

The Positive Effects of HR on Organizational Commitment using Basic Need Satisfaction as Mediator

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What was your study about?

Analyze how different HR methods affect employees' affective organizational commitment (OCA) with basic need satisfaction (BNS) as a mediator.

Ok. What is BNS?

Satisfaction of the three basic needs autonomy, competence and relatedness results in higher intrinsic motivation.

Self-Determination Theory (SDT, Deci & Ryan, 2000)
SDT applied for HR context (Rigby & Ryan, 2018)

Thus, OCA should be positively affected too.

What was your methodology?

Online survey with $N = 216$ from different organizations.

Work related basic need satisfaction (W-BNS, van den Broeck et al. 2010)

Affective Commitment (OCA, Felfe et al., 2014)

Satisfaction with and success of four HR methods: Annual Performance Review ($N = 139$), Job Rotation ($N = 26$), Career Planning ($N = 43$) and Mentoring ($N = 28$).

How did you calculate your results?

Mediation analysis using the `psych`-package in R.

Confidence intervals for indirect effects were bootstrapped with 10,000 samples.

What are your results?

Mediation analysis revealed significant relationships between HR methods, BNS and OCA.

Which HR methods had the biggest effects on BNS?

Career Planning and Mentoring.

Career Planning: *total effect* = .76, *indirect effect* (autonomy) = .27, *CI* = [.06 ; .46],
indirect effect (relatedness) = .08, *CI* = [-.06 ; .16]

Mentoring: *total effect* = .48, *indirect effect* (autonomy) = .27, *CI* = [.07 ; .48]

Note that competence had no effect on OCA at all.

What about the usual Annual Performance Review?

There are neither effects on BNS nor on OCA.

Ok. And Job Rotation?

Job Rotation only had a positive effect on relatedness, which mediated the effect on OCA.

$a = .31^{**}$, $b = .37^{**}$, $c' = .37^{**}$, *total effect* = .14, *indirect effect* = .11, *CI* = [0 ; .28]
 $^{**} p < .01$

What are practical implications of your study?

BNS matters for HR.

Concepts for HRD and training should be specifically designed to satisfy autonomy and relatedness.

What are limitations of your study?

Future samples should comprise more participants within the same organization. Further, more dependent variables, e.g. motivation, should be examined.

Where can I get the full results?

Please look on GitHub (see QR code below) or take a handout.



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GitHub Repository (poster, data and R-Code)