

Role Of Human Resource Management And Organizational Behavior On Employee Motivation: Path Analysis Approach

Dilip Kumar Mondol, Ph.D

Department of Population Science and Human Resource Development
University of Rajshahi, Rajshahi-6205, Bangladesh

Abstract

Motivation improves employees' quality of work. It creates an environment where people naturally want to do their work and organization's survival depends on it. This study aims at observing the role of human resource management (HRM), organizational supportive behavior and undermining behavior in motivating employee, and to explain the relationships among these variables. The size of sample were decided using the technique of probability proportional to size (PPS) and total 305 samples were drawn randomly. Only the employees having career path till the apex tier of the system were considered for interview. Path model analysis is applied for research purpose. The results indicate that HRM and Supportive behavior in the organization have positive direction on motivation of employee, while undermining behavior has negative direction. Hence, it may conclude that HRM and supportive behavior are beneficial for employee motivation where as undermining behavior is de-motivating employee.

Keywords: Motivation, Hrm, Supportive Behavior, Undermining Behavior

INTRODUCTION

In modern age, performance improvement in organizations has been major concern of the managers, as it is directly linked to the production. There are a number of factors responsible for varying performances of the employee; among them, one crucial factor is their motivation. The term, motivation, is any psychological element that energizes people and causes persistence of voluntary actions that are goal oriented [3], [10], [23] and to satisfy employee [25]. In other words, motivation is the inner force that drives individuals to accomplish personal and organizational goals [19], [26] and effect on production [2]. It is observed that employee effort lead to performance, performance lead to rewards and the more positive the reward the more likely the employee is highly motivated [34]. Therefore, in our rapidly changing workplaces motivated employees are needed for survival of organizations [32].

The motivation of employee is the primary focus of managerial [9]. Hence, to improve the quality of employees, Human Resource Management (HRM) practice is a helpful collaborator in each organization. The practice of HRM can encourage employee behavior and attitudes towards strengthening the competitive strategy of an organization [17], and the use of high performance work status of HRM increases the motivation of their employees [19]. Nevertheless, HRM systems are designed to meet the employees' skill and motivational needs, and thereafter provide

them with opportunities to use their abilities in the workplace [6].

Formerly employees were considered just another input into the production of goods and services. Nowadays, employees are not motivated solely by monetary benefits, and employee behavior in the organization is linked to their attitudes [12]. This organizational behavior is a small part of a much bigger issue that can make or break it's success [8]. It all begins with showing a great deal of respect to all of the co-workers, from the superiors in a management position to the employees who deliver the mail. If someone treats his/her co-workers with respect and loyalty, it will keep his/her organization running smoothly [29]. Otherwise, the intended targets of that entire organization will be reciprocated. Therefore, organizational behavior may be supportive or undermining. If supportive behavior is beneficial to employee motivation, it also reasonable that undermining behavior is de-motivating employee.

Supportive behavior is conceptualized and measured in terms of network relations, perceived available support, or received support from others [33], [5], [22], [24], [35]. It enhances organizational relationships and improves job satisfaction [11], [31]. On the other hand, undermining behavior has an impact [22] and such behave intends to harm coworkers working spirit [7], [17], [28], violates organizational norms and threatens the well-being of coworkers of the organization [34]. That is, the incidence of undermining behavior is the

frequency of acts by employees to harm (actual or potential) others with whom they work [13].

In a word, management is an art of getting things done by the people and the supportive or undermining working behavior is matters in terms of satisfaction (motivation) [31], while motivation is a process of encouraging and energizing employee that HRM influences in an organization [3]. It is observed that very limited number of studies have conducted on HRM and employee motivation in Bangladesh [1], [27]. However, on the other hand, most probably, the research about the linkage of motivation with HRM, supportive behavior and undermining behavior is not available. Therefore, this paper is going to make a research for focusing the gap linkage of motivation with HRM, supportive behavior and undermining behavior and to explore the upshot of exogenous and endogenous variables in Bangladesh.

