

**NEXUS BETWEEN HR STRATEGIES & JOB SATISFACTION:  
EXAMINING MEDIATING ROLE OF EMPLOYEE MOTIVATION**

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**Abstract:** Primarily, purpose of the current research was to examine the influence of Human resource factors like job security, job autonomy and promotional practices on employee motivation and job satisfaction among employees of petroleum firms in Indonesia. Moreover, the research has also surveyed the mediating aspect of employee motivation among mentioned HR factors and job satisfaction. For data collection, the survey methodology was chosen for the present study. The researcher used convenience sampling for collecting data from employees of petroleum organizations. The response rate of the present study was 73%. For analysis, PLS-SEM tool was used by the researcher. Findings of the study revealed that all these HR factors, job security, job autonomy and promotional practices are significant predictors of employee motivation and employee job satisfaction. Moreover, employee motivation mediates significantly among job security, job autonomy, promotional practices, and job satisfaction. The present study fills the gap of limited studies regarding the application of HR factors to enhance motivation and job satisfaction of the petroleum sector employee. Findings of current research are beneficial for the policymakers, petroleum sector and academicians of HR discipline.

**Keywords:** Job Satisfaction; Job security; employee motivation; Promotion; Indonesia

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## 1. Introduction

In the academic literature, term human resource management was not used until the 19060s. Whereas this concept become popular in 1970. The success of any organization is mainly dependent upon the effectiveness of the human resource of that organization. Since that point, HRM become the point of attraction for all the academician and practitioners and HR started to be taught in schools. Researchers defined HRM as the industrial relation and personal management, which is considered as an effective approach by people working in the organization are integrated with the company strategy. Different practices of human resource are discussed by the authors. Among most commonly used practices are pension, the procedure of grievance, promotion, performance appraisal of the employee, reward management, training, placement and recruitment and selection. On the other hand, three more practices are discussed by the authors other than those which are mentioned above. These three practices include attitude assessment, information sharing and job design (Teclmichael Tessema & Soeters, 2006).

Job satisfaction (JS) is the term used in literature to express satisfaction as a result of any activity (Azash, Kumar, & Safare, 2011; Bernardi, 2019; Gomez-piqueras et al., 2020; Gonzalez et al., 2020; Espinosa-Espinosa et al., 2020; Flores & Argaez, 2020; Idris, Adi, Soetjipto, & Supriyanto, 2020; Idris, Adi, Soetjipto, & Supriyanto,

2020; Idris, Adi, Soetjipto, & Supriyanto, 2020).

Importance of satisfied and motivated employee is realized by the organizations of today's world. Both these factors are important as they contribute towards the long-term objective achievement of the organization. Due to this factor, organizations take care of the needs and expectations of the employees and expect the same from the employees as the response for the organization. On the other hand, the motivation level of the employees also impacts the performance of an individual, which, in long run, impacts the overall performance of the organization. It's been argued by the researchers that JS and motivation of employees is raised by giving them the opportunity to learn. Moreover, the support of supervisors and managers contributing to JS. Core potential of the companies lies among the satisfied and motivated employees of the organization as they contribute effectively to achieve their objectives and goals. In order to keep the morale high of the employees, effective HRM practices play a very important role (Navdeep Kumar & Garg, 2011).

Among theories of work design, job autonomy is a significant component. Job autonomy basically represents independence and freedom in the life of an individual to perform organizational tasks. Researchers describes job autonomy as the level at which employees have discretion, independence and freedom to choose the method, make decisions and schedule work to perform the job-related tasks. The traditional organizational structure has the view to provide more autonomy to the employees at the higher ranks and strict rules at the lower ranks of the firm. The organizations having a higher job autonomy level and a higher satisfaction level among their employees. As autonomy of the job shows the freedom of the employee to perform the task or prepare the schedule to do it. No matter which kind of autonomy is being provided to the employee, it impacts the motivation level and satisfaction level of the employees (Lin, Lin, Lin, & Lin, 2013).

The basic need of every employee is that the employer provides a safe environment for the employee and value the contribution. The possibility that the employee will continue his/her job is mainly impacted by job security. If there is a higher job security level, it means there exists less probability that employee will be jobless. In the absence of job security, performance and motivation of employee are affected in the negative aspect. Among the preference list of organization and employees, job security has become one of the most important factors. More than three-quarters of the employees globally perfect the jobs which offer security to the employee in terms of job retention. The factor of job security is more important than the factor of healthcare and salary of the employee. The most important wish for the employee to have the job which they can continue until they want to. Thus, the most important factor upon which an employee decides to join any organization or not Is the matter of job security. Therefore, one of the most important challenges being faced by the organization is not to retain or hire the employee, and in fact, the challenge is to provide security to the employees. Thus, it is important for the organizations to consider the way by which they can satisfy this need of their customers and improve their performance as well (Lucky, Minai, & Rahman, 2013). For the same reason, the concept of job security has gained attention among practitioners and researchers. The job security of the employee is linked to the economic aspect of employee and organization.

