

Influence of Motivational Human Resource Management Practices on Employee Role Behavior

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Abstract

Based on the perspective of social network, the study of motivational human resource management practice on employee behavior has far-reaching significance for theory and reality. This paper explores the relationship between the two dimensions of motivational human resource management practice and employee role behavior. Mainly use statistical software such as SPSS, AMOS, and HLM to conduct exploratory factor analysis, correlation analysis, regression analysis, and mediating effect analysis of data. It shows Motivational Human Resource Management Practices (MHRMP) is positively correlated with employee behavior; MHRMP is positively correlated with job embeddedness; Job embeddedness mediates the relationship between MHRMP and employee behavior. This paper adopts a cross-level research method, the research level is from the organizational level to the individual level. The discussion of motivational human resource management practice and employee individual behaviors can also provide references for the construction of cooperative human resource practices.

Keywords: Human Resource Management practices, role behavior, job embedded, motivation

1. Introduction

The pandemic has intensified the competitive situation among enterprises. Competition has driven organizations to pay attention to employee-driven motivation. At the same time, the utility and applicability of human resource practices and the impact on employees have also gained much attention. Through the learning of human resource management practices, combined with China's localized human resource practice, human resources are gradually becoming inclusive, complete, and efficient in terms of practicality, and the degree of attention to strategic human resources has increased significantly. With the enhancement of social individual interaction effects, the interaction of individuals within the organization and the exchange of resources, the focus of the organization has gradually changed from employee skills to focus on the flow and self-fulfillment of social capital within the organization, so the social network perspective is introduced. For this reason, improving the effectiveness and utilization of human resource practices to better influence employee behavior has become our focus.

In organizations with frequent resource replacements and high personnel interaction rates, human resource practices that can affect the response of members of the organization are extremely critical to the promotion of individual and organizational core competitiveness and other aspects. The high-performance output of the company is also very important. It is inseparable from the effective role behavior of employees. The efficient completion of the inner-role behavior of the employees is the guarantee of the basic operation of the organization, and the out-of-role behaviors beyond their work are the boosters for the efficient operation of the organization. However, in the era of knowledge economy, job performance has become a knowledge-related output that is difficult to quantify, which brings new challenges to human resource management practices. A comprehensive discussion of human resource practices that affect employee role behavior will help explain human resource practices.

2. Literature Review

2.1 Motivational Human Resource Management Practices

Since the motivation of people begins with people's needs, the understanding and grasp of such needs are very important for the design of motivational practice. By attracting and ensuring that people achieve the goal of the action, then this attraction is the motivation. Motivation can be formed by material factors, psychological or

cultural factors, and incentives can enhance people's enthusiasm for work by ensuring and realizing these incentives. The motivation generated by this drive is the effect of incentives. The discussion on the practice of stimulating individual motivation by organizations is mostly aimed at the discussion of its concepts, mechanisms and influencing factors in the literature. Different research perspectives lead to different definitions of the concept of stimulus engine. Motivation as an important dimension of human resources is necessary to mobilize employees' work enthusiasm, regulate and influence the acquisition of employees' resources (Zhang, 2008). Taken together, the Motivational Human Resource Management Practices is to motivate the subject under a certain state environment, through the external environment, individual decision-making, or the interaction between the individual and the environment, to adopt certain incentive methods and means, and then influence the individual behavior to achieve the motivation goal the process of. Scholars' research on stimulating practices mainly discusses research methods from two perspectives of management and economics. However, due to the different perspectives and tendencies of scholars, the relevant theories can be roughly divided into content-based incentive theory, process-based incentive theory, and comprehensive incentive theory. In addition to the above incentive theory from the perspective of management, there are transaction cost theory, principal-agent theory, property rights theory, X-efficiency theory, etc. from the economic perspective. It can be seen that the discussion points of motivation theory mainly lie in needs, motivations, goals and behaviors, as well as the interaction between them.

In terms of the driving factors of motivation, the practice of motivation can be divided into internal causal viewpoints and external driving, intermediary self-regulation and other motivational theories. The view of internal motivation believes that motivation comes from the mechanism factors of individual behavior, mainly including instinct theory, drive theory and demand theory. The viewpoint of external motivation is to explain the generation of behavior motivation from the perspective of external stimulating factors. Based on this, some rewards and other motivations can be set to get closer to the goal.

