

The Effects of Applying Good Human Resources Management Practices on Organizational Citizenship Behavior

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ABSTRACT

Human resources management (HRM) is one important management function as it is dynamic as far as employees' behavior is concerned. Research in HRM practice is often related to employees' performance. Some researches prove that there are positive effects of HRM practices on the employees' performance. However, some research results can only be explained through limited point of view in connection with the two variables. To find out more about HRM practices and employees' performance, this can be explained by organizational commitment and organizational citizenship behavior (OCB). This research aims to analyze the effects of HRM practices on OCB that is mediated by organizational commitment conducted at a higher distance education institution in Indonesia. A total of 248 employees at the head office and 12 regional offices participated in this study by filling questionnaires. The data were analyzed using confirmatory factor analysis, Cronbach's Alpha, and path analysis. The result showed that there are positive effects among variables. The direct effects of HRM practices on OCB and the role of organizational commitment as intervening variable are also discussed in this article.

Keywords: HRM practices, organizational commitment, organizational citizenship behavior.

1. INTRODUCTION

Human resource is one of the management aspects that attract many researchers and academicians due to the behavior of human resources that is very dynamic. One of the interesting topics is about organizational commitment and its relation to employee behavior which is known as organizational citizenship behavior. In every organization, human resource management (HRM) practices play a role as the mediating variable between human resource strategy and human resource performance (Mudor and Tooksoon, 2011). HRM strategies are divided into four categories which are employees' skill and working policy, supportive environment, performance appraisal and reinforcement, as well as organizational market (Sheppeck and Militello, 2000). Meanwhile, Guest (1997) divides HRM strategies into three categories, which are

differentiation and innovation; focus on quality and reduction of cost. Although some experts differentiate categories in HRM strategies, all strategies are used to achieve the organization's aims by applying HRM practices. Studies of human resources often relate HRM practices and performance. However, previous research of the relationship between HRM and performance gives limited perception of finding out more the effect of high performance human resources on the employees' performance directly (Kehoe and Wright, 2013). This leads to a gap in understanding the relationship between HRM practices and performance that ultimately led to the theory of strategic human resource focused on employee performance outcomes.

Some research have found that HRM practices have a positive effect on employees' attitude and behavior including job satisfaction, affective commitment, employees' rotation, and social exchange. The theory of HRM today is more simplifies the behavior and alters it into employees' outcome (Nishii and Wright, 2008). The implementation of good HRM practices will enhance the employees' performance. They will have good perception of the organization and this will lead to a better behavior towards the organization (Kehoe and Wright, 2013).

One of the most studied topics in the area of HRM is organizational commitment. It is important for the organization because organizational commitment represents employee's loyalty to the organization and their motivation of keeping their membership in the organization. It is a psychological condition that attaches an individual to the organization (Allen and Meyer, 1990). Organizational commitment characterizes the relationship between the employees and the organization and this has implication on deciding the continuity of their membership. Commitment is a bond between employees and organization. Organizational commitment is determined by personal measures (age, position in organization), disposition such as positive or negative effectively, internal and external control attribution and organizational variables (such as job design and leadership style) (Lamba and Choudhary, 2013). Although, there are non-organizational factors such as alternatives of choices, they still influence commitment. Organizational commitment is divided into three categories: affective commitment, continuance commitment, and normative commitment (Meyer, Allen, and Smith, 1993).

Organizational citizenship behavior (OCB) is a variable that has been proven to support the correlation between organizational commitment and employees' behavior. The higher the organizational commitment, the better their attitude and behavior based on their sense of belonging and their reciprocal relationship with the organization. Theory that covers employees' attitude and behavior in an organization among others is organizational citizenship behavior. OCB is defined as "autonomous, indirect or explicit

behavior, admitted by formal award system and in the aggregate it increases efficiency and effectiveness functions in organization” (Organ, 1988). This is different from the employees’ performance. OCB is the description of working activities that is indirectly connected with formal working requirements. It indicates the willingness of the employee to carry out the work not based on motivation to get reward or to avoid punishment. Therefore, employees that have commitment towards organization tend to increase their contribution to achieving its goal as well as increase their attempts outside their formal tasks regardless of the reward. OCB is the platform for them to commit and to give contribution more to the organization. In previous research, there is positive correlation between perceived organizational support (POS), affective commitment and OCB (Aube´et.al, 2007; Liu 2009; Chiang and Hsieh, 2012).

