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Relationship between the Various HR Strategies and employee
motivation in the Taro Pharmaceutical Company.

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Abstract

Purpose: The study sought to find out the relationship between HR Strategies and employee motivation in the Taro pharmaceutical company.

Methodology: The research design for this study was a Survey design. Cross-sectional descriptive survey with a close ended questionnaire was used to provide answers to the research questions. The target population was both management and staff at the Taro Pharmaceutical Company. The researcher sampled 242 respondents based on the Krejcie & Morgan sampling distribution. Independent variable in the study is HR Strategies and the dependent variable in the study is employee motivation. The study employed Statistical Package for Social Sciences (SPSS) version 20.0 to analyze the data gathered on the basis of descriptive statistics such as Mean and Standard deviation and inferential statistics thus, Pearson correlation.

Findings: HR Strategies was significantly related to employee motivation. The results revealed that, at the Taro Pharmaceutical Company, HR Strategies include communication, reward and recognition, work systems, staffing and training and development. The results proved that; all the dimensions of HR Strategies were significantly related to employee motivation which shows that employees were highly motivated.

Unique contribution to theory, practice and policy: Based on the findings, the researcher recommends that, Management should maintain and improve on the existing HR Strategies that exist in the pharmaceutical company. All the strategies proved significant vis a vis employee motivation. The researcher submits that, communication peaked as the most significant HR Strategies and hence, should be a point of concern to management. The researcher recommends that, even though the identified HR Strategies were functioning well, not all the dimensions were able to score high rating as some of the employees were unsure of the applicable strategies. Hence, management should intensify the existing strategies to help achieve organizational goals.

Keywords: *Human Resource Strategies, Employee Motivation, Theoretical framework*

1. INTRODUCTION

HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other. They are described by Dyer and Reeves (1995) as ‘internally consistent bundles of human resource practices. The purpose of HR strategies is to articulate what an organization intends to do about its human resource management policies and practices now and in the longer term that business and managers should perform well in the present to succeed in the future. HR strategies aim to meet both business and human needs in the organization.

1.1 Conceptual Framework

From the extant literature, the researcher identified a number of HR Strategies which are applied in this study. These are staffing, Training, Rewards and Recognition, Work systems, communication and employee relation. The researcher therefore has come out with the conceptual framework which is illustrated below.

Human resource strategy is identified as the independent variable and employee motivation as the dependent variable. HR strategies has been attributed six (6) dimensions. These dimensions independently influence the employee. Such an influence on the employee motivation could ultimately lead to whether the employee is highly motivated, moderately motivated or not motivated. It is expected that, by the interrelation of these variables, the researcher will be able to conclusively identify what impact HR strategy at the Taro Pharmaceutical company has had on the employees.