The factor structure of the Motivational Human Resource Management Practices has four dimensions of individual growth, work autonomy, business achievement, and financial wealth. There are also researches suggesting that there are also interpersonal relationships. And the research of this article mainly focuses on the performance compensation sector, through this incentive mechanism can effectively motivate employees to improve their performance. We divide the factors that cause motivation into the source of influence, which can be divided into internal motivation and external motivation (Delery, 1996). Internal motivation is based on the individual's interests and willingness to participate in a certain activity or participate in a certain job. External motivation is incentives that emphasize the instrumental role of activities and results, and are more affected by goals. External motivation is more that the members of the organization are affected by some goals and expectations outside their work, while internal motivation is that individuals are driven by factors such as interest and curiosity. Effective motivation to stimulate practice is of great value to the development of the organization. It not only helps to enhance the creativity of individuals in the organization (Amabile & Grysiewicz, 1989) but also improves individual satisfaction (Pei et al., 2013), strengthening and Modify individual behavior, mobilize individual's work enthusiasm and develop individual's potential capabilities (Zhao, 2020).

Through the exploration of the Motivational Human Resource Management Practices and its related theories and influencing factors, it is found that most of the research on motivation is based on a relatively broad and systematic perspective, and there is a lack of certain targeted practices to better stimulate individuals Motivation, in turn, affects the organization.

2.2 Job Embeddedness

The discussion of job embedding in traditional research mainly focuses on the influence of job factors on turnover. Mitchell et al. (2001) put forward the theory of job embedding, pointing out that job embedding includes employees in the relationship network, and people's economic activities are also embedded in social relationship aggregation. With the influence of the strength and stickiness of the relationship in the network, it affects the decision-making and behavior of employees, and this influence even determines the factor that employees stay or leave is job embedding. Lee et al. (2004) distinguished job embeddings into in-service embedding and out-of-job embedding. In-service embedding here is organizational embedding. Organizational embedding focuses on the individual behaviors of employees in the organization. And because this research is cross-level research, from the organizational level to the individual level of impact exploration, organizational embedding is the organization voluntarily establishes the closeness of individual employees to the organizational network. The constituent factors of organizational embedding are the constituent factors of this sticky network, which include work embedding, cultural embedding, management embedding, and interpersonal network embedding.

Work embedding is a new concept in organizational behavior. It focuses on factors inside and outside the organization, and its meaning covers a wider range. Job embedding pays more attention to the employee's attachment to the organization, and less attention to its employee attitudes. Allen (1996) empirical research shows that the socialized practice of organizations can improve the organizational embeddedness of individual employees. Collectivism, solidification, and authorization strategies are positively correlated with job embeddedness. Allen's research shows that in-service embedded in the company's new employee socialization strategies and exits play an intermediary role. Brooks et al. (2006) studied the role of work embedded in the exchange of leaders and subordinates, and the adjustment between self-esteem in the organization, organizational citizenship behavior, and task performance. Erich Bergiel et al. (2009) explored the effect of job embedding on compensation and resignation, but there is no moderating effect between training and resignation. With the gradual deepening of research on work embedding variables, the connotation and mostly structure of its concept have been recognized and accepted by most scholars. Under the further divided into organizational embedding and organizational embedding, the work embedding theory gradually deepens and refines. However, in the currently existing research, job embedding and organizational identity, organizational loyalty and other variables still overlap or even confuse, and there is still a lack of discussion on the factors that promote the embedding of employees in the organization from an organizational perspective. The connotation, dimensions and measurement scales of organizational embedding need to be further studied and discussed.

2.3 Employee Behavior

The concept of role behavior was first proposed by Katz and Kahn, who believed that a role is a task required for a job position and a specific behavior pattern under this requirement. The research on role behavior mainly focuses on employee task performance and organizational citizenship behavior. Employee In-Role Behavior (IRB) refers to the roles and behaviors performed by individual employees based on their work. As a part of the individual employees' work, it is placed in the organization's systems and mechanisms to specify the required evaluation and rewards, etc. Behavior is directly linked to one's own job and responsibilities. And out-of-role behavior (ORB) is an individual employee's behavior in an informal organization when dealing with non-work jobs. The positioning of role behavior is mainly based on the internal behavior of the employee performance as the main body, the off-role behavior with the organizational citizenship behavior as the main body, and the degree of engagement that determines the employee's role approval input. As for employee performance that is closely related to employee role behavior, existing research divides it into task performance and relationship performance. Task performance is based on the work tasks and responsibilities determined by the employee's job, while relationship performance is similar to organizational citizenship behavior, and there is also a view that organizational citizenship behavior is included in relationship performance. Research on performance is extensive and involves many variables. Katz and Kahn (1978) summarized employee performance as the role performance and innovative behavior in the system. An empirical study by Zhang Yan et al. (2008) confirmed that the organization's health-care HRMP has a more obvious role in promoting performance under low levels of organizational support, and the incentive-based human resource practice has a more obvious role in promoting performance under high levels of organizational support. Yu (2013) found that the four dimensions of high-performance human resource management practices, except for internal mobility, are significantly positively correlated with role behavior. The perfect quality-based selection process, personal ability improvement, salary, good salary structure, and other human resource practices are significantly related to role behavior.

