

“The connection between HR professionals' role understanding, internal motivation, and productivity on the work”

Saba Naaz , Research Scholar, SunRise University , Alwar(Rajasthan)

Dr. Neeru Batham , Associate Professor (Dept. of Commerce), SunRise University , Alwar(Rajasthan)

Abstract

The study investigates the connection between the job satisfaction, intrinsic motivation, and performance of human resources specialists. The findings point to the importance of employees having a firm grasp on their roles and responsibilities in order to maximise their own motivation and, in turn, their output. The results stress the value of HR workers having a firm grasp on their function and the influence it can have on employee motivation and output. Human resource professionals' understanding of their expert administrative roles, their drive for success, and their overall productivity were investigated. The purpose of this research is to investigate the impact of administrative expertise on the performance of human resource professionals. In addition, the mediating influence of accomplishment motivation was investigated to provide more nuanced understanding. Facts gathered from the registry of Gurgaon's national investment enterprises. Out of the 850 surveys sent out, 227 were returned (26.71 percent), with 203 usable responses (23.88 percent). The results showed that the HR administration expert function is favourably associated with job productivity, and that there is a significant influence of accomplishment motivation and a fully mediating effect of affection between HR administrative experts and work performance.

Keywords: Human Resource Professionals', HR Administrative Experts, Work Performance , Administrative Roles.

INTRODUCTION

Recruiting, retaining, and developing employees are all tasks that fall within the purview of human resources (HR). The ability of human resources professionals to properly carry out their obligations can have a direct impact on the success of the firm as the workforce gets more complicated. The effectiveness of HR functions can only be optimised by a thorough comprehension of the connection between HR professionals' comprehension of their roles, their intrinsic motivation, and their output.

An employee's intrinsic motivation is a major factor in their actions and can have a major bearing on their output. Human resources workers who have a firm grasp of their responsibilities are more likely to experience intrinsic motivation and dedication to their work. HR employees whose roles are ambiguous may be hampered by feelings of uncertainty, frustration, and lack of enthusiasm.

Because employee engagement and productivity have been top priorities for many businesses in recent years, it's crucial that HR professionals have a firm grasp on their roles, a strong sense of personal drive, and an appreciation of the organization's overall goals. Organizations can boost HR workers' awareness of their roles, motivation, and output if they delve into the connections between these elements.

"Human Resource Champions: the next agenda for adding value and delivering results," written by David Ulrich in 1997, is the genesis of the concept of the human resource administrative specialist. This book introduces the concept of a "human resource business partner," which helps elevate the HR department from an administrative to a strategic role inside a corporation. Strategic partner, change agent, administrative expertise, and employee champion are just few of the responsibilities that Ulrich (1997) suggested for the human resource business partner. It's a novel notion that helps HRM spread over the world, which is a huge boon to the field. An administrative expert's job as a business partner is in addition to, not in place of, the aforementioned four positions.

Human resources departments, in order to effectively confront new issues, need to concentrate on how to bring value to the department, how to organise, how to increase their efficacy, and how to build new capabilities. As argued by Shun (2018), HR (and other departments) must maximise output while minimising input because of the company's limited resources. Those that are skilled in process improvement will be the only ones to succeed in reaching the

efficiency objective. Human resource experts that take on a managerial role are in a prime position to reduce waste, boost productivity, and identify and implement novel improvements. Internal consultants are human resource administration experts, according to Ward (2015). Human resource specialists' primary responsibilities involve consulting with the company's front-line managers on a wide range of HR-related issues (including employee development and hiring practises). However, it is ultimately the line managers' responsibility to determine which employees receive certain trainings. Thus, the administrative specialist might be viewed as a consultant, whose primary responsibility is to offer advice to the line managers as they go about their work.

The purpose of this research is to delve into the relationship between HR professionals' understanding of their roles, their intrinsic motivation, and their output. The findings of this research will shed light on what motivates HR professionals and can be used to shape policies and procedures inside businesses to better the HR department.

