



Research Paper

# HRD Interventions and Organizational Effectiveness: Investigating the Mediating Role of Job Involvement

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## ABSTRACT

Human resource development thrives as an important area of research practice. Literature holds that HRD interventions are beneficial for employees; the general idea is that HRD interventions motivate employees to perform better. The organizations have to implement different HRD interventions to develop their work-force involvement to make the organization work effectively. Thus, the objective of the study is to examine to what extent HRD interventions influence organizational effectiveness through the mediating effect of job involvement. The current study has been planned to study the relationship between HRD interventions, job involvement and organizational effectiveness. The findings can encourage organizations to pay more attention to the connection between HRD interventions and job involvement to improve organizational effectiveness by emphasizing the alignment between HRD interventions and organizational effectiveness.

**KEYWORDS:** Human Resource Development, Job Involvement, Organizational Effectiveness

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## I. INTRODUCTION

Modern organizations are characterized by a high degree of complexity and ambiguity and a multiplicity of competing values and frameworks (Han et al., 2009). These organizations are evolving in external factors, such as globalization, technology and demographic changes, and are constantly searching for innovative ways of improving competitiveness in which managers promptly require to re-examine and re-establish their organizational tactics (Whitfield & Landeros, 2006). Human resources are part of companies' strategy to get competitive advantage and effectiveness. Armstrong and Taylor (2020) stated that the competitive advantage can be achieved if a firm's resource is valuable, rare and costly to imitate. Human resource becomes significant since it can meet these criteria due to its distinctiveness (Chughtai, 2013). The organizations always make efforts to find, develop and retain valuable workforce who are talented and skilled to afford competitive advantage. Talent staff retention has become more important than it used to be and the most important concern of organizational strategies about competitive advantage and organizational effectiveness with the best resources (Juhdi, Pawan, & Hansaram, 2013). The present circumstances have forced the organizations to perform effectively, for which they require involved workforce to compete with the competitors and gain stakeholder's confidence. HRD interventions are perceived by employees because their positive perception is what determines the real degree and scope of their impact on employees' actions and decisions (Boselie & Paauwe, 2005; Bowen & Ostroff, 2004). Job involvement is especially important in this context as its high level means that employees treat work as a core value in their lives, important for their image and self-esteem (Glinska-Newes & Stankiewicz, 2013). Hung (2008) indicates that the cultivation of work involvement should be one of the most important aims of an organization because it stimulates organizational effectiveness and the motivation of individuals.

## II. RATIONALE OF THE STUDY

The current literature has essentially been concerned with the analysis of relations of HRD interventions, either individually or considered as a system, together with the strategy (Marler & Laing, 2012). The relation of the HRD interventions and involvement has been analyzed, focusing on employee performance or on the ones that boost innovation (Kabanoff and Brown, 2008), but no works have specifically dealt with the analysis of how involvement is developed by individuals who had participated in HRD interventions and its relationship with the enhancement of the organizational effectiveness. Consequently, this study attempts to examine the mediating role of job involvement in the relationship between HRD interventions and organizational effectiveness. Chen et al.

(2017) noted that the different HRD interventions may have different impact on employee behavior, so it is important to develop effective HRD interventions rather a bundle of HRD interventions to give a comprehensive knowledge of good practices to HRD practitioners. The current study aims to fill the existing gap in the research by thoroughly envisaging the construction of a comprehensive framework to see whether HRD interventions influences job involvement and what impact it has on the organizational effectiveness. When the influences of HRD interventions on organizational effectiveness through job involvement are ascertained, improvements can be made in the work environment that lead to increased organizational performance.

### **III. LITERATURE REVIEW**

#### **3.1 Human Resource Development Interventions**

HRD is a combination of structured and unstructured learning and performance based activities which develop individual and organizational competency, capability and capacity to cope with and successfully manage change (Simonds & Pederson, 2006). McLagan and Suhadolnik (1989) describe that HRD is the integrated use of training and development, career development and organizational development to improve individual and organizational effectiveness. Whereas, HRD interventions are the programs which are designed to be strategically oriented to organizational process for managing the development of human resources to contribute to the overall success of the organization (Werner & DeSimone, 2006). Organizations have used HRD interventions as an important strategic mechanism to maintain high levels of productivity and functional effectiveness, by involving and engaging employees who remain focused and invest their full energy into accomplishing tasks.

#### **3.2 Organizational Effectiveness**

The conceptual explanation of organizational effectiveness is most controversial and difficult to define (Reimann, 1975). In early 1960s to mid-1980, there have been a large number of studies on defining and examining of the factors that influence the organizational effectiveness. Researchers have proposed different models to elucidate and measure organizational effectiveness. There are wide varieties of approaches that researchers attempted to define organizational effectiveness. As per Georgopoulos and Tannenbaum (1957), Organizational Effectiveness (OE) is defined as the extent to which an organization as a social system, given certain resources and means, fulfils its objectives without incapacitating its means and resources and without placing undue strain upon its members. Whereas Gaertner and Ramnarayan (1983) have focused on measures of terminal outcomes such as profitability, survival and goal attainment. Recently, other prominent scholars Roy and Dugal (2005) defined OE as the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner. In summary, we can say that organization which can adapt to change, compete with rivalries, optimize the resources, bring quality products at the right time to the right market, make the right decision in critical times and attract potential personnel, in short, the organization which has the capability to achieve desired goals and objectives of the stake-holders can be defined as organizational effectiveness. OE is a complex phenomenon. An organization is said to be effective when a group of employee's contribution is larger than the sum of individual contribution. This can be achieved when there is cohesiveness among the employees who are engaged and involved enough to achieve desired goals and objectives of the organization. It largely depends on the strategies the organizations adopt for development of engagement and involvement in the employees.