3. Hypothesis Development and Research Model

3.1 MHRMP and Employee Behavior and Employee Behavior

This paper proposes hypotheses below based on the above statements:

Research shows that Motivational Human Resource Management Practices can affect employees' attitudes and behaviors, which is also the original intention of organizational incentives. Effective motivation to stimulate practice is of great value to the development of an organization. It not only helps to enhance the creativity of individuals in the organization, but also strengthens and corrects individual behavior, mobilizes individual work enthusiasm, and develops individual potential capabilities. Yu (2013) research shows that selection, extensive training, result-oriented evaluation, and incentive compensation in Motivational Human Resource Management Practices all have a positive effect on employee role behavior. Rentao et al. (2013) found that the high-performance human resource system formulated and implemented by the organization has a positive correlation with employee role behavior and organizational citizenship behavior. Zhongxing's (2011) research found that the key to the improvement of corporate performance by the human resource management of Chinese

companies is not to motivate individual employees' off-role behaviors but to standardize employees' internal-role behaviors. The empirical research of Xiao (2020) confirms that when employees' behavioral objects are consistent with the perceived source of organizational support and organizational incentives, there will be a significant correlation between these variables. From the above literature, we can see that high-performance human resource practices are significantly related to employee performance, and motivation-inspired human resource practices are significantly related to employee role behavior.

This paper proposes hypotheses below based on the above statements:

H1: MHRMP is positively correlated with employee behavior.

H1a: MHRMP is positively correlated with employee in-role behavior.

H1b: MHRMP is positively correlated with employee out-role behavior.

3.2 MHRMP and Job Embeddedness

Xiaowei researched and explored the retention factors of the core employees of the organization based on the work embedding model, and proposed an optimal retention decision-making model for employees with high organizational performance characteristics based on the effective retention perspective. Research shows that performance visibility is a competitive factor in the talent market and can be improved by increasing job embedding. Many researches on the relationship between MHRMP and job embedding are based on research and discussion with other variables. Tang Yingrong confirmed that the job embedding of knowledge workers has a significant positive impact on employees' organizational citizenship behavior. Gong Chao's research shows that job embedding has a significant positive impact on employee job performance and organizational citizenship behavior. Xiang Fangxin confirmed that one of the effective ways to cultivate employee behavior outside the role is to increase job embedding. Existing literature studies have shown that there is a certain correlation between motivational practice and work embedding, and there is a significant positive correlation between work embedding and employees' job performance and behavior. Therefore, this paper proposes the following hypotheses

H2: MHRMP is positively correlated with job embeddedness.

3.3 The Mediating Role of Job Embedding

Many researches on the relationship between job embedding and employee role behavior are based on research and discussion with other variables. Zhang Ran's research shows that the predictive effect of job embedding in task performance and peripheral performance is significant, and work embedding has a mediating effect between organizational justice and task and peripheral performance, but there is no mediating effect between organizational justice and task and peripheral performance. Tang Yingrong confirmed that the job embedding of knowledge workers has a significant positive impact on employees' organizational citizenship behavior. Gong Chao's research shows that job embedding has a significant positive impact on employee job performance and organizational citizenship behavior. Xiang Fangxin confirmed that one of the effective ways to cultivate employee behaviors outside the role is to increase job embedding. It can be seen that there is a certain correlation between motivational human resource practices and different variables of employee role behavior. However, not all motivational human resource practices can promote employee role behavior, but some Specific human resource practices have an impact and effect on it. Job embedding has a certain predictive effect and effect on employee role behavior, and it also has some influence and correlation with motivational human resource practice. When the variables embedded in the job are added, whether the motivational human resource practice has more influence on the role behavior of employees is the question to be explored in this paper. Therefore, this paper proposes hypotheses below on the base of the above statements:

H3: Job embeddedness mediates the relationship between MHRMP and employee behavior.

H3a: Job embeddedness mediates the relationship between MHRMP and employee in-role behavior.

H3b: Job embeddedness mediates the relationship between MHRMP and employee out-role behavior.

