

# **The Relationship Between HR Practices, Empowerment, Support and Employee Motivation Among Bank Employees in Vehari, Pakistan**

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**Abstract** – Employee motivation is an essential contributor to organizational success and continues to sustain the employee morale and employee retention. The core purpose of the study is to identify the association of employee motivation with human resource practices, supervisor support and employee empowerment. The big of four dimensions of human resources practices are the recruitment and hiring, training and development, benefit and compensation, and evaluation. The quantitative method was used. A total of 200 questionnaires were distributed and only 125 questionnaires returned. The results revealed that human resource practices dimension of recruitment and hiring, training and development and supervisor support have a relationship with employee motivation. Recruitment & hiring, recruitment & development and supervisor support is scored highest. It showed these variable influence employees motivation most compared to others variable. However, steps should be taken by the organization to evaluate employee motivation. This will bring a huge impact to employee to perform greatly to achieve organizational goals.

**Keywords** – Employee Empowerment, Employee Motivation, Banking Industry, Perceived Supervisor Support.

## **I. INTRODUCTION**

Motivation is central and has become big issues in the banking industry. It is great concern by the administration to keep employees motivated. Motivation can create a great working condition also can reduce issues at work place such as absenteeism and worker turnover [1]. Motivation means “willingness to do something”. Researcher considers that motivation derives the human being to accomplish the objective [2]. Additionally, motivations give individual a reason and encourage what they need to accomplish. It facilitates individuals to come out of the bad circumstances that are badly highlights in their lives. Now, executives have been focused on motivation and their employees to enhance the ability to produce output. Today it is very challenging for Human Resources that how to manage and develops employees. Moreover, managers are in charge in motivating employees’ performance effectively because most of the time; people leave managers and not organizations[3].

According to researchers, motivation encourages better performance. Underst and motivation is important to change employee behavior in positive ways [4]. The manager nowadays always believes in establishing the

employee motivation can create a significant effect among them. Thus, it is essential that well-built and effective motivation at all levels must be more intelligible to enhance commitment and to their jobs [3].

Furthermore, researchers argued that the role of motivation in company is vital to obtain competitive advantage and sustainable the company for the greater profitability [5]. Today for any business and society the important issue of what can be motivated employees to stay on their job [6]. Therefore, money invested in training and development is normally regarded as good management practice to retain proper proficiency now and in the future [7].

Researchers stated that employee satisfaction and motivation can be measured when employee feeling great with the organization, for example the right position with the right capacity they have, right training that they received, a great connection with the supervisor and the way to enhance their performance [8].

In addition, employee turnover rate straightforwardly influenced by employee disappointment and employee performance with human resource practices, perceived supervisor support and employee empowerment. Employees who place in good working condition will stay in the organization. Motivation among staff can enhance job performance and could decrease the expense regards to recruiting, selecting or enrollment to new worker [9]. Further, the researcher will develop questionnaires and collect information as well as do an analysis of the data collected from the bank employees in Vehari.

### **A. Research Problem**

Turnover in the banking industry is seen in alarm stage ascribed from employees unsatisfied with their work. Researchers stated employees are considered as the most significant asset in any business organization [10]. The key achievement factor for business is no longer money, yet human capital [11]. The employees are the person giving quality service and they are vital for guaranteeing accomplishment in customer recognitions and fulfillment. Thus, lack of motivation can decrease the organization achievement [12]. Researchers stated employee who had been unmotivated, leaved the company [13].

It has been widely accepted that the backbone of any country’s economy is the banking sector. Therefore, the employees working in banking sector should be more motivated. It is also explained by researchers that organizations need to find the factors that influence employee motivation and their productivity [14]. Many

researchers in different countries and cultures do the research in different scopes and models. In this study, the researcher did not find this model to be studied before on the current population. Therefore it is also needed to fill the gap with this study. The basic purpose is to investigate the impact of HR Practice, supervisor support, employee empowerment on Employee motivation working in Banking Sector, specifically in Pakistani context.

#### A. Objectives of the Study

1. To check the direct relationship between human resource practices and employee motivation.
2. To check the direct relationship between supervisor support and employee motivation.
3. To check the direct relationship between employee empowerment and employee motivation.

#### B. Purpose of the Study

This study is conducted in 30 branches of different banks of Vehari. The bank staff was chosen for this study as they had been exposed to directly effect by the motivation.

