The Relationship of Human Resource Practitioner Professional Ability and Management System Formulation under Mediation of Achievement Motivation

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Abstract. This research explored the relationship among human resource practitioner professional ability, achievement motivation and the degree of human resource management system formulation. The research focus was the human resource management practitioners in enterprises and data were collected through convenience sampling. The results show that there is a significant influence between the : (1) professional ability of human resource management practitioners and the degree of human resource management system formulation and (2) achievement motivation of human resource management practitioners and human resource management system formulation and also that (3) achievement motivation has a partial mediating effect between professional ability and the degree of human resource management system formulation.

1. Introduction

To succeed in a globalized economy, an organization must invest in human resources enhance skills and competences. Lawler and Mohrman[1] asserted that human resources must rethink its functional structure, service, and planning to add value within the structure of new organizational forms and corporate policies in today's economic climate, particularly to increase the contribution of human resource departments to organizational effectiveness in the future. To effectively face new challenges, human resource departments must focus on how to add department value, how to organize, improve their effectiveness, and develop new capabilities. Some studies have pointed out that human resource management systems play an important role in the relationship between organizations and employees, and the degree of system formulation will affect the organizational performance [2].

2. Literature Review and Hypotheses

2.1. Human Resource Practitioner Professional Ability

Human resource professionals must design and implement effective human resource systems and processes, including recruitment management, training development, salary management,
performance management and relevant personnel administration systems to ensure the coherency in management organization. Ruona and Gibson [3] suggested that since the early 1990s, the strategic role of human resources has gradually increased. Human resource personnel must cooperate with organizational strategies to design a human resources management system that can enhance organizational competitiveness and improve the value of human resource functions. Yu et al. [4] designed an employee performance evaluation system according to organizational strategy, proposed measures to balance work and physical and mental stated of employees, and formulated a good reward system to attract outstanding colleagues to retain in an organization. Therefore, the professional ability of human resource practitioners should influence human resource management system formulation. The first hypothesis of this study is:

H1: Higher professional ability of HR practitioner has a positive impact on the human resource system construction.

2.2. Achievement Motivation

Achievement motivation, a primary of personality trait, affects employees' attitude and tendency to actively solve problems within organizations or in social life. Achievement motivation is a highly personal attitude based on accomplishment [5]. Generally speaking, achievement motivation consists of a constellation of beliefs that influence patterns of achievement, including expectations and standards for performance, the value placed on learning, and self-perceptions of ability [6-8]. From the literature review, it was noted that high achievement motivation may depend on goals set by others. So, hypothesis 2a and hypothesis 2b of this study are as follow:

H2a: Higher professional ability of an HR practitioner has a positive impact on achievement motivation.

H2b: Higher achievement motivation of an HR practitioner has a positive impact on the human resource system construction.

2.3. Human Resource Management System Formulation

Zhou [9] believed that human resource management systems should use modern scientific methods to carry out reasonable training, organization, and allocation of human resources, combined with certain material resources. Hsu et al. [10] made an important classification according to five dimensions of human resource management: (1) recruitment and selection, (2) training and development, (3) performance evaluation and management, (4) salary and welfare, and (5) employee relation. Peng [11] suggested the problems of the human resource management systems of small businesses cannot be well established complete because they are limited cost scales to establish and integrate the system. If the professional ability is good yet achievement motivation is not, the final job performance may not achieve expected goals. Therefore, hypothesis 3 is:

H3: Achievement motivation has a mediating effect between the HR practitioner professional ability and the degree of human resource system construction. The research framework is shown in Figure 1.

2.4. Methodology

Participants were in a human resource management training course in a management training company in Shanghai City, China, and data were collected via convenience sampling. Three hundred
questionnaires were sent out, 242 of which were returned (81%) and 223 that were valid (74.33%). The questionnaire design included three parts: (1) professional ability questionnaire refers to the questions used by Huselid, Jackson & Schuler [12] and (2) achievement motivation questionnaire uses the approach of Chen [13] modified for human resource achievement motivation research and (3) human resource management system formulation questionnaire design based on Hsu et al. [10]. Topics were measured by a 6-point Likert’s scale with $^6$ represent “agrees very much” and $^1$ represent “disagree very much”. The higher the score, the higher of each dimension degree.

