

MOTIVATION ENHANCING HRM PRACTICES' AND EMPLOYEE DEMOGRAPHICS ON AFFECTIVE COMMITMENT AMONG EMPLOYEES IN TEXTILE MANUFACTURING IN PAKISTAN

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Abstract

The current study is an attempt to probe the relationship of a set of motivation enhancing HRM practices & employee demographics with affective commitment among employees working in textile manufacturing organizations. A well-structured questionnaire tool was used to collect the data from 232 employees working on managerial positions. The Pearson coefficient of correlation and ANNOVA analyses revealed that system consisting of motivation enhancing HRM practices and demographic variable "age" were stronger predictors of employee affective commitment, the education level exhibited association at 0.08 significance level, the employee demographics: gender and job period posed no significant association with employee affective commitment. The findings are in relevance with past researches, practical implications and need for future research are also discussed.

Keywords: Motivation Enhancing HRM practices, Affective Commitment, Employee Demographics: Gender, Age, Education, Job Period.

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Study Rationale

Today's manufacturing organizations are struggling to strive through challenges of competitiveness, technological advancements, need of productive and efficient workforce in achieving organizational excellence. There are involved variety of factors in it whereas, human factor stands alone as the most significant one, on part of its ability to develop harmony amongst all other factors. Therefore organizations need to build and apply those policies which can substantially develop positive attitudes of workforce related to productive organizational outcomes (Umar, 2014).

Employees' commitment is one of the important factors at workplace that plays a vital role in motivating employees to be attached with organizational goals. Employee commitment has been a subject of research studies since long to understand the organizational effectiveness and employee performance related outcomes. Organizational behavior researchers define organizational commitment as a degree to which individual employees indentify themselves with organizational goals and intend to continue active participation (Newstrom and Davis, 2002; Allen and Meyer, 1990). The organizational commitment has been identified as a factor having stronger positive impact on organizations. This influences organization's functional areas, its short term and long term goals (Cullen et al, 2001). Meyer & Herscovitch, (2001) and Hunt et al, (1989), identify that key advantage of committed workers' is that they identify themselves with organizational goals and tend to contribute effectively in organizational success with their volunteer enthusiasm, and that organizational commitment supports organizations by establishing positive organizational culture and by promoting organizational change. In organizational context, commitment has been identified in its three major components, such as affective commitment, normative commitment and continuance commitment. Affective commitment plays a significant role in organizational success as it exhibits emotional involvement, personal attachment and identification with organization

to wishfully be the part of his or her organization (Meyer et al, 2002; Meyer and Allen, 1991).

Despite various stimuli, HRM practices in manufacturing organizations have been identified as important source of organizational advantage as these can influence employee attitudes potentially leading to significant organizational behavioral outcomes (Purcell, 2007; Meyer & Smith, 1990). In align with key role of HRM practices in manufacturing organizations; it has been found that applied HRM programs are likely to manipulate employees' perception leading to higher commitment that in turn influences employee work attitudes. The recent research studies have identified that employee behaviors are potentially influenced, when are exposed to certain HRM systems or set of HRM practices instead of individual HRM practices (Boselie et al., 2005). HRM systems are meant for achieving certain employee behavioral outcomes. The fact leads to the opportunity to group certain HRM practices into various categories so that such systems can be applied selectively to achieve desired organizational outcomes through employee behavioral and performance outcomes (Combs, et al, 2006). In this context, Lepak et al (2006), grouped HRM practices into three sub-sets: skill enhancing HRM practices, motivation enhancing HRM practices and opportunity enhancing HRM practices. The motivation enhancing HRM system is adopted in current study that consists of HRM practices: employees' job security, rewards & benefits, career opportunities and performance appraisals.

