

The causal model of human resource development influencing job motivation, employee engagement, and organizational effectiveness of a private company in Thailand

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Abstract

This research would like to examine the impacts of human resource development on job motivation, employee engagement, and organizational effectiveness. The questionnaire was employed to collect data from 489 employees of a private company in Bangkok, Thailand. The data were analyzed using the structural equation modeling technique. The results indicated that human resource development has a positive impact on employee engagement, job motivation and organizational effectiveness. Job motivation and employee

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engagement also had a positive relationship with organizational effectiveness. The authors proposed that organization should initiate HRD activities to increase employee engagement and job motivation since these will enhance organizational effectiveness.

Keywords: employee engagement, human resource development, job motivation, organizational effectiveness

Introduction

Human resource development is the process of developing and promoting personnel's knowledge, competence, understanding, and performance as well as having good working attitudes and behaviours. It results in efficiency and effectiveness in the work of employees and the organization. Human resource development consists of individual development (ID), career development (CD), organizational development (OD), and performance management (PM) (Gilley, Eggland, & Gilley, 2002). These are critical in developing the potential of employees in organization to have knowledge, skills, and experiences to be able to work in accordance with economic, social, and technological changes.

A study by Tizikara and Mugizi (2017) shows that human resource development results in higher employee satisfaction. Kareem (2019) found that human resource development has a positive correlation with the effectiveness of the organization. Moreover, human resource development also contributes to better organizational performance (Swanson, 2001; Ezeanokwasa, 2014) and better financial performance (Rath & Harter, 2010; Bakker, 2011; Szabowska-Walaszczyk, Zawadzka., & Brzozowski, 2013). Collins and Clark (2003) found that human resource development contributes to capacity building, new potentials, and attitudes to employees that enable them to perform better in achieving organizational goals. Previous studies found that human resource development

positively affects the effectiveness of the organization (Agwu & Ogiriki, 2014; Tahsildari & Shahnaei, 2015; Delery & Gupta, 2016; Otoo & Mishra, 2018; Kareem, 2019; Kareem & Hussein, 2019).

Some studies have shown that human resource development increases employee job motivation (Agwu & Ogiriki, 2014; Polat et al., 2017; Ozkeser, 2019). Job motivation of employees will result in employees being dedicated and determined to work to the best of their ability. This will have a positive effect on the effectiveness of the organization. This is consistent with some previous research findings that job motivation is positively correlated with organizational effectiveness (Manzoor, 2011; Shoraj & Llaci, 2015; Singh, 2015; Deepika & Kanagaraj, 2018). Job motivation also contributes to employee engagement (Iqbal, 2013; Shaheen & Farooqi, 2014). Employee engagement plays an important role in enhancing organizational effectiveness (Sundaray, 2011; Kataria, Garg, & Rastogi, 2013; Muller, Smith, and Lillah, 2018; Alrowwad et al., 2019; Jha et. al., 2019).

Human resource development also affects employee engagement (Bartlett & Kang, 2004; Gberevbie, 2012; Agwu & Ogiriki, 2014; Shuck, Twyford, Reio & Shuck, 2014; Szabowska-Walaszczyk, Brzozowski, & Zawadzka, 2014; Hassan & Mahmood, 2016; Uraon, 2018; Jawaad et al., 2019; Suksod & Cruthaka, 2020). Employee engagement also plays an important role in increasing organizational effectiveness (Sundaray, 2011; Kataria, Garg, & Rastogi, 2013; Muller, Smith, and Lillah, 2018; Alrowwad et al., 2019; Jha et al., 2019). Hence, the study on influence of human resource development toward job motivation, employee engagement, and the effectiveness of the organization should be conducted. The results of this study will be beneficial for the human resource development of the company and other private organizations.