Indonesia is among the oil-producing country around the globe. It is ranked at 25<sup>th</sup> country which produces oil and export to the other parts of the world. In the present era, the prices of oil are dropped due to a decrease in its demand (Helmy & Kardena, 2015). In this scenario, employees are facing the issue of job security, motivation and other HR factors which contribute to their satisfaction. Therefore, the study aims to examine the effect of HR factors on employee's satisfaction with the mediating role of employee motivation among the employees of the petroleum sector of Indonesia.

## **2. Literature Review**

### **Employee Job satisfaction**

In previous literature, JS is explained as a sense of completeness which a person feels after completion of a task. When an employee achieves something, this sense is perceived by the employee. Researchers mentioned that job satisfaction is the pleasurable moment which leads the employee to improve their performance and at-

titude. A person who is satisfied is more likely to be loyal, flexible and creative in their tasks. In the same way, employee JS is the end state of feeling of an employee. Meaning of the word end means employee have this feeling after the achievement of any task. These tasks can be large or small. But it is important that a specific need is fulfilled after the achievement of this task (Nazir, 2013).

Researchers believed that employee job satisfaction is impacted by a number of human resource factor including fringe benefits, annual review work environment of the employee, supervisor relationship, good salary and good relationship at a social level (Natarajan Kumar, 2012).

### **Motivation: Relationship with Job satisfaction**

Committed employees of an organization are the base of a successful company. The commitment brings job satisfaction and motivation among the employees. Motivation is basically the energy which forces the employees to fulfil their objectives. Without the motivation of the employees, it is near to impossible to enhance the performance. Competitive employees must be part of the organization if the management of the organization wants to achieve a competitive place in market.

Human behaviour is directed by the important stimulation known as human behaviour. In the whole world, the behaviour of no two humans is the same. Therefore, the organizations must identify the practices by which they can satisfy the diverse needs of different human. It is the obligation of the organization to find out the motivational aspects of the employees which contribute to job satisfaction (Varma, 2017).

Motivation is broadly defined as the attribute which moves a person to do anything or stop it from doing any act (NAZIR, 2013). In the same context, researches have referred motivation as the basic reason which shapes the behavior of the employee. From the perspective of the organization, one can define motivation as the process which can highlight the employee's intensity, direction as well consecutive try to achieve a certain goal (NAZIR, 2013).

The employee who works hard on the basis of motivation also becomes satisfied with the outcomes of the task finished. Thus, there exists a substantial association between employee JS and motivation. It is more likely that the satisfaction level among employees will be high if the employees are motivated. As a result, success, performance and achievements of the employees become higher. Researchers argued that satisfaction among workers is the end result of the motivation. It is believed that employee having a high level of motivation will try hard to accomplish the goal line of companies. In doing so, they will achieve the goals and will get satisfied with rewards and achievements. Therefore, the motivation of the employee is related highly with employee JS (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, & Eyiolorunshe, 2019).

A number of empirical researchers have found that JS of employee and motivation are completely related to each other. On the other hand, if there exists a hostile work environment, it will lead to demotivation among employees (Babalola & Nwalo, 2013).

In the similar context, the studies regarding satisfaction of workers resulted that financial motivation of individuals has significant role in developing satisfaction. Moreover, factors like good working environment also play a key part in creating satisfaction among employees. In the same context, it is examined the role of motivation to create satisfaction among employees. The data was conducted from 568 employees of KSA. It is revealed from the findings that motivation has a positive correlation with JS of the employees (Idiegbeyan-Ose et al., 2019).

***H1:** Employee motivation and employee satisfaction are significantly associated with each other.*

## **Job Autonomy: Relationship with employee motivation and job satisfaction**

In literature, job autonomy is described as level of discretion, independence and freedom are provided to employees to perform their job and to decide the methods required to achieve their goals. In literature, autonomy is defined as the resource of the job. Against the negative aspects of the job demand, this factor can work as a buffer. The employee will be having a high level of stress if there is lack of job autonomy and resulting in the creation of dissatisfaction among the employees. Therefore, in order to follow the process of motivation, job autonomy is a very important feature which might end up at the satisfaction of workforce of organizations (Chung, 2016; Hussain et al., 2021).

The performance of employees is positively related to the factor of job autonomy. Additionally, job autonomy of the employees also contributes towards the extrinsic and intrinsic motivation, reducing stress and absenteeism, enhance employee commitment and job satisfaction. Employee role breadth has found to be enhanced by the job autonomy of the employees, contributing to improve the knowledge and skills of workers (Dysvik & Kuvaas, 2011).