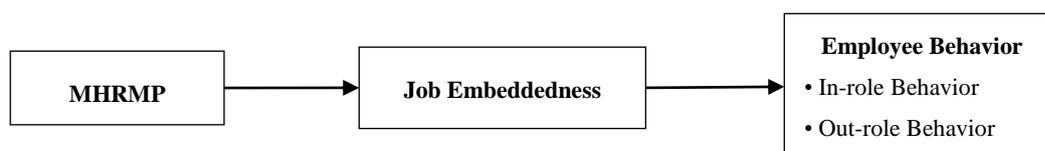


Figure 1. Research framework

4. Method

4.1 Questionnaire Design and Data Collection

This paper questionnaire is divided into three sets, namely Volume A (filled in by the unit), Volume B (filled in by the employee directly above), and Volume C (filled in by the employee). The content of Volume A includes the basic information of the company and the Motivational Human Resource Management Practices. It is filled in by the company's middle and high-level leaders or the head of the human resources department. Each company will issue one copy. Volume B is mainly used by the direct supervisor to evaluate the corresponding employees. The content of the evaluation includes the behaviors within the role and the behavior outside the role. The content of Volume C includes employee demographic variables and job embeddings, which are filled out by core employees. According to the research of Lepak and Snell (1999), the core employees of an enterprise are those with high value and uniqueness, and they are one of the sources of organizational competitive value, such as department managers, supervisors, and core technical personnel. In order to make the questionnaire more accurate to reach the target survey object, the staff of the research team will give a special explanation on the relevant responsibilities of the company before issuing the questionnaire.

The questionnaires for this paper were mainly distributed by enterprises in Guangzhou. The source of the questionnaire comes from the Guangzhou Industrial Park. The local competent authority is asked to assist in contacting the company. After obtaining the company's permission, researchers go to issue the questionnaire and return it. In the process of issuing the questionnaire, this paper requires the company to recommend a relevant person in charge of the human resources department or the supervisor in charge of human resources affairs. The researcher and the person in charge jointly determine the number of questionnaires to be issued and the person who fills in and code the questionnaire to ensure that the questionnaire's recovery rate and the questionnaire can be accurately distributed to the target audience. In the process of issuing the questionnaire, first, the researcher provided a written statement to the relevant person in charge of the enterprise. The written statement includes confidentiality commitment, questionnaire purpose, and distribution guidelines so that the other party can understand the purpose, purpose and process of the entire questionnaire distribution. Second, determine the subject of investigation. Determine the names of employees that can be filled in on-site, and code the names of the employees. This paper adopts two methods. One method is to select employees in key positions on the company's employee list. We have provided envelopes for those who fill in Volume B (filled by employees directly above) and Volume C (filled by employees). After identifying the subjects, the researcher marked the code on the C volume and the corresponding envelope and distributed it to the corresponding employee. At the same time, marked the name of the evaluated employee on the B volume, and marked the code on the corresponding envelope, and distributed it to the corresponding direct supervisor. . The A volume is filled out by the company's middle and high-level leaders or the head of the human resources department. Third, after completing the questionnaire, the filling personnel will directly seal the questionnaire, and the staff of the research team will be responsible for collecting it.

A total of 15 sets of questionnaires were distributed in this research, and 15 sets of questionnaires were finally valid. In 15 sets of questionnaires, a total of 435 questionnaires were collected, including 421 valid employee questionnaires and leadership evaluation questionnaires, with an average of 13 for each company. The maximum number is 21, the minimum number is 16, and the median is 18.50.

4.2 Variable Selection and Measurement Development

This paper determines the connotation and dimensions of motivational human resource management practice on a theoretical basis. The measurement scale of motivational human resource management practice is selected from the scale developed by Kase, Paauwe, and Zupan (2009) based on high correlation factors abroad. According to whether the human resource practice stimulates the employee's instrumental motivation or the perfection motivation, the human resource practice stimulated by the motivation can be divided into the human resource practice stimulated the perfection motivation and the human resource practice stimulated the instrumental motivation. Based on the literature review, this paper measures the practice of stimulating perfection motivation and instrumental motivation from the aspects of performance evaluation, salary, promotion and work itself, including "work can provide employees with opportunities for learning and self-growth" and "individuals work performance is an important performance appraisal index" and other 14 items.

For the measurement of work embedding variables, this paper reviewed the combined scale developed by Mitchell et al. (2001), which included 40 items in six dimensions, the overall scale developed by Crossley et al. (2007), and the seven items of Hinkin (1995). Finally, the overall scale is selected to measure the work embedding, and the unified answering method in the question items can also overcome the statistical limitations

in the combined measurement. This paper is based on Jian's (2011) thesis research after testing and modification of the questionnaire to measure, the work embeddings of this scale include "My current job gives full play to my skills and talents" "I have in my current work A lot of autonomy to decide to achieve one's goals" and so on, a total of 6 items.