FORMULATION OF THEORIES AND HYPOTHESES

Professional Human Resource Administrator

A professional human resource (HR) administrator is a specialist who is responsible for the administration of various HR functions in an organization. The role of an HR administrator is critical to the success of an organization as they play a vital role in attracting, retaining, and developing employees.

The key responsibilities of an HR administrator include:

Recruitment and staffing: This involves advertising job vacancies, reviewing resumes, conducting interviews, and managing the hiring process.

Employee relations: This involves dealing with employee complaints and grievances, handling employee disputes, and providing advice on HR policies and procedures.

Employee benefits administration: This involves managing employee benefits such as health insurance, retirement plans, and paid time off.

Compliance: This involves ensuring that the organization complies with all relevant employment laws and regulations, such as the Fair Labor Standards Act (FLSA) and the Equal Employment Opportunity Commission (EEOC).

Performance management: This involves working with managers to evaluate employee performance and implement performance improvement plans.

Training and development: This involves identifying training needs and providing training opportunities to employees.

Compensation and payroll: This involves managing the organization's payroll, including calculating employee salaries and benefits, and ensuring that all taxes and deductions are made accurately.

An HR administrator should have strong communication, interpersonal, and organizational skills, as well as a comprehensive understanding of HR policies and procedures. They should also be familiar with relevant employment laws and regulations.

An organization's ability to compete in today's global economy is directly tied to the level of investment made in its people and the development of their skills and knowledge. A number of studies have highlighted the significance of HRM systems in facilitating productive interactions between employers and workers, with the quality of system development having a direct bearing on business outcomes. This was recently demonstrated by a group of researchers (Lin et al., 2019). Human resources departments, in order to meet new issues head-on, need to rethink their organisational structures, methods of operation, and skill sets.

An administrative specialist is a crucial business partner function, one that ranks above even the most basic organisational needs. According to Sun (2019), the expert in human resource administration also served as an operation manager because the success of an enterprise's operations had a direct impact on the company's growth. Managers in this role are responsible for disseminating information about company policies and procedures, soliciting feedback from workers, and keeping human resources projects up to date so that they contribute to the company's overall mission. Human resource professionals, according to Shun (2018), may increase productivity in two ways. The first is by working to boost the effectiveness of HR

operations through measures like administrative process reengineering. The HR department can also help the organisation as a whole by attracting, developing, and rewarding employees who can boost output, cut down on waste, and save money. Human resources specialists can better play the part of administrative experts by enhancing administrative efficiency. According to Yusliza (2012), the focus of an administrative expert should be on improving the internal organisation and effectiveness of processes. Human resource practitioners, in their role-playing capacities, create the delivery human resource process and system for managing the succession of people through the company in terms of hiring, developing, appraising, rewarding, and promoting them. By taking on the expert administrative role, the HR department guarantees the smooth operation of HR operations including hiring, induction, and record keeping (Lemmergaard, 2009; Ulrich & Brockbank, 2005).

Expert administrators help businesses gain an edge in the market by rationally designing processes and management systems that boost efficiency. According to the reviewed research, one's level of professional competence may influence one's understanding of the administrative expert role. Human resource management system and process effectiveness will be guided by professional competencies. The defining of objectives and the reporting of results by the unit in question are also important factors in determining the quality of the HRM system being built. As a result, we will start with the following study hypothesis:

H1 : Human resource administrative experts' role-specific knowledge has a beneficial effect on productivity on the job .

Achievement Motivation

Achievement motivation refers to an individual's drive to attain personal goals and succeed. The study of achievement motivation has been a significant area of research in psychology, education, and organizational behavior, and several theories have been developed to explain the underlying mechanisms of achievement motivation. Here are some of the key theories and studies in the field of achievement motivation:

Need for Achievement (n-Ach) theory by David McClelland (1961) - This theory suggests that individuals have an innate need for achievement that is expressed as a strong desire to attain challenging goals and succeed.