A number of different studies conducted in past role autonomy in performing tasks have substantial effect on the inspiration of employees. Moreover, it also impacts the JS of the employees as well. The organizations which provide high autonomy to the employees will be highly driven to accomplish their tasks and meet their personal and organizational goals. The employees who have the autonomy, have the feeling that they can control their behaviour. They can be engaged in a difficult task as well. Such employees are very motivated and are willing to perform their tasks. Satisfaction level along any employee will be high who have a high level of job autonomy (Zhou, Li, & Gong, 2019).

A number of studies found there exist positive association among job satisfaction and autonomy of the employee (Ghosh, Rai, Chauhan, Gupta, & Singh, 2015). Same results were reported by studies which found the employees having job autonomy can make decisions regarding tasks and procedure to achieve tasks. Thus, the satisfaction level among such employees is high as well (Hussain et al., 2020).

*H2: Employee job autonomy and employee motivation are significantly related to each other.*

*H3: Employee job autonomy and employee satisfaction are significantly related to each other.*

*H4: Employee motivation is the mediator between employee job autonomy and employee satisfaction.*

## **Job Security: Relationship with Motivation and Employee Job Satisfaction**

The probability that an individual will keep and continue his/her job. It also shows there exist very little chance that the employee's job will be gone. Job security is basically the assurance from the company that the already working employees in the organization will keep working until a reasonable period of time, and they will not be dismissed. The job security of the employees is affected by a number of factors including personal skills, economy and conditions are the workplaces (Adebayo & Lucky, 2012).

In working and social life of the individual, job security plays a very important role because employees are not worried about their future to have a contribution to the peace of labour, enhance the performance of the employee and protect the social values and balance. Therefore, in the absence of any reasonable ground, employees must not be dismissed from the organization. In the modern era, job security is considered as the employee's basic right in which it is guaranteed that the employee himself and his dependents should not face any issue related to income and they will spend an honourable life. Therefore, when employees are about to start their career, they consider the factor of job security (Zaman, 2013).

One of the major problems being faced by organizations is unemployment. In the present business world, job

security is the major issue being faced by the employees. Among the major reason for the lack of job security is the availability of technology and capital. In this perspective, both employers and employees are facing a difficult time. Job security is important for employee and employers. If the job of an employee is secured, he/she will not have to find a new job. On the other hand, employers will also not have to find a new employee (Senol, 2011).

Therefore, organizations must be sensitive regarding the employee's motivation. These employees must work for the betterment of the organization in any condition. Employees working in any organization are not machines, they have feelings, and they get affected by the environment around them. Employees will feel valued if the employer will try to understand them. There are a number of factors that can motivate them. In fact, one of the most influential mean to motivate employees is job security. Employees have the belief that they will be retained in the organization in normal circumstances. Thus, it is a major reason for employee motivation. On the other hand, factors which contribute to the satisfaction of employees is job security as well.

*H5: Employee job security and employee motivation are significantly associated with each other.*

*H6: Employee job security and employee satisfaction are significantly associated with each other.*

*H7: Employee motivation is the mediator between employee job security and employee satisfaction.*

#### **Promotion practices: Relationship with employee motivation and job satisfaction**

Promotional practices are used by the organizations to provide incentives to the employees as the appreciation and return of the hard work. Another objective of promotion practice is to fill the high level of the job by the employees. Incentives are provided to employees as part of their promotion. As a result, employees are motivated to get engaged in the training program and get the new skills which will contribute towards the promotion in future. Scholars pointed out that there are two types of promotional consideration during the procedure of promotion in the organization. The first objective is to fill the higher position in the organization by the talented employee who is already working in the organization, whereas, the second objective is to provide proper opportunity to the employees to advance their careers. A number of multinationals follow the policy to promote their employees from within (Truss, 2001). Researchers also argued that there is a positive relationship between the performance of the employees and promotional practices adopted by the organization (Teclenmichael Tessema & Soeters, 2006). In the same context, researchers argued that if the employees are promoted on the basis of merit, it leads towards a higher level of organizational performance. There are two dimensions to analyse career moves. 1<sup>st</sup> is a skilled allocation efficiently, and the second is to promote effective rewards among human capital.

Self-esteem, any employee, can be enhanced through promotion which in turn lead to creating the motivation among employee. Thus, it has a positive correlation with intrinsic motivation. The promotion provides incentives to the employees, and all aspects of the promotion play a critical role to create intrinsic motivation (Van Herpen, Cools, & Van Praag, 2006).

The promotion provides the opportunity to advance the career and grow professionally. If the employees perceive advancement in career, they will experience job satisfaction. In the same vein, studies have mentioned that employees who have the chance of advancing their careers are more likely to be satisfied with their jobs (Ddamulira Sseruyange, 2009).