#### C. Significance of the Study

This study aims to provide significant contributions in terms of practical aspects on employee motivation. Employee motivation is a significant element to address employee desire to work and how the types of practices could influence them to remain. This study might useful to enrich banks to manage, control and to provide solution on how the employee can satisfy and how this overall outcome on motivation affects to the banks. Especially, on employee desire, weaknesses and the strength in every area of motivation. Therefore, in term of scholar, this study might help academicians to get underst and the link of employee motivation with the types of practices and get update the findings the banking industry. ”

#### D. Research Question

Based on the problem statement, the following research questions are developed:

1. Do human resource practices (recruitment and hiring, training and development, compensation and benefit, and evaluation) have a direct relationship with employee motivation?
2. Does supervisor support have direct relationship with employee motivation?
3. Does employee empowerment have direct relationship with employee motivation?

## II. LITERATURE REVIEW

### A. Employee Motivation

A good definition of motivation is known by Anthony Bagshawe said that "motivation is something that drives us to do what we do." Motivation has always been important and difficult issue for the success of the organization. According to researchers, Motivation provides the source of beliefs and needs and the source of performance [15]. It is an important tool that all the managers should use it to get high results. Therefore, motivation means employees' efforts in achieving the organizational goal. Numerous

definitions likely exist for the term motivation. Researchers defined motivation as the methodology in which an employee is recharged to react in different particular circumstances [16]. This reaction either come from self-motivation or from outsource. Motivation is main pillar of meeting and satisfying human needs related with feeling, value, sense of worth, that belonging to a neither organization nor department.

Consequently, motivation is helpful in capacity to exp and general comprehension and expectation of behavior. Researchers explained motivation as an "inner wish or urge that originates with an individual, either consciously or unconsciously, to complete a task successfully because it is enjoyable, and not necessarily for what will be received in return [17]. There are three issues of importance when looking at employee motivation which is human resource practices, perceived supervisor support and employee empowerment.

### B. Human Resource Practices

According to researchers, human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals. Below is the definition of the human resource practices dimension [18]. "Recruitment and hiring is process of attracting the suitable c and idates to apply for job in the organization, internally or externally. According to researchers, poor recruitment results failure of an organization in hiring the right c and idate [19]. Therefore, it is high financial loss and may involve to a job dissatisfaction of new employees [20]. However, hiring is process of selection or no selection decision about each individual to the job. Therefore, selection process must choose the right c and idate which meets requirement and reduce the organization expenses [21]. Proper motivation makes feel a sense of belonging of employees towards organization, which in turn increases the level of employee motivation and benefit for the organization.

Training and development is the planned effort of the company to facilitate employees and learning of job related ability. This is one of the major strategies used by the organization. It is understood the most common practice of human resource. According to researchers, training and development are the factors which can keep employees motivated [22]. Training normally includes skills and knowledge needed to accomplish a specific task. In contrast, development focuses on future work responsibilities of employee. However, in the modern age there is need to shift from traditional way to future oriented training and development.

Compensation and benefit refers to all the rewards that employees receive for their services in the organization. It includes direct pay such as salary and wages, and indirect pay as benefits program. Compensation system is very important in this modern time. In both public and private sectors, these are the main tools for employees' motivation [23]. The role of compensation is very important in exp and ing organizational obligation [24]. Therefore, many organizations are very much conscious about establishing

and maintaining the best possible compensation systems [25].

*Evaluation* is an official process of employees' monitoring. It is directly controlled by the management to improve the performance and productivity of employees. Evaluation is a method of observing and evaluating employees performance effectively [26]. In the study previous study, banks doesn't follow any procedure for promotion schemes [27]. Moreover, compensation is directly associated with performance of employees. Therefore an appropriate evaluation program should be pursued by banks to satisfy employees.

### C. Supervisor Support

It is general observation of employees to which supervisors gives value and support their well-being [28]. Positive feedback of supervisor enhances the employee morale and motivation [29]. Supervisor acts as agent of the organization and employees view their supervisors' positive or negative perception towards them[30]. The job of supervisor is to directly interact with the staff. Therefore, they have the core job of monitoring the subordinates and evaluating their performance. Researchers revealed that supportive behavior of supervisor encourages the employee and support his creativity generally result of motivated employees [31]