The purpose of this paper is to asses the role of HRM, supportive behavior and undermining behavior in motivating employee. The alternative objective of this research is to explore the relationship between them.

Data and Methodology

Used data was collected through sample survey under the authority of the department of Population Science and Human Resource Development, University of Rajshahi, Bangladesh. The organizations and institutions of Rajshahi City Corporation were fragmented into seven sectors, viz. education, medical, telecommunication, public administration, mills and factory, bank and NGO, which were considered as the cluster. From these clusters, total 305 permanent employees out of 2434 were interviewed from 179 organizations and institutions out of 191.

The sample size for each cluster were decided using the technique of Probability Proportional to Size (PPS) and the sample were drawn randomly. Only the Employees having career path till the apex tier of the system were considered for interview. Principle component analysis (PCA) is used to calculate the HRM index, and 5 point Likert scale is also used to calculate the motivation index, supportive behavior index and undermining behavior index. Finally, Path model analysis is applied for main purpose by SPSS-22.0.

Measurement

The measures in this study were based on instrument used in earlier investigations of motivation, HRM, and supportive and undermining behavior in the organizations.

Motivation

The term ‘motivation’ stems from the word ‘motive’. Motive is an inner state of human body that activates

and directs one’s behavior. In this study, the variables – inspiration, job feels good, proud to be a member, punctual to come office, complete the task conscientiously and take extra workload are used to measure motivation index. To construct the index, 5 degree Likert scale (summated scale) is used and the respondents responded in any one of the following ways: (i) strongly agree, (ii) agree, (iii) undecided, (iv) disagree and (v) strongly disagree. By constructing the motivation index, it is observed that the range of score covers 6 to 30.

HRM

HRM is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns [12]. Therefore, the variables training, management in changing situation, adaptation to economic recession, performance appraisal, valuation of performance appraisal, profit share, incentive, paid leave, leave travel concession, transport facility, occasional gift, participation in decision making, festival bonus, nature of job, job security, job rotation, employee relation, health insurance, group insurance are used to measure HRM index. Most of the variables are dichotomous having a value of either zero or one. Variables that are not dichotomous such as valuation of performance appraisal and job security are changed into a dichotomous character. Then, the statistical procedure of principle components mainly first principal component (since it is more efficient component)) is used to determine the weights for an index of the HRM variables that was presented for asset index [16]. The following formula is used to construct HRM index:

$$A_j = f_1*(a_{j1}-a_1)/S_1 + f_2*(a_{j2}-a_2)/S_2 + \dots\dots\dots + f_n*(a_{jn}-a_n)/S_n \dots\dots\dots (i)$$

or,

$$A_j = \sum_{i=1}^n \frac{f_i(a_{ji} - a_i)}{S_i}; i=1, \dots, n \text{ and } j=1, \dots, n \quad \wedge \quad \wedge \quad \wedge \quad (ii)$$

Where,

A_j is an HRM index for each employee ($j = 1, \dots, n$)

f_i is the scoring factor for each durable HRM of employee ($i = 1, \dots, n$)

a_{ji} is the i-th HRM of j-th employee ($i, j = 1, \dots, n$)

a_i is the mean of i-th HRM of employee ($i = 1, \dots, n$)

S_i is the standard deviation of i-th HRM of employee ($i = 1, \dots, n$)

Then we observe that the lowest value of HRM index is -6.987 and the highest value is 9.131.

Supportive Behavior

According to Duffy et al., [14], supportive behavior is positive behaviors and actions with the purpose of fostering constructive interpersonal relationship. Therefore, the variables – inspire you, provide you with informative support, care you as a person, help you solving personal problem, forgives you and

sympathize with you are used to measure supportive behavior. To construct the index, 5 degree Likert scale is used and the respondents responded in any one of the following ways: (i) strongly agree, (ii) agree, (iii) undecided, (iv) disagree and (v) strongly disagree. The constructed lowest supportive behavior index is 6 and the highest is 30.