The current study investigated textile industry due to its significant position in the context of Pakistan's economy as it contributes; 46% share in manufacturing sector, 52% in total exports from country, 40% employment to total workforce, 8.5% in GDP and 5% share of market capitalization as listed companies in stock market (APTMA, 2015). About 56% of installed capacity of textile mills exists in different areas of the Punjab province of Pakistan (APTMA, 2016). Despite noticeable growth of industry, it faces a variety of internal

and external issues that constrain its growth. Being labor intensive in nature the performance of the industry very much depends upon the factors associated with attitudinal and related behavioral attributes. Therefore, effective application of appropriate human resource management practices to build the capacity, aptitude, knowledge and competence is the most current need of the industry to make it at par with major competitors in the region (Hassan, 2016; Tanveer, 2011).

The findings of the study in this context identify the role of certain set of motivation enhancing HRM practices in developing employee commitment at workplace. The study identifies that when motivation enhancing HRM practices are exercised while taking into account demographic differences, these influence employees' level of commitment to their organizations. Most importantly drawing upon the findings, business managers, practitioners, industrial consultants, policy makers and top organizational management can best utilize the role of HRM practices in developing committed employees in wider organizational interest.

Research Objectives

- To estimate the extent of association between employee affective commitment and motivation enhancing HRM practices among the employees working in textile manufacturing organizations
- To investigate the contribution of employee demographics in developing employee affective commitment among the employees working in textile manufacturing organizations

Organizational Commitment & Affective Organizational Commitment

Commitment is an attitudinal construct that is characterized as employees' psychological attachment. In organizational context commitment has been identified as a significant factor that motivates employees to be attached with strategic action plans of an organization

related to its ultimate targets (Meyer and Herscovitch; 2001). Employees' associational attachment to their organization affects profitability and competitiveness of an organization through enhanced employees' performance outcomes (Jaramillo et al., 2005). This cohesive force being experienced by employees further in sub-forms, out of which three forms have exhaustively been studied: affective, continuance and normative commitment (Ramay, 2012; Meyer et al., 2002; Siders et al., 2001). Employees' affective commitment represents employees' loyalty and dedication to their organization. Such employees having sense of belongingness are assumed to be involved willingly in organizational activities to follow organizational goals and to remain attached with organization (Yousef, 2016; Schultz & Schultz, 2015; Meyer & Allen, 1991).

Linking Employee Affective Commitment & Motivation Enhancing HRM Practices

A growing knowledge in the area of human resource management suggests that application of HR practices individually or collectively have significant role in the development of effective human asset. The empirical studies have established that individual work related outcomes are affected by employees' perceptions about HR practices, instead of by written HR policies drawn by HR managers (Edgar & Geare, 2005; Whitener, 2001; Guest, 1999; Huselid and Becker, 1998). While Lepak et al., (2006) and Mathieu & Zajac (1990), in their studies have linked motivational HRM practices in organization with the development of employees' behaviors leading to potential organizational outcomes. As the studies identify that set of HR practices have been proved to be more effectively associated with with employees' job characteristics than individual HR practices, therefore in this context group of HR practices leading to employees' motivation enhancement such as, career opportunities, career planning and performance appraisal, having influence on employees' affective commitment in organizations (Kuvaas, 2009; Hackman & Oldham, 1976) are included in the study. The literature review leads to hypothesis as follows:

H1: Employee perception about motivation HRM practices at workplace is related with affective commitment among employees working in textile manufacturing organizations

Employee Demographics

The employee demography is foremost social entity description of members including age, gender, income level, education, occupation, marital status and job position etc (Kónya, 2016; Pfeffer 1983). However their choice depends on the explanatory value in relation to the research nature.

Gender

Although HRM aims to create an equal opportunity environment for females and males, still a number of researches have studied demographic factor 'gender' to compare discriminatory treatment between female and male employees. Such researches usually reported the discriminatory treatment effects individual attitude and behaviors leading at workplace (Konrad & Hartmann 2002; Cianni & Romberger 1995). There is substantial empirical research evidence that claims the positive role of gender on employee commitment and its association with other elements of work environment (Clarke & Iles, 2000).

