

GAUGING EMPLOYEE MOTIVATION (AMO) LINKAGE TO HIGH PERFORMANCE WORK PRACTICES

¹Preeti Vats, ²Dr K.R. Chaturvedi

¹Research Scholar, ²HOD

¹Management (HRM),

¹Dr APJ Abdul Kalam Technical University, Lucknow, India

Abstract: High Performance Work Practices has significant impact on organizational performance indices though exact mix and match of best practices which translates into actual measurable impact is still under study by various researchers and research bodies. This paper tends to understand HPWPs impact on employee motivation of an enterprise. Evaluation of influencers is studied through Structural Equation & mechanism proposed by Baron and Kenny (1986). This Paper indicates certain influence of Ability-Motivation-Opportunity by HPWPs. This paper also charts their significance with certain limitations and future research perspectives.

IndexTerms - High Performance Work Practices, Motivation, Organizational performance, Opportunity.

I. INTRODUCTION

Performance matrix is increasingly becoming relevant in modern days with computer age to compute and attribute numbers to gauge the indices with industry benchmark intra company indices, idea is to have continuous monitoring and keeping resource count fully motivated to ever increasing organization targets and goals in short term as well as with long term context. Organization performance over the years has become consistent irrespective of nature of organization whether it's a profit seeking organization or NGO's spread across the domains. However, with time we have learned that performance is not only attributable to higher company throughput or profitability but also relates to its impact on human behavior, which translates as employee satisfaction and motivation. Organizations are engaged in deriving matrixes for employee motivation vis-à-vis satisfaction, employee morale vis-a-vis commitment and loyalty and also organizational culture are gaining centre stage to improve performance but are highlighted as imports organization task at hand. Enterprises are engaged in look out for innovative approaches to extract higher performance level from its resource pool. This brings to introducing and standardise High Performance Work Practices (HPWPs). It is observed the resources these days like to share more responsibilities and work towards maximizing organization wide efficiency across each and every department. This majorly is made possible by increasing awareness among the employees by making them self-development oriented and increasing organizational belongingness. An organization in this regard searches for practical though unconventional work practices to achieve shared goals among an enterprise and employee base; these led organization to look for high performance work practices (HPWPs). HPWPs involve employees from all the level and align their output to organization goals, which also increases employee loyalty and skills at shop floor. This holistic approach knits a healthy and supporting relationship between enterprises and its resource count. Additional these practices help in building Open and collaborative framework which imparts Trust and win-win case for all participants.

II. LITERATURE REVIEW

High Performance Work Practices

In late 90's researches on High Performance Work Practices research gained momentum. Lot of insightful research were conducted by renowned researchers like Wood (1999), and Gerhart (1996), Delery and Doty (1996), MacDuffie (1995), Arthur (1994) and many more researchers made corporate world aware about the concept and pervasiveness of High Performance Work Practices. These researchers trust with HPWPs can be termed as esteemed researches of High Performance Work Practices. Earlier outlines of High Performance Work Practices are ascertained high-commitment management introduced by Walton (1985) and high-involvement management introduced by Lawler (1986). The initial research studies prescribed empirical insights to improvise organizational growth pattern and its effectiveness via human resource skills development and participation in workplace activities (Wood, 1999; Youndt et al., 1996).

High employee commitment level is established with fundamental psychological understanding among an organisation and its employees. Employee commitment is well augur by employee empowerment, apt job design and this resulted in increment in employee's motivation at work (Arthur 1994; Punia and Garg, 2013). Organisations these days thrives for relatively flat organisation model with minimal hierarchical structures to gain decision making decentralisation and thereby easy access of employees to senior management, this has resulted in increased opportunities (AMO) for employees to develop advance work skill-set. Arthur (1994) inscribed workers to explore and influence the state and size of their work jobs. Employees are also appreciated to harness their creative thinking and cognitive and imaginative cognisance at workplace. Such incremental scope and size at workplace mark up to heightened association of trust and commitment in employees (Gould-Williams, 2004). Akin, highly participated management is pre step for active participation of employees at workplace (Lawler, 1986). Inputs of high-participative management are contrasted with controlled forms of work (Whitener, 200). High participative management mainly involves: power (P), information (I), rewards (R) and knowledge (K); which is also sometimes described as the 'PIRK' model (Lawler 1986). Following PIRK model, organisations are likely to fulfil organizational performance goals if employees are made empower to make valid decisions and contribute towards work processes, provided with specific job information and rewarded appropriately in achieving organizational goals.

