Multivariate framework for introspecting the motivational factors for satisfaction in HR profession

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Abstract:

Introduction/purpose: Human Resource Management (HRM) has evolved as a strategic function for an organization, contributing significantly towards organizational development, business growth and societal development. The current work fills the gap in the literature by unveiling the higher order motivational needs driving the satisfaction of human resource (HR) professionals in their job roles. Further, it intends to delve into the causal relationship of the underlying factors.

Methods: A three stage detailed exploratory and mediation analysis is carried out. In the first stage, a focused group interview of 25 senior HR professionals was conducted. These professionals are all holding the role of Chief Human Resource Officers(CHROs) in their respective organizations. In the second stage, a large scale exploratory analysis is carried out based on the responses of 423 respondents. Stage three

confirms the interrelationship among the underlying factors obtained through the EFA.

Results: The results of the primary survey of 423 professionals reveal the three underlying factors such as identity, power and societal leadership (SL) that motivate HR professionals and drive their satisfaction in the job role. Further, it is observed that power mediates the interrelationship between identity and SL.

Conclusion: The results of the survey strongly suggest that there exists a high degree of correlation between identity, power, and societal relationships when it comes to HR professionals.

Key words: role satisfaction, human resource management, societal leadership, exploratory factor analysis, mediation.

Introduction

Human Resource Management (HRM) as a profession has undergone a transformational change over the years. From the traditional role of personnel management and industrial relations, HRM domain has been evolved as a strategic function for the organization contributing significantly towards organizational development, business growth and societal development (Carmeli et al, 2015). In general, employee motivation (EM) and employee satisfaction (ES) have been explored extensively by researchers. The current work fills the gap in the literature by unveiling the higher order motivational needs driving the satisfaction of human resource (HR) professionals in their job role. Uplifting the performance of an organization is one of the chief metrics of any organization's Human Resource Management (HRM) department (Shmailan, 2015; Vermeeren et al, 2014). HRM plays an important role as it engages in the search, collection, collation and utilization of Potential Manpower (PM) suitable for the given purpose. It helps the industry to survive, grow, and sustain. This can only be achieved when the quality of services offered is very good and meets the customer needs (Kehoe, 1996). The HR department is responsible for framing up HR practices thus creating required competitive advantage for the firm with the active and effective participation of its human capital that is unique and inimitable (Balgovind, 2007; Jena & Pradhan, 2014). In this context, existing literature mentions that HR practices play a crucial role towards the attainment of success by organizations (Condrey, 1995; Huselid, 1995; Koys, 2001). Managing human capital has gained higher significance as the growth of a country heavily depends on the tenets of motivation, capability, go-getting attitude, and effective deployment of its working force (Akinbode, 2011; Abdulkadir & Oladipo, 2011). It is proved beyond doubt

that the success of an organization has a direct relation with the effective productive mentality of the workforce (Pradhan et al, 2019). Any organization that is striving hard to reach its goal or set itself as an example in the related industry would only be capable of doing so if its HR practices are healthy and congenial to its workforce (Linna et al, 2010; Basit, 2019). Effective employee management provides strategic and cost leadership. Strategic leadership bridges the gap between management and employees to enhance employee performance (EP) (Zia-ud-Din et al, 2017). All of these functions are to be effectively carried out by HR professionals, which requires positive motivation from their end as they, in the end, also belong to the category of the workforce (Aristana et al, 2022).

It is generally believed that a self-motivated individual (in this case an employee) would be more productive for any organisation as he/ she would be prepared to walk that extra mile in realizing his/her goal and that of the organisation (Ghebregiorgis, 2018). Having said this, the world of academia has silently forgotten to take a departmentalized look at the organization, especially regarding the HR department. It cannot be accepted that all employees engaged in an organization have the same satisfaction level out of the HR practices prevalent in the organisation. Even if this logic is accepted for the sake of acceptance, the HR personnel would still not derive the same level of pleasure from the HR practices implemented by them as felt during this study. Unfortunately, literature in this micro field is missing, indicating the generalization of earlier studies. In a world where employee retention has become a big issue because firms offer hefty remuneration and smart promotion options (Blomme et al, 2010) to motivated and productive employees, we feel the time has come to take a fresh look into the subject of employee satisfaction in a departmentalized way.

