

## The mediating effect of psychological ownership on human resources management bundle and job satisfaction ownership

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### ABSTRACT

AMO (ability, motivation, and opportunity) is one of the measurements used in Human Resource Management and for explaining the Innovation of Human Resources Management Bundle (IHRMB) that can affect job satisfaction and welfare. It explained that if a skilled, motivated employees will have the opportunity to contribute by using their knowledge and competencies. They will feel having a maximum job satisfaction. This study examine the role of psychological ownership for organizations (PO-O) in mediating the effect of IHRMB on the Job Satisfaction of bank employees (bankers). With a purposive sampling of inclusion criteria, a questionnaire was given to 100 bankers, testing the hypothesis with SEM. The results show that IHRMB affects PO-O and Job Satisfaction. The IHRMB is prepared at the end of the year to be able to have the right strategy for employees the following year, in addition to being a connector between the owner of the company to employees through a collection of innovations summarized in the IHRMB as well as providing opportunities for employees to be able to provide ideas that will support the company's progress. PO-O does not mediate the effect of IHRMB on Job Satisfaction because IHRMB is a control tool for management and company owners to review overall company performance.

### ABSTRAK

AMO (kemampuan, motivasi, peluang) merupakan salah satu alat ukur yang bisa di gunakan dalam Manajemen Sumber Daya Manusia (HRM), juga untuk menjelaskan Serangkaian Pengelolaan SDM Berbasis Inovasi yang berpengaruh pada kesejahteraan dan kepuasan kerja. AMO menjelaskan jika seorang karyawan yang terampil, serta memiliki motivasi, dia akan memiliki peluang untuk berkontribusi dengan menggunakan pengetahuan dan kompetensinya, dan merasakan kepuasan kerja yang maksimal. Tujuan penelitian ini menguji peran kepemilikan psikologis untuk organisasi (PO-O) dalam memediasi pengaruh serangkaian HRM pada Kepuasan Kerja karyawan bank (banker). Teknik pengambilan sampel purposive kriteria inklusi, kuesioner diberikan kepada 100 bankir, dilakukan pengujian hipotesis dengan SEM. Hasilnya menyimpulkan bahwa Serangkaian Pengelolaan HRM Berbasis Inovasi (IHRMB) berpengaruh terhadap Kepemilikan Psikologis untuk Organisasi (PO-O) dan Kepuasan Kerja. IHRMB disusun pada akhir tahun untuk bisa memiliki strategi yang tepat bagi karyawan di tahun berikutnya, selain itu bisa menjadi penyambung antara pemilik perusahaan kepada karyawan melalui kumpulan inovasi yang terangkum dalam IHRMB serta memberikan peluang kepada karyawan untuk bisa memberikan ide-ide yang akan mendukung untuk kemajuan perusahaan. Kepemilikan Psikologis untuk Organisasi (PO-O) tidak memediasi pengaruh Serangkaian Pengelolaan SDM Berbasis Inovasi (IHRMB) terhadap Kepuasan Kerja karena IHRMB merupakan suatu alat kontrol bagi management dan pemilik perusahaan untuk meninjau kinerja perusahaan secara keseluruhan.

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## 1. INTRODUCTION

In running the bank's operations, human resources become the backbone and operational drivers that must be prepared as early as possible (Fahim 2018). The collection or bundle of HRM is influenced by two interrelated aspects namely the owner of the company as usually represented by top management and their employees. Liao, Toya, Lepak, and Hong (2009), Messersmith, Patel, Lepak, and Gould-Williams (2011), and Wagner, Parker, and Christiansen (2003) explain that employee involvement in determining strategic formulation often functions as monitoring and controlling employee control. Therefore, the results are not optimal. The current research tries to measure employee performance with the AMO theory approach.

AMO (ability, motivation, opportunity) can be used as a measurement tool in HRM, and can also be used to explain why innovation human resources management bundle can affect welfare and job satisfaction. AMO explains that if an employee is skilled, motivated and has the opportunity to contribute by using their knowledge and competencies, it is likely that employees will experience maximum job satisfaction (Voos 2001). Work performance depends on the ability, motivation, and opportunities for employees to contribute and maintain their welfare. AMO theory can be used as a management tool to measure employee performance, so employees can be very competent and motivated, but if they do not have the opportunity to contribute or if employees are not successful then the performance results will not be good.

