree) on to eat healthy food" this also based on 7-point scale chart (Armitage et al., 1999).

It is also being explained as to have a control on perceived pressure and the intention of doing it or not doing the act. It is also about the perception of other people on the person's ability to act or not (Gronhoj, Bech-Larsen, Chan, & Tsang, 2012). Schultz, Nolan, Cialdini, and Goldstein (2007) stated that following a very long while of debate over the part of norms in foreseeing behavior, the exploration has plainly settled that social norms goad as well as aide activity in immediate and important ways. Given this affirmed force of social norms, amid the previous decade there has been a surge of projects that have conveyed regulating data as an essential device for changing socially huge practices, for example, liquor utilization, drug use, confused eating, betting, littering, and reusing.

Subjective norm is also studied to measure the normative belief. This is not in case to comply any motivation. And some studies have already concluded that there is no necessity of inclusion of motivation to be complied (Ajzen, 1988).

### 2.3.4 Attitude Link to Behavior

Zhou, Romero and Qin (in press) examined the violating crossing behavior of people by applying the planned behavior theory. Results concluded that people have negative attitude towards the pedestrians crossing behavior as per their social and family influences with their friends and family and the concluded additional factors attitude and norm were in significant findings. After adding tendency and the presence of their intentions there is strong predictor indicating their presence of the other pedestrian people to influence their behavioral intentions

Scharrer (2015) studied the employee's acceptance and involvement in the management system of Business behavior. They focus on the code of conduct as per the planned behavior theory which forces the people or employees to implement the code of conduct in the business environment. They found that each of the variables evaluate the favorable and unfavorable attitude towards the norm, attitude and influence of the people whether they accept the specific behavior determines the motivation level of individual or not. Sommestad, Karlzén and Hallberg (2015) stated in their research that behavior is prejudiced by individuals' intentions and certain behavior control, where definite behavior control restrains the outcome of intentions. Utmost solicitations use perceived behavior control as a substitution because of the complications allied with quantifying definite behavior control, as one of the creators of theory of planned behavior. The theory circumstances that intentions are prejudiced by attitude, perceived norms and perceived behavior control. Their impacts are supposed to be in line, which is the possessions can be demonstrated by means of preservative prototypes.

Silva, Figueiredo, Hogg and Sottomayor (2014) said that intention heads straight away to behavior, and is resolute by the collaboration of three dissimilar and significant experiences: attitudes, subjective norms and perceived behavior controls. Attitude toward the behavior is an individual's global valuation of the behavior. It is presumed to have two constituents which effort organized: beliefs about penalties of the behavior –behavioral opinions – and the conforming optimistic or undesirable decisions about each these structures of the behavior – result valuations. Ajzen (2002) gathered data and tested it with hierarchical factor model to study the impact of attitude towards the behavior with respect to theory of planned behavior and stated that in their corresponding combinations,

behavioral beliefs comes about a blessed or negative disposition concerning the behavior; it given a satisfactory measure of distinct control over the behavior, people are expected to draw out their aims when the prospect rises.

Ajzen and Fishbein (1977), contended that an individual's state of mind toward a substance stimulate the by and large plan of responses to the element, yet that it need not conjecture any concurred activity. Rendering to this study, a performance behavior is steadfast by the goal to execute the behavior. An individual's intention is a determination of state of mind toward completing the behavior. Quan, Hao and Jianxin (2010) also indicated that a man's genuine behavior in performing certain activity is straightforwardly affected by his or her behavioral expectation and thus, together dictated by disposition, subjective standard and saw behavioral control toward performing the behavior. Behavioral expectation is a measure of one's ability to attempt and apply while performing certain behavior. Moreover, an ideal or unfavorable state of mind is an immediate impact to the quality of behavioral convictions about the possible striking outcomes.

Chang (1998) also stated that behavioral intention is an element of two variables: person's attitude toward the conduct and Subjective Norm. Attitude toward the behavior is characterized as "a man's general sentiment idealness or un-favorableness for that behavior". Silva, Figueiredo, Hogg and Sottomayor (2014) said that intention heads straight away to behavior, and attitude toward the behavior is an individual's global valuation of the behavior. Healy, Joram, Matvienko, Woolf and Knesting (2015) investigated the Impact of an intuitive eating education program on high school students eating attitudes and suggested that IE instruction persuade the attitude on eating healthy.

Alekseeva, Krasnopolskaya and Skokova (2015) explored the introduction of sexual education to Russian schools. Results showed that Dance4Life had a significant positive impact on perceptions of Sexual Reproductive Health and Right (SRHR) and awareness stage and respondent showed positive attitude toward this program. Chen (2009) conducted the study in Taiwan which suggested that there were positive respond of attitude toward lifestyle. Kim, Lee, and Kim, (2013) also investigated the relationships between lifestyle of health and sustainability and healthy food choices for seniors. They applied regression analysis for the empirical test of the research model with sample size of 413 and result indicated the attitude significant impact on behavior.