#### **3.3 Job Involvement**

Job involvement is the level or degree to which people are known from their work, participate actively in it, and consider their achievements important for self-esteem (Robbins & Judge, 2013). It is the positive feeling felt by employees related to the work as well as the motivation and effort they give in the job (Macey & Schneider, 2008). Managing employee involvement is challenging and hard to achieve (Bowen and Schneider, 1988). An empirical analysis identified positive effect of employee participation (personal interaction, information sharing, and responsible behavior) on retention (Ennew & Binks, 1999). Employee participation in designing jobs and planning of personal development may increase their performance (Boxall et. al., 2003). It would be difficult for an employee to leave a job and find other work, when involvement is provided by the employer (Ahmad et. al., 2010). Embedded employees have high involvement and job satisfaction (Mitchell et. al., 2012).

### **IV. RELATIONSHIP BETWEEN VARIABLES**

#### **4.1 HRD Interventions and Organizational Effectiveness**

Several HRD scholars (Alagaraja et al., 2015; Tseng & McLean, 2008) examined and worked towards establishing HRD and organizational performance and effectiveness linkage. The core areas of HRD are identified as training and development, career development and organization development (Ruona and Gibson, 2004). As per Alagaraja et al. (2015), there are five important approaches for examining the linkage of HRD and

organizational performance and effectiveness as follows: (1) best-fit model (strategy based); (2) best-fit approach (characteristics of organization based); (3) best-practice model (adoption by other firms based); (4) combination of best-fit approach and best-practice model; and (5) stakeholders perception based. Grounded on aforementioned approaches, we found, prior research in HRD has conceptualized and empirically established positive relationship between single or interrelated sets of HRD practices and OE (Colbert, Barrick & Bradley, 2014; Rahman et al., 2013). Best practice HRD as an approach claims that a certain bundle of HRD interventions are likely to support organizations in gaining competitive advantage worldwide, which may confirm the HRD–organizational effectiveness relationship.

#### **4.2 HRD Interventions and Job Involvement**

HRD interventions direct employee involvement toward the organizations aims (McGunnigle & Jameson, 2000) and the most important ones are related to training and development, remuneration system and performance management, which also includes employee evaluation as well as recruitment and selection (Boselie & Paauwe, 2005). An increasing importance is attached to HRM interventions as these factors facilitate the development of favourable inspiring work environment based on fair procedures. HRD interventions enable the maximisation of employees' development, knowledge and skills, their involvement in work, and attachment to the organisation (Farndale, Brewster & Poutsma, 2008). The HRM system improves work effectiveness by means of stimulating the employees' behaviour and job involvement. Researchers Sung and Choi (2014) have proposed that organizations should design and implement HRD interventions so that the employees can work effectively and run into performance expectations through enhancing involvement in work. As stated by Haslinda (2009), HRD interventions are reported to improve employees' capabilities on the job, productivity and efficiency, as well as enhance the quality of goods and services. Yuvaraj and Mulugeta (2013) explained that HRD interventions as continuously improving employees' capability and performance through the existing practices of training, career development, employee involvement, performance appraisal and management and organizational development components of HRD.

#### **4.3 Job involvement and Organizational Effectiveness**

Job involvement entails building human capacity, ownership and responsibility. It is very necessary as it leads to united vision, values and purpose. It is measured by how well employees have sense of ownership and responsibility towards the organization. Employees who have a high level of strong work involvement will tend to care about the type of work they do and actively participate and always try to identify with any work given to them as well as possible. Vandenberg (2002) revealed that the higher the job involvement influence the organizational effectiveness. Kahn (1990) have found that the employees with high job involvement will put more effort towards achieving organizational goals. Jose and Panchanatham (2014) found that job involvement had a great impact in accomplishing both individual and the organizational goals. If the employee perceives negative reactions from an organization they will show low involvement in their job. Sundaray (2011) found that employee involvement induces a positive attitude among the employees towards the organization effectiveness. Andreadis (2009) depicted an association between job involvement and organizational effectiveness by which job involvement becomes predictor of effectiveness and organizational success.

#### **4.4 Mediating role of Job Involvement**

Although some investigative studies have shown direct links between certain HRD interventions and organizational effectiveness (Indradevi, 2010; Riordan, Swanson & Holton, 2005), one assumption underlying research on strategic HRD is that rather than exerting a direct effect, these practices could affect organizational effectiveness through their influence on certain organizational variables. Within this line of research, employees with greater job involvement feel more attachment with their job and put more importance on it, and thus hardly think of quitting the job and are expected to increase organizational effectiveness (Gorji, Etemadi, & Hoseini, 2014). Job involvement represents an employee's psychological identification with his/her job (Kanungo, 1982). Garavan et al., (2012) emphasize that developing HRD strategies in an organization is an opportunity for employees to enrich their involvement which contributes in aggregate to firm performance. HRD practices contribute to the attainment of sustainable competitive advantage through the development of firm-specific assets (Clardy, 2008; Lado & Wilson, 1994). In particular, HRD interventions can contribute to firm performance by leveraging human capital. Furthermore, Jiang et al. (2012) suggested that HRD interventions constitute an investment in firm-specific human capital and when organizations have higher quality human capital they are more capable of enhancing organizational effectiveness.

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