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A multifactorial approach to examine employee value proposition (EVP) in organizations: a unique strategic paradigm in human resource development.

Hima Parameswaran

Assistant Professor, Department of Human Recourse Management, City University College of Ajman, UAE.

ABSTRACT

ABSTRACT : A strategic perspective in organizations is not a new notion ;however, linking the HR practices with the strategic initiatives of the company is perplexing. A study on employee value proposition (EVP) concentrates on organization-wide human resource anomalies in general and it explores the significance of two dependent variables, the job aspects, and organizational processes, in creating a strategic model in organizations. Considering this, ten companies from the UAE were selected randomly with a sample size of 400. The collected data, with the help of a questionnaire, were analyzed quantitatively and qualitatively using Statistical Package for Social Sciences 20.0. The findings confirm the significance level of the independent variables to EVP, as the dependent variable. Hence, the model crafted from the study can be considered as a strategic model of HRD in the selected companies as it reveals the employee experiences within an organization.

KEYWORDS : employee value proposition, job aspects, organizational processes, strategic model.

I. INTRODUCTION

The problem statement: Nowadays, organizations should consider the employees as an investment perspective due to increase in cross-border employment, outsourcing of administrative functions, innovative compensation practices, career aspects, team playing, and telecommuting and flexible work systems. The way the work is organized and executed is different in different organizations. This led to change in the design of HR strategies through which involvement of line managers are more crucial.

An outline of the variables : The dramatic changes in the internal and external environment in the recent decades forced companies to move strategically, especially for HR professionals. They act as business partners in connecting the HRM policies, practices, and systems with the strategic initiatives of the company [1], and this is termed as strategic human resource management [2-3]. As a result, the companies gain a competitive advantage by accomplishing the goals, implementing prevalent corporate and business strategies, participating in the planning and implementation procedures, improving coordination between HRM department and line managers, and increase the responsiveness and innovation potentials of the company [4-5]. The success of these HR activities helps to attract talented employees and to retain them. Nowadays, organizations look for better talents in all areas and in turn employees look for total rewards. Moreover, the employees demand more than in earlier times. Today, the workforce mobility has increased, and their commitment is short-term. Currently, the recruiting is like marketing and all members right from the top of the hierarchy are accountable to reinforce their talent pool. And the development is through more employee engagement, job diversification, coaching, and mentoring [6]. The employee value proposition refers to an employees' complete experiences, satisfaction level, and quality work-life. It is an employee-centered approach where employees' talents, skills experiences are as considered as inputs and they expect intrinsically and extrinsically [7]. To support this view, DiVanna argued that this creates a self-awareness amongst employees in their business conditions and can perform better to the needs of their company to have a competitive gain [8]. This point highlights on the psychological contract within the employment relationship. Critchley (2004) identifies that psychological contracts and engagement levels varies for experienced workers. These demographic trends indicate that organizations should prepare new policies and practices to retain these high skilled resources, but in accord with the changes [9]. Thus, the

excellence of individuals and their engagement are very critical in organization's vivacity, endurance, and development [10].

Purpose of the study: From the above factors, organizations need to be reliable with the strategies and its implementation to manage changes in the units. The HR professionals should be a change agent for continuous improvement, transformation, molding realistic culture, and talent improvement. In this background, the objectives of this study are as follows:

- To identify the beneficial factors related to job aspects in EVP.
- To find the constructive variables related to organizational processes in EVP.
- To explore the advantage of EVP in organizations.

Scope of the study: Considering EVP in organizations, it can safeguard key business capabilities, enhance knowledge and skills, reduce staff turnover, commitment, employee branding, and organizational development. It is a known fact that old way of doing business is obsolete and should be replaced with new flexible, and ever-changing environment. Companies use varied methods to add value to employees and employees in turn are marketing their labor to the highest bidder. It is vital to analyze the factors other than job aspects and organizational processes in this turbulent economy. Therefore, this study can be extended for future studies with new strategies in virtual teams, self-managed work teams, talent management initiatives.