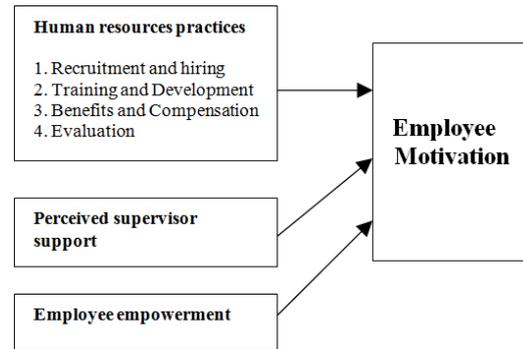
### D. Employee Empowerment

Researchers stated that, Empowerment describes working arrangements which engage the empowered at an emotional level. It is also distinguished between concepts of empowerment which are relational and motivational [32]. As a relational concept empowerment is concerned with issues to do with management style and employee participation. As a motivational construct empowerment is individual and personal, it is about discretion, autonomy, power and control. Employee empowerment helps firms to enthuse and enable employees to take responsibility for the service encounter. However according to Empowering employees to increase their satisfaction and the organization's performance will require a greater amount of communication than ever thought possible [33]. This will require management to invest in increased amounts of time communicating to employees and allowing for feedback [34]. In addition, it will require that management honestly evaluate the communication styles and methods that are being used in the institution to ensure the most efficient processes possible. "

There is numerous theory of motivation that has been studied by various scholars. However, in this study, social exchange theory (SET) is used to explain the study's framework.

### E. Theoretical Framework

Below is the research framework that has been developed for this study. As discussed earlier, the intention of this research is to examine the relationship of human resource practices, perceived supervisor support, and employee empowerment on employee motivation.



### F. Hypotheses

To test the relationship following hypotheses were developed.

- H1: Human resource practices are positively and significantly related to employee motivation.
- H1a: Recruitment and hiring are positively and significantly related to employee motivation. "
- H1b: Training and development are positively and significantly related to employee motivation. "
- H1c: Benefit and compensation are positively and significantly related to employee motivation. "
- H1d: Evaluation is positively and significantly related to employee motivation.
- H2: Perceived supervisor support is positively and significantly related to employee motivation.
- H3: Employee empowerment is positively and significantly related to employee motivation.

## III. METHODOLOGY

### A. Sources of Data

It is cross-sectional survey design in nature and all data was collected in two months (May-June).

### B. Population and Sample Size

An individual unit of analysis employed in the data collection from targeted population who are from operational staff of bank. Total 17 branches of 9 banks were selected. The participant banks both from public and private sector were ABL, MCB, HBL, UBL, Askari bank, Soneri bank, Alfallah bank, NBP, and BOP. The population is limited to only 9 banks in Vehari due to time and budget constrain. Appropriate sampling size is to allow the finding to be generalized to the population, therefore only 200 respondents were selected from total of 250 employees. Self-administered questionnaires, "drop off" and "pick up" is conducted and after two month distributed, only 125 of respondents filled complete questionnaires, yielding a response rate of 62. 50% [35].

### C. Research Instrument

Employee motivation is the dependent variable while human resource practices, perceived supervisor support, and employee empowerment are the independent variables. The questionnaire is adapted to capture all the information required for the purpose of this research and written in English.

**D. Data analysis Technique**

The quantitative data were entered in the computer by using SPSS 22. 0. The result will be summarized using descriptive statistics (frequency, percentage and mean). Correlation analysis was used to find the affiliation between two variables. Multiple Regression analysis was carried out to check what independent variables had the highest impact on the dependent variable.

**IV. FINDINGS**

**A. Response Rate**

A number of 200 questionnaires were distributed to the 17 branches. A total of 125 questionnaires were returned, yielding a response rate of 62. 50%. Out of these 125 questionnaires all were completed, thus 125 return questionnaires (62. 50%) were coded and used for further analyses. The response rate was st and ard and acceptable level of quantitative study. The response rate of 62. 50% was higher than the st and ard 20% acceptable response rates for quantitative studies [36].