2.5. Results and Discussion

2.5.1. Reliability and Validity Analysis

This research questionnaire refers to and quotes the HR experts and scholars. After the experts examine and revise each measurement item, which can reflect the appropriateness of the questionnaire content, so it should have a certain content validity. Reliability analysis is using internal consistency (Cronbach's Alpha) to measure the relationship of all included items. After internal consistency analysis, each item’s reliability value was $\geq 0.7$, suggesting the internal consistency reliability is acceptable [14]. Human resources professional ability Cronbach's $\alpha$ value was 0.790, achievement motivation was $\geq 0.721$, the human resources system construction is $\geq 0.7$. The results are shown in Table 1.

| Variable Name         | Dimension                  | Number | Cronbach’s $\alpha$ |
|-----------------------|----------------------------|--------|---------------------|
| Professional Ability  | Overall questions          | 5      | 0.790               |
| Achievement Motivation| Overall questions          | 5      | 0.721               |
|                       | Recruitment & Selection    | 3      | 0.782               |
|                       | Training & Development     | 3      | 0.763               |
|                       | Compensation & Benefits    | 3      | 0.782               |
|                       | Performance Management     | 4      | 0.767               |
|                       | Employee Relation          | 5      | 0.754               |
2.5.2. Hierarchy Regression Analysis

We used hierarchy regression analysis to test whether there is a mediating effect of achievement motivation between human resource practitioner’s professional ability and the human resource management system construction. The verification procedure will follow Baron and Kenny [15] process to test the mediating effect. There are three necessary conditions for the mediating effect test: (1) Independent variable has a significant effects on dependent variable; (2) Independent variable has a significant effects on mediating variable; (3) Mediating variable has a significant effects on the dependent variable. If the influence of the independent variable on the dependent variable is gradually reduced after the mediator variable is added, it is called partial mediating effect; if the influence is reduced to zero, it is called complete mediating effect. The results shown as Table 2.

Table 2. Achievement motivation mediating effect between the professional ability and HRM System construction with regression analysis.

| Variable Items       | Dependent Variable |           |           |           |           |
|----------------------|--------------------|-----------|-----------|-----------|-----------|
|                      | Achievement        | HRM System Construction Degree |           |           |           |
|                      | Motivation         | Model 1   | Model 2   | Model 3   | Model 4   |
| (Independent Variable)| Professional Ability| 0.406     | 6.599     | 0.194     | 2.935     | ---       | ---       | 0.123     | 1.726     |
| (Mediator Variable)  | Achievement Motivation| ---      | ---      | ---       | ---       | 0.224     | 3.413     | 0.174     | 2.433     |
| R²                   |                    | 0.165     | 0.038     | 0.050     | 0.063     |
| ΔR                   |                    | 0.165     | 0.038     | 0.050     | 0.063     |
| Adj. R²              |                    | 0.161     | 0.033     | 0.046     | 0.054     |
| F Value              |                    | 43.54***  | 8.616**   | 11.645*** | 7.363***  |

Note: +, P<0.1; *, P<0.05; **, P<0.01; ***, P<0.001

2.5.3. Mediating Effect Test

As shown in Table 2, model 4 examined the mediating effect of achievement motivation between professional ability and human resource management system construction. The results in model 4, the professional ability (independent variable) β, is 0.123*** (P < 0.001), achievement motivation (mediator variable) β, is 0.174*** (P < 0.001), which has a significant positive relationship. Compare the differentiation of model 2 β value (0.194**) and model 4 β value (0.123***). After model 4 add the achievement motivation as mediator, the professional ability affect the human resource system construction is gradually reduce. It meant the achievement motivation has a partial mediating effect between the professional ability and human resource system construction. Hypothesis 3 was supported. Hypothesis outcomes are shown in Table 3.
### Table 3. Hypothesis outcomes.

| Items       | Hypothesis Content                                                                 | Outcomes |
|-------------|------------------------------------------------------------------------------------|----------|
| Hypothesis 1| Higher professional ability of HR practitioner has a positive impact on the human resource system construction. | Support  |
| Hypothesis 2a| Higher professional ability of an HR practitioner has a positive impact on achievement motivation. | Support  |
| Hypothesis 2b| Higher achievement motivation of an HR practitioner has a positive impact on the human resource system construction. | Support  |
| Hypothesis 3| Achievement motivation has a mediating effect between the HR practitioner professional ability and the relative degree of human resource system construction. | Support  |

### 3. Conclusion

This research explored the influence of the professional ability of HRM practitioners on human resource management system construction. The main results included: (1). the higher the professional ability of human resource management practitioners, the more positive impact on human resource system construction, (2). the higher achievement motivation of human resource practitioners, the more positive impact on human resource system construction, and (3). achievement motivation had a partial mediating effect between professional ability and human resource system construction. Empirical analysis showed that achievement motivation does exist a partial mediating effect between professional ability and human resource system construction. This means that the level of achievement motivation will affect system construction. Even for the low professional ability group, with higher achievement motivation, the degree of influence on the system construction is higher. Therefore, how to increase the achievement motivation degree will be the critical point. In practices application, department manager could set up the specific goal and measurable performance evaluation standards that can effectively raise up individual internal satisfaction. It meant that the higher achievement motivation, the higher internal driving force for the completion of the work. This research has some limitations. Study takes achievement motivation as the only mediating variable to explore the relationship between professional ability and human resource system construction; other behavioral motivation variables should be considered in the future. Yet, this research provides a robust framework to study relationships among human resource practitioner professional abilities, achievement motivation, and the degree of human resource management system formulation.

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