II. LITERATURE REVIEW

All HRM practices or processes within a company are in evolution. Nothing is static or permanent. This progression is based on the past experiences, culture, and resource management to embrace the change in organizations. This is possible through learning organization, knowledge sharing, flexible work environment and so on. Thus, HRM processes can be one of the company's strategic principles, if it realizes or achieves an excellent performance [11]. Relate to this, Tandehill (2006) stresses the EVP to employer branding as it reinforces the employee experiences, their skills, capabilities, knowledge in an organization, which cannot be easily imitated by any other company. This leads to a comprehensive approach such as employee engagement, management progression, employee appreciation, corporate citizenship and so on [12]. Consequently, there would be a commitment from both sides and leads to a win-win approach. According to Ingham, EVP are in tangible and intangible forms. The package, job, organizational processes, profile are tangible, and conviction, social systems, working experience, leadership style are intangible forms. Moreover, these organizational values are in individual and organizational expressions, in which the job is in individual aspect and organizational processes are in organizational aspects [13]. The present study has taken these two variables as dependent factors to analyze on EVP in the selected organizations. Shalley and Gilson (2004) maintain the prominence of individual autonomy as this helps individuals to feel independent in the level of time, they can dedicate their work and the means the work to be completed [14]. The level of authority for an individual describes the freedom of their action in their jobs. Similarly, McLean (2005) argues that a culture without recognition lessens creativity and innovation and in turn affects the intrinsic motivation [15]. Relate to personal development, this can be linked to talent management in organizations. In simple terms, talent means the sum of the person's abilities, intrinsic skills, knowledge, experience, intelligence, attitude, and motivation. Thus, it enhances their ability to learn and grow [16]. If the resources are utilized in a proper way, then the personal goal has a great alignment with the organizational goals. This motivational level and culture achieved through these various processes from the job aids to balance their work and life. Owing to these facts, the first hypothesis for the study is:

H1: The job aspects have significant role in EVP.

Career development is the responsibility of both organization and employees. Currently, employees themselves decide on their career with their skills, talents, knowledge, and experiences and is termed as protean career (Manikoth and Cseh, 2011) [17], boundaryless career (Hytti, 2010) [18]. In an organizational perspective, career deal obliges employers to communicate accurate and positive career messages towards an organizational commitment, provision of lateral career moves, capitalize on employee skills, more engagement and increase in challenging tasks (Hirsh and Jackson, 2004) [19]. Literature shows that there is very little study on diversity in HRD related resources (Bierema 2009) [20]. Moreover, diversity resistance in organizations are in three forms namely, cost argument, political correctness, and cultural preservation arguments. Most of the organizations stresses on increasing shareholder returns, profit, and market share. To solve this, organizations provide diversity training and initiatives to safeguard employee identity in organizations. In this aspect, Cox and Blake (1991) point out the benefits of diversity are; it increases creativity and problem-solving; promotes a better understanding of marketing strategies in a wide culture; change management; increased productivity; and less staff turnover [21]. Many organizations in western countries face the challenge in maintaining a healthy work-

life balance due to increase in working hours and lack of identity (Losert, 2008) [22]. Here it emphasizes the significance of diversity training. Training programs provide a numerous benefit to the organization such as enriched performance, improved productivity, and employee development. This in turn increases employees intrinsic and extrinsic rewards to employees with respect to their performances and skill development [23]. Leadership can also be achieved through various training. To add on this, it is evident from the literature that more than 8000 studies on leadership have emerged. Different models such as individual, group, organizational models can be helpful in creating an ethical culture with employee engagement, participation, strategic approaches, informal knowledge sharing, promote security, change initiatives and so on [24]. Considering these factors, the next hypothesis developed is;

H2: The organizational processes have dominant role in EVP.

Literature supports that intrinsic motivation amongst employees can bring changes, interesting, and challenging work in organization. Moreover, a positive culture, commitment, good relationship with the boss, career advancement, and total reward system can be created. This leads to a commitment, passion to work, and high-performance level for employees. Furthermore, it pointed that the extrinsic factors have less weightage than intrinsic factors (Michaels et.al, 2001). Based on this aspect, the third hypothesis is;

H3: EVP leads to exciting work and employee development.

III. METHODOLOGY

The study combines both theoretical data, to understand the meaning of EVP, and interaction, interviews, and a survey. Moreover, it benefits to realize the deep-rooted insights of employees on their aspects and organizational processes. The pilot study helps to construct a self-structured, closed-ended questionnaire with five-point Likert scale ranging from ‘Very good’ to ‘Very bad’ with 16 indicators. An outline of the questionnaire with dependent variable and independent variables and its related measures is represented in the below as Table 1. Also, related measures are cited in Table 2.