Professional discussion with practicing HR people clearly identified that other than the established and documented extrinsic tenets of the lower-order motivational needs like handsome remuneration, employee-friendly HR practices, promotional ease (Blomme et al, 2010), job stability and sustainable after-retirement benefits (Hong et al, 2013), there are some more allied intrinsic factors termed as higher-order motivational needs connected with HR professionals which give them job satisfaction more than what the extrinsic factors can give (Alnuaimi, 2022) . Literature search drew flak in this particular field as nothing could be identified when it came to the motivational aspect of HR professionals. Hence, the need for this study was felt as this can bring about some degree of changes in the already pre-set mind of the research fraternity with some new inputs.

It is observed that there has been a number of attempts to discern the factors influencing the job satisfaction of employees in general vis-à-vis the

leadership styles and eventually their impacts on the performance. But there is a lack of scholarly activities in the field of employee motivation and job satisfaction in the last two decades focusing on HR profession. The existant literature shows that past studies have sufficiently considered employees in a generalized way but have not prioritized according to the functional role played by employees in HR profession. Some of the works have taken different fields like hospitality industry, service industry etc., to derive the motivational factors of these fields' employees. But nothing could be identified related to the motivational elements of HR professionals. Motivated by the aforesaid research gaps, the present work is centred on the following research objectives (RO):

RO 1. To identify the factors that drive HR professionals to be satisfied in their professional role.

RO 2. To delve into the interrelationship of the underlying factors driving the job satisfaction in the HR role.

The identified gap calls for the introspection of the related field with impunity. Higher-order motivational needs are also to be identified as a person can forego thinking about second-order motivational needs like compensation, monetary benefits, or promotion if his/her higher-order motivational needs, like recognition, power, authority, etc., are fulfilled. The principal purpose of this work is to identify the higher-order motivational needs of HR practitioners, which is yet to be specifically coined. In this regard, the study has taken a very close look at the elements of employee motivation available through existant literature in a generalized spectrum. On the other hand, the study has tried to investigate and identify the role of higher-order motivational needs of HR practitioners. It has tried to get an inkling of the reasons for the satisfaction of HR practitioners.

The current paper contributes the growing strand of the literature in mainly two ways. First, the present paper is an apparently rare one that intends to unfold the factors satisfying HR professionals in their role and subsequently, explore the interrelationship among the discovered factors. Secondly, from a technical point of view, concerning to the broad domain of the employee satisfaction and specifically, to HR professionals, the present study uses a detailed three stage research design consisting of exploratory and confirmatory analysis.The novelty of the paper stems from two aspects such as its application in deriving the underlying factors leading to satisfaction in HR profession and the three stage framework consists of expert opinion, exploratory mode and mediation analysis.

The rest of the paper is built in the following sections. In section 2, some of the past studies in the allied field are summarized. It may be noted that studies related to the factors influencing job satisfaction of HR professionals

are not amply available. Section 3 briefly outlines the research methodology. In section 4, the key findings are highlighted. Section 5 sketches the research implications of the current study. Section 6 concludes the paper while mentioning some of possible future scopes for further work.

Background

The growing strand of the literature is rife with a sizeable number of contributions related to motivation. For example, Baum et al (1997) defined motivation to be that guiding force that helps in energizing, sustaining and directing one's efforts in achieving one's goals. It is generally believed that a self-motivated individual (in this case an employee) would be more productive for any organisation as he/ she would be prepared to walk that extra mile in realizing his/her goal as well as that of the organisation (Ghebregiorgis, 2018). In an organisation set-up, public or private, EM is regarded to be the key element for its sustainability (Baldoni, 2005). The term EM refers to a set of processes undertaken by an organisation to encourage its workforce to set higher goals to achieve (Creswell et al, 2012), implying that employee performance (EP) is positively correlated to EM. Baldoni (2005) states that EM significantly contributes to raising EP in achieving the organisational goals (OG), proving that motivation is the sole driving force culminating in higher EP in any organisation (Amabile, 1997; Sharma & Raj, 2022).

Skudiene & Auruskeviciene (2012), reported that lack of EM affects the productivity of a firm to a great degree, reiterating Vroom's (1985) theory that the OG depends on the motivation level (ML) as well as on the long-term association (LTA) of the employees in that respective organisation. Employee attrition (EA), on the other hand, is considered to be a significant loss to an organisation as it loses the skill, expertise, experience, and aptitude of the MP (Wang et al, 2020), resulting in additional cost bearings, thereby affecting the organisation financially (Hackman and Oldham, 1976). Therefore, to discourage this and considerably bring down the EA rate, companies across the globe incentivize their employees with periodic performance-related bonuses', rewards, increments, fringe benefits, etc. to attain the OG's in due timeframe (Nyameh et al, 2013). Earlier works in this field indicate that the process of enhancing EM lies in the satisfaction quotient gained from the assigned task only. Employment growth depends on the degree of EM and their LTA with the organisation (Vroom, 1985), resulting in the reduction of cost of recruitment and employee maintenance, extending the advantage of expanding the vocation if the system can retain motivated employees for LTA (Nyameh et al, 2013). Therefore, EM refers to a procedure where organisations inspire their employees with the shape of

bonuses, rewards, increments, etc., to achieve organisational goals (Creswell et al, 2012).