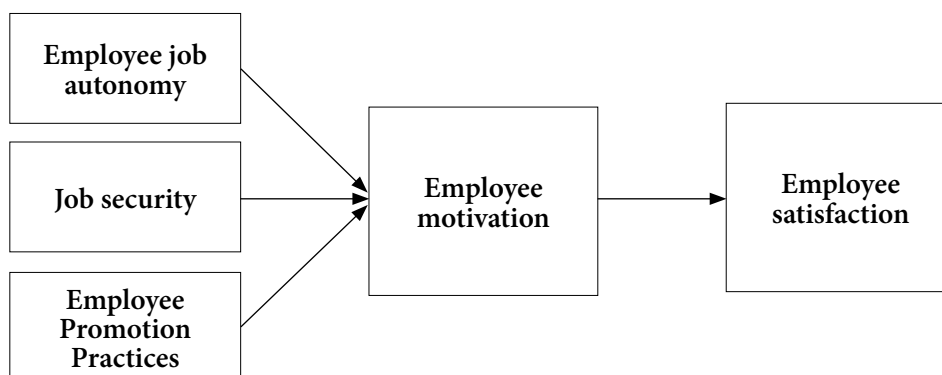
*H8: Employee promotion practices and employee motivation are significantly associated with each other.*

*H9: Employee promotion practices and employee satisfaction are significantly associated with each other.*

*H10: Employee motivation is a mediator between employee promotion practices and employee satisfaction.*

## Framework

Following framework is developed from the above literature review:



## 2. Research Methodology

Present study is the cross-sectional study; therefore, the basic design of the study is quantitative. For achieving the study objectives, questionnaires were designed to collect the data from the respondents. As the present study conducted in the quantitative study in which survey method is used for gathering the data. The focus of the present study was the employees working in the petroleum sector of Indonesia. The focus of the present study was on the factors which can create motivation, including promotional activities, job security and job autonomy. Convenience sampling was adopted by the researcher to collect data from respondents. The questionnaires were sought to Likert 7 scale. The questionnaire was distributed among 520 employees of the petroleum sector of Indonesia. Out of these distributed questionnaires, 396 questionnaires were received back. The response rate of the study was 73.15%. After the collection of data, it was screened by using SPSS 23. After the proper screening of the data by applying CMV and Mahalanobis distance (to remove the outliers), the data was used for further analysis. Later, PLS-3.2.9 was utilized in the study for examining the proposed hypothesis.

## 3. Research Analysis

Researcher in the present study has used PLS-SEM 3,0 for the analysis of the data. Basically, PLS is the statistical tool by which the researcher can easily assess the multivariate relationships among latent and observed variables (Vinzi, Chin, Henseler, & Wang, 2010). PLS Structural equation modelling is one of the regression tools which is developed for assessing the linkage between structural model and measurement model. Researchers pointed out that PLS is a very superior, flexible and strong method to develop the statistical model. It can help to test and predict the theory as well. This statistical tool is also capable of assessing the data validity and reliability (Chin, Marcolin, & Newsted, 2003).

The data obtained of this study were analysed in two steps through PLS-SEM. The first step of PLS is the measurement model. The main reason to apply measurement model is to assess the measure's goodness. For the measurement model, basically, there are two criteria which must be fulfilled, namely the reliability and validity of the data (Joe F Hair, Sarstedt, Ringle, & Mena, 2012). The discriminant validity of the study is measured through (Fornell & Larcker, 1981). Additionally, reliability and convergent validity of the data is assessed as well. The figure 1 of the study shows the outcomes of measurement model (Figure 1 and Table 1).