TABLE 1. Variables and Measures

Sl.#	Factors	Measures	Number of factors
Section I	Independent variables	a. Job aspects	5
		b. Organizational processes	5
Section II	Significance of EVP	Exciting work	3
		Organizational growth	3
I, II			16

Source: Survey and Questionnaire

TABLE 2. Measures for latent variables

Latent Variables	Related Factors
Job aspects	Q1. Do you have enough freedom in your work?
	Q2. Do you have a level of authority?
	Q3. Do you receive formal recognition?
	Q4. Do you acquire personal developments?
	Q5. Are you able to balance your work and life?
Organizational processes	Q6. Is your organization with informal system of approach?
	Q7. Do you have career opportunities?
	Q8. Does your organization embrace diversity?
	Q9. Did you receive respected behaviour from your leaders?
	Q10. Have you received adequate training and development?
EVP	Q11. Do you feel that your work is interesting and challenging?
	Q12. Do you feel that you are passionate about your work?
	Q13. Do you feel you have good performance level?
	Q14. Do you trust your company?
	Q15. Have you rewarded for your individual contribution?
	Q16. Do you like the culture and values of your company?

Source: Literature review

The universe consists of 400 respondents from various industrial sectors located in Dubai, UAE. The method contains both quantitative (survey) and qualitative (interview) forms of inquiry. The first stage involves descriptive statistics of the measurements to estimate the reliability and validity of the measures used in the research. First, an input model was created using AMOS 18 graphics. Later, the study tested the proposed research model by assessing the contributions and significance of the manifest variables path coefficients. SPSS 20.0 was used to analyze the response from the sample. Another measure, Structural Equation Modelling (SEM) provides a confirmatory approach to the analysis. Simultaneously, the hypotheses were statistically tested to scrutinize its consistency with the data through goodness of fit measures. This allows the examination of a series of dependence relationships between independent and dependent variables. A level of 0.05 was established to reach the significance level for the variables. Stratified proportional sampling was used in collecting the data as the study necessitates feelings of employees from all groups irrespective of their age, gender, qualification or experience. This helps to distinguish the notions on mentioned latent variables in a subjective manner.

IV. Data Analysis

This section consists of various tests and its values are tabulated below.

Reliability test: As a first approach the data needs to test for the reliability and validity. This was done by Cronbach's alpha and is represented in Table 3.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Number of Items
Job aspects	0.782	5
Organizational processes	0.774	5
Employee value proposition	0.761	6

The values for each variable are above 7 and thus, it confirms the reliability of the factors for the study.

Confirmatory Factor Analysis: As a next step, the variables were tested for its appropriateness and here it utilized the Statistical Package for Social Sciences 20.0 and is illustrated in Table 4.

Table 4. Model fit Indices for CFA

Variables	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Job aspects	16.639	9	.576	0.830	.994	.978	.974	1.015	1.000	.009	.000
Organizational processes	18.670	11	.014	2.513	.983	.934	.974	.951	.984	.008	.071
Employee value proposition	19.564	14	.145	1.397	.984	.960	.962	.977	.988	.006	.036
Recommended value				<5	>0.9	>0.9	>0.9	>0.9	>0.9	<1	<1

It is evident from the analysis that the values have reached a significance level and the fit indices with a recommended value for all the attributes. The model selected for the study is an appropriate one to meet the objectives as discussed earlier. In order to confirm, the regression coefficients for each variable were also examined and is tabulated in Table 5 to Table 8.

TABLE 5. The Regression Coefficients - Job aspects

Latent Variables (Dependent Variable)	Constructs (Independent Variables)	Regression Coefficient	t	P	Variance explained (%)
Job aspects	JA 1	0.782	15.994	<0.001	53.5
	JA 2	0.685	13.458	<0.001	48.7
	JA 3	0.599	11.919	<0.001	35.9
	JA 4	0.112	1.938	0.054	1.2
	JA 5	0.872	23.117	<0.001	76.1

The above Table confirms the significance level except for JA 4. Similarly, the study investigates the regression for organizational processes.

TABLE 6. The Regression Coefficient – Organizational processes

Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	T	P	Variance explained (%)
Organizational processes	OP 1	0.724	15.786	<0.001	52.4
	OP 2	0.401	7.328	<0.001	16.1
	OP 3	0.599	11.919	<0.001	35.9
	OP 4	0.163	2.834	0.005	2.6
	OP 5	0.748	16.689	<0.001	56.0

Except for OP 4, all other attributes reach the significance level as the value is <0.001.