Literature review

Human resource development

In this globalization era, “employees” or “human resources” are the keys to the success of the organization. Therefore, human resource development (HRD) is an important mission that an organization should pay attention to. There are many scholars who have defined the term “human resource development” from different perspectives. Pace, Smith, and Mills (1991) defined HRD as the integration of individual development, career development, and organization development activities to provide employees in the organization with the highest quality and efficiency to respond to the goals of the organization. Weinberger (1998) stated that HRD is a set of activities organized over a period of time and designed to change employees’ behavior. Swanson and Holton (2001) defined it as the process of creating expertise for personnel and the development for the purpose of improving effective performance. In addition, Werner and DeSimone (2006) stated that HRD is a set of systems and planning activities designed by an organization to provide members with the opportunity to learn the skills necessary to meet current and future job requirements. According to these definitions, HRD is associated with four key elements, which are individual development, career development, organizational development, and performance management. It is consistent with Gilley et al. (2002) who proposed four HRD activities: individual development (ID); organization development (OD), career development (CD), and performance management (PM). ID or usually known as training and development plays an important role in increasing skills, knowledge, experience, and changing working attitudes for employees (Gilley et al., 2002). OD is the process of increasing organizational efficiency. By using techniques, methods, and knowledge of behavioral sciences that cause planned changes throughout the organization (Burke & Schmidt, 1981). Vecchio (1988) added that OD is planning and controlling for changes in the desired direction.

CD refers to the effort to assess a person's potential, determine the right career path, and make a plan. It also includes conducting training and enhancing experience to prepare a person for advancement in the job. This can be achieved by focusing on encouraging personnel to develop themselves, giving each employee the opportunity to grow and advance in their work (Hall & Goodale, 1986). PM is defined as a method used to measure and develop the effectiveness of personnel in an organization. It is one of the key skills that executives and managers must use throughout their duties (Hall, 2002). Leopold (2002) stated that PM involves strategic link, performance measurement, training and development, rewards and benefits, HR planning, and communication. Sanamthong (2019) added that the human resource development process has 4 steps, which are the analysis of the needs for the human resource development stage, designing stage, human resource development stage, and the HRD evaluation stage. In this study, the authors defined HRD as the process of developing and encouraging personnel to have knowledge, competence, understanding, and skills in working as well as having good attitudes and behaviours. HRD activities have positive impacts on organization in many aspects. Some studies found that HRD positively affects the effectiveness of the organization (Agwu & Ogiriki, 2014; Tahsildari & Shahnaei, 2015; Delery & Gupta, 2016; Otoo & Mishra, 2018; Kareem, 2019; Kareem & Hussein, 2019). Some findings indicated that HRD increases employee's job motivation (Agwu & Ogiriki, 2014; Polat et al., 2017; Ozkeser, 2019). It also affected employee engagement (Bartlett & Kang, 2004; Gberekwe, 2012; Agwu & Ogiriki, 2014; Shuck, Twyford, Reio & Shuck, 2014; Szabowska-Walaszczyk, Brzozowski, & Zawadzka, 2014; Hassan & Mahmood, 2016; Uraon, 2018; Jawaad et al., 2019; Suksod & Cruthaka, 2020). Hence, three hypotheses were proposed as follows:

H_1 : Human resource development has a positive impact on organizational effectiveness.

H₂: Human resource development has a positive impact on job motivation.

H₃: Human resource development has a positive impact on employee engagement.

Job motivation

Motivation is something inside of a person that influences that person to act, move or behave (Walters, 1986). Hicks (1972) said that motivation is the result of differences between needs or desire (aspiration) with success (achievement). According to Brown (1980), motivation is based on six human needs; the need for knowledge, the need for change, the movement needs, the need for recognition in society, knowledge needs, and the need for fame. Hilgard (1962) divided motivation into three categories, which are survival motive, social motive, and self-motive. The theory of self-determination (Deci & Ryan, 1985) divided motivation into three types, which are intrinsic motivation, extrinsic motivation, and amotivation. Intrinsic motivation refers to having a person participating in an activity because they are satisfied and enjoyed the activity. Extrinsic motivation is associated with participation in activities solely to achieve the objectives but there is no continuous activity. Finally, amotivation refers to a lack of interest in activities and have feelings of discomfort or obstacles. Using the concept of the theory of self-determination, Gagné et al. (2010) tested a tool called the Motivation at Work Scale (MAWS). In their study, they focused on four types of motivation: intrinsic motivation, extrinsic motivation, identified regulation, and introjected regulation. Dubrin and Ireland (1993) stated that job motivation is a process that is used to drive and support behaviors that lead to achieving the goals of an organization. It is driven by both internal and external factors that affect the working behavior of employees. Job motivation of employees will result in employees being dedicated and determined to work to the best of their ability. This will have a positive effect on the effectiveness of the organization. Some previous findings indicated that job motivation is positively correlated with

organizational effectiveness (Manzoor, 2011; Shoraj & Llaci, 2015; Singh, 2015; Deepika & Kanagaraj, 2018). Hence, the fourth hypothesis was proposed as follow:

H_4 : Job motivation has a positive impact on organizational effectiveness.