Studies about the effect of Innovation Human Resource Management Bundle (IHRMB) and Psychological Ownership on Job Satisfaction is still limited. Most of the research use High-Performance Work System (García-Chas, Neira-Fontela, and Varela-Neira 2016) and HRM Practices as antecedent of job satisfaction (Božović, Božović, and Ljumović 2019; Nabi, Syduzzaman, and Munir 2016)

Based on above explanation, this study analyses the effect of Innovation Human Resources Management Bundle (HRMB) on Job Satisfaction with mediating effect of Psychological Ownership. This study is organized as follows. First, it describes literature review and conceptual framework, second section describes the data set, variables identification, validity and reliability of

the research instrument and data analysis. It also provides the results and finally the conclusion and contribution.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

This research adopted a few theories in explaining Psychological Ownership in mediating the effect of Human Resources Management Bundle (HRMB) on Job Satisfaction. Referring to Schwaer, Biemann, and Voelpel (2012), HRM Bundle is a compilation that can be designed to create a group of employees. It can help to handle problems in a company, that are related to strategic planning in Human Resources as well as doing the roles of controlling and monitoring. The company's vital compilation will determine excellent job satisfaction to its employees and organization. The role of psychological ownership in this theory is about how the owner of the company or organization can make their employees feel happy in their working environment.

Ability, motivation, and opportunity (AMO) is an underlying theory that can be used to explain why IHRMB can affect an employee's well-being and performance (Heffernan, Harney, Cafferkey, and Dundon 2016; Wright and Boswell 2002). Kundu and Gahlawat (2018) mention that AMO is about employees who have talents, motivation, and opportunity at work will achieve good results or excellent job satisfaction because they can give an exceptional contribution to their company.

Innovation Human Resource Management Bundle (IHRMB) is a strategy that aims to realize the ability to respond appropriately according to the results of information, which has broad opportunities to be implemented creatively. This strategy is used to realize the ability to develop human resources, in order to attract employee work interest and motivate employees to work. Thus the development of HR is very effective when applied in generating innovation and improving company performance (Kehoe and Wright 2013). IHRMB can be measured with six dimensions and thirteen indicators, namely: Job Design, Selection, Training, Reward, Career Development, Employee Empowerment (Liu, Chow, Gong, and Wang 2019).

Psychological Ownership for Organizations (PO-O) is defined as the ability of company owners to be able to transfer overall strategic initiatives in the company. It is such as to be able to do monitoring and controlling, and be able to encourage employees to make the company better

in the future (Pierce and Jussila 2011). PO-O is measured by seven indicators.

Job Satisfaction is a positive feeling about work as a result of evaluating the characteristics of the work (Bellou and Andronikidis 2017). A pleasant feeling as a result of work, the perception that work fulfills important work values in a company, this can also be used as a definition of job satisfaction (de Juana-Espinosa and Rakowska 2018). Job Satisfaction is measured by four indicators (Karanika-Murray, Michaelides, and Wood 2017).

### Innovation of Human Resources Management Bundle and Job Satisfaction

Bowling and Hammond (2008) and Boxall, Guthrie, and Paauwe (2016) state the conceptualization of the Human Resources Management Bundle (HRMB) is based on the Innovation of HRMB. The innovations exist in this company make an interrelated internal group that fits the goals of the company while being able to create opportunities through employee capabilities and can produce performance satisfaction for employee itself.

H1: *Firm-Level IHRMB has a positive effect on individual-level Job Satisfaction*

### Innovation of Human Resources Management Bundle and Psychological Ownership Organization

IHRMB and PO-O have psychological relationship which assumes that the target of the IHRMB is individual, PO-O defines employees who work in a company and have personal goals. They feel that doing work to achieve the objective will have a

good impact on the company, and they think that the company is theirs (Chang, Chiang, and Han 2012; Wagner et al. 2003).

H2: *Firm-level IHRMB has a positive effect on individual-level PO-O*

### Psychological Ownership Organization and Job Satisfaction

PO-O in developing an organization has function as a company owner has three necessary assessments to advance the company in accordance with its Vision Mission and the expected target by the owner of the company (Hameed et al. 2019; Pierce and Jussila 2011). It is for employees to provide motivation to other employees that can be related to job satisfaction, PO-O provides several strategies such as Job design on how a company can develop well, and monthly control for Job performance (Karanika-Murray et al. 2017; Pan, Qin, and Gao 2014).

H3: *PO-O has a positive effect on Job Satisfaction.*

### Psychological Ownership Organization mediates the IHRMB on Job Satisfaction

The function of the IHRMB here is to control a company regarding the collection of company strategies that have been set by the company and it as as a link between PO-O and employees through job satisfaction (Liu, Chow, Xiao, and Huang 2017).