TABLE 7. The Regression Coefficients- EVP

Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	T	P	Variance explained (%)
EVP	EVP 1	0.417	7.653	<0.001	17.4
	EVP 2	0.483	9.080	<0.001	23.3
	EVP 3	0.512	9.745	<0.001	26.2
	EVP 4	0.814	19.625	<0.001	66.3
	EVP 5	0.598	11.892	<0.001	35.7
	EVP 6	0.118	2.043	0.042	30.1

The above Table reveals that the value is <0.4 for EVP 6 and it has less influence on this factor.

Hypothesis Test: The result from Structural Equation Model (SEM) establishes the influence of each latent variable to EVP (H1 to H3) and the below Table 8 illustrates this fact.

TABLE 8. Model fit Indices for CFA- EVP

Variable	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
EVP	.471	1	.493	.471	.999	.992	.999	1.005	1.000	.023	.000

The value of the fit indices specifies a sensible fit of the measurement model with data. Moreover, the regression coefficient for dependent and independent variables is presented in Table 9.

TABLE 9. The Regression Coefficient - Dependent and Independent Variables

Path	Estimate	T	P	Variance explained	Average variance extracted	Composite reliability
Job aspects → EVP	0.755	16.966	<0.001	57.0		
Organizational processes → EVP	0.852	21.773	<0.001	72.7		
JA 1 → Job aspects	0.452	8.396	<0.001	20.4		
JA 2 → Job aspects	0.852	21.773	<0.001	72.6	32.25	0.56
JA 3 → Job aspects	0.414	7.590	<0.001	17.2		
JA 5 → Job aspects	0.678	14.712	<0.001	47.9		
OP 1 → Organizational processes	0.722	15.714	<0.001	52.2		
OP 2 → Organizational processes	0.589	11.652	<0.001	34.7		
OP 3 → Organizational processes	0.583	11.495	<0.001	34.0	45.8	0.61
OP 5 → Organizational processes	0.770	17.584	<0.001	59.3		
EVP 1 → Employee value proposition	0.418	7.674	<0.001	17.5		
EVP 2 → Employee value proposition	0.484	9.103	<0.001	23.4		
EVP3 → Employee value proposition	0.513	9.768	<0.001	26.3		
EVP 4 → Employee value proposition	0.810	19.423	<0.001	65.6	31.9	0.54
EVP 5 → Employee value proposition	0.598	11.892	<0.001	35.8		

The above table proves that the variable, job aspects among employees has significant influence on EVP as standardized direct effect of this is 0.755, which is more than the recommended value of 0.4. Here, the p value reaches its significance level. In addition, the values for other latent variable organizational processes is 0.85, also confirms the significance level. While considering the relevant factors too, the measures clarify the significance as p value is <0.001. Next, the regression coefficient was measured and is demonstrated in Table 10.

TABLE 10. Regression Coefficient –EVP

Path	Regression coefficient	t	P value	Variance explained	Average Variance Extracted	Composite Reliability
Exciting work → EVP	0.904	25.742	<0.001	81.8		

Development → EVP	0.979	39.171	<0.001	95.8	0.60
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The Table 10 clarifies that the p value for all the factors have the significance level (<0.001) and reliability as 0.60.

V. FINDINGS AND SUGGESTIONS

The results clarify the objectives of the study that values of all latent variables reach its significance level. The EVP model, certainly, can act as a leverage in the mindset of employees towards their motivation, engagement, and talent management (Tandehill, 2006). The findings confirm that all latent variables mentioned in the study pave a path to support EVP to have an exciting work and development in the selected organizations. The values of the Confirmatory Factor Analysis (Table 4) prove the association of each attribute to latent variables such as: job aspects and organizational processes in organizations as the values relate with the recommended value. Moreover, Table 5 confirms the regression analysis and significance level of job aspects in selected organizations as all the values are <0.001, except for JA 4. This confirms the need of intrinsic factors in their job aspects. Every individual urge for their own freedom and authority in their tasks. However, there are various hindrances in the selected organizations with their job aspects (Shalley and Gilson, 2004). Likewise, Table 6 proves the correlation of organizational attributes, where all attributes, except OP4, reached the significance level as the value is <0.001. This attributes in physical environment such as career advancements, training and development informal and formal systems (Ingham, 2006). Furthermore, the regression analysis shows a constructive result for the EVP as all factors, except EVP 6, attained its significance level (Table 7). The specific model for this study highlights on the tangible and intangible values as well as individual and organizational facets in the selected organizations. Thus, it supports the notions in creating HR investment perspectives in the companies (Ingham, 2006).