The relationship between motivation, work satisfaction, and job performance is examined in Jalagat Jr (2016)'s study. It was shown that financial factors had a big impact on motivation. Herzberg's approach, however, cast doubt on the idea that money is the only factor in motivation. The research findings indicate that these variables function in a circular manner as opposed to a linear one. Furthermore, a correlation was found between improved performance and increased work satisfaction. Hence, it highlights how teamwork is necessary to accomplish goals at both the group and organizational levels.

Job satisfaction was shown to be negatively impacted by work motivation in a study by Hajiali et al (2022) that focused on employees. Specifically, poor employee motivation was found in the areas of existence, connectivity, and advancement, highlighting the need for improvements to increase job satisfaction. Employee performance was positively, although not significantly, impacted by competence. This suggested that innovation, technological integration, and career development needed to get more emphasis. It is interesting to note that, although being there, employee work satisfaction did not appear to be very effective in improving performance because of a perceived mismatch with directed abilities.

Ho et al (2022) found that a variety of factors, including career fit, career sacrifice, kinds of overseas workplaces (domestically vs internationally based organizations), and cross-cultural work adaptation, affect career happiness among professional accounting returnees. Interestingly, it was shown that the association between career fit, career sacrifice, and career happiness was somewhat mediated by cross-cultural work adaptation. These results provide important background for creating employee experiences that support job happiness for professionals entering the accounting sector again abroad.

Dodanwala et al (2023) looked at issues with staff retention in the construction sector in Sri Lanka. It made an effort to demonstrate how role conflict and ambiguity directly affect work satisfaction. Three factors have been found to be predictive of workplace stress: role conflict, work-family conflict, and job satisfaction. The study demonstrated how work satisfaction mediates the relationship between "role ambiguity, role conflict, and job stress". Furthermore, it was shown that work stress and job satisfaction were direct predictors of desire to leave. This demonstrates the complex links that exist between job role pressures, job satisfaction, job stress, and desire to leave the construction industry.

The effect of COVID-19 on Chinese teachers' work satisfaction was investigated in the Fute et al (2022) study. It was discovered that teachers' work values had a significant impact on job happiness, and that work engagement successfully mediated this link. There were noteworthy associations found between work values and job happiness as well as work engagement. The results shed light on the dynamics of teacher well-being in the difficult COVID-19 pandemic scenario and emphasize the critical roles that work values and work engagement play as determinants of job satisfaction.

Work discipline had no effect on employee performance, while empowerment was shown to greatly improve it in the Alfarizi et al (2022) study. Work discipline had a major beneficial impact on job satisfaction, and empowerment also had a good impact. Employee performance showed a favorable and substantial correlation with job satisfaction. Moreover, a partial mediator in the link between employee performance and empowerment was shown to be work happiness. Interestingly, it completely mitigated the impact of job discipline on worker productivity. These findings highlight the critical roles that work happiness and empowerment play in improving overall performance among workers. In a different work in this context, teacher empowerment and work satisfaction were found to have a substantial and favorable link in Ahrari et al (2021)'s thorough meta-analysis. Interestingly, self-efficacy and decision making showed strong positive effects on work satisfaction, and professional development followed suit. On the other hand, among instructors, autonomy, influence, and position showed a negative correlation with work satisfaction. These results highlight the critical role that teacher empowerment plays, highlighting the significance of decision making, self-efficacy, and professional development in promoting increased work satisfaction (Dmytriyev et al, 2021).

The expanding corporate awareness of social, ethical, and ecological goals beyond financial profits is highlighted by Chams & García-Blandón (2019). In line with the Sustainable Development Goals (SDGs), "green" firms have found that SHRM, or sustainable human resource management, is a catalyst. Key claims are revealed by Chams & García-Blandón (2019), the first of which is the Collective Sustainability Theory, which combines Parsons Social System theories with Social Learning. (2) Workers that have stronger environmental values are developing green competences, exhibiting green behaviors, and supporting SDGs 8 and 10. (3) Role rotation and green training are crucial for developing capabilities in line with SDG 12. (4) Characteristics and leadership style that create a green company culture for SDG 8. These claims provide a conceptual basis and paths for empirical investigation, directing future studies in sustainable management.