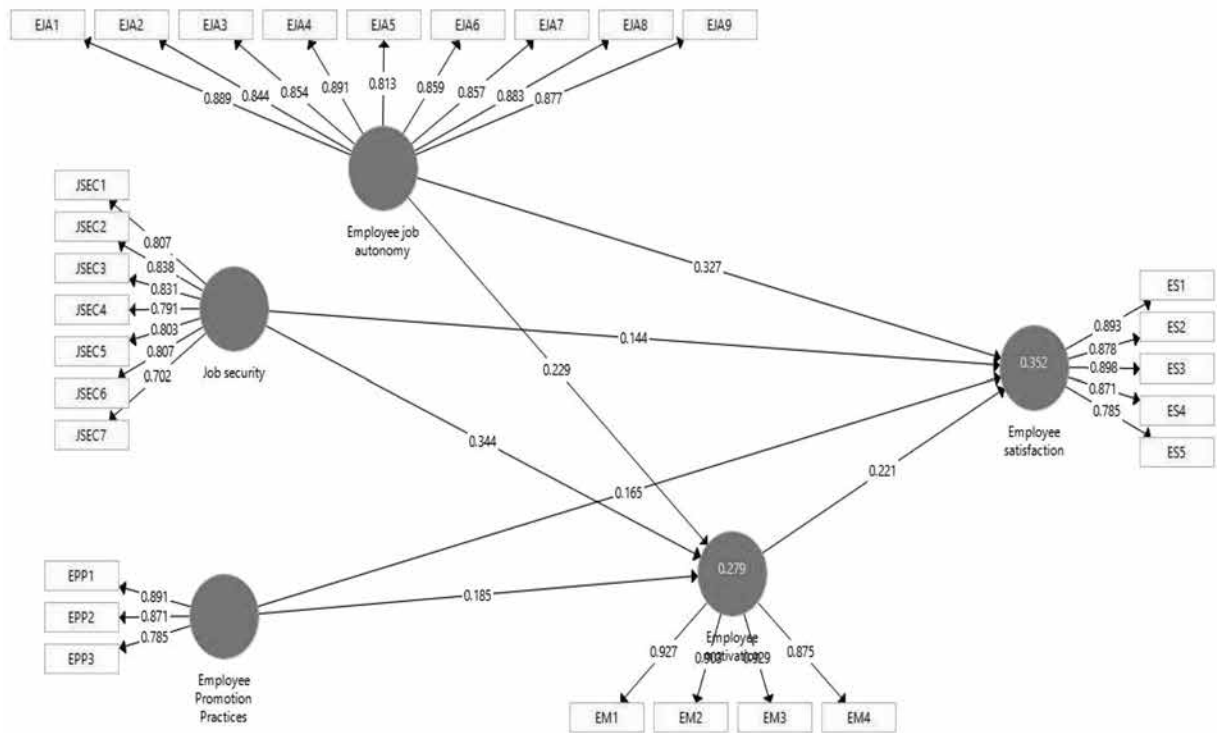


Figure 1. Measurement Model

For assessing the reliability of the items, the PLS algorithm was performed in the present research (Joe F Hair et al., 2012). Additionally, the reliability of the individual items through the outer loading of the PLS-algorithm. As mentioned by Hair Jr, Matthews, Matthews, and Sarstedt (2017), the minimum value of items which should be retained is 0.70. the values of factor loading of items involved in the present study are mentioned in table 1 below. It's evident from table 1 below that factor loading is as per the criteria explained. Therefore, all items of the study are retained.

Table 1. Factor Loading of the items

	EM	ES	JA	JSEC	PP
EJA1			0.889		
EJA2			0.844		
EJA3			0.854		
EJA4			0.891		
EJA5			0.813		
EJA6			0.859		
EJA7			0.857		
EJA8			0.883		
EJA9			0.877		
EM1	0.927				
EM2	0.903				
EM3	0.929				
EM4	0.875				
EPP1					0.891
EPP2					0.871
EPP3					0.785
ES1		0.893			
ES2		0.878			
ES3		0.898			

<b>ES4</b>		<b>0.871</b>			
<b>ES5</b>		<b>0.785</b>			
<b>JSEC1</b>				<b>0.807</b>	
<b>JSEC2</b>				<b>0.838</b>	
<b>JSEC3</b>				<b>0.831</b>	
<b>JSEC4</b>				<b>0.791</b>	
<b>JSEC5</b>				<b>0.803</b>	
<b>JSEC6</b>				<b>0.807</b>	
<b>JSEC7</b>				<b>0.702</b>	

Note: EM= employee motivation, ES= employee satisfaction,  
 JA= job autonomy, JSEC= job security and PP = promotional practices

The next step is the assessment of the validity and reliability of the items. As per the rule of thumb mentioned by Bagozzi and Yi (1988), the composite reliability of the items is assessed for the internal consistency of the items. Authors suggested that the minimum values of the composite reliability of the items must be above 0.70. Table 2 below describes the Cronbach Alpha and composite reliability of the variables used in current research.

**Table 2.** Reliability and Validity of the construct

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>(AVE)</b>
<b>EM</b>	<b>0.930</b>	<b>0.932</b>	<b>0.950</b>	<b>0.826</b>
<b>ES</b>	<b>0.916</b>	<b>0.923</b>	<b>0.937</b>	<b>0.750</b>
<b>JA</b>	<b>0.957</b>	<b>0.958</b>	<b>0.963</b>	<b>0.746</b>
<b>JSEC</b>	<b>0.905</b>	<b>0.908</b>	<b>0.925</b>	<b>0.637</b>
<b>PP</b>	<b>0.808</b>	<b>0.821</b>	<b>0.886</b>	<b>0.723</b>

Note: EM= employee motivation, ES= employee satisfaction,  
 JA= job autonomy, JSEC= job security and PP = promotional practices

Table 1 above shows the AVE of the data obtained. The minimum acceptable range of AVE that its value should be more than 0.50. if the value of AVE is more than 0.50, it shows that there exists convergent validity on the data. Additionally, the table above also shows Cronbach Alpha of the item. These values are more than 0.70, which is also according to the acceptable range. Additionally, the composite reliability of all the items is more than 0.80 as it ranges from 0.886 to 0.950. these values also confirmed the reliability of the variables.