The research of this paper is to answer the questionnaire of the employee's supervisor to score the employee's role behavior evaluation. The employee behavior questionnaire uses a Williams, Anderson (1991) 5-item scale to measure whether the employee has completed the basic requirements of the job, including: "The employee treats his job with a very dedicated attitude", "The employee can guarantee "Quality and quantity to complete the job present", "The employee does his best to complete the assigned tasks", "The employee attaches importance to the work responsibilities that must be undertaken", and "The employee's performance meets the performance requirements of the work undertaken". The scale has been tested in many studies and has good reliability and validity, such as the research of Janssen (2001), Eisenberger et al. (2010) and others. The extra-role behavior questionnaire uses a 4-item scale of Eisenberger et al. (2001), which mainly measures employees' spontaneous behaviors, including rationalization suggestions, innovative behaviors, and helpful behaviors, including: "I will often recommend new methods to accomplish goals"; "I will propose novel and feasible methods to improve work performance"; "I usually assist my boss to complete his work (even if I am not asked to do so)"; "I usually help those who are absent to complete their work."

5. Data Analyses and Results

5.1 Reliability and Validity Analysis

Reliability analysis is to test the consistency and stability of the scale and its variables, which is better than ensuring the reliability of the scale used, and the collected data can meet the needs of the paper. It is measured by using Cronbach's alpha coefficient in SPSS. The higher the value of α , the higher the reliability of the scale. The value of α coefficient is between 0-1, and greater than 0.9 is ideal; 0.7 or more means it can be accepted; 0.7 below reflects that some items can be considered because of the low correlation. Excluded from the scale. In this study, SPSS software was used to analyze the items of each scale, and the Cronbach α of each variable was greater than 0.8, indicating that the reliability of the scale was good.

Before conducting hypothesis testing, we first study the validity of variables through confirmatory factor analysis. The results of the analysis by AMOS24 software are shown in Table 2. We will compare the five-factor measurement model including MHRMP, Job Embeddedness, In-role Behavior, and Out-role Behavior with the four-factor alternative model. Then, we also compare and analyze the five-factor measurement model and a single-factor substitution model (taking all indicators or items as having the same latent variable). As shown in Table 2, our hypothetical five-factor model ($\chi^2=647.898$, $df=237$, $p<0.01$, chi-square degree of freedom ratio $\chi^2/df=2.761$, TLI=0.915, CFI=0.925, RMSEA=0.087) is better than others Both the nested four-factor model and the single-factor model fit the data well and have good matching data. Moreover, the factor loading value of each item is greater than 0.5 and significant ($p<0.01$). The above confirmatory factor analysis results show that the four research variables of MHRMP, Job Embeddedness, In-role Behavior, and Out-role Behavior in this paper have good convergent validity and discriminative validity. Therefore, this questionnaire has good validity.

Table 1. Confirmatory factor analysis

Model	χ^2	df	χ^2/df	TLI	GFI	RMSEA
Four-factor model	647.898	237	2.761	0.915	0.925	0.087
Three-factor model	927.183	241	3.184	0.838	0.893	0.085
Two-factor model	846.324	242	3.492	0.847	0.879	0.091
Single factor model	2 287.485	253	12.349	0.472	0.527	0.194

Note. Four-factor model is MHRMP, Job Embeddedness, In-role Behavior, Out-role Behavior; Three-factor model combined In-role Behavior, Out-role Behavior into one factor; Two-factor model combines Job Embeddedness, In-role Behavior, Out-role Behavior into one factor; Single factor model combines all variables into one variable.

5.2 Descriptive Statistics and Correlation Analysis

The sample population mainly has the following characteristics. In terms of gender, the ratio of male to female is close to 1:1; in terms of age, the sample data is mainly concentrated in the population of 26-40 years old, accounting for 67.1%, which is close to 70%; in terms of education level, the proportion of people with a bachelor's degree is the largest, at 47.1%, the population with a postgraduate education accounted for the smallest proportion, 5.5%; in terms of working years, the number of people who had participated in the work for

1-2 years, 3-5 years, and 6-10 years was the largest, accounting for 18.4%, 33.6%, and 25.5%, respectively. The overall sample population is concentrated in the undergraduate population aged 26-40.

Correlation analysis can point out the degree of close connection between two variables. This paper uses the Person correlation coefficient method to analyze the correlation between MHRMP and employee behavior and its various aspects. Table 2 shows the correlation between the 9 main variables used in this study. From Table 2, it can be found that there is a significant correlation between the four main variables of MHRMP, Job Embeddedness, In-role Behavior, Out-role Behavior. There is a significant impact from MHRMP ($r=0.517$, $p<0.01$), Job Embeddedness ($r=0.548$, $p<0.01$) on In-role Behavior. There is a significant correlation between the four main variables of MHRMP, Job Embeddedness, In-role Behavior, Out-role Behavior. There is a significant impact from MHRMP ($r=0.528$, $p<0.01$), Job Embeddedness ($r=0.502$, $p<0.01$) on Out-role Behavior, and the correlation coefficients are all above 0.3, which has good internal consistency, and the next regression analysis can be carried out.