Human resource development (HRD) is essential to the advancement of ethics, sustainability, and corporate social responsibility (CSR), according to Garavan & McGuire (2010). The authors contend that while there is skepticism about HRD's connection with short-term business ambitions, Societal HRD (SHRD) should both challenge organizational efficiency and preserve a conscious business function. A thorough framework for SHRD initiatives to refocus agendas, hold companies responsible, and exercise leadership in CSR, sustainability, and ethics is presented in the report. While providing insights on SHRD's capacity to promote long-lasting beneficial impacts on societal and corporate well-being, it also acknowledges the contextual complexities impacting HRD's contribution.

Dirani et al (2020) examine leadership responsibilities both during and after COVID-19, stressing the skills necessary for crisis management. According to their research, a number of critical leadership qualities are necessary for an organization to thrive. These qualities include giving the company a purpose, delegating leadership, communicating effectively, facilitating technology access, putting emotional stability first, preserving financial stability, and encouraging resilience. In light of the ongoing epidemic, the report suggests that HRD plays a strategic role in assisting leaders by offering trustworthy data, building networks, encouraging innovation, allowing continuous learning, setting up frequent meetings, and setting up venues for employee celebrations. In order to solve the crisis of confidence in business, Stahl et al (2019) highlight the increasing necessity for firms to adopt corporate sustainability (CS) and social responsibility (CSR). In support of HRM's critical role in advancing CS/CSR initiatives, Stahl et al (2019) offer a multi-stakeholder sustainable HRM strategy. The radical framework expands the emphasis beyond the confines of the enterprise in order to question current HRM ideas while acknowledging prior accomplishments. HRM is encouraged to include CS/CSR concepts, promote stakeholder alignment, and navigate obstacles by collaborating, engaging, as well as harmonizing in the midst of the present crisis of confidence.

Herrera & de las Heras-Rosas (2020) investigate trends in Corporate Social Responsibility (CSR) and Human Resource Management (HRM) research by doing a bibliometric study of 314 articles from Web of Science journals. The survey shows that within the past ten years, there has been an increase in interest in these ideas. However, there are still many different ways to perceive what CSR and HRM are, as well as how they relate to one another. A few noteworthy rising topics include research methodologies analysis, "competitive advantage, satisfaction, performance, commitment, green management, and sustainability." The changing function of human

resource management (HRM) in the context of digital transformation is examined by Fenech et al (2019). A qualitative study of interviews conducted with HR professionals in the United Arab Emirates demonstrates that although digitalization has an influence on HR practices on a day-to-day basis, particularly on HR information systems, HR's strategic contribution to digitalization initiatives is viewed as lacking. In order to optimize the potential advantages of digitalization, the study highlights the necessity for HR to take a more central role in developing and coordinating digitalization plans.

From the review of the allied work it is seen that there is lack of focused work to figure out the factors that make HR professionals satisfied in their job role and fulfil their higher order motivational needs. It is noted that quite a number of studies are being conducted to understand the general motivational factors that influence the job performance and also, to establish various roles of the HR professionals in the current age. However, there is a need to connect the dots such as higher order motivational needs behind job satisfaction and the underlying factors driving the satisfaction of HR professionals.

Research methodology

The research has been carried out through three stages. In what follows are the brief descriptions of the stages.

Stage 1. Identification of the variables that drive the satisfaction of HR professionals in their roles. At this stage, a focused group interview of 25 senior HR professionals was conducted. These professionals are all holding the role of Chief Human Resource Officers (CHROs) in their respective organizations. Table 1 provides a brief outline of the profile of the professionals.

Table 1 – Respondents' profile (jn the CHRO role)

Profile	Number	Profile		Number
Industry		Years of experience		
Automobile	6	20-25		6
FMCG and FMCD	4	25-30		9
Service	3		Total	15
Technology/ IT	2			
	Total 15			

Through a round of discussions with each of these professionals over 25-30 minutes on an average, it was found that they had not wanted to be HR professionals by choice. However, they became HR professional based on career progression and/or because of non-availability of other options. While answering to the question about what drives them to satisfaction, the following variables were found (Table 2).