Undermining Behavior

Undermining behavior in organization is consistent exposure to persistent, oppressive, offensive, abusive, intimidating, malicious or insulting behavior by a manager/ supervisor or co-worker [37]. The paper include- laugh at you, foment in work, avenge on you silently, doesn't give you recognition for good work, doesn't keeps promises, is rude to you and make you feel that you are not an employee of the organization variables to construct undermining behavior. For this purpose, 5-degree Likert type scale (summated scale) is used and the respondents responded in any one of the following ways: (i) strongly agree, (ii) agree, (iii) undecided, (iv) disagree and (v) strongly disagree. Then it is observed that the range of scores between 7 and 35.

Analytical Technique

Path model analysis technique was developed and used [36], [15], [29], [21]. The technique gives us scope to study the direct and indirect effects of variables. It is not a method for discovering causes, but a method applies to a causal model based on prior knowledge and theoretical consideration.

The assumptions that underlie the application of path analysis are:

- I. The association between the dependent and explanatory variable is linear;
- II. The error term has an independent distribution with zero and unit variance (i.e., constant variance);
- III. The explanatory variables are independent of the error term.

Given the above assumption, the method of path analysis reduces to the system of one or more multiple linear regression analysis. By the help of reduced multiple regression analysis, the path coefficients are estimated. Path coefficients are standardized regression coefficients in a system of linear regression equations, including the direct effects of on independent variable on the dependent variable. To estimate the total effect, we use Alwin and Hauser's [4] methods. The residual path coefficients can also be estimated from the regression equation as square roots of $(1-R^2)$, where R^2 (unadjusted) is the multiple correlation coefficients (square) of the regression.

Model Specification

In the path diagram, the casual links among the variables are assumed a conceptual framework conceived in advanced. It is to be noted that data set has no role to play in deciding the causal links either between the variables or between the variables to be included in the path analysis.

According to the causal ordering of variables, we may denote the two sets of selected variables into three groups (exogenous, endogenous and dependent) that are given in the following Table 1:

Table 1: Selected dependent, exogenous and endogenous variables

Dependent Variable	Employee Motivation (X_4)
Exogenous Variable	HRM Practice (X_1)
Endogenous Variables	Organizational Supportive Behavior(X_2)
	Organizational Undermining Behavior (X_3)

The given model is a recursive path model in which each variable is measured to be dependent upon all prior casual variables. Under additional assumption of linearity and additively the system of equation for the model (depend on employee motivation) can be written as:

$$X_2 = p_{21} X_1 + p_{2u} R_u \quad \dots \quad \dots \quad \dots \quad \text{(iii)}$$

$$X_3 = p_{31} X_1 + p_{32} X_2 + p_{3v} R_v \quad \dots \quad \dots \quad \dots \quad \text{(iv)}$$

$$X_4 = p_{41} X_1 + p_{42} X_2 + p_{43} X_3 + p_{4w} R_w \quad \dots \quad \dots \quad \dots \quad \text{(v)}$$

Where, p_{ij} 's are path coefficients from X_i to X_j and R_u , R_v and R_w are random disturbance terms.

This system of equation is known as structural equation. The selected variables give the estimates of path coefficients and helps in understanding the important links between various variables considered in the causal model. Now all the variables are transferred into normal forms by subtracting the respective means and dividing by the respective standard deviation. The regression coefficients thus obtained are the path coefficients.

Study Limitations

Constraint of sufficient work force and due to small sample size I faced some problem to complete the present study. Few of the problems mentioned in the below as study limitation:

- (i) Due to rules and regulations of some telecom industry, I was unable to collect the information from their organization,
- (ii) Some of the respondents were busy with their work. For this reason, they did not give enough time to answer clearly and
- (iii) Some respondent hesitated to give information about their personal affairs because of the fear of their supervisor

When they hesitated to give actual information then I assured them that I would not provide any information to anyone or anywhere except my research work.