The value of the hypothesis tests from Table 8 to Table 10 reveal the significance of each latent variable to EVP model in exciting work and development. In addition, it clarifies the relationship of significant attributes to latent variables for the study. The results confirm that job aspects in selected organizations has significant influence on EVP as standardized direct effect of this construct is 0.755, which is more than the recommended value of 0.4 (p-value is significant). Thus, H1 has accepted and it proves that job intrinsic factors are imperative. Designing a job in this mentioned aspect is a tough and intricate process. Still, the result highlights the views of Shalley and Gilson (2004) that the freedom in the work creates a commitment towards their jobs. Moreover, these job aspects enlighten the skills, knowledge, attitude amongst employees and employees always expect these from their jobs in the selected organizations (Michaels et al, 2001). Thus, individuals are more enjoyed in balancing their work and life due to change in the view of their employment. Nowadays, people search for more social relationship through various platforms than in the previous decades. The advancement of social or electronic media has a great role in this type of interactions and relationships. This in turn assists them in achieving their personal goals both in their work and family life.

Similarly, the value for organizational processes is 0.85, also confirms the significance level. Thus, the hypothesis, H2, has accepted. While considering the relevant factors too, the outcome clarifies the significance as p-value is <0.001. The findings highlight the significance of career development in both aspects, from an organizational and employee level (Hirsh and Jackson, 2004; Manikoth and Cseh, 2011; Hytti, 2010). Management should act as a change agent in the changing recessionary pressures and employees also decide their own career to retain employability and to have a work-life balance. This can lead to their career ambition and satisfaction in their values. It is high time to have initiatives in companies to accept identity amongst employees, acceptance of behaviours in wide culture and ethos, openness and respect between each other (Losert, 2008). So, diversity training with behavioural coaching and diversity skill development resolves dissimilarities in the workplace. With respect to leadership, this creates a shared and persuasive vision to achieve the organizational goals.

The findings from Table 10 elucidates that the p-value for all the factors, which are the derivatives of EVP, have the significance level (<0.001). Hence, it is evident from the findings that employees in the selected companies are always searching for more intrinsic rewards than extrinsic rewards such as career development opportunities, boost their skills, good management and cultural values and norms, rewards for personal contributions, and proper communication (Michaels et al, 2001). In particular, the values are 0.90 for job aspects, and 0.97 for organizational processes.

VI. CONCLUSION

This study can be concluded with a notion that Employee Value Proposition (EVP) plays a dominant role in the strategic competitiveness of any business. This, however, can only be achieved with the proper job aspects and organizational processes. The results also prove the relationship between each sub variables to its dependent variables established through various tests. Like any other resources, the HR investment perspective should be developed by intrinsic and extrinsic factors, to reach its maximum potentials. However, this study can be sustained with the help of social systems, company profile, working experiences, and the package as EVP aspects. Furthermore, more industries can be chosen for a wider perspective in a long-term basis. In a nutshell, it pinpoints that a better EVP attracts and retains key talent and engage them more in their jobs, satisfy HR agenda, and committed to achieve organizational goals. To operationalize these above-mentioned strategies, equal importance should be given for HR policies and procedures, and individual goals. Thus, organizations can look forward to having a competitive advantage and sustainable growth.

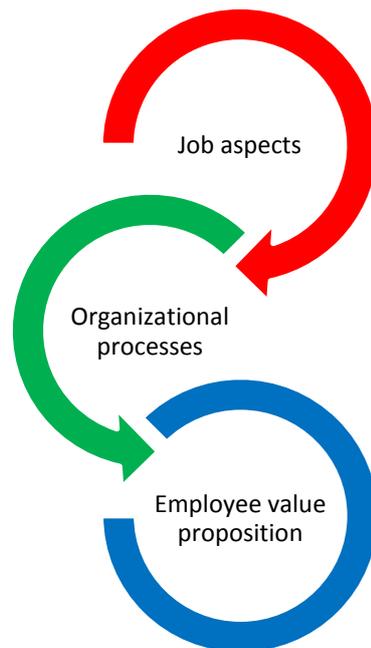


Figure 1 A multifactorial EVP alignment
Source: Results from the study

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