H4: *PO-O mediates the relationship between firm-level IHRMB and individual-level jobs satisfaction.*

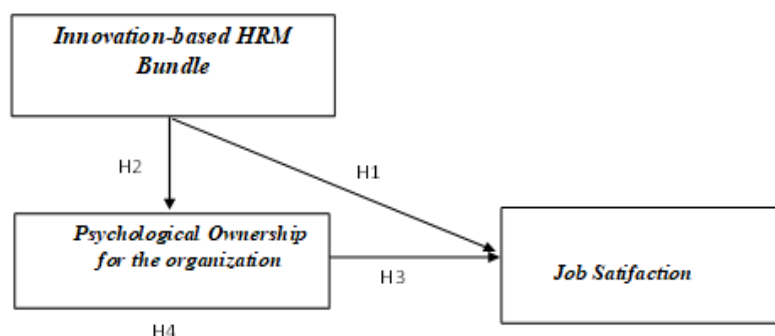


Figure 1. Conceptual Framework

### 3. RESEARCH METHOD

Using purposive sampling techniques obtained data of 136 respondents, but 100 respondents were eligible to be processed. Data is processed with SEM, because this study examines multivariate

analysis in social research using interval scales. Characteristics of respondents were 51% of men, with ages between 31-40 years old as much as 38%, with the most significant educational background of undergraduate students at 65%. It is with a work

period of more than eight years as much as 57%.

Before conducting data analysis, the first step was to test the instrument consisting of the Validity

Test and the Reliability Test. The results are seen on Table 1.

**Table 1. Validity and Reliability Test Results**

Variable and Indicators	Corrected Item-Total Correlation	Cronbach's Alpha
The innovation of Human Resources Management Bundle		0.755
Job descriptions are broad and sometimes even vague	0.775	
My organization tends to play down boundaries between departments as well as between jobs	0.676	
When recruiting for the top management positions, we pay attention to entrepreneurial characteristic (especially creativity, drive for action, autonomy)	0.734	
My organization prefers multi-skill candidates	0.771	
Training effectiveness is evaluated (e.g. either via employee reaction, learning measure or on the job performance effects)	0.663	
My organization emphasizes training with focus on creativity (creativity methods, problem solution skill)	0.695	
My organization emphasizes training with focus on the enforcement of ideas/innovations (project management, resources sourcing, networking, etc.)	0.695	
Salary of the management is linked to the company success	0.617	
The creative idea are highly rewarded	0.504	
The employee have various opportunities for upward mobility	0.749	
Success through the development of new activities (e.g. capture of a new market, introduction of a new product, etc.) plays a central role for personal career development within our company	0.716	
My organization emphasizes providing chances to use personal initiative	0.627	
My organization emphasizes engagement in problem solving and decision	0.709	
Psychological Ownership		0.677
This is my organization	0.564	
I sense this organization is our company	0.603	
I feel very high degree of personal ownership for this organization	0.521	
I sense that this is my company	0.599	
This is our company	0.592	
Most of the people that work for the organization feel as though they own the company	0.729	
It is hard for me to think about this organization	0.599	
Job Satisfaction		0.825
Overall, I am very satisfied with my job	0.632	
Knowing what I now know, I would take this job all over again	0.775	
In general, my job measures up to the sort of job I wanted when I took it	0.811	
If a good friend of mine told me that he/she was interested in working here, I would strongly recommend it	0.729	

Validity and reliability tests were also carried out. From the results of the reliability test, it is known that all variables have a Cronbach alpha value of more than 0.6. The validity test is done by looking at the factor loading value of more than 0.5, based on this, it can be concluded that all indicators

used to measure variables in this study have excellent reliability and validity.

Before testing the hypothesis, the Goodness of fit model was also tested first, with several criteria as shown on Table 2.

**Table 2. The goodness of Fit Model**

Type of Measurement	Goodness of Fit Index	Result	Cut-off	Decision
<i>Absolute fit measure</i>	$\chi^2$ (chi-square)	471.851	Expected to be small	Not of fit
	Significant probability RMSEA	0.000	>0.050	Not of fit
		0.095	< 0.100	Goodness of fit
<i>Incremental fit measures</i>	NFI	0.624	>0.900	Marginal fit
	RFI	0.673	>0.900	Marginal fit
	TLI	0.655	>0.900	Marginal fit
	CFI	0.689	>0.900	Marginal fit
<i>Parsimonious fit measures</i>	CMIN/DF	1.895	Line 1, 2, 3	Goodness of fit

From the results as shown on Table 2, it can be concluded that several measures are not the goodness of fit, but there are some of goodness of fit and marginal fit. That is the conclusion of the model produced in the goodness of fit.