In the measurement model of the study, the next step is to examine the discriminant validity of the data. Table 3 below shows the discriminant validity of the data. For the discriminant validity, Fornell and Larker (1981) approach are adopted for the present study. Opposite to the convergent validity, the discriminant validity test is referred to as level at which certain latent variable is unique from remaining variables of the study. But, similar to the convergent validity, Values if AVE is used in discriminant validity of a certain latent variable (Fornell & Larker, 1981) (see Table 3).

**Table 3.** Discriminant Validity

	<b>EM</b>	<b>ES</b>	<b>JA</b>	<b>JSEC</b>	<b>PP</b>
<b>EM</b>	0.909				
<b>ES</b>	0.442	0.866			
<b>JA</b>	0.334	0.463	0.863		
<b>JSEC</b>	0.424	0.332	0.185	0.798	
<b>PP</b>	0.306	0.334	0.220	0.205	0.850

Note: EM= employee motivation, ES= employee satisfaction,  
 JA= job autonomy, JSEC= job security and PP = promotional practices



The diagonal values in the table above are the square root of the AVE of latent construct. The discriminant validity of the data exists if the values if the diagonal are more than the remaining non-diagonal values of columns and items. The values in the table above clearly show that these criteria are met; thus, discriminant validity of the data is confirmed.

After the successful assessment of the measurement model, the next step of PLS analysis is to use the structural model. This step is used in the present study for assessing the proposed hypothesis of the study. The direct and indirect hypothesis can be assessed through the structural model. For this purpose, the bootstrapping technique was adopted by the researcher. Three hundred ninety-six cases were bootstrapped using 5000 samples. The table below shows the results of the direct results of the study (see Table 4).

**Table 4.** Direct Results of the study

	<b>Original Sample (O)</b>	<b>(STDEV)</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Decision</b>
<b>EM -&gt; ES</b>	0.221	0.056	3.959	<b>0.000</b>	<b>Accepted</b>
<b>JA -&gt; EM</b>	0.229	0.043	5.298	<b>0.000</b>	<b>Accepted</b>
<b>JA -&gt; ES</b>	0.327	0.053	6.179	<b>0.000</b>	<b>Accepted</b>
<b>JSEC -&gt; EM</b>	0.344	0.050	6.916	<b>0.000</b>	<b>Accepted</b>
<b>JSEC -&gt; ES</b>	0.144	0.044	3.272	<b>0.001</b>	<b>Accepted</b>
<b>PP -&gt; EM</b>	0.185	0.044	4.241	<b>0.000</b>	<b>Accepted</b>
<b>PP -&gt; ES</b>	0.165	0.047	3.537	<b>0.000</b>	<b>Accepted</b>

*Note:* EM= employee motivation, ES= employee satisfaction, JA= job autonomy, JSEC= job security and PP = promotional practices

The direct results of the study are based on the basis of T-values and P-Values. In order for a relationship to be significant, minimum t-value should be more than 1.967. in the same vein, the p-value should also be less than 0.005. the table above shows the Beta values, t-values and P-values of the relationship, from the table above its evident that all the t-values and P-values meet the criteria for the relationship to be significant. Thus, all of the direct relationships of the study are proved significant and accepted (see Table 5).

**Table 5.** Mediation results of the study

	<b>Original Sample (O)</b>	<b>(STDEV)</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Decision</b>
<b>JA -&gt; EM -&gt; ES</b>	0.051	0.017	3.002	<b>0.003</b>	<b>Accepted</b>
<b>JSEC -&gt; EM -&gt; ES</b>	0.076	0.022	3.495	<b>0.001</b>	<b>Accepted</b>
<b>PP -&gt; EM -&gt; ES</b>	0.041	0.015	2.773	<b>0.006</b>	<b>Accepted</b>

*Note:* EM= employee motivation, ES= employee satisfaction, JA= job autonomy, JSEC= job security and PP = promotional practices

Mediation results of the study are mentioned in table 5 above. T-statistics and p-values both are used in order to assess the mediating relationships as well. It is evident from table 5 that employee motivation mediates statistically among Job autonomy, job security, promotion and job satisfaction of employees (see Figure 3).