High Performance Work Practices has never been consistently defined or termed High Performance Work System (Baker, Olson and Morisseau, 1994). HPWPs has been referenced with various associated nomenclature like 'high performance work practices', 'high performance work systems', 'empowered work practices' and 'flexible work practices' (Delaney and Godard, 2001). Various researchers (Punia and Garg, 2012) reference multiplicity of notation, definitions and theories. HPWPs over a period have been termed as a mechanism of value creation and enhancement. High Performance Work Practices envisages long-term investment in its employees (Sun et al., 2007; Garg and Kardam, 2016). Work force perception and personal experience of an organizations HR practices and implementation fairness defines their symbiotic relationships. This improved work relationship can guides their employees behaviors and attitudes (Guest, 1998). Tsui et al. (1997) put forward different approaches of employee-organization coordination and relationship. These approaches are mutual investment, overinvestment, underinvestment, and quasi-spot-contract. The authors propagates that the first two approaches namely mutual investment and overinvestment approaches are highly effective and have long term impact than the other two approaches namely quasi-spot-contract and underinvestment approaches. In all studies and researches, High Performance Work Practices have shown to be a positive influencing factor in organizational performance (Liu et al. 2006). Many other research conducted by Delery and Doty (1996), Punia and Garg (2017), Fan et al. (2014), Delery and Shaw (2001), Becker and Huselid, 1998, Black and Lynch (2001) and other too support a positive linkage between High Performance Work Practices and an enterprise performance. Many researches on High Performance Work Practices have established a positive linkage between HPWPs and an enterprise financial results in different industry segments such as insurance industry (Garg and Punia, 2017), Semiconductor design firms (Tsai 2006), Healthcare sector (Fan et al. 2014), hospital industry (Zhang et al. 2013). With so much work already done in this field we will test hypothesis 1 elaborated below.

Hypothesis 1: High Performance Work Practices affirmatively correlates with enterprise work performance.

HPWPs generate avenues for workforce to reckon as indispensable assets to an organization. Active participation of employees at workplace encouraged by utilization of their work specific know how and abilities in delivering their job tasks (Wood and de Menezes, 2011; Macky and Boxall, 2008). Thus by focusing a set of practices of all HPWP could create advancement on performance increment in small and medium firms. Appelbaum et al. (2000) postulated that mixing three types of practices is involved in providing foundation to HPWPs. These practices are named under training and skill development, Practices to encourage employee motivation example high salary, career progression etc. and practices that provides opportunity for workforce to actively participate in decision-making. Wood and De Menezes, (2011) articulated that HPWPs provide employees a platform to fully encapsulate their know how abilities and skills. This eventually sweetens employee experience of work exploration and promotes commitment and loyalty among its employee base; it was resonated by Combs et al. (2006). This may also serve as basic principle of ability-motivation-opportunity (AMO) model. AMO model states that High Performance Work Practices and Systems motivates organizational performance improvement by streamlining and enriching workplace-related articulates of employees, thereby increasing employees motivation at work activities, and create avenues for work pool to contribute significantly to enterprise processes (Jiang et al., 2012; Van De Voorde et al., 2012). Each constituent parameter of the AMO gamut of HPWPs addresses different enterprise goals (Boxall and Macky, 2009, Garg and Punia, 2017). Above highlighted researches and significant study findings, help us ascertaining hypotheses 2 as:

Hypothesis 2: High Performance Work Practices influences Ability-Motivation-Opportunity (AMO) model of an organization and its performance.

III. RESEARCH OBJECTIVE AND FRAMEWORK

The primary objective of this paper is to understand and establish the mediating effect (if any) of Ability-Motivation-Opportunity (AMO) hindsight with respect to High Performance Work Practices on enterprise performance. The empirical analysis is done through various insurance companies located at Delhi/NCR region of India. The analysis is based upon an exploratory-cum descriptive research design methodology. Data collection in the form of random sampling is used from a wide range of insurance companies comprising of Oriental insurance, National Insurance, New India Assurance, Bajaj finance, Royal Sundaram, LIC, HDFC Ergo, Reliance and Star Health insurance. Sample size is attributed to 256 employees' insurance companies. Consideration is kept to collect data from both public and private sector insurance companies in equal numbers for this study. Similarly further breakdown among insurance companies among general insurance segment and rest of participated from life insurance segment are kept at equal numbers. Female to Male respondents are 39% and 61% respectively of the total responses. A structured questionnaire is used to collect the primary data for this study. The study was divided into two part: Part A of the questionnaire focuses on demography of respondents like their gender, age, and work experience in years and educational qualifications for the post the hold and whether they belong to a public or private sector company etc. The Part B of the study and questionnaire is dedicated to 21 High Performance Work Practices (HPWPs) prescribed and elaborated under High Performance Work System for Indian insurance industry by Garg and Punia (2017). This paper uses the same model to validate mediating impact of social-exchange theory. Five-point rating scales was used for highly available to unavailable and for highly effective to ineffective as part of this study in Delhi/NCR region. Next in Part C AMO is measured against different statements. Further, in Part D - organizational performance is measured against scale of Singh (2004).