Chan and Tsang (2011) exemplified on promotion of healthy eating among adolescents which implemented the theory of planned behavior and the advertising interference to forecast the effects on healthy eating in a Chinese society and concluded that there was no significant impact on attitude towards healthy eating advertisements. A study was conducted by Chan, Prendergast, Gronhoj, and Bech-Larsen (2009) about the Adolescents' perceptions of healthy eating and communication about healthy eating. The result suggested that observations of healthy eating attitude are to some extent gender dependent. An identical study was conducted by Gronhoj, Larsen, Chan and Tsang (2012) to explore the usage of theory of planned behavior to predict healthy eating among Danish adolescents and the results indicated that Females have more behavior intention for healthy food as compare to male and found positive impact on behavior intension to healthy eat, and favorable attitude on healthy food eating. In the same way Chan, Prendergast, Gronhoj and Larsen (2011) examined on Danish and Chinese adolescents' perceptions of healthy eating and attitudes toward regulatory measures. Results showed that Hong Kong respondents were more likely to associated eating habits with healthy eating than Danish respondents; they were no significant difference on age, gender toward healthy eating attitude. Paul and Rana (2012) conducted a study to test about the Consumer behavior and purchase intention for organic food and results showed positive influence between all variable and consumer behavior on buying organic food.

*Preposition: Attitude (specific) has significant impact on employees' behavior.*

### 2.3.5 Perceived Behavioral Control Link to Behavior

Hsu and Kuo (2003) explained that the organization based self-esteem in protecting information privacy vis-a-vis to theory of planned behavior. It was indicated that the perceived behavioral control shows an optimistic influence on intention and organization based self-esteem can be effectively used for measuring the outcome. Intention is very much affected by perceived behavioral control. Buchan (2005) carried out a study regarding the ethical decision making in public accounting profession keeping in focus the theory of planned behavior. It posited that, if a person expects a constructive consequence and senses that significant others would boost such behavior, progressive intentions are expected as outcomes.

Randall and Gibson (1991) focused the medical profession in their study and smeared the theory of planned behavior. They suggested that the amalgamation of attitude toward performing the behavior, subjective norms, and perceived behavioral control could confirmed nearly 61% of the adjustment in intent to account the health professional. Notani (1998) found that moderators in any theory in any respect shows a dynamic part and affects

the theory it is linked with. Same is the case with theory of planned behavior as moderates with perceived behavioral control affects the theory and works effectively.

Henle, Reeve, and Pitts (2010) conducted study on theory of planned behavior. Results found that superior the perceived behavioral control toward a certain behavior are, the tougher the intention for execution that behavior will be. People usually carried out such behavior and intention when they are not satisfied with the job or there are other factors controlling them to have such an intention and carry out a behavior. Yoon (2011) summed up that ethics theories exert the behavioral intentions of personalities to compel digital piracy. The attitude of personalities in the direction of digital piracy also initiates to be prejudiced by perceived benefits, perceived risk, and habit. Cestac, Paran, and Delhomme (2014) concluded that intention in theory of planned behavior is a significant factor which gets affected by perceived behavioral control and attitude toward the behavior. It forces young drivers to take more risks while driving and causes more accident. Shakona, Backman, Backman, Norman, Luo, and Duffy (2015) studied about the Understanding the traveling behavior of Muslims in the United States, focused on Halal tourism. The results endowed with some indication that Islamic beliefs and behavioral practices and travel behavior of Muslims in the USA. The study ending suggest a better sympathetic of the role of religion in travel behavior of Muslims in the USA. Olsen and Grunert (2010) also studied about the role of satisfaction, norms and conflict in families' eating behavior in Norway. The results underlined the social factor importance and relationship between satisfaction and behavior in family context.

Hoek and Jones (2011) studied on moods toward behavior about health (negative, positive) and showed that there is no significant interaction between mood and health behavior.

*Preposition: Perceived behavioral control (specific) has significant impact on employees' behavior.*

#### 2.3.6 Subjective Norms Link to Behavior

Blok, Wesselink, Studynka, and Kemp (2015) researched in order to enhance more sustainable behavior in households, recent research focuses on the identification of factors that have an impact on sustainable or pro-environmental behavior. According to the findings of this study the theory of the plan could explain pro-environmental behavior in the workplace. It can be concluded that especially social norms and leadership support to act pro-environmentally have an impact on PEB in the workplace. Furthermore, study added that environmental awareness and personal norms have a significant impact on the intention to act pro-environmentally behavior.

Teo and Lee (2010) also carried out the research and stated that an individual's act is resolute by behavioral intentions, which thusly are biased by a state of mind toward the behavior and subjective norms. Social norms impacts the individual's choice closed behavioral intention.