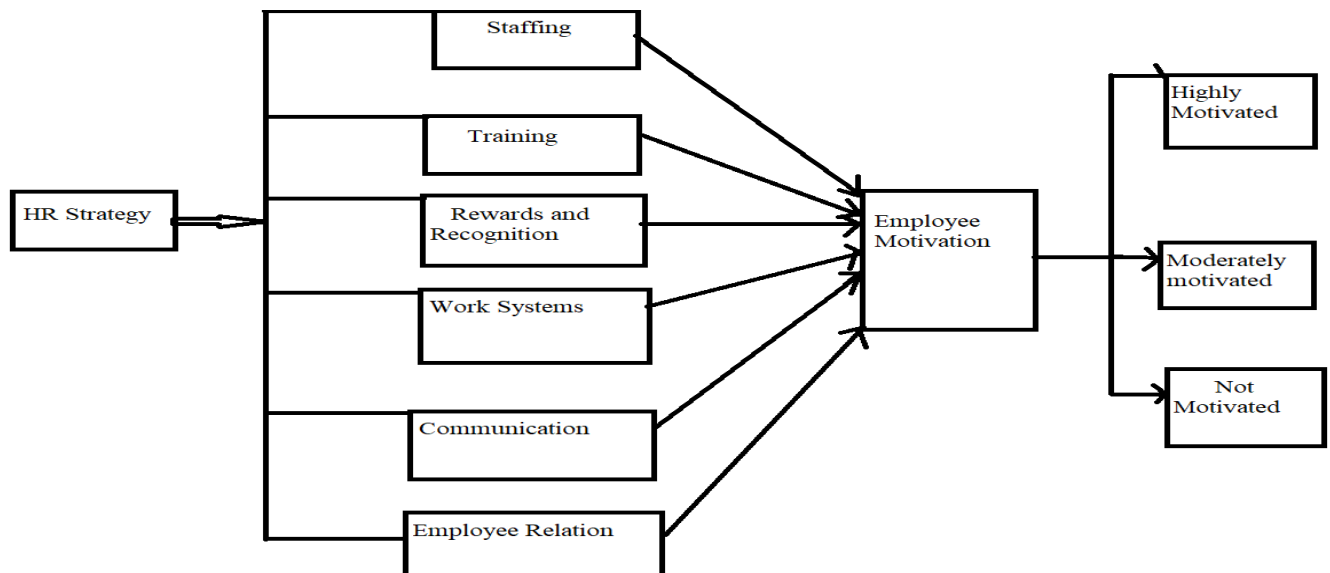


Figure 1: Conceptual Framework, Source: Author’s Literature Survey, 2019

2.0 Research Objectives

The study sought to:

- i. Identify the relationship between Human Resource strategies and employee motivation in the Taro pharmaceutical company.
- ii. Find out the challenges in implementing HR strategies in the Taro Pharmaceutical Industry.

3.0. Theoretical Framework of the Study

3.1 Two- Factor Theory

Herzberg (1959) introduced a well-known motivation theory, which is the two-Factor Theory, he described in his theory between motivators and hygiene factors. He emphasized that the factors can either be motivators or hygiene factors, but can never be both at the same time. Intrinsic motivational factors are challenging work, recognition and responsibilities. Hygiene motivators are extrinsic motivational factors such as status, job security and salary. Motivating factors can, when present, leads to satisfaction and Hygiene factors can, when not present leads to dissatisfaction, but the two factors can never be treated as opposites from each other (Saiyadain, 2009).

3.1. 2 Process Theory

The emphasis in process theory is on the psychological processes or forces that affect motivation, as well as basic needs (Armstrong, 2010). The process theory is also known as cognitive theory because it is concerned with people's perceptions of their working environment and the ways in which they interpret and understand it (Armstrong, 2010).

According to Armstrong (2010), process theory provides a much more relevant approach to motivation. Central to the process theory is a series of cognitive theories that attempt to understand the thought processes that people have when determining how to behave in the workplace (Steers & Shapiro, 2004). One of the known cognitive theories is the expectancy theory presented by Victor Vroom as the first systematic formulation of the theory (Steers & Shapiro, 2004). Following Vroom's expectancy theory are other process theories such as the goal achievement theory and equity theory.

3.1.3 Expectancy Theory

In Spector (2000), expectancy theory explains how rewards lead to behavior by focusing on internal cognitive states that lead to motivation. According to Daft (2003, in Dartey-Baah, 2010), expectancy theory proposes that motivation depends on the individuals' expectations or outlook about their ability to perform tasks and receive desired rewards.

The theory was originally contained in the valency-instrumentality-expectancy (VIE)

theory which was formulated by Vroom (1964, in Green, 2000). Valency stands for value; instrumentality is the belief that if one thing is done, it leads to another, and expectancy is the probability that action or effort will lead to an outcome (Vroom, 1964). The theory assumes that people think about what they are doing, what they are getting and its worth (Armstrong, 2010). Vroom's expectancy theory (Vroom, 1964) developed the topic of motivation combining the interaction of individual needs and employees working together.