RESULTS AND DISCUSSION

In this study, out of total (305) employees, 87.2% are male and 12.8% are female. On the other hand, 80.7% respondents are married and the average age and education of the respondent is 39.55 years (SD=9.361) and 16.48 years (SD=1.940) respectively. Among the 305 respondents, 48.9% employees had job experience before joining the recent organization and the highest 38.0% respondents have passed 2-8 years in the current organization.

In our survey, more than fifty percent (51.5%) employee's monthly salary is above 25,000 taka and 53.8% individuals are satisfied with their existing salary. In the path analysis, we obtain path coefficients' direct, indirect, implied and total effects of the selected explanatory variables for employee motivation in RCC. The systems of fitted equations are follows:

$$X_2 = 0.178X_1 \quad \dots \quad (vi)$$

ρ -value (0.002)

$$X_3 = 0.185X_1 - 0.484X_2 \quad \dots \quad (vii)$$

ρ -value (0.000) (0.000)

$$X_4 = 0.075X_1 + 0.556X_2 - 0.073X_3 \quad \dots \quad (viii)$$

ρ -value (0.113) (0.000) (0.163)

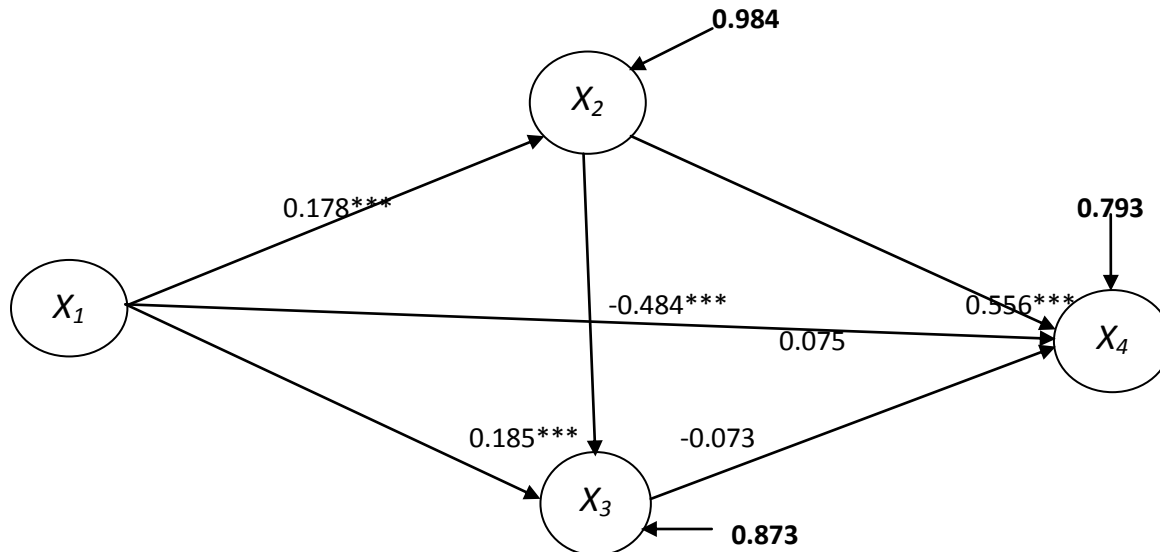


Figure 1: Relationship between HRM, organizational behavior and employee motivation

According to Figure 1, there are four paths statistically significant for employee motivation out of six hypothesized paths. To identify the estimated path coefficients t- test is used and the coefficients are also significant. The discussion that follows on direct and indirect effect is based on these significant coefficients only. It is worth mentioning that the estimation of the non-significant path has only a small effect on the power of the explanation of the model. In this path model, supportive behavior (X_2) are found to have significant ($p < 0.000$) direct effect on employee

motivation. Total effects of exogenous variables like HRM practice (X_1) and supportive behavior (X_2) have observed positive direction on motivation of employee in the organization of selected area. The undermining behavior (X_3) of the total effect has shown negative direction on respondent's motivation. Table 2 produce the results of zero order correlation coefficients of HRM practice, supportive behavior, undermining behavior and employee motivation which help to get the non-casual (correlation) relationship among exogenous variables.