Table 2 – List of the features that satisfy the HR professionals in their role

Variable	Statement
V1	HR as a profession has given me what I am today
V2	Identity achieved that I hardly dreamt of
V3	Credibility as an HR bringing people's respect within the organization
V4	Satisfaction of enjoying the power of employment
V5	Humble feeling as people refer candidates for employment
V6	Contributing to the cause of the people
V7	Confidence of colleagues soliciting help for their problems

Stage 2. Identification of the underlying factors

To further explore the features that act as the primary catalysts behind job satisfaction in the HR role, we proceeded to carry out a large scale exploratory analysis. For that purpose, a questionnaire was designed adopting the JES (Job Engagement Scale) developed by Rich et al (2010) and the same was circulated to potential participants. Email services were employed to gather data by creating online forms. An email was sent to participants multiple times asking them to fill out the questionnaire. 513 responses were collected from currently active human resource professionals of India across industries representing all the tiers of the hierarchy. A total of 423 responses were finally considered for the study, the rest dropped out because of incomplete data. Table 3 provides the profile of the respondents who took part in the survey.

Table 3 – Profile of the respondents took part in the survey

Profile	Number	Profile	Number	Profile	Number
Gender		Education (Graduate Level)		Years of experience	
Male	286	Science	97	Less than 5 years	27
Female	137	Engineering & Technology	37	5 - 10 years	82
Total	423	Commerce	117	10 - 20 years	184
Age (years)		Management	52	Above 20 years	130
Below 30	38	Arts and humanities	78	Total	423
31-40	179	Others	42	Origin place	
41-50	148	Total	423	Urban	366
Above 50	58			Non-urban	57
Total	423			Total	423

The reliability of the data set was ascertained with the help of Cronbach's alpha test as proposed by Shrestha (2021); it is considered as a measure of scale reliability and internal consistency (Tavakol et al, 2008).

$$\alpha = \frac{n\overline{r}}{\overline{v} + \overline{r}(n-1)} \quad (1)$$

Here, n is the number of items, $\overline{v}$ denotes the average variance and $\overline{r}$ is the average inter-item covariance among the items.

Next, the sample adequacy test was conducted using the KMO (Kaiser- Meyer-Olkin) measure. Expression (2) gives the definition of the KMO measure.

$$KMO_j = \frac{\sum_{i \neq j} R_{ij}^2}{\sum_{i \neq j} R_{ij}^2 + \sum_{i \neq j} U_{ij}^2} \quad (2)$$

Here, R_{ij} is the element of the correlation matrix and U_{ij} is the element of the partial covariance matrix.

The present study seeks to uncover the factors that influence HR professionals most to derive job satisfaction. The exploratory factor analysis (EFA) was performed on the data set to delve into the complex interrelationships existing among items and to find out the latent factors (Shrestha, 2021).

Stage 3. Confirm the interrelationship among the underlying factors obtained through the EFA and establish the theoretical and practical implications for explaining the job satisfaction of HR professionals.

Results

First, the reliability of the responses is examined. Cronbach's alpha was recorded at 0.764, hence it has been considered within the acceptable limit (DeVellis & Thorpe, 2021; Bland & Altman, 1997; Nunnally & Bernstein, 1994). The composite reliability (CR) of the instrument was measured at 0.781 which is acceptable as Fornell and Laker suggested that a CR value of 0.6 indicates that the convergent validity (CV) of the construct is adequate.

As a next step, the sample adequacy test was conducted using the KMO (Kaiser-Meyer-Olkin) test which resulted in 0.705 as shown in Table 4. Expression (2) gives the definition of the KMO measure.

Table 4 – Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin (KMO) Measure of Sample Adequacy	0.705
Bartlett's Test of Sphericity – Approx. Chi-Square	1065.673
df.	21
Sig.	.000

A KMO value of > .6 is considered acceptable for a sample of > 300 (Tabachnick & Fidell, 2013; Kaiser, 1970, 1974; Guttman, 1954). Using EFA the model explained has been to the extent of 78.195 percent (ref. Table 5).

Table 5 – Explanation of the total variance

Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.954	42.204	42.204	1.883	26.896	26.896
2	1.402	20.023	62.227	1.69	24.141	51.037
3	1.118	15.968	78.195	0.858	12.252	63.289
4	0.541	7.733	85.928			
5	0.448	6.401	92.329			
6	0.304	4.347	96.676			
7	0.233	3.324	100			

The derived variance explained that the value of 78.195 conforms to the fit range for further investigation on the aspect. The variance-explained values > 60% are deemed fit and fall within the accepted range for further investigation in social science (Field, 2018; Stevens, 2009; Child, 2006; Kaiser, 1974). From here, the study proceeded to investigate and understand the nature of the constituent variables comprising the three factors thus formed (Table. 6).