Self-Determination Theory by Deci and Ryan (1985) - This theory proposes that individuals are motivated by three basic needs: autonomy, competence, and relatedness. These needs drive individuals to engage in activities that they find meaningful and fulfilling.

Goal-Setting Theory by Edwin A. Locke and Gary P. Latham (2002) - This theory proposes that specific and challenging goals increase motivation and performance, whereas vague or difficult-to-reach goals have the opposite effect.

Attribution Theory by Bernard Weiner (1974) - This theory suggests that individuals attribute their success or failure to different causes and that these attributions have a significant impact on their motivation and achievement.

Self-Efficacy Theory by Albert Bandura (1977) - This theory suggests that an individual's beliefs about their ability to perform a task (self-efficacy) has a strong impact on their motivation and performance.

These theories and studies provide a valuable foundation for understanding the complexities of achievement motivation and its impact on behavior and performance. Understanding the key factors that drive achievement motivation is crucial for individuals, organizations, and educational institutions as it can inform strategies for promoting and enhancing motivation and success.

Achievement motivation is a primary personality attribute that influences how people act and how they choose to approach and solve challenges at work and in their personal lives. According to Atkinson (1957), a person's level of ambition, effort, and persistence, as well as their propensity to seek success and avoid failure, are all directly related to their achievement motivation. In the context of work, the term "achievement motivation" refers to the innate drive that compels people to take on challenging tasks, work for lofty goals, and make significant contributions to society (McClelland, 1985). Some of the key dimensions of achievement motivation proposed by Chen (2007) include a preference for challenges and difficult tasks, a

strong focus on the job, a healthy dose of competition, an openness to alternative points of view, and an overarching drive to demonstrate and enhance one's own abilities. According to the conventional theory, the desire to succeed and the dread of failing are at odds with one another, and the resolution of this conflict is what motivates people to (Ricarda and Birgit, 2008). Accomplishment-based motivation is an individual state of mind. That was the conclusion reached by researchers (Sharma et al., 2008).

Eccles's expectancy-value model is another prominent theory of achievement motivation (1983). According to this theory, future success expectations are the primary motivating factor in performance, while task values should play a smaller role in achievement but a larger one in achievement decisions. According to research by Halbesleben and Bowler (2007), the link between professional success and burnout is mediated by factors within achievement motivation. When employees are highly motivated to succeed in their own eyes, Lin and Li (2019) discovered that these growth-oriented HR strategies have a stronger positive impact on their overall satisfaction at work. These findings inform the efficient development of HR procedures.

Expectations and standards for performance, the value placed on learning, and self-perceptions of ability are all examples of beliefs that contribute to accomplishment motivation (Deci and Ryan, 1985 ; Dweck, 2006 ; Eccles et al., 2006 ; Weiner, 2005). The literature research revealed that the drive to perform at a high level may be influenced by the way one's peers perceive their roles. The department's goals and how they're presented in terms of performance are additional factors in determining the strength of human resources administrators' understanding of their expert roles. So, here are the study's hypotheses 2a and 2b:

H2a. The expert administrative job in human resources, boosts motivation to succeed.

H2b.:Human resource administrative experts whose motivation comes from the desire to succeed are more productive, supporting.

Job Performance

Job performance refers to an individual's effectiveness and efficiency in performing their job duties and responsibilities. The study of job performance has been a significant area of research in the field of organizational behavior and human resource management, and several theories have been developed to explain the factors that impact job performance. Here are some of the key theories and studies in the field of job performance:

Ability-Job Fit Theory by John R. Holland (1973) - This theory proposes that an individual's abilities, interests, and values are important predictors of job performance and satisfaction.

Task Performance and Contextual Performance by Organ, Podsakoff, and MacKenzie (2006) - This study suggests that job performance can be divided into two distinct categories: task performance (the completion of assigned tasks) and contextual performance (behavior that contributes to the overall work environment).