Schultz, Nolan, Cialdini, Goldstein, and Griskevicius, (2007) conducted research about subjective norms and their effects on other things and discussed that all social values have different powers in the society which affects the society and their people living in the society. Moreover, subjective norms have different powers in the society which plays different roles for the people of the society. Even subjective norms have their constructive, destructive and reconstructive power which affects the people of the society and helps in practicing a certain behavior depending upon the situation, surroundings and environment of the society.

In the same way, Fehr and Fischbacher (2004) worked on identifying the social factors and subjective norms that are present in the society and affects an individual whether to engage in a certain behavior or not. Human cooperation is variable as it is different depending upon the individual and other factors, social norms helps an individual to cooperate with other humans. Kandori (1992) also conducted a research regarding social and subjective norms. They concluded that society has rules and norms which enforces the individuals to take a decision and helps to generate the intention of carrying out or practicing a certain behavior. Even in this research, casual permissions by society persuade anticipated behavior

Where else, as per the study of Sunstein (2001) Social norms helps an individual decide how to react in a prescribed situation. Social roles are present in the society to help the people as how to react in different situations and what really is the intention behind the behavior. Social norms and social roles goes hand in hand as both require each other's existence to work smoothly. The result suggested that social life cannot prevail without norms and roles in the society. Cialdini and Trost (1998) also explored the social norms present in the society and the compliance which is required by the society. Intention is always present behind every action as to know the why an individual is acting in a certain way. The society always have an influence on the people living in the society. It forces a person to change and shape its intention. The study suggested that there is a social influence present in the society and it plays a vital role in the field of social interaction between people of the



society.

Aertsens, Mondelaers, Verbeke, Buysse, and Huylenbroeck (2011) investigated on the influence of subjective and objective knowledge on attitude, motivations and consumption of organic food and showed significant and positive relationship between subjective norms to behavior.

While, Bang, Odio, and Reio (2014), stated that the theory of planned behavior involves of three basics; attitude, subjective norms, and perceived behavioral control which can escort behavioral intention and genuine behavior. They also stated that the part of perceived behavioral control and subjective norm as interpreters of volunteer intention and the collaboration influence of brand status between subjective norm and volunteer intention and between attitude and volunteer intention.

In line with these studies, Liveng (2010) inspected on Learning and recognition in health and care work". She focused on subjective norm towards health care which recognized that awareness about health care is needed for all professional employees as well as family context.

Haque, Sarwar, Yasmin, Tarofder, and Hossain (2015) discovered the Non-Muslim consumers' perception toward purchasing halal food products in Malaysia, and investigated subjective norm towards purchasing of halal food and found significant relationship. Speller, Byrne, Dewhirst, Almond, Mohebati, Norman, Polack, Memon, Grace, Margetts, and Roderick (2010) also explored the development of trainee school teachers' expertise as health promoters, and found significant impact of subjective norm towards healthy food promotions.

Al-Swidi, Huque, Hafeez, and Shariff (2014) investigated on the role of subjective norms in theory of planned behavior in the context of organic food consumption and found positive and significant impact of subjective norm toward healthy and organic food. Sharma, Harker, Harker, and Reinhard (2009) illustrated studied about independent living and eating habits of young adults in Germany and found significant result on healthy food prediction towards subject norms.

*Proposition: Subjective norms (specific) has significant impact on employees' behavior.*

### **3. Conceptualization of Framework**

With the support of extensive literature review, we explore the flexibility of TPB in the context of religion and SMEs. Hence this study sought to address two gaps in the behavior literature. The first gap pertains to the antecedents of employee intention. Charng, Piliavin, and Callero (1988) have illustrated that if intentions are connected to self-identity, the degree to which a repeated behavior is predicted by self-identity will increase over time. The study attempts to fill this gap by examining the influence of TPB's three dimensions (attitudes and subjective norms, and behavioral control) on intention while adding religious orientation as a fourth dimension of TPB, hence the bundle of these four dimensions further term as 'human internalization factors'. Although the relationship between intention and its determinants are well documented in the literature, however, there is no evidence of research exploring the relationship of religious orientation and intentions. Thus, the current research seeks to offer new theoretical insights into TPB concept.

Another gap in the literature that requires attention, concerns the relationship between intention and employee behavior. As mentioned earlier, numerous empirical studies have demonstrated that employee intention can lead to improved employee behavior (Ajzen, 1991; Ajzen & Madden, 1986; Madden, Ellen, & Ajzen, 1992). However, most of these studies have only investigated the direct effects of intentions' dimensions on employee behavior. The present study therefore, endeavors to broaden our understanding of the TPB literature by highlighting the contribution of religion. Religion can be referring as a set of beliefs concerning the cause, nature, and purpose of the universe so its impact on one's behavior can't be negated.