Table 2. Correlation analysis

	1	2	3	4	5	6	7	8	9
1. Gender	1								
2. Age	.048	1							
3. Degree	.059	.642	1						
4. Years of working	.175*	.016	.209**	1					
5. Job level	.043	.106*	.243**	.430**	1				
6. MHRMP	.026	.071	.314**	.348**	.763**	1			
7. Job Embeddedness	.196*	.011	.209**	.095**	.722**	.832**	1		
8. In-role Behavior	.194*	.206*	.214**	.691**	.455**	.517**	.548**	1	
9. Out-role Behavior	.257*	.071	.219**	.530**	.566**	.528**	.502**	.564**	1

Note. ** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

5.3 Hypothesis Test

5.3.1 Hypothesis Test of MHRMP, Job Embeddedness and In-Role Behavior

MHRMP is a variable at the organizational level, and job embedding and in-role behavior are variables at the individual level. According to the intermediary test procedure of Kenny, Kashy, and Bolger (1998), this paper uses a multi-level intermediary effect test method to test the regression coefficient. The model in this paper is a cross-level mediation effect low-level mediation variable model, namely the 2-1-1 model. The level 1 variables are centered according to the group mean, and the group means is placed in the level 2 intercept equation to separate the inter-group and intra-group mediating effects, which can accurately estimate the size of the multi-level mediating effect (Jie, Minqiang, & Haozheng, 2010; Qiang & Yan, 2014). There are two models, M1 is to test the direct effects of independent variable motivation-inspired human resource practices and the behaviors in the dependent variable role, M2 is to test the independent variable motivation-inspired human resources practices and the intermediary variable job embedding and the behavior of the dependent variable in the role at the same time.

Model 1: IRB is a variable at the individual level, and MHRMP is a variable at the organization level.

$$\text{Level-1 Model 1: IRB}_{ij} = \beta_{0j} + r_{ij}$$

$$\text{Level-2 Model 1: } \beta_{0j} = \gamma_{00} + \gamma^*(\text{MHRMP}_j) + u_{0j}$$

$$\text{Mixed Model 1: IRB}_{ij} = \gamma_{00} + \gamma^*\text{MHRMP}_j + u_{0j} + r_{ij}$$

Model 2 is as follows. CVI is a job embedding variable, IRB and CVI are both individual-level variables. CV is obtained by centralizing the average in the CVI group, CV is the group means of job embedding, and MHRMP and CV are both organizational variables.

$$\text{Level-1 Model 2: IRB}_{ij} = \beta_{0j} + \beta_{1j}*(\text{CVI}_{ij}) + r_{ij}$$

$$\text{Level-2 Model 2: } \beta_{0j} = \gamma_{00} + \gamma_{01}*(\text{MHRMP}_j) + \gamma_{02}*(\text{CV}_j) + u_{0j}$$

$$\beta_{1j} = \gamma_{10}$$

$$\text{Mixed Model 2: IRB}_{ij} = \gamma_{00} + \gamma_{01}*\text{MHRMP}_j + \gamma_{02}*\text{CV}_j + \gamma_{10}*\text{CVI}_{ij} + u_{0j} + r_{ij}$$

The analysis results between variables based on this model are shown in Table 3.

Table 3. HLM analysis results of MHRMP, job embedding, and in-role behavior relationship

Variable & Level	Job Embeddedness		In-role Behavior	
	Model 1	Model 1	Model 1	Model 2
Level 1				
Years of working	0.003	0.003	0.003	0.003
Degree	0.031	-0.032	-0.032	-0.036
Job level	0.001	-0.067	-0.067	-0.063
Job Embeddedness				0.109*
Level 2				
Industry	0.004	-0.014	-0.014	-0.009
Enterprise nature	0.007	0.008	0.008	-0.009
Enterprise age	0.001	0.003	0.003	0.003
MHRMP	0.124	0.218*	0.218*	0.115
Job embeddedness (mean)				0.043*
R ²	1335.75	1132.21	1132.21	1146.42

Note. * p <0.05, ** p <0.01, *** p <0.001.