Motivational Theories, including Expectancy Theory by Victor H. Vroom (1964) and **Self-Determination Theory by Deci and Ryan (1985)** - These theories suggest that motivation plays a crucial role in job performance, with motivated individuals demonstrating higher levels of productivity and effectiveness.

Leader-Member Exchange Theory by Robert J. House (1971) - This theory proposes that the quality of the relationship between a leader and their subordinates has a significant impact on job performance.

Emotional Intelligence by Daniel Goleman (1998) - This theory suggests that emotional intelligence, or the ability to recognize and manage one's own emotions and the emotions of others, is a key predictor of job performance.

These theories and studies provide a valuable foundation for understanding the complexities of job performance and its impact on individuals and organizations. Understanding the key factors that impact job performance is crucial for organizations as it can inform strategies for improving employee performance and overall organizational success.

Based on our review of the relevant research, we have demonstrated how human resource administrative expert role play contributes to improved business outcomes and more effective people management. Human resources departments' productivity is directly tied to the level of expertise of human resources administration professionals. Human resource professionals' ability to motivate employees and apply their specialist knowledge in administration directly impacts their productivity on the work. The ultimate job performance may fall short of expectations even if the administrative expert's role cognition is high. In light of this, the third hypothesis is as follows:

H3: The expert in human resource administration is related to employee productivity

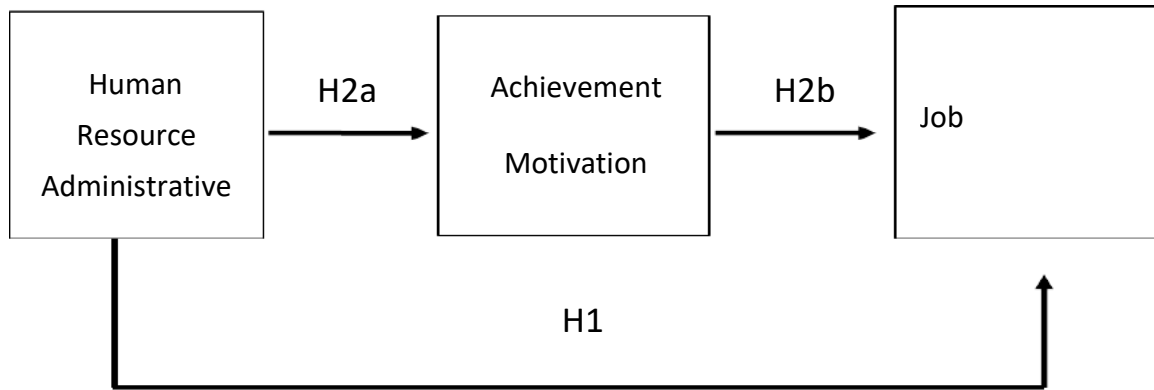
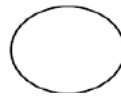


Figure 1 Research Framework



through a third variable: achievement motivation.

The focus of this study is to dissect the mediating role played by HR professionals' drive for professional success in explaining the connection between human resource administrative expertise and performance on the job. Figure 1 presents a schematic of the study's organisational structure.

METHODOLOGY

Sample and Procedure

In order to conduct the necessary statistical analysis, data was collected from the national investment enterprise lists in Gurgaon, Haryana. Those who answered the survey all have careers in human resources-related sectors. There were 850 surveys sent out; 227 were returned (26.71%); after weeding out 24 invalid responses, we were left with 203 valid responses (23.88%). Measures

There were three sections to this survey. (1) When referencing Ulrich's Human Resource Administrative Expert Questionnaire, write: (1997). Five of the questions were used to determine how well each human resource strategic partner performed. A 6-point Likert scale was used, with 6 indicating "agrees very much" and 1 indicating "disagrees very much" on various topics. Higher scores indicate that HR professionals have a greater level of expert knowledge in HR administration. (2) Chen's (2007) methodology, with some adjustments for application in human resource accomplishment motivation research, forms the basis for the achievement motivation questionnaire. There are just five items on the questionnaire, all of which require responders to conduct a mental inventory of the present piece of work. In HR, a higher score indicates more of an emphasis on setting goals and working toward them. There are eight items on the Lin (2004)-inspired job performance questionnaire, and respondents are asked to base their responses on a mental inventory of their present duties. If an HR professional has a better score, they are more effective at their job.