Table 6 – Identification of the factors

	Factors		
Variables	1	2	3
V1	0.942		
V2	0.827		
V3	0.652		
V7		1.017	
V6		0.649	
V5			0.677
V4			0.668

It is evident from Table 6 that three factors (F1, F2, and F3) resulted in containing seven variables: V1 (HR as a profession has given me what I am today); V2 (Identity achieved that I hardly dreamt of); V3 (Credibility as an HR bringing peoples respect within the organisation); V4 (Satisfaction of enjoying the power of employment); V5 (Humble feeling as people refer candidates for employment); V6 (Contributing to the cause of the people); and V7 (Confidence of colleagues soliciting help for their problems). F1 has been termed as 'Identity', F2 has been termed as 'Power' (here power signifies authority of taking beneficial decisions for the benefit of the organisation), and F3 has been termed as 'Societal Leadership'.

From the exploratory analysis and the discussions with the focused group, it is apparent that HR professionals enjoy the trust and respect conferred on them by the people who eventually create an identity of the profession. They enjoy the power to create the employment opportunity, recruit and nurture the talents for the development of the individuals and the business as well. However, societal leadership is a dominant motivator for HR professionals. Hence, we surmise the following hypotheses:

H_a: The identity is positively influencing the societal leadership.

H_b: The identity is positively influencing the power.

H_c: Power plays a significant role as mediator to influence the relationship between identity and societal leadership.

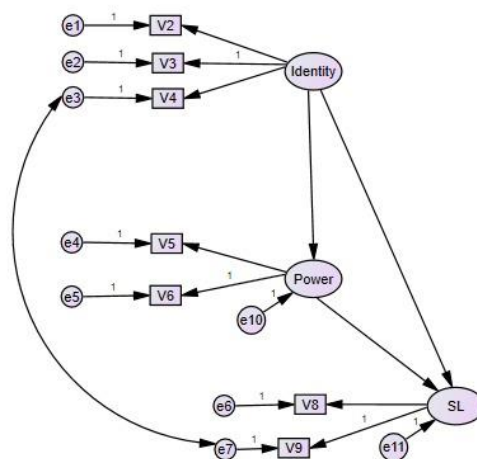Accordingly, we build the conceptual model for a further causal analysis as given in Figure 1.

Figure 1 – Conceptual model and the path diagram

From the EFA results, the study proceeded to conduct the mediation analysis as it explores the series of bonding between a host of variables (Ballen & Salehi, 2021). In this case, the study investigates the relationship between the three constituent factors: F1, F2, and F3 containing eight variables. Table 7 suggests that F2 (power) acts as a mediating variable between F1 (identity) which acts as the independent variable, and F3 (societal leadership) which acts as the dependent variable. It is evident that F1 and F2 directly influence F3. Therefore, it can be suggested that F1 and F2 are significantly the major reason for HR professionals' job satisfaction as through F1 and F2 their higher order motivational needs get fulfilled. Thus, all the objectives taken up have been duly met in the course of the study.

Therefore, it is observed that all the hypotheses are supported. It is contended that Identity has a significant positive influence on SL and Power while the later plays a significant mediating role.

Table 7 – Estimation parameters of the model

Indices	Parameters	Permissible limits		Model
Goodness-of-fit	Chi-Square	As low as possible		17.07
Indices	Degree of Freedom (DOF)	As high as possible		10
	Normed Chi-Square (chi-Square/ DOF)	Between 2 to 5		1.707
	P- Value	Less than 0.01 or 0.05		0.073
Absolute- fit Indices	GFI	0 to 1		0.989
	Adjusted GFI	>0.80		0.969
	RMSEA	<0.08		0.041
	90% Confidence Interval	-		0.073
Incremental fit Indices	NFI	>0.9 or 0.95		0.984
	TLI or NNFI	>0.9 or 0.95		0.986
	CFI	>0.9 or 0.95		0.993
	IFI			
		>0.9 or 0.96		0.993
Hoelter Indices	PNFI		0.5	455
	PGFI		0.1	577

Research implications

Human Resources Profession has been continuously evolving, starting from industrial relation - legal framework towards people culture, human behavioural development. New generation organisations are more proactive in engaging quality human capital and in ensuring that a work place is happily productive and performance driven.