Two methods are used to conduct Mediation analysis, one through Baron and Kenny (1986) prescribed steps and second by used AMO with Structure Equation Modeling. There are four steps in Baron and Kenny's (1986) method of analysis:

- 1) Direct effect of independent variable (X) on dependent variable (Y). Represented through a regression equation as $Y = a + aX + e_1$ (Direct effect)
- 2) Studying effect of independent variable on mediating variable (M) with equation $M = \alpha + bX + e_2$
- 3) Studying the effect of mediating variable (M) on dependent variable (Y) keeping independent variable (X) as controlled unit. This will help in explaining effects on mediating variable on dependent variable by eliminating independent variable effect by $Y = \alpha + cX + dM + e_3$
- 4) Finally relation of the dependent and independent variables by controlling the mediating variable. Here we can use equation as used in step 3.

Note: a. If $d=0$ then the complete mediation is present and

b. If d is significantly lower than 'a' then it may be concluded that a partial mediation is present.

The other method we are deploying this paper is Structural Equation Modeling (SEM) with AMO. Rai and Singh (2013) developed a methodology, which we will be used for our study. Model fitment is worked out by two parameters: By using Chi-square test and SRMR. The relative model fitment is done using TLI and RMSEA. The criteria for checking how goodness of fit indices are used to assess by value of SRMR, which ranges between 0 to 1. Generally, a well-fit model has a very low value (< 0.05). However, a value between 0.05 to 0.08 points to a reasonable fitment, values from 0.08 and 0.1 is mediocre fit and value more than 0.1 signifies a poor fit. TLI between 0 to 1 and value close or above 0.95 indicate good fit.

IV. ANALYSIS AND RESULTS

Reliability of variables is explored with the help of Cronbach alpha. Table-1 explains value of cronbach alpha comes out to be greater than .70, thus all values are acceptable. Further, all the variables (HPWPs, AMO and Organizational performance) of the study are reported significantly correlated to each other's.

Table-1: Variables statistics for Mean, Standard Deviation & Correlation

Variables	Mean	SD	HPWS	AMO	OP
HPWPs	3.23	1.43	1 (.80)	.80*	.77*
AMO	3.12	1.93	--	1 (.88)	.78*

OP	3.54	1.25	--	---	1 (.89)
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HPWPs- High Performance Work Practices, AMO- Ability-Motivation-Opportunity, OP- Organizational Performance, Cronbach's alpha is in parentheses, * p < .001

Table-2 reveals that High Performance Work Practices has the direct effect on Organizational performance and which is significant and value of regression coefficient (standardized estimate) is 0.79.

Table-2: HPWPs vis-a-vis Organizational Performance (Model- I- Direct Effect)

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graph LR
    HPWPs[HPWPs] -- 0.79 --> OP[Organizational Performance]
    
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AMOS Result	Non-standardized Estimate	Standardized Estimate	SE	CR
Regression Weight	.71	0.79	.167	2.82*
Fit of Models	Chi-Square value	SRMR	TLI	RMSEA
	9.89	.91	.99	.49

*Significant if p < .05

Fit of the model looks to be ok for both overall fit and relative fit. SRMR value is a little over good fit model. Value of TLI (0.99) and RMSEA (.49) too suggests good fit model.

Table-3 reveals partial interference or mediation effect of AMO perspective of High Performance Work Practice. It is statistically confirmed that the effect of HPWPs on organizational performance is significant in the presence of Ability-Motivation-Opportunity perspective.