Table 2: Zero order correlation coefficients of HRM practices, supportive behavior, undermining behavior and employee motivation

	HRM practice (X_1)	Supportive behavior(X_2)	Undermining behavior (X_3)	Employee motivation (X_4)
HRM practice (X_1)	1	0.178***	0.99*	0.167***
supportive behavior (X_2)		1	-0.451***	0.603***
undermining behavior (X_3)			1	-0.317***
Motivation (X_4)				1

Note: *** indicates level of significance at the 0.01; * indicates level of significance at the 0.10 level

From the Table 2, it is observed that there are two types of signification that are 1% and 10% level. The table shows that with few expectations of the zero order correlation coefficient between motivation and the selected variables generally do not differ much from their corresponding total effects i.e., the result of correlation coefficient and the coefficient of path diagram for motivation express almost the same comment. The different types of effects are presented in Table 3. In addition, Table 4 depicts the percentages of the total absolute effect on motivation. These two tables demonstrate that the total effect of HRM practice (X_1) on motivation (X_4) is 0.167, of which about 38.86% have transmitted through its implied effect and about 54.40% acts through supportive behavior (X_2) in the same direction then about 6.74% have transmitted through undermining behavior (X_3) in the opposite direction.

Direct effect of endogenous variables as like as supportive behavior (X_2) is observed positive direction. Total effect of supportive behavior (X_2) on motivation (X_4) is 0.592, of which 93.92% have transmitted through its direct effect and 6.08% have transmitted through indirect effect, undermining behavior (X_3).

Table 3 and Table 4 shows that, direct effects of undermining behavior (X_3), endogenous variable, have observed negative direction. Total effect of undermining behavior (X_3) on motivation (X_4) is -0.073, of which 100.0% have transmitted through its direct effect. That means undermining behavior (X_3) has complete effect on respondent's motivation (X_4) in the organizations of RCC.

Table 3: Direct and indirect effect of HRM index on employee motivation through the endogenous variables

Dependent variable	Exogenous variables	Total association	Total effect	Non-causal effect	Indirect effect through		Other variables (Implied effect)	Direct effect
					X_2	X_3		
X_4	X_1	0.167	0.167	0.000	0.105	-0.013	0.075	
	X_2	0.603	0.592	0.011		0.036		0.556
	X_3	-0.317	-0.073	-0.244				-0.073

Note: Non-Causal Effect = Total Association – Total Effect

Table 4: Percentages of the total absolute effect on motivation through endogenous and exogenous variables

Dependent variable	Exogenous variables	Percentage of indirect effect through		Other variables (implied effect)	Direct effect
		X_2	X_3		
X_4	X_1	54.40	6.74	38.86	
	X_2		6.08		93.92
	X_3				100.0

CONCLUSION

The analysis of this paper point out that HRM and supportive behavior in the organization has positive direction on motivation of employee, while undermining behavior has negative direction. Therefore, it concludes that HRM and supportive behavior are beneficial for employee motivation where as undermining behavior is de-motivating employee. From this view, to enhance the motivation level of employees, the following recommendations are as follows:

- Managerial should induce employees to motivate and perform well by providing various gifts and facilities, along with various initiative and extensive training and development programs.
- Executives should lead by example, act as an advocate and be passionate and energetic regarding their organization, their work, and their employees/colleagues.

- The knowledge of supportive behavior should be encouraged and undermining behavior should be discouraged through education for entire staff and management.
- Media can take part by exposing the negative impact of undermining behavior in the production, employee stability, and job satisfaction as well as workers motivation to create sound organizational environment.

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