During this continuous transition and evolution from Industrial Relation to Human Resources development, the key driver was the "Humane Factor" inside the evolving organisation. Organisation Culture, Organisation Development, Learning and Development came out with a fast pace with a plethora of new knowledge in organisation behaviour. The role of Industrial Relationship also developed stronger into people development, where people and performance started getting measured for developing future organisation leadership and talent development. People started to recognise the most important resources for the organisation.

While introspecting continuous development in Human Resources as a profession, human resource professionals or practitioners (HRPT) should also require higher-order motivational needs (HOMN) which can satisfy and drive them to felicitate and enable People Work Force for performance and business profitability. During our national study with HR professionals and their satisfaction drivers, we identified and focussed on three key factors which were the professional motivation creators for the Human Resource Practitioners.

The research focus was to validate the hypotheses and the linkage of the factors like

i) Power (Authority) – Creating and giving employment, ownership of organisation's discipline and culture, authority to evaluate employees' performance and financial benefit;

ii) Identity: Respect and credibility from people by coaching, developing, mentoring, guiding employees for their success and developing their future; and

iii) Societal Leadership: Helping employees beyond, helping society by CSR, a human role model as a helping hand with fairness and trust.

The empirical study has significantly depicted that, for HR professionals, both Power (authority) and Identity (Respect and Credibility) are the major professional satisfaction drivers (higher order motivational needs). Both Power and Identity (Respect) drive HR professionals. The

power and identity factors converge to the societal leadership motivating HR professionals in their job roles.

From the managerial perspective, this work presents a significant contribution. It is revealed that HR professionals feel satisfied to contribute to the society. The entrusted authority enables the professionals to build credibility towards the societal contribution. These findings will provide a valuable impetus to organizations for talent management and for guiding aspirants to shape their careers in the HR profession.

The existing framework has some limitations. First of all, it unfolds underlying factors and thereby discovers the mediation effect. It does not prioritize the underlying factors. For that purpose, the framework used in this paper may be supported with the group decision-making models used in some of the recent work (Bairagi, 2022).

Conclusion and a future scope

Umpteen numbers of studies over decades have focused on decoding the tenets of employee motivation (EM) and employee satisfaction (ES). However, nothing significant has been done in this regard to the higher-order motivational needs of HR practitioners. This work has tried to unfold the mystery of the higher-order motivational needs driving the job satisfaction of HR professionals. It has tried to understand what makes HR professionals satisfied other than the prescribed lower-order motivational needs, such as handsome remuneration, employee-friendly HR practices, promotional ease, job stability, and sustainable after-retirement benefits that are common to the workforce. The principal objective of this study was to understand the specific issues of identity, power, and societal relationships, and their underlying role in forming the basis for higher-order motivation among HR professionals, if any. A quantitative primary survey was conducted in India among HR professionals, where n = 423. The results of the survey strongly suggest that there exists a high degree of correlation between identity, power, and societal relationships when it comes to HR professionals. Having identified the said higher order factors with the help of EFA, the study further employed a mediation approach constructing the path diagram to understand the relationship between the factors. The mediation strongly suggests that there exists a strong relationship between the factors where Power plays the role of the mediating variable, between Identity (independent variable) and Societal Leadership (dependent variable).

The current work has the following scope for further research opportunities. For example, a future study may be designed to discern the

antecedents of the selection of HRM as a career for professionals. The research question may be put as whether HRM as a career was thoughtfully opted for or it was selected as per availability under situation. Further, a future research may look into the inherent interests that dominate the choice of HRM as a career option and subsequently influence the satisfaction level. In another study, future researchers may investigate whether demographic variables have influences on the career selection and the satisfaction level. From the technical point of view, future work may think of developing uncertain models to carry out the causal analysis for exploring the underlying factors influencing the selection of a HRM career and success in it. Also, the present work uses the subjective opinions of the respondents which may suffer from inconsistencies. To better control the subjective bias, a future work may utilize the uncertain models using fuzzy or rough numbers. Nonetheless, the current work apparently provides a new perspective to shape up HRM as a career option and success thereof.

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Marco multivariado para la introspección de los factores motivacionales para la satisfacción en la profesión de recursos humanos

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Resumen:

Introducción/objetivo: La Gestión de Recursos Humanos (HRM) ha evolucionado como una función estratégica para una organización,

contribuyendo significativamente al desarrollo organizacional, el crecimiento empresarial y el desarrollo social. El trabajo actual llena el vacío en la literatura al revelar las necesidades motivacionales de orden superior que impulsan la satisfacción de los profesionales de recursos humanos (RRHH) en sus funciones laborales. Además, pretende profundizar en la relación causal de los factores subyacentes.