Table-3: Interfering Effect of AMO wrt HPWPs on Organization Performance

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graph LR
    HPWS[HPWS] -- 0.88 --> AMO[AMO Theory]
    HPWS -- "0.32 (0.79*)" --> OP[Organizational Performance]
    AMO -- 0.75 --> OP
    
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AMOS Result	Non-standardized Estimate	Standardized Estimate	SE	CR		
Regression Weight						
HPWS → AMO	0.83	0.88	0.13	4.00*		
AMO → OP	0.71	0.75	0.27	3.98*		
HPWS → OP	0.29	0.32	0.89	0.87		
Fit Measures	Chi-Square diff.	SRME	TLI	RMSEA		
	3.43	0.34	0.98	0.05		
SPSS results						
	Reg. Coefficient	S.E	T-value	Sig.		
Equation 1 :- b(YX)	0.86	0.28	4.53	*		
Equation 2 :- b(MX)	0.74	0.45	3.65	*		
Equation 3 :- b(YM.X)	0.69	0.57	2.54	*		
Equation 4 :- b(YX.M)	0.33	1.54	1.02			
Sobel Test	Value	S.E	Z-value			
	0.76	0.13	4.74*			
Bootstrapping Result (Number of bootstrap samples= 2500)						
Effect	Mean	S.E.	LL 95% CL	UL 95% CL	LL 99% CL	UL 99% CL

	0.77	.16	0.234	0.583	0.342	0.730
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* For $p < .01$, ** for $p < .05$, *** for $p < .001$

The bracketed value represents the value in absence of AMO. It is seen that regression value of direct effect reduces in the absence of interfering variable. This shows a partial mediation effect of AMO. Various measures of model fit reflect good model fit. SPSS data like previous studies confirm partial mediation on dependent variable as controlling mediator is found to be significant.

V. DISCUSSION

High Performance Work Practice affirmatively impacts and influences enterprise performance (Delery and Doty, 1996 and Black and Lynch, 2001). This study provides meaningful insights to effort put in exploring organisation management and employee perspective of High Performance Work Practices and organizational performance by imparting Ability-Motivation-Opportunity perspective of High Performance Work Practices in Delhi/ NCR, Indian insurance industry. This study finds a partial mediation effect of AMO perspective wrt High Performance Work Practice and organizational performance. This study finds statistical affirmation to confirm interference of AMO model. HPWPs in any organisation while implementing should ensure employee motivation aspect; together with opportunities for individual growth, skill development, active involvement and resource base empowerment proved to be important contributor towards performance outputs. HPWPs design keeping Ability-Motivation-Opportunity directives intact has a positive effect on organizational output level (Bonias et al., 2010; Sang et al., 2012). Human Resource manager jostles daily to improve and optimize workforce performance. In addition, panacea to maximize work force performance is effective, pragmatic and insightful implementation of High Performance Work Practices. HPWPs focuses on empowering and enriching employees state of mind through various training and skill development sessions, rational and incentivized salary compensation, different team structures suiting to a particular organization and management by objectives. Fluid and increasingly demand for diverse work profile provides avenues of higher participation of employees. HPWPs like job enrichment and enlargement serves a critical role in commanding higher levels of productivity and loyalty towards an organization (Wood, 1999).

The different perspectives of High Performance Work Practices offer significant notion on the meddling effect. A High Performance Work Practices for an organisation should be designed to leads a cordial and congenial relationship among employees, which results into employee shouldering more responsibility and enjoys autonomy in delivering their work. This will further help in building a valuable resource based workforce to takes care of employees' attitude and well-being (basically a psychological impact), and enhances employees ability in performing and motivation level as per AMO model. Additionally, this paper establishes AMO as an important meddling variable that eventually has effect of High Performance Work Practices to organizational performance. In simple words, standardisation of HPWPs leads to greater possibilities and opportunities, which will significantly improve organizational performance. HPWPs for an organisation developed with the help of AMO perspective has been found to positively helping in building a workforce for challenges any organisation to face in future. This will sharpen employee's skill, and increase motivation at workplace. Clubbing all together will help organisations in increased involvement of employees in decision-making, significant reduction in absenteeism and employee turnover. Another important derivation from the findings is that the employees in today's services organizations are thrilled by higher order needs. An organizational culture that make sure healthy relationship between its employees and their positive perception about organisation in fair dealing are equally important aspects for successful implementation of any HPWPs.

It is envisaged during the study that further research needs to be done around conceptual models of High Performance Work Practices to gain more insights for their successful implementation. It will be interesting to study HPWPs and AMO impact on qualitative performance indicators such as employee engagement, employee commitment to organization, job enrichment and involvement. This study was to highlight and understand AMO perspective influencer impact on cross-sectional approach. More study would be needed for causal relations; thus, outcomes of this study need to be further validated with longitudinal exploration as well. Present study witnessed few limitations such as a larger sample size could have made the study more pervasive also due to lack of previous validation in case of a number of classical theories, results of this study could not be indexed for drawing conclusions on continuity or significant deviation. This study being conducted for insurance sector and limited geographic location; which may vary with other industry sector responses and geographic location. In nutshell, appropriate investment in resource count positively reciprocates as enterprises who have implemented HPWPs carefully are witnessing the advantages.

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