Some research in good HRM practices that relate to performance, it is found that there is positive correlation between these two variables. However, the research also showed that there is a limited perception on the effect of implementation of good HRM practices on the employees. It is still difficult to identify which approaches that can show direct correlation between these two variables (Kehoe and Wright, 2013). Therefore, there is a gap in understanding the correlation of good HRM practices with performance that lead to a theory of strategic human resources that focuses on the employees’ performance result (Takeuchi, et.al., 2009; Wright & Gardner, 2003). The implementation of strategic human resources not only related to the importance of human resources to achieve excellence performance, but also to maintain and compete in a long term that require human resource competencies (Singh et.al., 2012).

Some literatures in HRM also point out that there is a relationship between organizational commitment and OCB. OCB is a positive reaction to a pleasant condition at working place (Leung, 2008). In social exchange theory, it is understood that support from organization and or superior will cause subordinates to be more active and diligent in order to support the organization’s goals (Husin et.al., 2012). In other words, the organization would better focuses on OCB which ultimately also creates a relationship with customers as to get benefit for itself.

This research was conducted at an open and distance higher education in Indonesia. As the only higher education institution that implements distance education, this learning system becomes its excellence. However, this condition should be followed by better services to customers either internally or externally and it’s facing big challenges now as there are a huge number of higher institutions in Indonesia. The challenges lead the organization to improve performance, either academic or non-academic performance. Performance of a higher education institution is mainly assessed on academic performance which associated with the competence of its human resources and the

number of publications produced. The organization has 682 lecturers and 962 administrative staff that have to serve 296.477 students all over the country and abroad. Distance education system requires students to study independently; therefore the organization must be able to provide learning support services in various modes. This learning system makes the service to the students as the key to organizational success. Employee engagement to the organization is the key to providing excellent service to students. Employees who feel supported by the organization will give their best performance in achieving organizational goals. Based on the background, there should be an attempt to increase service quality by employees to support the students in studying independently. This research tries to analyze the impact of HRM practices by organization on organizational citizenship behavior (OCB).

2. RESEARCH FRAMEWORK AND HYPOTHESIS

The effect of HRM on organizational commitment has been researched extensively (e.g. Juhdi, Pa'wan, and Hansaram, 2013). HRM practices are proved to have significant effect on employees' organizational commitment. HRM policies should be properly formulated and implemented, so the organizations can be able to achieve their objectives that are mainly dependent on human capital. The question emerges here is how employees perceive and behave significantly affect organization results. Yeung and Berman (1997) point out that organization performance is highly affected by human resource practices that can directly influence organizational commitment in employees. This result supports the earlier proposition made by Hiltrop and Despres (1994) that human resource practices have a strong impact on organizational commitment and organizational commitment as an important criterion to measure HRM effectiveness. Good management of human resource practice will be interpreted positively by employees and in turn, they will reciprocate with high commitment to the organizations (Whitener, 2001). Based on this discussion, the first hypothesis:

(1) H1 = Good HRM practices have positive impact on organizational commitment

Organizational commitment has been considered as a key predictor of OCB (Meyer et al., 2002). Organizational commitment consists of three categories: affective commitment, continuance commitment, and normative commitment. It's argued that employees with high commitment are more likely to engage in behaviors that will enhance their support the organization (Zeinabadi, 2010). Thus, a positive relationship between organizational commitment and OCB is reasonable. Organizational commitment is individual's identification and involvement in an organization that is characterized by a strong belief in and acceptance of the organization's goals and values

along with a readiness to exert considerable effort on behalf of the organization and to remain a member (Mowday, Steers & Porter, 1979). Based on this discussion, the second hypothesis:

(2) H2 = Organizational commitment has positive impact on OCB

The association between HRM practices and OCB was described by Organ (1990), who mentioned that employees will perform extra-role behaviors only when the social exchange occurs rather than an economic exchange contract. This social exchange then characterizes the employee-employer relationship. HRM practices can set the quality of employer-employee relationships; thereby motivating employees to exhibit organizational citizenship behaviors will increase their personal contribution (Morrisson, 1996; Tsui, Pearce, Porter & Tripoli 1997). Based on this discussion, the third hypothesis:

(3) H3 = Good HRM practice has positive impact on OCB

Research model is shown on Figure 1.