It can be seen from Table 3 of the cross-level regression analysis process. First, regression is performed with MHRMP as the independent variable and in-role behavior as the dependent variable to test the direct effect of the independent variable on the dependent variable. The regression coefficient is 0.218 ($p < 0.05$). It shows that MHRMP has a positive correlation with the behavior within the role. Therefore, test H1a is verified. Second, use job embedding as the dependent variable and MHRMP as the independent variable to perform a regression analysis to test the direct effect of the independent variable on the intermediate variable. The regression coefficient is 0.124 ($P < 0.05$), indicating that MHRMP has a positive correlation with job embedding. Therefore, assume that H2 is verified. When the intervention work was embedded in the variables, the influence of MHRMP on the behavior within the role was significantly reduced, and the significance also disappeared. The regression coefficient was changed from 0.218 ($p < 0.05$) to 0.115 ($p > 0.05$). Therefore, it shows that work embedding plays an intermediary role between MHRMP and intra-role behavior. Therefore, test H3a is verified.

5.3.1 Hypothesis Test of MHRMP, Job Embeddedness and In-Role Behavior

It can be seen from Table 4 of the cross-level regression analysis process that the regression coefficient is 0.264 ($p < 0.001$) by using MHRMP as the independent variable and out-role behavior as the dependent variable to test the direct effect of the independent variable on the dependent variable. It shows that MHRMP has a very significant positive promotion effect on out-role behavior. Therefore, inspection H1b is verified. Secondly, test the effects of independent variables and intermediate variables on the dependent variables at the same time. The within-group effect of job embedding has a positive promotion effect on out-of-role behavior, with a regression coefficient of 0.257 ($p < 0.05$). The inter-group effect of work embedding also has a positive effect on out-of-role behavior, with a regression coefficient of 0.117 ($p < 0.01$). In addition, with the intervention of work embedded variables, the influence of MHRMP on extra-role behaviors decreased, and the significance decreased to a certain extent. The regression coefficient changed from 0.264 ($p < 0.001$) to 0.202 ($p < 0.05$). Therefore, it shows that work embedding plays an intermediary role between MHRMP and out-role behavior. Explain that inspection H3b is verified as shown in Table 4-20.

In summary, the hypothesis of H1, H2, and H3 are valid.

Table 4. HLM analysis results of the relationship between MHRMP, job embedding, and off-role behavior

Variable & Level	Out-role Behavior	
	Model 3	Model 4
Level 1		
Years of working	0.005	0.005
Degree	-0.097	-0.092*
Job level	-0.167**	-0.153***
Job Embeddedness		0.257*
Level 2		
Industry	0.024	0.019
Enterprise nature	-0.008	-0.009
Enterprise age	0.003	-0.005
MHRMP	0.264***	0.202*
Job embeddedness (mean)		0.117**
R ²	1559.85	1556.1

6. Conclusion

6.1 Major Findings

Based on the related theories of MHRMP, job embedding, employee in-role behavior, and employee out-role behavior, this paper discusses the impact of MHRMP on employee in-role behavior and out-role behavior. Embedded in the mediating role between MHRMP and employee role behaviors. Collect data through a large-scale questionnaire survey, and evaluate the reliability and validity of the measurement. Finally, the multi-level regression analysis method is used to test various research hypotheses. Research indicates MHRMP is positively correlated with employee behavior; MHRMP is positively correlated with job embeddedness; Job embeddedness mediates the relationship between MHRMP and employee behavior.

6.2 Contribution

The paper incorporates the MHRMP at the organizational level and the role behaviors of employees at the individual level into the same analysis framework and explores the effectiveness and utilization of organizational motivating practices in a more targeted and integrated manner. Through the establishment and improvement of the motivation to promote the individual role behavior of employees, the practice will truly achieve good compatibility and compatibility between the behavior of employees and the organization and promote the development of employees while promoting corporate performance and core competitive advantages.

Managers can influence employees' in-role behaviors and out-role behaviors by designing effective human resource practices that can motivate employees to inspire stickiness. At the same time, the mediating effect of job embedding on MHRMP and role behavior can be used to guide the role behavior of employees. Through the strengthening of contact and matching between employees, it is possible to set up close contacts between employees. In performance promotion and other links, interpersonal contacts are required to obtain a certain degree. Incentive results to promote and influence employees' informal organizational behavior, better promote employee conscious behavior, and promote the production of cooperative human resource practices. Based on the empirical analysis of this paper, it puts forward the following practical enlightenment and suggestions for incentive practice:

To stimulate employees' motivation for perfection and increase their dependence. Organizations can set up multi-loop and multi-dimensional evaluations to measure the evaluated from all angles, and at the same time, individual employees must have a certain connection with other individuals in the organization to obtain good evaluation results and establish good organizational relationships to influence the organization. The internal and external behaviors of individual employees work together to promote the realization of organizational goals and the establishment of a large family of employees to ensure the smoothness of organizational management. In guiding the role behavior of employees, an incentive mechanism can be adopted to stimulate employee motivation. Organizations should encourage employees' out-role behaviors to promote peripheral performance and more organizational citizenship behaviors through institutionally encouraging dependence and interconnection between members. In terms of specific countermeasures, the organization must consider employees' dependence on each other and the organization when implementing incentives, to better standardize behaviors within roles and promote behaviors outside roles, from multiple perspectives such as performance appraisal, evaluation, promotion, and job setting. When performing performance evaluation, a multi-loop evaluation method is adopted. Multiple evaluators (such as superiors, subordinates, and colleagues) evaluate the overall performance of employees and enhance the evaluation of the relationship between employees' work and other people's work. Evaluate the attitudes and behaviors of core employees towards other employees in the team from time to time. In this way, employees are encouraged to strengthen social and interpersonal connections in the organization at work. In the salary setting, link the floating part of the core employee's salary with the performance of the project team to promote employees to pay more attention to the performance goals of the project team, to adjust their attitude and behavior in the team, and better regulate the behavior in the role. It also promotes extra-role behavior. Organizations should set up jobs that can provide core employees with opportunities for learning and self-growth so that employees can develop better in the organization. Promote and realize the establishment and improvement of cooperative human resource practices through the improvement of MHRMP. By exploring MHRMP settings to regulate employees' in-role behaviors, it will guide and promote employees' organizational citizenship behaviors.

To create a good cultural atmosphere of the big family organization and guide the role behavior of employees, organizational managers and mechanism makers should make employees strongly dependent on the organization family through humanistic care for individuals and internal promotions, so as to encourage employees to jointly build harmony within the organization, and promote employees while achieving the goal of harmony and

progress. Self-development thereby is contributing to the improvement of organizational cohesion and effectiveness. Improve the employee's work embedding in the organization so that they can feel that they have given full play to their skills and talents at work. By setting up challenging tasks, they can improve their abilities and promote development, so that employees feel respected at work. It provides a safe and comfortable working environment and conditions, and gives employees a great deal of autonomy at work, so that they can decide to achieve their goals.

Finally, it guides employee behavior through the strength and stickiness of individual employees and the organization and other individuals. Through work design such as enrichment of work content and multi-dimensional dependence incentive mechanism design, individual employees can better contact in the organization's network, guide and promote employees' out-role behaviors, and strengthen employees' role participation in the organization, so that Employees are more concerned about and loyal to the organization, which is conducive to the emergence of organizational citizenship behavior. By digging and understanding different individual differences, the real needs of individual employees influence the organizational network to continuously adjust the design of the incentive mechanism. In addition, corporate behaviors such as organizational assessment progress greatly promote the enthusiasm of individuals. At work, employees are also inseparable from contact with the organization and contact with colleagues who work together in the organization. More attention should be paid to the spiritual motivation of employees, and the individual stickiness of employees should be better developed.

6.3 Limitations

In the research of this paper, job embedding is introduced as an intermediary variable, and the influence mechanism of organizational incentives that stimulate perfection motivation on employees' role behavior is explored and studied. In the research of this paper, the author maintains a rigorous attitude as much as possible to make the research more standardized and scientific. However, due to the limited personal research ability and resource constraints and other factors, although the research in this paper has achieved certain results, there are still certain limitations.

Research representative aspects. In view of the consideration of research accuracy, in general, the extensiveness of the research sample can increase the credibility of the research. However, due to the limitation of research and energy, this paper only released 15 companies as data sample sources, and the selection of samples may be insufficient in terms of representativeness.

Research methods. Since the questionnaires issued by this research involve sensitive keywords such as job embedding, in-role behavior, and out-role behavior, employees filling out the questionnaire will be affected by various factors such as the environment, such as leadership presence, supervisor awareness, personal preference, defense Psychology, etc., which will cause the authenticity of the collected data to be considered. In other words, the quality of the collected questionnaire will be affected by the characteristics of the sample.

In the follow-up research, we can consider trying organizational embedding as an intermediary variable for research and discussion. The stickiness and embedding degree of employees to the organization determines the degree of embedding of the organization. It also includes network embedding and cultural embedding. The tightness of this embedding also affects employee turnover and loyalty, so it can be selected as an intermediary variable for research and discussion. Existing research divides the organizational embedding of employees into four dimensions: work embedding (that is, work itself is a sticky element), cultural embedding, management embedding, and network embedding. Perhaps the discussion of the mediation effect from this perspective will bring new discoveries to theoretical exploration and practical improvement.

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