Employee engagement

Employee engagement is considered important to enable the organization to achieve its goals. In addition, it will “give companies crucial competitive advantages” (Vance, 2006) since engaged employees are bound to have an effort to work and dedicated physical and mental strength to work for the organization to the fullest potential. Employees who are engaged in the organization can help increase customers and create profits for the organization. It also can result in success and failure for every organization (Seijts & Crim, 2006). Burke (2002) showed that the creation of employee engagement is something that should happen in the organization. It is also support for products and services resulting in a successful business. There are various factors that affect employee engagement. Hewitt Associates (2003) found that employee engagement is influenced by leadership, culture/purpose, work activity, total compensation, quality of life, opportunity, and relationship. Employee engagement is important for organization has success and better performance which is consistent with previous studies indicating that employee engagement plays an important role in increasing organizational effectiveness (Sundaray, 2011; Kataria, Garg, & Rastogi, 2013; Muller, Smith, and Lillah, 2018; Alrowwad et al., 2019; Jha et al., 2019).

H_5 : Employee engagement has a positive impact on organizational effectiveness.

Soane et al. (2012) explained that employee engagement consists of 3 components: intellectual engagement, social engagement, and affective engagement. Intellectual engagement is “the extent to which one is intellectually absorbed in work” (Soane et al., 2012). Social engagement is the experience in relationships with colleagues or other people who must work together (Kahn,

1990). Finally, affective engagement is referred to as "the extent to which one experiences a state of positive affect relating to one's work role" (Soane et al., 2012).

Soane et al. (2012) developed the ISA engagement scale to measure employee engagement. Initially, there were 21 items, 8 items for intellectual engagement and social engagement, and 5 items for affective engagement. Recently, the ISA engagement scale has been developed resulting in each dimension contains 3 items. Intellectual engagement items include "I focus hard on my work," "I concentrate on my work," and I pay a lot of attention to my work." Social engagement items include "I share the same work values as my colleagues," "I share the same work goals as my colleagues," and "I share the same work attitudes as my colleagues." The three items of affective engagement include "I feel positive about my work," "I feel energetic in my work," and "I am enthusiastic in my work."

Organizational effectiveness

Seashore and Yuchtmann (1967) defined organizational effectiveness as the ability of an organization to utilize the limited and valuable resources of its environment to support its operations. To become an effective organization, an organization should be reorganized by considering the important issues. These are the direction of the organization's strategy, vision, values, leadership, understanding of customer needs, internal processes of the organization, and measures to monitor progress in achieving what the organization desires (Hall, 2002). There are various factors resulting in organizational effectiveness, such as HRD activities (Agwu & Ogiriki, 2014; Delery & Gupta, 2016; Kareem, 2019; Kareem & Hussein, 2019; Otoo & Mishra, 2018; Tahsildari & Shahnaei, 2015), job motivation (Deepika & Kanagaraj, 2018; Manzoor, 2012; Shoraj & Llaci, 2015; Singh, 2015) and employee engagement (Alrowwad et al., 2019; Jha et al., 2020; Kataria et al., 2013; Muller et al., 2018; Sundaray, 2011).

Organizational effectiveness can be measured from different perspectives. According to Robbins (1990), there are four approaches to measuring organizational effectiveness, which are the goal-attainment approach, system resource approach, strategic-constituencies approach, and competing-values approach. The goal-attainment approach adheres to the principle that an organization's effectiveness can be measured by the organization's ability to achieve its goals. The assumptions of the approach require that organization to have real goals, the goals are visible and understandable, the number of goals of the organization is not too much, there is a consensus on the goals among organization members, the goals must be able to measure what extent, when and how the organization will achieve its goals. Cameron (1981) criticized that achieving the goals may not be effective if the target is too low and wrong target or that goals are harmful to the organization. Hence, the goal-oriented approach will be partly suitable for measuring organizational effectiveness (Ashraf & Kadir, 2012). The system resource approach focuses on the ability of the organization to find inputs, convert inputs into outputs, survive in a changing environment, and dependency relationships between different parts of the organization. The advantages of this approach are that it emphasizes on long-term goals of the organization, the relationship between the different parts of the organization, and other indicators that can be found to assess the effectiveness of the organization if the goals of the organization are ambiguous. However, it has some limitations. Certain variables, such as the organization's ability to adapt to a changing environment, is a relatively difficult variable to measure. It also makes scholars more interested in studying the means than the actual goals (ends) of the organization (Robbins, 1990). The strategic-constituencies approach states that organizational effectiveness can be measured by the organization's ability to win the hearts of influential people. An effective organization under this concept is an organization that can know which groups who is important to the organization