H2a: The demographic variable 'gender' influences affective commitment of employees working in textile manufacturing organizations

Education

The education level plays significant role in developing employee attitudes. The employees with different education level may respond differently to organizational HRM policies. Okoh (2007) reports that professional staff and employees with higher education level tend to

exhibit negative attitude towards work. While Maloney et al. (1996) reports that higher education level tends to respond positively and productively at work environment. According to them their positive attitude towards environment may probably be because of their hefty supervisory responsibilities.

H2b: The demographic variable 'Education' tends to influence affective commitment of employees working in textile manufacturing organizations

AGE

The past HRM research reports age as significant factor. Conway (2004) reports that HRM practices and employee commitment association changes at different stages of the career. There exists stronger commitment among older employees than younger age employees. (Finegold *et al.*, 2002). While Chen (2000) studies the direct and moderating effect of demographic variables age, gender and education on employee commitment. Edgar (2009) finds that older age of employees strengthens the relationship of HRM practices and employee attitudes.

H2c: The demographic variable 'age' influences affective commitment of employees working in textile manufacturing organizations

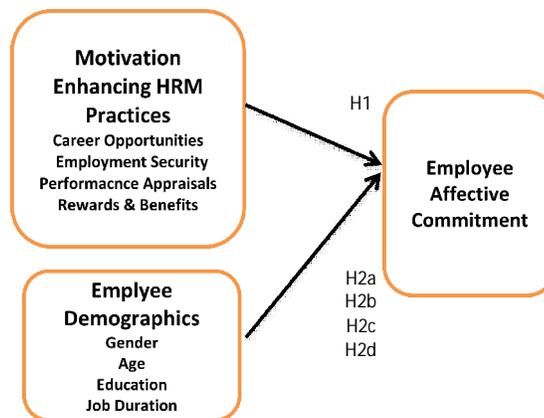
Job Duration

Job duration plays potential role in defining employee commitment in organization (Jena, 2015; Meyer & Allen, 1997). The job duration helps to develop shared experience and understandings among employees and is positively associated with employee performance (Wiersema & Bird 1993; Pfeffer, 1993). The employees with longer job period in organizations perceive relationship between employees' perception about HRM practices and level of commitment, positively (Kooij, 2010; Bashir *et al.*, (2011).

H2d: The demographic variable 'job duration' influences affective commitment of employees working in textile manufacturing organizations

Figure. 1

Conceptual framework of the Study



Research Design

The key objective of the research study was to develop relationship between motivation enhancing HRM practices and employee demographics with employee affective commitment of employees working on managerial positions in textile manufacturing organizations located in the Punjab province, Pakistan. Therefore the population was consisted of 198 APTMA (All Pakistan Textile Mills Association) member textile organizations located in the Punjab province that makes 60% of total textile organizations in Pakistan. The population was first divided in clusters based on their locations; Lahore, Faisalabad and Multan. The sample was drawn from each cluster randomly.

As the survey based quantitative research studies following positivist research paradigm intend to provide description of attitudes, trends and opinions of larger population through carefully selected sample. Therefore in the current research study close ended questionnaire tool containing scales related to the constructs: affective commitment and motivation enhancing HRM practices, was used as it could effectively collect data from larger sample and provides ease in subsequent statistical analysis for the purpose of generalizations of findings (Babbie, 1990).

The questionnaire adopted from Delery and Doty's (1996), scale to measure motivation enhancing HRM practices consisting of four sub scales: internal career opportunities, employment security, result oriented performance appraisals, and rewards & benefits. The scale has been widely applied in number of research studies exhibiting consistency and good reliability. Whereas to measure affective commitment questionnaire adopted Meyer, Allen, & Smith's (1993), scale. The commitment scale effectively measures employees' behavioral mindsets related to their feelings about organizational attachment (Jaros, 2007).

A five point Likert scale was applied to rate respondents' response; ranging from strongly agree '5' to strongly disagree '1'. The questionnaires were administered personally and by mail. Of total 450 questionnaires distributed among 45 organizations 232 questionnaires were received back indicating approximately 51% survey response rate.

Analysis

At first stage of analyses Cronbach alpha test was performed on data to measure research scales' reliability. As indicated by table-1, alpha values confirmed the existence of reliability and internal consistency among the items of elements.