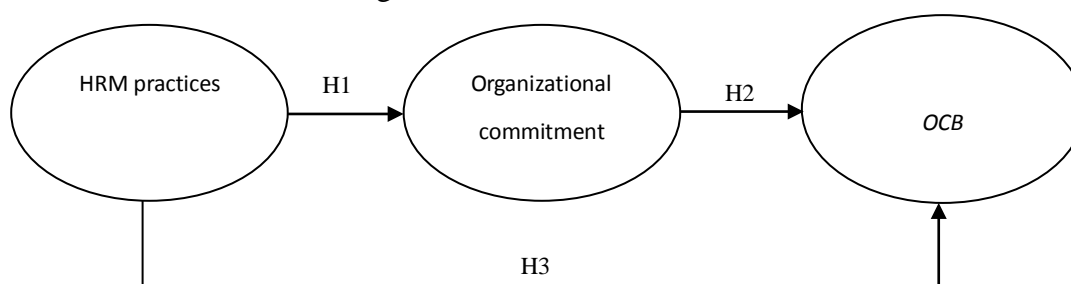


Figure 1. Research Model

3. METHOD

3.1. Research Design

This research was designed to analyze the effect of inter-variables as shown in the hypothesis section. Population of this research is all staff at the head office and at the regional offices. Non-probability sampling and purposive sampling are used to take samples. Purposive sampling technique is used because it is done by choosing the best subject to provide information needed from a group of specific targets (Sekaran, 2003). It is also the most suitable for this research as the samples are the staffs from the head office and 12 regional offices that represent all areas in Indonesia. Data collecting method is through questionnaires given to the staff. The questionnaires were developed base on previous research by Kehoe and Wright (2010). The questionnaires then were tested their validity and reliability using Confirmatory Factor Analysis and Cronbach's

Alpha. Path analysis is the statistical tool to test the hypotheses. Based on the research model, regression analysis gradually matches the variables. Therefore, hypotheses tests are arranged as follows.

1. The impact of HRM practices on organizational commitment

$$Y1 = b1X1 + e$$

Y1 = organizational commitment (OC)

X1 = HRM practices

2. The impact of organizational commitment on OCB

$$Y2 = b2X2 + e$$

Y2 = OCB

X2 = organizational commitment

3. The impact of HRM practices on OCB

$$Y1 = b1X1 + e$$

Y1 = OCB

X1 = HRM practices

3.2. Research Variables and Indicators

This research uses three variables which are good HRM, OC and OCB practices. The definition of each variable as follows.

Human Resource Practices are the ways that organizations use to mold employee behavior, perception and attitude (Wright, McMahan and MacWilliams, 1994)

Organizational Commitment is the extent of employees' willingness to exert their effort for the organization's success and the degree of fit between the employee values and the organization values (Mowday, Steers and Porter 1979).

Organizational Citizenship Behavior refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary (Organ, 1988).

The indicators for those variables are shown in Table 1.

Table 1. Research Variables and Indicators

No.	Variables	Code	Indicators
1.	Good HRM practices	HR 1	My organization conducts formal selection or written one for pre-hired
		HR 2	My organization conducts structured interviews for them
		HR 3	My organization is involved in a formal participation such as quality improvement, problem solving, and discussions
		HR4	My organization provides a channel for processing complaints that are reasonable and fair for all staff.
		HR 5	My organization gives opportunity for them to get additional income through improving performance
		HR 6	At least once a year staff get formal evaluation of their performance
		HR 7	Additional income is based upon performance
		HR 8	Staff who have good qualifications are given a chance to take higher position if there is an empty one
		HR 9	My organization always put best people for important positions
		HR 10	The staff's income is higher than that of at other universities
2.	Organizational commitment	KO1	I am very pleased to end my career in my organization
		KO2	I feel that problems faced by my organization are mine
		KO3	I have sense of belonging to my organization
		KO4	I feel emotionally bond to my organization
		KO5	I feel my organization is part of my family
		KO6	My organization has personal meaning for me
		KO7	Today, my biggest wish is to keep working at my organization
		KO8	One of my reasons is if I leave my organization, my sacrifice will be bigger.
		KO9	I feel reluctant to leave my organization even if I want to
		KO10	Too much sacrifice if I leave my organization