#### 4. DATA ANALYSIS AND DISCUSSION

Based on the results of data analysis it was found out that the value of CR (t) = 3.017, with estimate of (b) = 0.707 and the level of significance

(p) = 0.007 < 0.05. The value of p < 0.05, H1 is accepted. The results of data analysis showed that the value of CR (t) = 2.256, with estimate of (b) = 0.701 and the level of significance (p) = 0.024 < 0.05, H2 is accepted. The results of data analysis also showed that the value of CR (t) = 3.991, with estimate of (b) = 0.843 and the level of significance (p) = 0.022 > 0.05. Therefore, H3 is accepted.

**Table 3. Hypothesis Testing Results**

Hypothesis	Estimation (S)	C.R.	P	Result
H1: There is a positive effect of IHRMB on job satisfaction	0.707	3.017	0.007	Accepted
H2: There is a positive effect of IHRMB on PO-O	0.701	2.256	0.024	Accepted
H3: There is a positive effect of PO-O on Job Satisfaction	0.843	3.991	0.022	Accepted

The test on Table 3 shows that based on the Sobel test, the PO-O variable can mediate the effect of IHRMB on Job Satisfaction. From the results of the double test calculation above, the trust variable has a value of Z 1.652, because the value of Z obtained by

the variable <1.98 with a significance level of 5% proves that there is no effect of IHRMB on Job Satisfaction. It was through the mediation of PO-O. Therefore, H4 is rejected.

**Table 4. Sobel Test Result**

Mediating variables	Independent variables	Path	Std. Coef.	Sobel Test (Z)	p-value	Adoption
PO-O	Job Satisfaction	IHRMB → PO-O PO-O → Job Satisfaction	0.311 0.346	1.652	0.049	No Adopted

The first hypothesis tested the positive effect of Innovation Human Resources Management Bundle on Job satisfaction. The result of the study showed that there is a positive effect of IHRMB on Job Satisfaction. Innovation Human Resources Management Bundle is a collection of several strategic innovations, where this collection can be used as a basis in determining targets to be achieved by the company for the next year. IHRMB is a bridge between company owners and employees, where company owners expect to develop their company better, by providing several strategic formulations summarized in IHRMB, and having a function to regulate and control their employees, so that IHRMB can be a tool to monitor and control.

AMO (ability, motivation, opportunity) can be used as one of the measurement tools in Human Resources Management. AMO theory can be used to measure employee performance, employees can be very competent and motivated, but if they do not have the opportunity to contribute or if they do not become successful then the results of their performance will not be good (Siengthai and Pila-Ngarm 2016). This finding is in line with Liu et al. (2019) which states that HRM encompasses ways in a company to be able to generate good profits from private collections that can be a benefit for the company's interests. Bamber, Bartram, and Stanton (2017) state that HRM strategy is the basis for companies and employees to control companies related to a performance where the report will be submitted to company owners and employees each year.

The second hypothesis tested the positive effect of the Innovation of Human Resources Management Bundle on the Psychological Ownership Organization, from the research showed that there was a positive effect of the Innovation of Human Resources Management Bundle on the Psychological Ownership Organization. PO-O has an essential role in determining the targets or objectives to be achieved by giving company strategic initiatives summarized in the IHRMB, wherein these initiatives will be targeted by the company and will automatically become individual targets for each employee in the company. The role of PO-O must be able to make employees who work for the company

feel that they are working for their own company.

Based on AMO theory, PO-O must provide each employee with ability, motivation, and opportunity through training or career paths summarized in the IHRMB and give reward to employees by the targets achieved. This finding is in line with Parker, Wall, and Cordery (2001), stating that IHRMB helps PO-O to control organizations or companies mediating to IHRMB given to employees. Rani, Arain, Kumar, and Shaikh (2018) say that IHRMB helps PO-O in developing employees, whether an employee has good ability in carrying out his/her work in a company or if he/she has no adequate ability he/she should be given training, or coached by his/her superiors. Chang et al. (2012) state that if the IHRMB is fulfilled under what is expected by PO-O, it will have a good impact on employees and the company automatically by providing appropriate rewards to reveal to performance.