The concept of expectancy theory was defined in more detail by Vroom (1964) as follows:

When an individual chooses between alternatives which involve uncertain outcomes, it seems clear that this behaviour is affected not only by his preferences among these outcomes but also by the degree of to which he believes these outcomes to be possible. Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal (or zero) strength is indicated by subjective certainty that will not be followed by the outcome.

The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is not an adequate guide to the implications of the change. In these circumstances, motivation may be reduced (Armstrong, 2010).

4.0 Methods

The research design for this study was a cross-sectional descriptive survey with a close ended questionnaire which was used to provide answers to the research questions. The independent variable in the study was HR Strategies and the dependent variable in the study was employee motivation.

This study employed a quantitative research design to investigate the relationship existing between the various human resource strategies and employees' motivation. The empirical analysis for the study aimed at finding out the relationship between human resource strategy and employees' motivation in the Taro Company Ltd in Canada. The study employed Statistical Package for Social Sciences (SPSS) version 20.0 to analyze the data gathered on the basis of descriptive statistics such as Mean and Standard deviation and inferential statistics thus, Pearson correlation and the result was discussed. Two hundred and forty-two (242) senior staff members including supervisors and managers participated in the research. Persons each drawn from the respective levels (senior management, middle level management, lower level and supervisory level management

were involved in the exercise. Since the population at the Taro Company is a finite population, the researcher used the systematic sampling technique and proportionate which is a probability sampling method. With this method, list of the various level of employees was sourced from the HR department and numbers sequentially drawn from one to the last person according to each level. The expected sample size was 242 and simple random sampling was used to select the required number to partake in the research activity. Proportionate sampling technique was used to give equal representation to the various level of employees. The researcher consulted the HR department for the nominal roll of staff. The total number of staff were 661. The researcher collected the nominal roll of the different levels of employee and calculated for the sampling interval. The formular for sampling interval is given by the entire population over desired sample size. $661/242 = 2.73$. Rounding it to a whole figure, the sampling interval was 3.0. This meant that, taking the nominal roll of each level of management, every 3rd person on the list counting from the start point was administered the questionnaire. The researcher made frantic efforts to involve all the staff who were selected using the systematic sampling technique until the last respondent was administered with the questionnaire. The 242 sample was backed by the Krejcie & Morgan, (1970) sampling distribution according to sizes of population. In this instance, the population is 661. According the chart, 661 should have a sample of 242 to make the sample scientific.

5.0 Results

5.1 Descriptive Characteristics of Respondents

Descriptive Statistics of the Respondents

The main objective of descriptive analysis was to understand the profile of the respondents. Table 1.1 shows a summary of the descriptive analysis.

From Table 1.1, the preponderance of the respondents aged between 26-31 (51.6%). This was followed by the age range from 20-25 (20.9%). The least represented age group is 44 years and above (4.2%). Majority of the gender were males (79.1%) with females recording 20.9%. On the educational background of employees, preponderance was tertiary level (54.9%). Few were unlettered and had no formal education (1.4%). 35.3% of the respondents were secondary or Middle School Living Certificates earners. On the religious background of the respondents, 72.6% of the employees were Christians. Islam followed with 16.3% . Budhists (7.4%) and Traditionalist (3.7%). The religious picture shows that, there is variety in terms of employee religious affiliations. Duration of their working experience was explored by the researcher. Most (39.5%) of the respondents had worked for between 1- 5 years. They were followed by those who had worked for 6-11 years (35.3%). Those who had worked from 12-17 years represented 23.3% with the least represented being those who had worked for 18 years and above (1.9%)

Table 1.1 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage	Mean	SD	Skewness	Kurtosis
Age	20-25	45	20.9				
	26-31	111	51.6				
	32-37	40	18.6				
	38-43	10	4.7				
	44 and above	9	4.2	2.20		1.06	1.30
Gender	Male	170	79.1	1.21	0.41		
	Female	45	20.9			1.44	0.07
Educational Background	No Formal Education						
	Primary	3	1.4				
	JHS	7	3.3				
	Secondary/MSLC	11	5.1				
	Tertiary	76	35.3				
		118	54.9	4.39	0.84	-1.75	3.55
Religion	Christianity	156	72.6				
	Islam	35	16.3				
	Buddhist	16	7.4				
	Traditionalist	8	3.7	1.42	0.79	1.88	2.73
Experience	1-5 years	85	39.5				
	6-11 years	76	35.3				
	12-17 years	50	23.3				
	18 and above	4	1.9	1.87	0.83	0.44	-0.91

