

The Moderated Moderation Role of Employee Silence and Discrimination on the Effect of Human Resource Management Practices on Work Alienation

Murat GÜLER

Niğde Ömer Halisdemir University
Faculty of Economics and Administrative Sciences, Niğde, Turkey
orcid.org/0000-0001-7370-2976
murat_guler@ohu.edu.tr

Hakan TURGUT

Başkent University
Faculty of Economics and Administrative Sciences, Ankara, Turkey
orcid.org/0000-0002-4572-194X
hturgut@baskent.edu.tr

H. Nejat BASIM

Başkent University
Faculty of Economics and Administrative Sciences
Ankara, Turkey
orcid.org/0000-0002-3407-5049
nbasim@baskent.edu.tr

Extensive Summary

Introduction

The extensive findings of the previous research support the idea that implementation of Human Resources Management (HRM) practices give rise to positive outputs at organizational level (Combs et al., 2006; Delaney and Huselid, 1996; Delery and Doty, 1996; Huselid and Becker, 1996; Liu, Combs, Ketchen and Ireland, 2007; MacDuffie, 1995; Paul and Anantharaman, 2003). Moreover, the positive results of HRM practices have been seen at the individual level, which is a level of analysis that is often neglected by HRM literature. A limited number of research findings on individual level results show that HRM practices effect employees' attitudes such as organizational commitment, job satisfaction and individual performance positively (Demirtaş, 2014) and can reduce work alienation in the long term (Tonks and Nelson, 2008).

However, the situational approach in human resource management suggest that best practices always not lead organizations to superior performance in all circumstances and the situational variables within and outside the organization moderates the relationship between human resource practices and performance (Bayat, 2015). For example, previous findings suggest that the level of trust in employer, which

is an internal contextual variable, moderates the effect of HRM practices on employees' individual performance, well-being and intention to quit their jobs (Alfes, Shantz, and Tuss, 2012).

In the present study, we focused on the individual outcomes of HRM practices, the neglected area in the literature. We investigated the effect of HRM practices on work alienation and moderated moderation role of discrimination perception and employee silence on this effect. The hypotheses of the research are below.

H-1. HRM practices have the negative effect on work alienation of employees.

H-2. There is the moderated moderation role of employee silence and discrimination on the effect of HRM practices on work alienation.

Method

In this research a quantitative and cross-sectional research method was used. For the purpose of the study, the data on the perceptions of employee silence, perceptions of discrimination and work alienation were collected from the participants by self-evaluated measures. The structural validity of measures was confirmed by conducting CFA in IBM AMOS 23 software. All the other quantitative data analyses were performed in IBM SPSS 23.

Participants of the study consisted of 281 employees which were working in a technology firm. 148 (52.7%) of the participants were female and 133 (47.3%) were male. The ages of participants range from 17 to 48 and the average age was 30.25.

Results

Correlation analysis revealed that HRM practices were related to discrimination $r = -.17$ ($p < .01$) and work alienation $r = -.44$ ($p < .01$) significantly negatively. Discrimination perception was found to be related to employee silence $r = .18$ ($p < .01$) and work alienation $r = .20$ ($p < .01$) significantly positively.

In order to examine causal relations and moderation effects, regression analyses was performed in SPSS and also SPSS' macro PROCESS 2.16.3 (Hayes, 2013) with 5000 bootstrap samples. In the first step effects of gender and age were controlled. The multiple regression analysis showed and the effect of HRM practices on work alienation was significant and negative $b = -0.23$ ($p < .001$). This finding supported the first hypothesis of the research.

In the second stage, the moderation role of employee silence and discrimination was examined. At the end of the analysis it was found that HRM Practices X Silence X Discrimination interaction variable has a significant effect on work alienation ($b = .21$ $p < .001$, $0.66 < YD \text{ 95\% GA} < 0.34$). This finding showed that employee silence and work alienation perception have a significant moderated (conditional) moderation role on the effect of HRM practices on work alienation. This finding supported the second hypothesis of the research. Slope diagram of the moderated moderation effect is below.

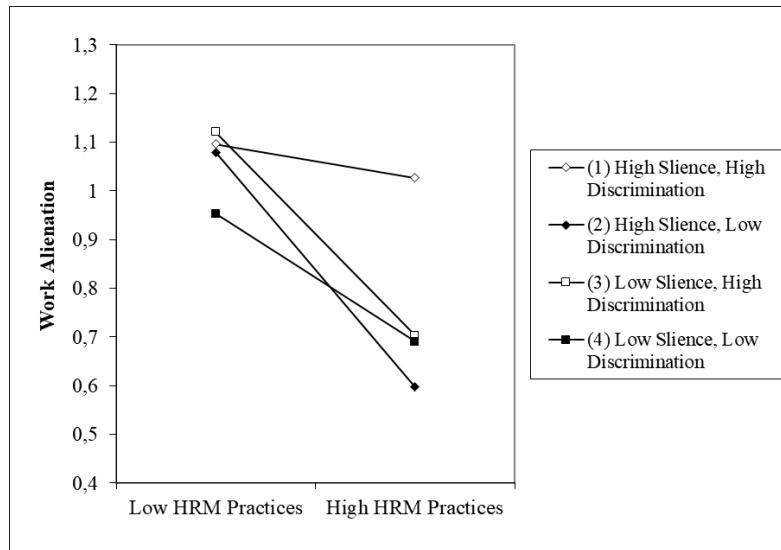


Figure 1: Graphical representation of moderated moderation effect

Discussion

In this research, the effects of organizations' human resource management practices on the work alienation of employees and the role of employee silence and discrimination perception were investigated. Two basic findings were obtained as a result of the research. The first finding was that when employees perceive that the organization performs HRM practices well enough than employees' work alienation decrease. The second and important finding was that the effect of HRM practices on work alienation was not common to all conditions. When the level of social silence and discrimination perception were high then the effect of HRM practices on work alienation was not significant.