Table 1:
Reliability of Scales

Variable	No. of items in Matrix Question	No. of categories in Index variable	Mean Score	SD	Alpha value
Motivation Enhancing HRM Practices	11	5	36.38	6.4	.74
Employee Affective Commitment	6	1	18.89	3.63	.72

At the second stage correlation analysis was performed to estimate strength and direction of relationship between two variables. The correlation matrix included variables; employee affective commitment, motivation enhancing HRM practices, gender, education, age and job period. The results of which are summarized in table-2. The correlation test results ($\rho = 0.544$) in table-2, indicated stronger and positive association between two variables; motivation enhancing HRM practices and affective commitment that supported the hypothesis 1. The correlation analysis between and employee demographic such as 'education' & "age and employee affective identified that Hypotheses 2b and 2c were also supported with strength of association $\rho = 0.207$ (at level of significance at 0.02) and $\rho = 0.147$ (at level of significance at 0.025) respectively. While there were no correlation between employee demographic variables; 'gender' and 'job period' and employee affective commitment with strength of association 0.051 (at level of significance at 0.437) and 0.041 (at level of significance at 0.54) respectively concluding that hypotheses 2a and 2d were not supported.

Table:2

Mean, Standard Deviation and Correlation with Dependent Variable Employee Affective Commitment

	Mean	Std. Deviation	Correlation
Employee Affective Commitment	70.51	14.20	1**
Motivation Enhancing HRM Practices	46.03	9.90	0.54**
Gender	1.08	0.27	0.05
Education	2.55	0.53	0.21**
Age	1.92	0.82	0.15*
Job Duration	1.80	0.72	0.04

Correlation is significant at **0.01 level and *0.05 level

At third stage multiple regression test ANNOVA (analysis of variance) was applied. The summary of model as indicated by table-3 suggested that 56.9% of variance in response variable 'employee affective commitment' was being explained by predictor variables. The F-test statistics confirmed the existence of significant relationship between response variable and set of predictor variables at level of significance less than 0.01 and hence confirming the good fitness of the proposed model.

The table-3 indicated significant association of response variable 'employee affective commitment' with predictor variables 'motivation enhancing HRM practices and age at level of significance 0.0 and 0.028 respectively, supporting the hypotheses H1 and H2c. While the demographic variable "education" was associated with response variable at 0.086 level of significance supporting the hypothesis H2b. Whereas gender and job duration exhibited no significant association with response variable hence rejecting our hypotheses 1a and 1d.

Based on multiple regression analysis following econometric model was proposed, explaining variability in response variable due to predictor variables individually.

$$Y (\text{employee affective comittment}) = \text{contant} + \beta_1 x_1(\text{motivation enhancing HRM practices}) + \beta_2 x_2(\text{gender}) + \beta_3 x_3(\text{education}) + \beta_4 X_4(\text{age}) + \beta_5 x_5(\text{job period})$$

Where 'y' represents response variable 'employee affective comittment', x_1, x_2, x_3, x_4 and x_5 represent predictor variables 'HRM practices, gender, education, age and job duration respectively. While $\beta_1(0.734)$, $\beta_2(3.89)$, $\beta_3(2.66)$, $\beta_4(2.64)$ and $\beta_5(-1.032)$ represent unstandarized coefficients of respective predictor variables.

Table 3.

Multiple Regression Analysis: Main Effect of Motivation Enhancing HRM Practices and Employee Demographics on Employee Affective Comittment

	unstandarized	standardized	t value	significance
Employee Affective Commitment	Coefficients	Coefficients		
	Beta	Beta		
Constant	22.47	6.199	3.62	0
Motivation Enhancing HRM Practices	0.734	0.512	9.12	0
Gender	3.89	0.075	1.31	0.191
Education	2.66	0.100	1.72	0.086
Age	2.64	0.153	2.22	0.028
Job Duration	-1.032	-0.052	-0.75	0.452
R	R Square	Adjusted R Square	F	ANNOVA
				significance
0.569	0.324	0.309	21.651	0.00
Dependent Variable: Employee affective commitment				
Predictors: constant, motivation enhancing HRM practices, Gender, Age, Education, Job Duration				