Métodos: Se lleva a cabo un análisis exploratorio y de mediación detallado en tres etapas. En la primera etapa, se realizó una entrevista grupal focalizada a 25 profesionales senior de recursos humanos. Todos estos profesionales desempeñan el papel de directores de recursos humanos (CHRO) en sus respectivas organizaciones. En la segunda etapa, se lleva a cabo un análisis exploratorio a gran escala basado en las respuestas de 423 encuestados. La tercera etapa confirma la interrelación entre los factores subyacentes obtenidos a través de la EFA.

Resultados: Los resultados de la encuesta primaria de 423 profesionales revelan los tres factores subyacentes, como la identidad, el poder y el liderazgo social (SL), que motivan a los profesionales de RRHH e impulsan su satisfacción en el puesto de trabajo. Además, se observa que el poder media la interrelación entre identidad y SL.

Conclusión: Los resultados de la encuesta sugieren fuertemente que existe un alto grado de correlación entre identidad, poder y relaciones sociales cuando se trata de profesionales de recursos humanos.

Palabras claves: satisfacción del rol, gestión de recursos humanos, liderazgo social, análisis factorial exploratorio, mediación.

Многомерная структура для изучения мотивационных факторов, способствующих удовлетворенности специалистов по управлению человеческими ресурсами

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Резюме:

Введение/цель: Управление человеческими ресурсами (HRM) развилось как стратегическая функция организации, которая вносит значительный вклад в ее развитие, а также в рост бизнеса и социальное развитие. Данная статья заполняет пробел в существующей литературе, раскрывая мотивационные потребности более высокого порядка, которые способствуют удовлетворенности менеджеров по персоналу своей работой. В статье также исследуется причинно-следственная связь факторов, которая способствует удовлетворенности.

Методы: Проведен трехэтапный подробный исследовательский и промежуточный анализы. На первом этапе была опрошена группа из 25 старших менеджеров по персоналу, каждый из которых был менеджером по персоналу в своих организациях. На втором этапе был проведен масштабный исследовательский анализ на основе ответов 423 респондентов. Третий этап подтвердил взаимосвязь основных факторов, полученную с помощью исследовательского факторного анализа (EFA).

Результаты: Результаты опроса 423 специалистов показали, что в основе их мотивации и удовлетворенности работой лежат три фактора (идентичность, власть и социальное лидерство). Также было выявлено, что власть представляет собой медианный элемент в отношениях между идентичностью и социальным лидерством.

Выводы: Результаты исследования убедительно свидетельствуют о высокой степени корреляции между идентичностью, властью и социальным лидерством в работе HR-специалистов.

Ключевые слова: удовлетворенность трудовой ролью, управление человеческими ресурсами, социальное лидерство, исследовательский факторный анализ, медиация.

Мултиваријантни оквир за испитивање мотивационих фактора који доприносе задовољству специјалиста у управљању људским ресурсима

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Сажетак:

Увод/циљ: Управљање људским ресурсима (ХРМ) развило се као стратешка функција организације која значајно доприноси њеном развоју, као и пословном расту и друштвеном развоју. Овај рад попуњава празнину у постојећој литератури тако што открива мотивационе потребе вишег реда које доприносе задовољству ХР менаџера у њиховим радним улогама. Такође, истражује се узрочно-последични однос фактора на којима то задовољство почива.

Методе: Извршена је детаљна експлоративна и медијациона анализа у три фазе. У првој фази интервјуисана је група од 25 виших ХР менаџера који су били на позицијама руководилаца служби за људске ресурсе у својим организацијама. У другој фази спроведена је експлоративна анализа великог обима на основу одговора 423 испитаника. Трећа фаза је потврдила међусобне односе основних фактора добијене експлоративном факторском анализом (ЕФА).

Резултати: Резултати анкетирања 423 стручњака откривају да су три фактора (идентитет, моћ и друштвено вођство) у основи њихове мотивације и задовољства на послу. Такође, уочено је да моћ представља медијациони елемент у односу између идентитета и друштвеног вођства.

Закључак: Резултати испитивања показују јаке индиције да постоји висок степен корелације између идентитета, моћи и друштвеног вођства када је реч о стручњацима из области људских ресурса.

Кључне речи: задовољство радном улогом, управљање људским ресурсима, друштвено вођство, експлоративна факторска анализа, медијација.