ANALYSIS AND RESULTS:

Characteristics of the Sample Population

Information on a person's gender, age, education, job title, company size, and field are all examples of demographic information. Table 1 displays some of the most fundamental data about the survey's sample population.

Table 1 Samples Structure Analysis

Item	Characteristic	Samples	Percentage
Sex	Male	57	28.1%
	Female	146	71.9%
Age	Under 30	27	13.3%
	31~35	75	36.9%
	36~40	60	29.6%
	40 Above	41	20.2%
	Senior High School	4	2.0%
Education	College	15	7.4%
	University	137	67.5%
	Master Above	47	23.2%
	Staff	12	5.9%
Position	Supervisor	42	20.7%
	Manager	87	42.9%
	Director	45	22.2%
	VP Above	17	8.4%
Org. Scale	Under 50	15	7.4%
	51~100	60	29.6%
	101~300	83	40.9%
	301~500	19	9.4%
	501 Above	26	12.8%

Reliability

A reliability analysis takes all of the items in the study and uses internal consistency (Cronbach's Alpha) to determine how they are related to one another. After doing an examination of internal consistency, it was found that the dependability of each item was over 0.7. (Nunnally 1978). Here, the Cronbach's value for HR administrative pros was 0.844, for achievement motivation it was 0.721, and for job performance it was 0.774. A summary of the findings is provided in Table 2.

Table 2 Reliability Analysis of Questionnaire

Variable Name	Dimension	Number	Cronbach's α	Initially
HR Administrative Expert	Overall questions	5	0.844	, there
Achievement Motivation	Overall questions	5	0.721	were
Job Performance	Overall questions	8	0.774	five

questions assessing HR administrative expertise; however, we eliminated Question 5 since its factor loading was below 0.5; following the elimination of Question 5, the factor loading increased to over 0.5. After excluding the inquiries, the value was 0.933. After calculating factor loadings for the initial five questions on accomplishment motivation, we found that questions 1 and 4 did not have sufficient loadings (below 0.5) and hence were eliminated. The factor loading value was over 0.5 after the elimination. After removing the questions, the dependability value remained at 0.919, suggesting that internal consistency had not been compromised. We eliminated Questions 1, 5, and 7 from our eight-item job performance survey since their factor loadings were below 0.5 and we needed loadings over 0.5 to proceed. With the elimination, the loading value of all other components met the minimum threshold of 0.5. Good internal consistency was maintained as measured by a value of 0.939 after the questions were removed.

Table 3 Discriminant Validity Analysis Result

Latent Dimension	Question	Standardized Factor Loading	Composite Reliability	Average Variance Extracted	Cronbach's α (Delete Items)
Achievement Motivation	ACVMOT2	0.92	0.925	0.805	0.919
	ACVMOT3	0.86			
	ACVMOT5	0.91			
Job Performance	JBPM2	0.85	0.940	0.757	0.939
	JBPM3	0.87			
	JBPM4	0.86			
	JBPM6	0.89			
	JBPM8	0.88			

Modeling using Structural Equations

We used the Structural Equation Model to look at how knowing how to do a job well, being driven to succeed, and having a positive attitude toward work all play into the success of human resource administrators. The proposed theoretical framework and causal link among variables were tested using structural equation modelling (SEM) in this research. To aid in our analysis, we employ the AMOS 26 statistical programme. There are three stages in the analysis process: Three tests are conducted: (1) a Goodness of Fit test, wherein a number of indicators are used to determine whether or not a framework is suitable; (2) a Path analysis to determine whether or not a relationship between variables is significant; and (3) a Mediating effect test of achievement motivation between a human resource administrative expert and work performance.