In assessing whether the data of this study were normally distributed, kurtosis and skewness index were employed for each variable. According to Kline (2005), absolute values of skewness index less than 3 and the kurtosis index below 10 suggest that the data is normally distributed. As indicated in Table 1.2, the skewness and kurtosis indexes exposed that all the variables were normally distributed with the skewness and kurtosis absolute values ranging from 0.44 to 1.88, and 0.07 to 3.55 respectively. Finally, reliability analysis was conducted to find out the internal consistency of each of the measuring instrument of the variables under investigation. It was revealed that all the variables have satisfactory Cronbach's alpha. Lavrakas (2008) emphasized that, normally,

the Cronbach's alpha must be greater than or equal to .70 before the instrument can be deemed reliable. As presented in Table 1.2, the Cronbach's alpha of the study ranged from 0.94 to 0.96 which indicates that the instruments were reliable.

Table 1.2 Reliability

Variables	No. of Items	Cronbach Alpha	Mean	Skewness	Kurtosis
HR Strategies	25	0.96	3.88	-1.35	0.77
Employee Motivation	9	0.94	3.80	-1.23	0.33

5.2 HR Strategies

The table 1.3 shows the mean score and standard deviation of human resource strategies implemented in Taro Pharmaceutical Company. This was necessary to unravel the opinions of management on one hand, and employees, on another hand as regards the availability and attractiveness of human resource strategies in the said company. When it comes to communication as a dimension of human resource strategies, most of the management of Taro company strongly agree that communication flows very well in the company with the mean score of 4.73 whereas most of the employees also agree that communication is good in the company with the mean score of 3.90. The views shared by these two different groups suggest that communication flows very well in Taro Pharmaceutical Company but management is more convinced than employees as shown in the table 1.3.

With regards to training and development as another dimension of human resource strategies, management of Taro Pharmaceutical Company is in very strong agreement that the company has attractive training and development opportunities for its employees with the mean score standing at 4.6 meanwhile most of the employees agree that the company offers them training and development opportunities. Here, it was seen that management shared relatively stronger view than employees.

Again, concerning how the company rewards and recognize the effort of its staff, management agree that the company indeed has attractive compensation and reward practices for its workers with the mean score of 4.10. Employees, on the other hand, posit that the company rewards and recognizes their effort handsomely even though few of them were not sure as to whether the company rewards and recognition packages is attractive or not. Again, it could be seen that management held a stronger view on this than employees. Moreover, management of Taro Pharmaceutical Company is of the opinion that the work system within the company is smooth with the mean of 4.47. This means that most of the management members agree that the company has a smooth work

system and only few strongly agree that the work system prevailing in the company is good. In a similar direction, most of the employees of the company agree that work system is smooth but few of them were uncertain with the mean of 3.83.

Finally, pertaining to staffing as a dimension of human resource strategies, all of the management members strongly agreed that the company has good staffing procedures for its recruitment and selection with the mean of 5.00. Meanwhile, most of the employees of the company only agreed that the staffing processes and procedures of the company is good but only few of them were not sure as to whether the staffing procedures and processes were good or not with the mean of 3.83.

It can therefore be concluded that, comparatively, management of Taro Pharmaceutical Company at all times shared relatively stronger views concerning the availability and attractiveness of human resource strategies than employees. Nevertheless, employees took a similar stance with management on the issues of human resource strategies existing in the Taro Pharmaceutical Company. The researcher did not find employee relations as was proposed from literature in the conceptual framework. The applicable HR Strategies were limited to communication, training and development, reward and recognition, staffing and work systems.