The third hypothesis tested the positive effect of PO-O on Job Satisfaction, the results of the study showed that there was a positive effect of PO-O on Job Satisfaction, in developing an organization usually the owner or PO-O has three bases to make the company more advanced. First, it must have clear goals to be achieved by a company, often owners of a company already have vision and mission and targets through adequate commitments that will be performed to make the company do better and generate. Second, company owners must be able to communicate well with employees who work for the company by providing several strategies that will be carried out by employees, for example by job design on how the company will develop in the future. Third, company owners control the company by monitoring employees' performance weekly, monthly, and annual so they can produce job satisfaction under owners expectation. This finding is in accordance with the research done by Brown, Paz-Aparicio, and Revilla (2019) mentioning that through sufficient commitments given by company owners such as clear vision, mission, and targets, it will provide employees with a sense that they feel they work in their own company, and will automatically have a good effect on the company.

The fourth hypothesis tested the effect of IHRMB on job satisfaction through the mediation of PO-O; the results of the study showed that there was an effect of IHRMB on Job Satisfaction through the intervention of PO-O. Although IHRMB has a function as an organizational control tool to monitor employees, they can produce excellent job satisfaction and provide good results for the company. Through AMO theory, it is used as the basis for IHRMB to form strategic collections from PO-O and per expectations of company owners. Yet, PO-O provides strategically related to the development of the company in accordance with the objectives expected by the owner of the company, so that in the future it will have better effects on employees and company owners through job satisfaction that is in accordance with common expectations, in this case, it cannot make PO-O play a useful role as a mediation to make a positive effect on job management or innovation of the human resource management bundle. This finding is not in accordance with O'Driscoll, Brough, and Kalliath (2006), stating that participation of company owners plays an essential role in the formation of strategic IHRMB collections that can create a sense for employees to work well in accordance with the expectations of company owners, and indirectly will provide excellent Job Satisfaction for company and employees in accordance with the determined commitment.

## **5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS**

Resources Management Bundle on Job satisfaction. The results of this study support (Boxall et al. 2016), showing a positive effect from the Innovation Human Resources Management Bundle on Job satisfaction. There is a positive effect of the Innovation Human Resources Management Bundle on the Psychological Ownership Organization. The results of this study support the study by Chang et al. (2012), showing that there is a positive effect from the Innovation Human Resources Management Bundle on the Psychological Ownership Organization. There is a positive effect of PO-O on Job Satisfaction. The results of this study support Pan, Qin and Gao (2014) study, which shows that there is a positive effect of PO-O on Job Satisfaction. There is an effect of IHRMB on job satisfaction through the mediation of PO-O. The results of the study do not support Byrne, Manning, Weston, and Hochwarter (2017) showing that there is no effect of IHRMB on job satisfaction through the mediation of PO-O.

The innovation of the Human Resources Management Bundle has a direct effect on Psychological Ownership and Job Satisfaction because IHRMB has an essential role in a company. IHRMB is arranged at the end of the year to be able to have the right strategy for employees in the next year, besides it can be a link between company owners and employees through a innovative collection in the innovation of human resources management bundle and provides opportunities for employees to offer ideas that will support the progress of a company.

Psychological Ownership Organization affects job satisfaction and becomes a mediation of the Bundle Innovation Human Resources Management. IHRMB is a control tool for Management and company owners to review a company's overall performance so that it can produce excellent Job Satisfaction expected by a company. In addition, it can also provide rewards (García-Chas et al. 2016).

There some limitations of this study. Respondents of this study were only limited to conventional banking employees; further research is recommended to examine banking employees in small Banking. Job Satisfaction is one of the indicators used in this study with qualitative measures. Thus, the suggestions for further research is that the researchers should use quantitatively measured indicators such as decreasing absenteeism, compensation, career paths according to competence, rewards, etc. so employees can be motivated to improve their performance. This research contributes to the literature on how PO-O mediates the effect of IHRMB on Job Satisfaction, so further analysis can examine how PO-O mediates the impact of IHRMB on company performance, employee welfare and job performance at the individual level to be more measurable.

The implication of this study, shows that banks can improve Job Satisfaction in several ways, especially by paying attention to IHRMB. The IHRMB strategy has a function as an organizational control tool for employees to produce the best Job Satisfaction in accordance with the strategic set of PO-O, where the set of strategies is based on AMO theory. PO-O does not mediate the effect of IHRMB on Job Satisfaction, because banking employees are usually more committed to IHRMB. This is considered to represent PO-O, because PO-O is a strategic collection as outlined in the IHRMB. For that reason IHRMB is considered good enough by

employees to be able to have their Job Satisfaction. It indicates that if Job Satisfaction is achieved, automatically the company's performance is also good according to the company's target. This is especially true for banking where PO-O like owners are directly in touch with employees.

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