and the organization can win the hearts of those people or that person. Quinn and Rohrbaugh (1981) suggested that by implementing this approach, the impact of strategic constituents on the operations of an organization may be minimised. The competing-values approach is a measure of organizational effectiveness by considering the conflicting values of people in the organization in three areas: internal-external, control-flexibility, and means-ends. According to this concept, there are no ideal criteria for measuring organizational effectiveness. Hence, organizations effectiveness can be measured using various ways depends on the personal values of the evaluators (Quinn & Rohrbaugh, 1981). This study applied this approach to measure organizational effectiveness based on the study of Kareem (2019), who measured organizational effectiveness based on a competing-value approach with four items. These four items focus mainly on productivity, adaptation to a changing environment, and stability.

Methods

Samples and Procedures

The respondents of this study were 489 employees of a private company in Bangkok, Thailand. Most of them were female (n=246) accounting for 50.30 percent, the majority were in the range of 31- 40 years of age (n=194) representing 39.70 percent. There were 270 respondents obtaining bachelor's degrees accounting for 55.20 percent. About 36.40 percent of the respondents have been working for the company for 11 -15 years accounting for 36.40 percent. In addition, most of them had an average monthly income between 20,001 – 30,000 baht/month (n=173) representing 35.40 percent of the respondents.

Measures

The Human Resource Development Measure (HRDM) is an application of a measure developed by Kareem (2019). The measure consists of three dimensions: individual development, organizational development, and career

development. Each dimension has five items. The researchers added the fourth dimension, namely performance management with six items. Hence, the HRDM measure includes twenty-one items. The respondents were asked to rate their “level of agreement” anchored by strongly disagree to strongly agree. The reliability coefficient of this measure was .969 indicating a very good level of reliability (Hulin, Netemeyer, & Cudeck, 2001).

Job motivation (MOT) was measured using the Motivation at Work Scale (MAWS) developed by Gagné et al. (2010). It includes intrinsic motivation, extrinsic motivation, identified regulation, introjected regulation, with three items each. However, the researchers developed two additional items for each dimension, resulting in five items each. Hence, the total number is twenty items. The reliability of the job motivation measure showed the reliability coefficient of .961 indicating a very good level of reliability (Hulin, Netemeyer, & Cudeck, 2001).

The Employee Engagement Scale (EES) is applied from the ISA Engagement Scale developed by Soane et al. (2012). The ISA Engagement Scale originally consists of three dimensions: intellectual engagement, social engagement, and affective engagement. Each dimension consists of three items each, but the researchers created two additional items each, so there are five items each, totaling fifteen items. The reliability of this measure showed the reliability coefficient of .960 indicating a very good level of reliability (Hulin, Netemeyer, & Cudeck, 2001).

The Organizational Effectiveness Measure (OEM) is a measure, which is developed based on the study of Kareem (2019). However, the authors applied only the items of the competing-values approach. The items include four main points: productivity, adaptation, optimisation, and stability. The authors improved the measure by adding four questions in each dimension. As a result, there are twenty items for this measure. The reliability of OEM showed a reliability