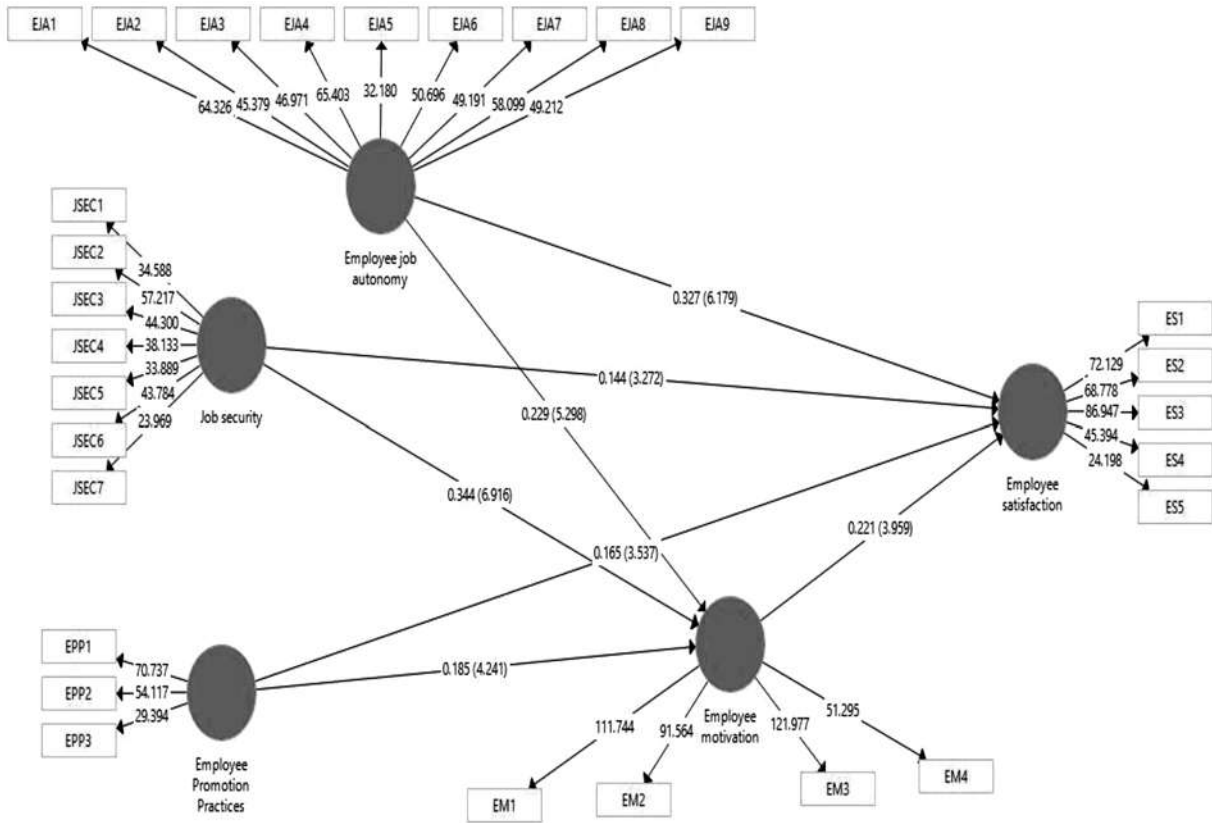


Figure 3. Structural Model

After assessing structural model of research, the following step is to find out the coefficient of determination of the model. It is the most important criteria, also known as R Square (Sarstedt, Ringle, Henseler, & Hair, 2014). The values of R square show the variance cause independent variables by the predicting variables of the study (Cohen, 1988). The criteria of R square are proposed by Cohen (1988) according to which minimum acceptable value of  $R^2$  is 0.02 which is considered as a weak, the value of 0.13 is the moderate value whereas 0.26 is the substantial value. The values obtained of  $R^2$  in the present study are substantial, as mentioned in the table 6 below.

Table 6. R Square value

	R Square
EM	0.279
ES	0.352

Note: EM= employee motivation, ES= employee satisfaction

After the evaluation of R square, the next step is to assess the effect size of the relationships. It is critical to assess the effect size to verify that removing a certain variable from the research model will have an impact which can be considerable on the dependent constructs. The effect size of 0.02 is considered small, and it is the minimum acceptable value of effect size. Table 7 below shows the effect of size-independent variables on dependent variables (Joseph F Hair, Ringle, & Sarstedt, 2013).