No.	Variables	Code	Indicators
3.	Organizational Citizenship Behavior	O1	I have opinion and feedback on my organization can work effectively
		O1	If there are things that will have serious consequences to my organization, I will give my opinion honestly although other people disagree.
		O2	I make personal approach with my colleagues before doing activities that may have impact on them.
		O3	I encourage them to try more new effective way of doing things.
		O4	I am happy to help those who are overloaded.
		O5	I willingly share my skill with them.

4. RESULTS AND DISCUSSION

Research data is primary data that come from questionnaires. Primary data is used for all variables, either independent or dependent ones. Questionnaires are given to respondents directly by taking samples from 12 regional offices that represent eastern part, middle part, and western part of Indonesia. From 271 questionnaires, 248 are returned to analyze further.

4.1. Validity Test Results

Validity test is done by using Confirmatory Factor Analysis (CFA). Measurement with CFA is shown by indicator of each construct that has significant loading factor. This means the indicator is a measuring instrument that measure the same construct and can predict construct that should be predicted well (Hair et.al., 2006). An indicator is valid if it has convergent validity with loading factor is bigger than 0.40, significance at 5% and all indicators of a variable are clustered in a same component. Minimum score of loading factor is ± 0.3 or ± 0.4 (Hair et.al. 2006). In this research, the minimum score for loading factor is 0.4. After first factor analysis is done, it is known that Kaiser-Mayer-Olkin Measure of Sampling Adequacy (KMO MSA) is 0.877. Minimum score needed is 0.5 as a requirement for doing analysis factor (Ghozali, 2006). Therefore, the analysis factor can be done. From it, it is known that all indicators have factor loading greater than 0.4. But some of them are not clustered in their variable (HRM1, HRM2, HRM8, KO8, KO9, and KO10) and one indicator has 2 components (HRM9). First factor analysis result is shown in Table 2.

Table 2. First Validity Test Results

Indicator	Component						Notes
	1	2	3	4	5	6	
HRM1					.821		Invalid/ not clustered in component 2
HRM2					.829		Invalid/ not clustered in component 2
HRM3		.646					Valid
HRM4		.772					Valid
HRM5		.751					Valid
HRM6		.725					Valid
HRM7		.670					Valid
HRM8						.760	Invalid/ not clustered in component 2
HRM9		.419				.660	Invalid/clustered in component 2 and component 6
HRM10		.495					Valid
KO1	.672						Valid
KO2	.726						Valid
KO3	.736						Valid
KO4	.563						Valid
KO5	.723						Valid
KO6	.653						Valid
KO7	.644						Valid
KO8				.731			Invalid/ not clustered in component 1
KO9				.733			Invalid/ not clustered in component 1
KO10				.805			Invalid/ not clustered in component 1
OCB1			.658				Valid
OCB2			.670				Valid
OCB3			.626				Valid

Indicator	Component						Notes
	1	2	3	4	5	6	
OCB4			.72 4				Valid
OCB5			.64 3				Valid
OCB6			.51 7				Valid

Based on the analysis result of the first factor, invalid indicators are not included in the next analysis factor. In the analysis of the second factor, it is known that the KMO MSA score is 0.909 with significance level is 0.00. This means the analysis of the second factor can be done (KMO MSA score is > 0.5) The analysis results of the two factors are shown in Table 3.

Table 3. Second Test Validity Results

Indicator	Component						Notes
	1	2	3	4	5	6	
HRM3		.668					Valid
HRM4		.790					Valid
HRM5		.762					Valid
HRM6		.731					Valid
HRM7		.736					Valid
HRM10		.504					Valid
KO1	.755						Valid
KO2	.667						Valid
KO3	.780						Valid
KO4	.661						Valid
KO5	.772						Valid
KO6	.597						Valid
KO7	.710						Valid
OCB1			.645				Valid
OCB2			.683				Valid
OCB3			.635				Valid
OCB4			.728				Valid
OCB5			.644				Valid

Indicator	Component						Notes
	1	2	3	4	5	6	
OCB6			.552				Valid

The analysis result of the second factor is all indicators scores are above 0.4 and grouped in each variable group. Therefore, the next statistic analysis can be carried out which is reliability test.