Hence, the second objective of this study is to conceptually examine the mediating role of intention between human internalization factors and employee behavior. The conceptual model representing the proposed relationships is depicted in Figure 1. The model suggests that human internalization factors will increase employees' intention. Furthermore, it proposes that high levels of employee intention will subsequently augment employee behavior.

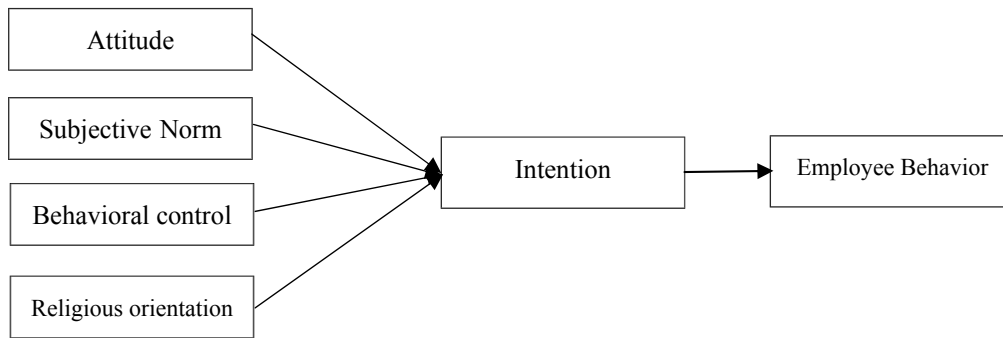


Figure 1. Proposed extended conceptual framework of TPB

#### 4. Managerial Implications

The dynamic and contemporary business environment required more integrated strategy to increase employee engagement at workplace. Religiosity along with the other dimensions of TPB can enable employees to work better in modern times, since it improve their behavioral outcomes related to their given job. It will ultimately enable SMEs to gain better position in the industry. SMEs are require to adopt the extended TPB in their practices for long term benefits. This research is practically contribute in a way that SMEs, who are initiating the implementation of religiosity, will be able to get the most out of the employee intention and behavior related to their jobs at micro level and the firm at macro level. Although firm provides the religious liberty to employees, however, there is a need to develop a flexible model to take care the sensitivity of religion to avoid any conflict, especially in multi-religion organizations.

#### 5. Academic Implications

Since the significance of the adaptation of TBP in firm is play a vital role, many researches have increasingly focused on the best ways for improving it. Although past studies (e.g. Morris et al., 2005; Van Breukelen et al., 2004) have attempted to study the empirical relationships of the determinants of TPB and employee behavioral outcomes, there is still a lack of study in context of religiosity dimension and SME industry. This study proposed religiosity as a new element in the theory and introduce SME a new social lab to test the theory which includes other predictors of TBP to examine if all these predictors will result in improved employee behavioral outcomes.

#### 6. Conclusion

Employee behavior is one of the difficult domain to deal with by the managers. Work quality and productivity is depending upon the employee working behavior as discussed in literature. Research studies showed the link among the human internalization factors (attitude, subjective norm, perceived behavioral control and religious orientation), intentions and employee behavior. Documented research studies found that antecedents of intentions may increase the employee behavior which in turn maximize job performance. However, those antecedents may also directly impact on employee behavior. Besides this, religious orientation dimension is still unexplored with TPB. There is a need to prove this contention through empirical evidence in the context of small and medium enterprises. The basic and foremost assumption of this study is that employee's behavioral intention at work may be modified via TPB which shall improve the employee competitiveness, and religious orientation is the additional dimension which strengthen the impact of theory in terms of believe, since religion stimulates the behavior, which is strongly followed by people. In the management of human internalization factors the literature has not yet come up with a specific mechanism through which human internalization factors can bring desired outcomes. This research is an attempt to present a comprehensive literature review to explore the concepts of human internalization that seem to be strongly influenced on employee behavior in small and medium sized. Perhaps the conceptual framework as presented in this paper is clearly depicts the integration of religious orientation along with some other important determinants that may influence SMEs owner and manager mind-set from implementation point of view.

It is evident that TPB predict the behavior of human being and similarly, religious orientation also shapes the behavior. Meanwhile, it is doubted matter of concern for academicians, researchers and business practitioners whether these two 'combined' robust the impact or change the behavior of the employees. This is pivotal to know the effect of religious orientation on behavior of employees as additional variable in TPB model. There was the consensus, as around 342 studies published which proved the TPB impact on different social setups,

therefore, with this new proposed model, several category of behavior can be re-examine with the addition of religious orientation variable in Pakistan context (implicitly people of this decade shows more concern about Islamic values) to find out the impact of new proposed TPB model on employees or even in society setup.

With these arguments in mind, questions arise about to what extent this new proposed TPB model will give new insights about behavior(s) and business practice(s). What will be the actual outcomes which will propose the innovative way(s) to motivate people or improve current practices?

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