Table 1.3: Mean Score and Standard Deviation of Human Resource Strategies for Mgt & Employees

Variable:	Mgt(Mean)	Employees(Mean)	SD(Mgt)	SD(Emp.)
Communication	4.7333	3.9039	.27889	.87084
Training and Development	4.6000	3.9116	.28504	.89572
Reward and Recognition	4.1000	3.9093	.09129	.96177
Work System	4.4667	3.8326	.18257	1.15689
Staffing	5.0000	3.8337	.00000	.92567

5.3 Pearson Correlation

The formulated hypotheses of the study were tested using Pearson's correlation. The hypotheses were tested at 0.01 significance level using bivariate correlation to find out the relationships between human resource strategies and employee motivation.

H1: There is a positive relationship between HR Strategies and employee motivation.

The results of the correlation analysis as shown in Table 4.4 revealed a significantly positive relationship between communication as one of the dimensions of human resource strategy and employee motivation ($r = .901, p < .01$). This suggests that as communication improves in an organization it has the tendency to enhance motivation of employees. Also, regarding training and development as a dimension of human resource strategy, table 4.4 shows that it has a positive correlation with employee motivation ($r=.827, p < .01$). This indicates that as training and development interventions are implemented in Taro Pharmaceutical Company it is likely to promote employee motivation. Furthermore, in relation to reward and recognition as another dimension of human resource strategy, table 4.4 depicts a positive correlation between reward and recognition and employee motivation ($r = .827, p < .01$). This means that as reward and recognition improve in Taro Pharmaceutical Company it has the proclivity to increase employee motivation. More so, work system was seen to have a positive relationship with employee motivation as indicated in table 4.4 ($r = .662, p < .01$). This also connote that when there is a good work system in Taro Pharmaceutical Company it is likely to improve employee motivation. Moreover, Pearson correlation analysis was performed to find out the relationship between staffing as a dimension of human resource strategy and employee motivation. Table 4.4 shows a positive relation between the said variables ($r = .880, p < .01$). This suggest that as Taro Pharmaceutical Company adopts good staffing procedures it has the tendency to increase employee motivation. Lastly, Pearson correlation analysis was conducted to find out how human resource strategy as a whole correlate with employee motivation. It was disclosed from table 4.4 that human resource strategy positively correlates with employee motivation ($r = .924, p < .01$). This brings to bear that as Taro Pharmaceutical Company adopts attractive human resource strategies it has the chance to improve employee motivation. Therefore, hypothesis 1 was achieved.

Table 1.4: Pearson’s Correlation for Human Resource Strategies and Employee Motivation

		CO	TD	RR	WS	S	HRS	EM
CO	Pearson Correlation	-						
TD	Pearson Correlation	.807**	-					
RR	Pearson Correlation	.810**	.782**	-				
WS	Pearson Correlation	.626**	.576**	.527**	-			
S	Pearson Correlation	.839**	.752**	.755**	.744**	-		
HRS	Pearson Correlation	.918**	.880**	.871**	.809**	.928**	-	
EM	Pearson Correlation	.901**	.827**	.827**	.662**	.880**	.924**	-

Note. $N = 215$; $**p < .01$. *CO* is Communication, *TD* is Training and Development, *RR* is Reward and Recognition, *WS* is Work System, *HRS* is Human Resource Strategies, and *EM* is Employee Motivation

However, the following section also tries to discuss the results of each of the hypothesis tested.

H1: There is a positive relationship between HR Strategies and employee motivation.

The results of the correlation analysis revealed a significantly positive relationship

between human resource strategy and employee motivation. Hypothesis one was supported.