**Table 7.** Effect size

	EM	ES
EM		0.054
JA	0.068	0.144
JSEC	<b>0.154</b>	0.026
PP	0.044	0.037

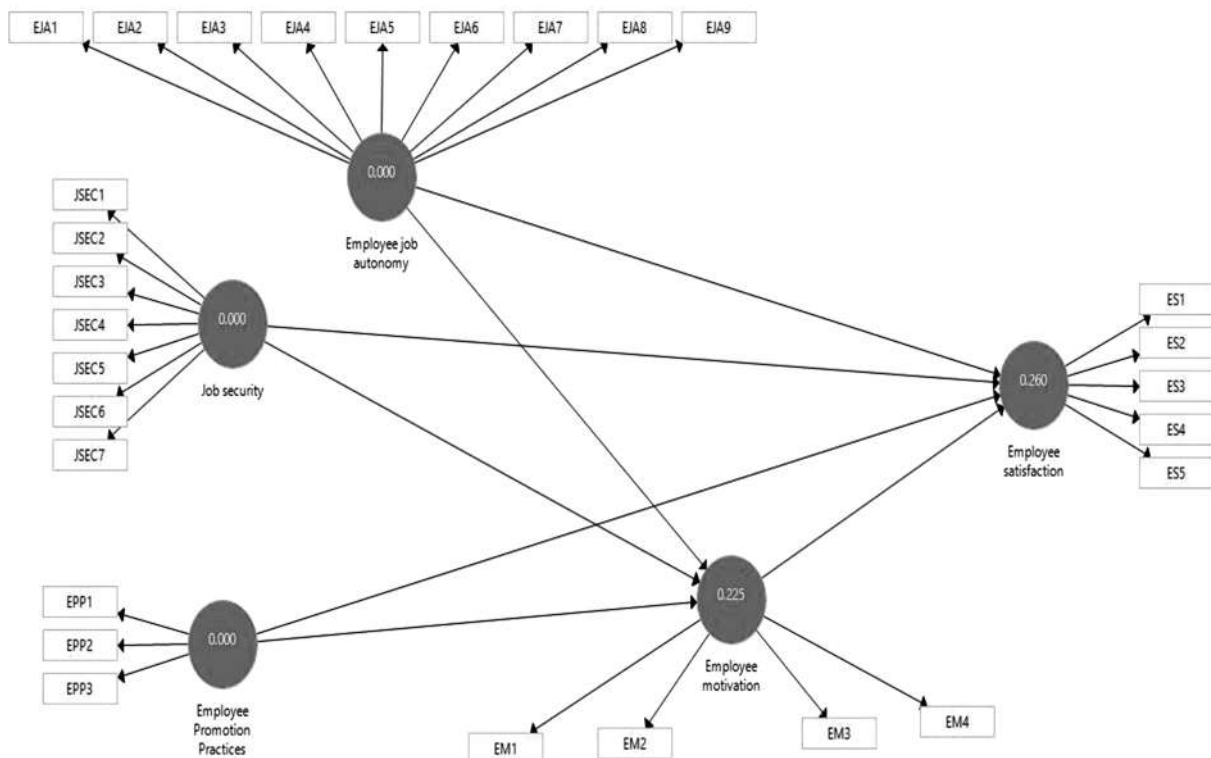
*Note:* EM= employee motivation, ES= employee satisfaction, JA= job autonomy, JSEC= job security and PP = promotional practices

In the end, blindfolding approach is adopted by the researcher in the present study to cross-validate the general predictive relevance of the model. This approach is also known as Q square value. As recommended by Chin (2001), the value of the blindfolding should be non-zero. The table below shows the blindfolding of the present study meets the proposed criteria (see Table 8).

**Table 8.** Blindfolding

	Q <sup>2</sup> (=1-SSE/SSO)
EM	0.225
ES	0.260

*Note:* EM= employee motivation, ES= employee satisfaction



## 5. Conclusion

The current study attempts to explore the relationship among Human resource factors (employee promotional practices, job security and job autonomy), employee motivation and job satisfaction. PLS-SEM is employed in the present study by the researcher. The study findings have emphasized that employee job autonomy is the significant interpreter of employee motivation and job satisfaction. Same results were obtained for employee

motivational practices showing it to be the significant predictor of job satisfaction and employee motivation (Dlodlo & Mahao, 2020; Ghozali et al., 2020; Helmi et al., 2020; Muller & de Klerk, 2020). In the end, job security of the employees also proved to be the significant predictor of employee motivation and job satisfaction. In the same vein, the researcher evaluated the mediating impact of employee motivation between job security, job autonomy, promotional practices and job satisfaction. It is apparent from results of current study that employee motivation mediates significantly between employee promotional practices, job autonomy and job security and job satisfaction of employees. Thus, petroleum sector organizations in Indonesia must focus on these HR factors to develop motivation among employees. Additionally, these HR factors will contribute to job satisfaction, as well (Muller, 2020; Mnini & Ramoroka, 2020; Mnisi & Ramoroka, 2020).

This is the decade of tough competition at the international level in the petroleum sector. Moreover, prices of the oil products around the globe have dropped due to which employees have a fear of losing their jobs. As a result, their motivational level is low. In this scenario, the oil companies should provide job security to the employees by which they will feel motivated. Additionally, job autonomy is also important because employees can plan their tasks which are required to achieve organizational goals as well (Grajetzki, 2020; Hornung, 2020; Hassan & Meyer, 2020; Keyser et al., 2020; De Souza et al., 2020; Dong et al., 2020). At the end, when employees are given a proper chance to advance their career, they feel it to be encouraging and motivated, which is also the major cause of job satisfaction creation. The employee who is satisfied with his job does not leave the organization, work hard to achieve organizational goals and play an vital role in the success of companies. Thus, on the basis of these arguments, it is recommended that oil sector organizations must focus on HR factors and implement them effectively to grow their business.

There are a few boundaries in the present research. Researcher in the present study has examined motivation and job security impacted by three HR factors, namely job security, job autonomy and promotional practices only. For future research, other HR factors like reward system and compensation packages should be used as predictors. Additionally, this model should be tested on other service sector organizations of Indonesia as well. The study results are accommodating for policy makers and practitioners of petroleum sector in Indonesia.

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