Conclusions

The research study concludes meaningfully that affective commitment of employees' working in textile manufacturing organizations has strong and significant relation with motivation enhancing motivational HRM practices. The findings are in conformity with previous research studies, which establish that

certain set of HRM practices exhibit more visible and stronger relationship with employees' commitment than individual practice (Lepak et al., 2006; Whitener, 2001). Secondly the study shows that employee demographics: age and education are strong predictors of affective commitment of employees working in textile manufacturing organizations. The earlier studies discuss that workers with higher level of education and age exhibit mature and stable behavior in developing their attachment with organization (Büyükebeşe and Erşahan, 2011; Chen and Francesco, 2000). Meanwhile gender and job duration factors did not exhibit any significant relationship with employees' affective commitment. Ricketta (2005) and Thorsteinson (2003) in their studies corroborate that employee commitment is independent of their employee gender.

Implications

The findings of the study imply that selectively and appropriately applied set of HRM practices are responsible for motivation augmentation of employees working in labor intensive textile manufacturing organizations that resultantly can stimulate employees' psychological state of being attached with organization. The human resource management and development departments in such organizations can play a vital role in this regard. They can devise conducive policies that can cater feelings of association of employees with organization. Such policies will lead to develop optimistic attitude among employees' that may result in positive organizational outcomes, such as intentions to stay longer, higher productivity, engagement and greater efficiency. The study takes into account the demographic differences, and identify that age and education of employees working in manufacturing organizations have important role in defining employees' commitment. This implies that organizations can rely on age and education factors of employees working in production areas to maintain consistency in their performance outcomes as committed employees tend to pose less turnover intentions, higher efficiency and lower wastes (Rasheed & Ramzan, 2013; Prasetya & Kato, 2011). Meanwhile the

operation managers can develop balanced operational teams at workplace in respect of members' age & education to enhance outcome efficiency and effectiveness (Büyükbeşe and Erşahan, 2011; Konrad and Hartmann, 2002). While the HR managers can make policies to retain mature aged employees having better social learning in favor of organizational cause.

The research study overall adds to the literature, by exposing the nature and the role of motivation enhancing HRM practices and employees' demographics, acting as stimulants in attitudinal change of employees working in manufacturing organizations. The earlier researches establish the role of HRM practices in developing organizational commitment, however contrary to those, current research study reveals the role of that set of HRM practices which is aimed at motivation enhancement of the employees. The concept can further be investigated in organizations other than textile organizations, in future research studies.

Limitations & Future Research

The research study was primarily limited to textile sector located in the Punjab province of Pakistan. However future studies can be expanded to textile sector in all over Pakistan, to the manufacturing industry other than the textile industry and SME (small and medium entrepreneurs) etc. The current study investigated the employees working on managerial positions, however future studies many take into account employees working on different hierarchal positions, for the purpose of generalization.

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Research Measures*Appendix -A***a)****Motivation Enhancing HRM practices****Internal career opportunities**
Employee see very little future growth within the company ®

your immediate boss knows your growth potential

There are formal systems and procedures for employees career growth within the organization

Employment security

Employees can expect to stay in the company for as long as they wish.

It is very difficult to dismiss an employee.

Job security is almost guaranteed to employees in the company.

If the company were facing economic problems, employees would be the last to get downsized.

Results-oriented appraisal

Performance appraisals are based on objective, quantifiable results.

Each employee has performance objectives.

Rewards/Profit sharing

Individuals receive incentive pay on performance.

Individuals receive annual cash Bonus or cash bonuses based on the profit of the organization.

b)**Affective Commitment**

I would be very happy to spend the rest of my career with this organization.

I really feel as if this organization's problems are my own.

I do not feel a strong sense of "belonging" to my organization. (R)

I do not feel "emotionally attached" to this organization. (R)

I do not feel like "part of the family" at my organization. (R)

This organization has a great deal of personal meaning for me.