Goodness of Fit Test

The measurement model fit the data sufficiently as demonstrated by the common goodness of fit indices as Table 4. ($\chi^2/df=2.761$, RMSEA=0.093, NFI=0.943, TLI=0.953, AGFI=0.833, CFI=0.964, IFI=0.964, SRMR=0.035). According to the results of Table 4, goodness of fit indicators meets the requirement and appropriate to verify the hypothesis.

Table 4: Goodness of Fit Test

Index	Model Value	Recommend Value	Acceptance
χ^2/df	140.80/51=2.761	<3, good fit; <5, reasonable fit	good
RMSEA	0.093	<0.05, good fit; <0.1, reasonable fit	reasonable
NFI	0.943	Above 0.9	good
TLI	0.953	Above 0.9	good
AGFI	0.833	Above 0.8	reasonable
CFI	0.964	Above 0.9	good
IFI	0.964	Above 0.9	good
SRMR	0.035	<0.05, good fit; <0.1, reasonable fit	good

Path Analysis: According to the findings, there is a strong correlation between HR administration expertise and the path of success motivation, suggesting that HR administrative expertise has a direct effect on the level of drive to succeed.. Summary of path analysis findings in Table 5..

Variable Path	Coefficient	t value
HR Administrative Expert \longrightarrow Achievement Motivation	0.727	12.239***
Achievement Motivation \longrightarrow Job Performance	0.809	10.651***

Table 6 : Hypothesis Outcomes

Items	Hypothesis Content	Outcomes
Hypothesis 1	HR administrative expert role has a positive impact on the job performance	Support
Hypothesis 2a	HR administrative expert role has a positive impact on achievement motivation.	Support
Hypothesis 2b	Higher achievement motivation of an HR practitioner has a positive impact on the job performance Achievement motivation has a mediating effect between the HR administrative expert and the relative degree of job performance	Support

DISCUSSION AND SUMMARY

Theory and Consequences

Expertise in human resource administration was investigated to see if it had any bearing on professional success. The primary findings were as follows: (1) a positive relationship existed between human resource practitioners' achievement motivation and their job performance; (2) the achievement motivation of human resource practitioners had a fully mediating effect between their human resource administrative expert role and their job performance; and (3) the higher the degree of achievement motivation of human resource practitioners, the more positive the impact on the job performance.

Human resource professionals' job success was found to be significantly correlated with their level of administrative expert role cognition. Specifically, the more knowledge of administrative expert roles one has, the better the human resource position would be. Human resource management system building is related to organisational performance. Improving internal business processes is a primary focus for managers, and one method to do this is by training and developing employees' skills. Human resource professionals have specialised knowledge and abilities in areas such as administration, management, policy making, and service quality improvement for internal customers. When people talk about having "administrative expert role cognition," they're referring to an innate propensity to prioritise and excel in human resource practice tasks they perceive as meaningful or useful.

A person who is intrinsically motivated to succeed will do so because they view the task at hand as meaningful or important. High-achievers want to find answers to problems, are comfortable with challenging but achievable goals, and value constructive criticism that helps them improve. According to research by Halbesleben and Bowler (2007), the link between professional success and burnout is mediated by factors within achievement motivation. The majority of people who are highly motivated tend to be motivated primarily by their performance. Given that intrinsic motivation to succeed is part of who we really are, it's not easy to cultivate it through traditional methods of education and instruction.

When employees are highly motivated to succeed in their own eyes, Lin and Li (2019) discovered that these growth-oriented HR strategies have a stronger positive impact on their overall satisfaction at work. A perfect mediation impact of accomplishment motivation was found in an empirical study of the relationship between expert role cognition in human resource administration and job performance. As a result, HR professionals' productivity in the workplace is linked to their intrinsic drive to succeed. It was found that those in administrative expert roles with a greater level of cognition also had a higher level of accomplishment motivation, leading to better job performance. Therefore, the key will be figuring out how to raise the achievement motivation degree.