**Table I Demographic statistic**

Demographic	Classification	Frequency	Percentage (%)
Gender	Male	79	63. 2
	Female	46	36. 8
Age	18 - 28	57	45. 6
	29 – 39	45	36. 0
	40 – 50	20	16. 0
	Over 50	3	2. 4
Position	Cashier	51	40. 8
	GBO	40	32. 0
	Ops manager	17	13. 6
	Branch manager	17	13. 6
Length of service in banking industry	<1 year service	43	34. 4
	1-3 year service	39	31. 2
	4-6 year service	21	16. 8
	>6 year service	22	17. 6
Length of service in current Bank	<1 year service	42	33. 6
	1-3 year service	51	40. 8
	4-6 year service	13	10. 4
	>6 year service	19	15. 2

**B. Descriptive Statistic:**

It is used for general observation of the data for all variables. The result showed the mean and st and ard deviation on employee motivation (4. 11, 0. 66), recruitment and hiring (3. 96, 0. 67), training and development (3. 89, 0. 64), benefit and compensation (3. 69, 0. 65), evaluation (3. 75, 0. 71), perceived supervisor support (3. 63, 0. 70) and employee empowerment (3. 63, 0. 57).

**Table II Descriptive statistic**

	N	Mean	Std Deviation
Employee motivation	125	4. 11	0. 66
Recruitment and hiring	125	3. 96	0. 67
Training and development	125	3. 89	0. 64
Benefit and compensation	125	3. 69	0. 65
Evaluation	125	3. 75	0. 71
Perceived supervisor support	125	3. 63	0. 70
Employee empowerment	125	3. 63	0. 57

**C. Validity and Reliability:**

As the questionnaire set were taken from previous research and been adapted therefore every items in questionnaire had been proven content validity. To check the consistency of reliability Cronbach’s alpha coefficient was used in this study. It was found that the questionnaire items in this research are in the range of 0. 6 to 0. 9 which considered acceptable as the minimum benchmark of the minimum Cronbach’s Alpha value is 0. 50 indicated by researchers in their studies [37].

**Table III Cronbach’s Alpha coefficient**

Variables	Cronbach’s Alpha	Items
Employee motivation	0. 891	5
Human resource practices	0. 898	11
Recruitment and hiring	0. 851	3
Training and development	0. 860	3
Benefit and compensation	0. 784	3
Evaluation	0. 866	3
Perceived supervisor support	0. 955	12
Employee empowerment	0. 831	5

**D. Correlation and Regression**

Table 4 shows the correlation results analysis of this study. Correlation analysis carried out and examined the relationship between two variables in a linear fashion. In general, for social science, correlation coefficients of 0. 10, 0. 30 and 0. 50 regardless of sign, are indicated as low, medium, and large coefficient respectively. Table 4 provided the inter correlations of the study variables. As shown out of 21 correlations, 19 of the inter correlations were statistically significant. Motivation was found to have significant correlation with all dimensions of human resource practices, ranging from  $r = . 283$  ( $p < . 01$ ) to  $r = . 626$  ( $p < . 01$ ). The correlation coefficient between motivation and perceived support was also significant ( $r = . 506$ ,  $p < . 01$ ). However, motivation was found to have no significant correlation with employee empowerment.

**Table IV Correlation analysis**

	1	2	3	4	5	6	7
Employee motivation	1						
Recruitment and hiring	.604*	1					
Training and development	.626*	.576*	1				
Benefit and compensation	.283*	.357*	.469*	1			
Evaluation	.423*	.533*	.529*	.596*	1		
Perceived supervisor support	.506*	.498*	.536*	.520*	.566*	1	
Employee empowerment	.082	.246*	.184*	.262*	.091	.268*	1

\* Correlation is significant at the 0.05 level (2-tailed)  
\*\* Correlation is significant at the 0.01 level (2-tailed)

### E. Regression Analysis

From Table 5, Six model variable explained 51.5% (R Square = .515, F = 20.90, p < .01). Of the four dimensions of, only human resource practices, recruitment and hiring ( $\beta = .345$ , p < .01) and training and development ( $\beta = .386$ , p < .01) were significantly and positively related to employee motivation. Meanwhile, benefit and compensation and evaluation had an insignificant relationship with employee motivation. Hence, hypothesis 1 was partially supported. Perceived supervisor support was significantly and positively related to employee motivation ( $\beta = .217$ , p = .05). Therefore, hypothesis 2 was supported. The findings showed that training and development was the most important variable in predicting the bank employee's motivation. Meanwhile, employee empowerment had an insignificant relationship with employee motivation. Thus hypothesis 3 was not supported.