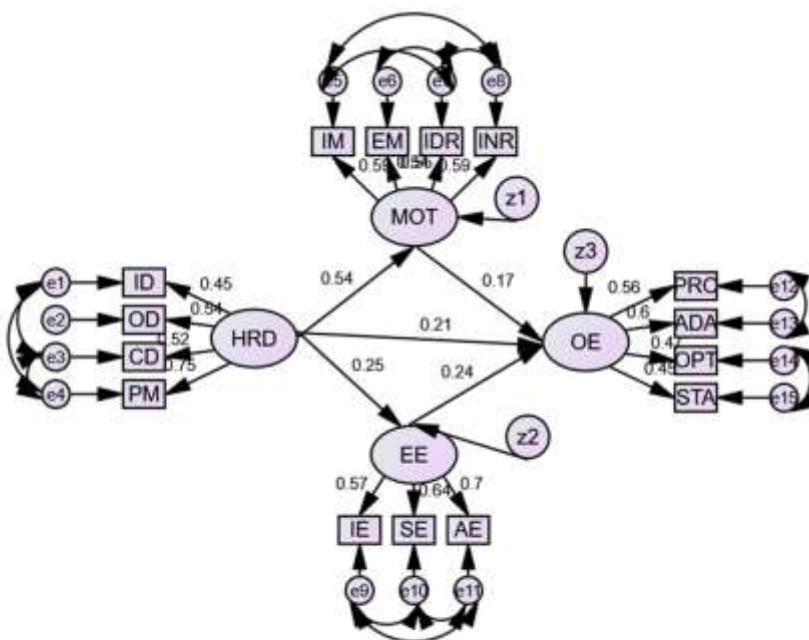
coefficient of .969 indicating a very good level of reliability (Hulin, Netemeyer, & Cudeck, 2001).

Analysis

The structural equation modeling (SEM) technique was employed to estimate causal relationships between human resource development, job motivation, employee engagement, and organizational effectiveness. This technique is a popular technique in the social and behavioral sciences. It is equipped to handle multi-equation models, multiple measures of concepts, and measurement errors (Bollen & Noble, 2011).

Results

The results of causal model analysis of the development of human resources that influence job motivation, employee engagement, and organizational effectiveness revealed that the model is consistent with empirical data, considering that the chi-square value is statistically insignificant at the level of .05 (Chi-square = 140.580, df = 71, *p*-value = .078). The Root Mean Square Error of Approximation (RMSEA) is equal to .024. The Root Mean Square Residual (RMR) is .014. The Goodness Fit Index (GFI) and the Adjusted Goodness Fit Index (AGFI) values are .979 and .965 respectively, which meet acceptable criteria. This makes it possible to conclude that the causal relationship model is consistent with empirical data as illustrated in Figure 1.



Chi-square = 140.580, df = 71, Chi-square/df = 1.980, p = .078, GFI = .979,
 AGFI = .965, CFI = .996, RMSEA = .024, RMR = .014, NFI = .967

Figure 1 SEM analysis

Discussion

The findings revealed that human resource development had a positive influence on job motivation, which is consistent with recent scholarly findings (Agwu & Ogiriki, 2014; Polat et al., 2017; Ozkeser, 2019). HRD also had a positive influence on employee engagement. It is in line with the findings of several recent scholars (Bartlett & Kang, 2004; Gberevbie, 2012; Agwu & Ogiriki, 2014; Shuck, Twyford, Reio & Shuck, 2014; Szabowska-Walaszczyk, Brzozowski, & Zawadzka, 2014; Hassan & Mahmood, 2016; Uraon, 2018; Jawaad et al., 2019; Suksod & Cruthaka, 2018). A positive relationship between HRD and organizational effectiveness is also found in this study. It supports the findings of previous studies ((Agwu & Ogiriki, 2014; Tahsildari & Shahnaei, 2015; Delery & Gupta, 2016; Otoo & Mishra, 2018; Kareem, 2019; Kareem & Hussein, 2019). Organizational effectiveness

was influenced by job motivation, which supports the studies of certain scholars (Manzoor, 2011; Shoraj & Llaci, 2015; Singh, 2015; Deepika & Kanagaraj, 2018). Finally, the findings revealed a positive relationship between employee engagement and organizational effectiveness, which is consistent with some previous studies (Sundaray, 2011; Kataria, Garg, & Rastogi, 2013; Muller, Smith, & Lillah, 2018; Alrowwad et al., 2019; Jha et al., 2019). The findings suggest that the most influential variables in organizational effectiveness are human resource development, employee engagement, and job motivation. Hence, business organizations should take human resource development seriously, focusing on performance management first, followed by organizational development, professional development, and personal development respectively.

Conclusion

The main purpose of this research is to study the direct and indirect influence of human resource development on job motivation, employee engagement, and organizational effectiveness. The results indicated that human resource development had a positive influence on job motivation, employee engagement, and organizational effectiveness. Job motivation and employee engagement also had a positive relationship with organizational effectiveness. Hence, executives of organizations should place importance of HRD activities to enhance job motivation, employee engagement, and organizational effectiveness.

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