Application to Practices

Strengthening the human resource administrative expert role can be accomplished in part by focusing on developing and increasing professional competence in the context of HRM activities. Experts in human resource administration are skilled in a variety of areas, including strategy implementation, process improvement, objective management, organisational development, policy and system formulation, cross-departmental cooperation, and other related tasks. Performance on the job is a direct reflection of the professionalism of human resource practitioners, who play a crucial role in the administration of an organisation.

Internal and external course training, project implementation plans, job rotation project designs, job agent projects, and so on can all help to hone professional competencies for use in actual practise. The study's empirical findings also show that the human resource administrative expert role is positively related to a higher level of cognition. Consequently, the HR department manager can implement the aforementioned initiatives to increase employees' competencies as part of the normal course of business.

A person's intrinsic motivation to succeed at their job is crucial to keeping them actively involved in their profession. Personality tests are useful in business since they may be used to gauge a candidate's drive for success before hiring them. A higher level of accomplishment motivation tends to be associated with higher future job success. The level of achievement motivation of HR professionals is found to have a favourable and significant effect on their productivity on the work. When put into practise, a department manager's ability to establish quantifiable performance evaluation standards and clear objectives can significantly increase employees' sense of accomplishment and happiness with their work. Higher levels of achievement motivation were associated with greater levels of intrinsic motivation to see tasks through to completion.

Limitations and Direction for Future Study

There are gaps in this study. Human resource administrative experts and work performance are investigated using accomplishment motivation as the sole mediating variable; additional behavioural motivation variables may be examined in future research. Human resource business partners, by the way, also serve as a change agent, strategic partner, and employee champion. They could be incorporated into the framework in the future, leading to more in-depth discussions. Nonetheless, this study provides a solid framework for further investigation into the connections between expert administrative skills in the field of human resources, the drive to succeed, and the effectiveness in one's line of work.

REFERENCES

1. Atkinson, J. W. (1957). "Motivation determinants of risk-taking behavior. "Psychological Review, 64, pp. 359-372. Becker, B. E. and M. A. Huselid (2006)." Strategic human resources management: where do we go from here?" Journal of Management, 32, pp. 898-925.
2. Bollen, K. A. (1989). Structural Equation with Latent Variables. NY: Wiley.
3. Chen, G. (2014). "HRPB—How to become the most beautiful dancer?" Human Resource Magazine, 1, pp. 50-52.
4. Chen, Y. (2007). "The Impact of Human Resource Role Task, Professional Competence.
5. Deci, E. L., and Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. New York: Plenum.
6. Dweck, C. S. (2006). Mindset: The new psychology of success. New York: Random House.
7. Eccles, J. S., Adler, T. F., Futterman, R., Goff, S. B., Kaczala, C. M., Meece, J. L. (1983). Expectancies, values, and academic behaviors. In J. T. Spence, San Francisco: Freeman.
8. Eccles, J. S., Roeser, R., Vida, M., Fredricks, J. A., and Wigfield, A. (2006). Motivational and achievement pathways through middle childhood. In L. Balter and C. S. Tamis-LeMonda (Eds.), Child psychology: A handbook of contemporary issues (2nd ed., pp. 325–355). New York: Psychology Press.
9. Fornell, C., and Larcker, D. (1981). "Evaluating structural equation models with unobservable variables and measurement error." Journal of Marketing Research, Vol. 18 No.1, pp. 39-50.
10. Garbarino, E., and Johnson, M.S. (1999). "The Differential Roles of Satisfaction, Trust, and Commitment in Customer Relationships." Journal of Marketing, 63, pp. 70-87.
11. Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). Multivariate Data Analysis. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.
12. Halbesleben, J.R.B. and Bowler, W.M. (2007)." Emotional exhaustion and job performance: the mediating role of motivation." Journal of Applied Psychology, Vol. 92 No.1, pp. 93-106.