The outcome of the study indicated that employees who perceived the HR Strategies to be attractive were more likely to be motivated. The outcome of this study is in agreement with the Process Theory. According to Armstrong (2010), process theory provides a much more relevant approach to motivation. Central to the process theory is a series of cognitive theories that attempt to understand the thought processes that people have when determining how to behave in the workplace (Steers & Shapiro, 2004). The rationale here is that, as workers of Taro Pharmaceutical Company perceive the HR Strategies to be attractive and they cognitively process such thought to be beneficial, their motivation will automatically be boosted. Their attitude towards work is likely to be tilted towards high performance as they perceive the managerial processes to be effective and essential. Sharma (2006) states that motivated employees are the lifeblood of an organization. Stone (2013) asserts that by knowing how to motivate your employees, one should be able to increase productivity in the workplace.

6.1 HR Strategies and Employee Motivation

The first objective was to find out the relationship between the Various HR Strategies and employee motivation. A correlation analysis was conducted to find out the relationship between the various HR Strategies and employee motivation. The results proved that; all the dimensions of HR Strategies were significantly related to employee motivation. Thus, communication, training and development, reward and recognition, staffing and work systems were all significantly related to employee motivation. Confirming literature, Lawler (1990) stated that, a suitable reward system and a successful pay structure is essential as it can increase employees' motivation to work, which further enhances productivity, efficiency and competitiveness of the company. Malhotra, Budhwar, and Prowse (2007) have drawn inferences that rewards play a major role in developing and sustaining commitment among the workforce and makes sure that employee's competence and commitment is maintained.

Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy. Also, theory such as expectancy has several important implications for ways of motivating employees by clarifying people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviours will lead to what rewards. It is possible for employees to be

paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

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6.2 Challenges in Implementing HR Strategies

Lastly, the researcher set out to find out the challenges in the implementation of HR Strategies at the Taro Pharmaceutical Company. The highest of the challenges is non-regularization of a general staff meeting. Also, the absence of lucrative incentives was a major challenge to the employees. Inadequate change within work unit was also key. Even though employees were motivated generally, Low comprehension of company strategy and poor coordination amongst management was evident in the results of the analysis.

Maslow's Theory of needs, the third need which is social need of belonging to a group best explains why non-regularization of a general staff meeting is seen as a major challenge. The social need of belonging to a group expresses the need of social dimension of the individual who needs to feel accepted by groups in his family, work, associates etc.

In this case, employees at Taro Pharmaceutical Company based on the identified challenge feel the need to be part of general meeting organized by the company. The biggest challenge was not financial but non-regularization of general meetings. Their actual need is skewed towards intrinsic motivation. Contrary to Chris and Awonusi (2004) who argued that, extrinsic rewards have a significant impact on employee motivation while intrinsic rewards don't have any significant impact on employee motivation, the results from the filed data showed that, employees claim to want to be part of a general meeting is intrinsic and was a big motivation to employees such that employees saw it as a challenge of HR Strategy. The needs theory also draws on the inspiration that, not all needs are equally important for a person at any time. Increment in salary, allowances and monetary incentives was not peaked as a major challenge.

7.0 Conclusion

In relation to the main findings outlined, the following conclusions were drawn.

The main HR Strategies at the Taro Pharmaceutical Company, include communication, reward and recognition, work systems, staffing and training and development. It is established that, all the dimensions of HR Strategies were significantly related to employee motivation and the results showed that, employees are highly motivated based on the HR Strategies. Thus, communication, training and development, reward and recognition, staffing and work systems were all significantly related to employee motivation. The main challenge to HR Strategies is non-regularization of a general staff meeting. Also, the absence of lucrative incentives was a major challenge to the employees. Inadequate change within work unit was also key. Even though employees were motivated generally, Low comprehension of company strategy and poor coordination amongst management was evident in the results of the analysis.

8.0 Recommendation

Based on the findings, the researcher recommends that,

1. Management should maintain and improve on the existing HR Strategies that exist in the pharmaceutical company. All the strategies proved significant vis a vis employee motivation.
2. The researcher submits that, communication peaked as the most significant HR Strategies and hence, should be a point of concern to management.
3. The researcher recommends that, even though the identified HR Strategies were functioning well, not all the dimensions were able to score high rating as some of the employees were unsure of the applicable strategies. Hence, management should intensify the existing strategies to help achieve organizational goals.

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