**Table V Regression Analysis**

	Standard Coefficients beta	Sig.
(constant)		0.01
Recruitment and hiring	.345**	.000
Training and development	.386**	.000
Benefit and compensation	-0.93	.281
Evaluation	-0.23	.808
Perceived supervisor support	.217**	.014
Employee empowerment	-.105	.132

Dependent Variable: Employee Motivation  
R Square = 0.515

F = 20.90  
\*p < 0.05, \*\* p < 0.01

**Table VI Summary of hypotheses testing**

Hypotheses	Result
H1	Human resource practices are positively related to employee motivation <b>Partially supported</b>
H1a	Recruitment and hiring are positively related to employee motivation Supported
H1b	Training and development are positively related to employee motivation Supported
H1c	Benefit and compensation are positively related to employee motivation Not supported
H1d	Evaluation is positively related to employee motivation Not supported
H2	Perceived supervisor support is positively related to employee motivation <b>Supported</b>
H3	Employee empowerment is positively related to employee motivation <b>Not supported</b>

The results have shown that all the three hypotheses that have been tested, one hypothesis was partially supported, one hypothesis was supported and one hypothesis was not supported.

## V. DISCUSSION

The finding of this study indicated that, human resource practices dimensions with regards to recruitment and hiring, training and development and supervisor support are significantly and positively related to employee motivation. On the other hand, employee empowerment has an insignificantly relationship with employee motivation. Therefore, the findings show that one hypothesis (H2) is supported, one hypothesis (H1) is partially supported, and one hypothesis (H3) is not supported.

The primary objective of this study is to examine the direct relationship between human resources practices and employee motivation dimensions (recruitment and hiring, training and development, benefit and compensation, and evaluation) and employee motivation. Based on the finding shown in Table 4, the dimensions of human resource practices (recruitment and hiring, training and development) have a positive and significant relationship with employee motivation. Thus the human resource practices showed significant even not all dimensions are supported. This aligns with previous findings that most of human resource practice influences by recruitment and hiring can increase employee motivation to perform in their job [38].

Benefit and compensation had insignificantly related to employee motivation. On the finding, this dimension is not

positively linked to employee motivation among bank employee. All this maybe among the employee is more focus and want the different thing to motivate them such as training, development, supervision or other. However, previous literature stated that compensation with the desired behaviors helps to reach organizational goals and it improves motivation [39] and the immediate effect to increase employee motivation.

Dimension of human resource practices with regard to evaluation was found insignificant to employee motivation. The bank staff doesn't find evaluation into their job practice suit and perform well to motivate them. Researchers stated, evaluation is vital to employee knows what are they not achieve and which part they must give concern. Management must manage well this practice to ensure employee get inform and make an adjustment to enhance the job productivity [40]. The evaluation purpose to measure employee achievement but it is also to evaluate and prepare what the training that employee need. Employee will gain motivation if company concern to improve their job.

The second objective of this study is to examine the direct relationship between supervisor support and employee motivation. Based on the finding shown in Table 4, the variable has a significant relationship with employee motivation. This is align with previous study that supervisor support can easily enhance employee motivation to prepare training activity [41, 42]. The researcher stated, employee enhance motivation when supervisor support cooperation in training, advancement, and information securing and give acknowledgment to employees.

The third objective of this study is to examine the direct relationship between employee empowerment and employee motivation. Based on the finding shown in Table 4, employee empowerment had insignificant relationship with employee motivation. It is because employee empowerment is well motivated and affected those employees working at some position such cashier, GBO and Ops manager. They are the person directly dealing with customers and need autonomy to make an immediate decision. Employee who has autonomy in doing their jobs could display high commitment and motivation, and this will leads to decrease in supervision. This is aligned with others findings who clarified that empowered employees will respond to client needs as they emerge, they will react rapidly about the complaint and will take individual pride in ensuring that service encounters are a success [43, 44].

This study is conducted only in 17 branches of 9 banks in vehari because of limited time and cost saving. Additionally, the population is restricted to only these bank staff and not covered other banks.

## VI. CONCLUSION

The purpose of the study was to examine the relationships between human resource practices (recruitment and hiring, training and development, benefit

and compensation, and evaluation), perceived supervisor support and employee empowerment.

According to the research findings, there were few positive relationships between all the variables of this study. The results revealed that human resource practices dimension with regard to dimension of recruitment and hiring, and training and development were significantly and positively related to employee motivations. The other two dimensions of human resource practices with regard to benefit and compensation, and evaluation were found to have insignificant relationship with employee motivation.

Finding also revealed that supervisor support had a significant relationship with employee motivation. Meanwhile, employee empowerment was insignificantly related to employee motivation.

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SAICON Islamabad 2016.

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