4.2. Reliability Test Results

From the reliability test result, we know whether a measurement is an error free or not so that it can give consistent measurement in different conditions and on each item in the instrument (Sekaran, 2003). In this case, reliability instrument is measured by applying item to total correlation of Cronbach's Alpha. This can be seen in the internal consistency of measurement tool. Generally, item score to total correlation can be accepted if it is above 0.60 (Hair et.al., 2006). The final result of reliability test that uses Cronbach's Alpha can be seen on Table 4.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha Score Based on Standardized Items	Notes
Good HRM practices	0,840	Reliable
Organizational Commitment	0,878	Reliable
Organizational Citizenship Behavior	0,794	Reliable

4.3. Hypotheses Test Results

The hypothesis test in this research uses path analysis which consists of three stages in which each stage represents the effect of intervariables formulated in Hypothesis 1-3. First stage is to analyze model with independent variable which is good HRM practices and dependent variable - organizational commitment. The next stage is to analyze model with independent variable which is organizational commitment and dependent variable – OCB. The third stage is to analyze model with independent variable which is good HRM practices and dependent variable – OCB. By using linear regression statistics model, some important statistic scores such as t score, F score and

coefficient of multiple determination (R²) are gained. In this research α which is 0.05 used. This means the confidence level is 95%. Based on that limitation, if p score is ≤ 0.05 , this means the independent variables influence the dependent variables significantly. This applies if the confidence level is 95% and tolerance of deviation rate is 5% in maximum. While coefficient of multiple determination (R²) shows the ability of independent variables to explain the variation of high and low dependent variables. The regression test results are shown in table 5.

Table 5. Regression Test Results

Independent variables	Dependent variables	Adjusted R Square	F	Sig F	t	Sig t
HRM	Organizational commitment	0,260	87,563	0,000	9,358	0,000
Organizational commitment	OCB	0,286	99,889	0,000	9,994	0,000
HRM	OCB	0,222	71,445	0,000	8,452	0,000

The results show that hypothesis 1, hypothesis 2, and hypothesis 3 are accepted (sig t and sig F are 0.000 consecutively). However, adjusted R square score for each variable is low, which is 0.2. This means that only 20 % of variation of each dependent variable can be explained by independent variable. The rest (about 80%) is affected by other factor outside the one that is being studied).

From the result of the path analysis, it is known that the implementation of HRM has positive effect on organizational citizenship behavior. The effect can be in the form of direct or indirect one with the mediation of organizational commitment variable. OCB is the description of employees' positive behavior, that is their behavior will be beyond the company's standard (Krietner and Kinicki, 2004). The research result coincides with Purba and Seniaty's research (2004) that presents organizational commitment has positive effect on OCB. Other research result also proves that it is more significant OCB predictor compared with job satisfaction (Scholl, 1981 and Schappe, 1998). From the Sukmawati's research et al., (2013) and Sambung et al., (2012) also show the same thing that organizational commitment plays a role as mediation variable of job satisfaction for the employees' performance although they did the research at different places. Based on the similar research, the tendency of the similar results occurs that is organizational commitment affects OCB. This corroborates the explanation of why the organizational commitment becomes the important trigger of

forming OCB.

Research on organizational commitment is often connected with employees' behavior and performance. Organizational commitment is a form of their loyalty, which is at some degree when they identify themselves as part of their organization and want to participate actively in it (Newstrom, 2007). It is a description of the employees' wish to stay in their organization in the future. High organizational commitment will grow their wish to act positively such as the level of employee attendance is good, adherence to organization policies and decreasing employee turnover. Increasing organizational commitment needs to keep developing by creating a good relationship and conducive working environment – family atmosphere – and leader's openness. This condition will lead to easier and more comfortable communication among the employees so that working commitment increases. The increasing working commitment should also be based by good working environment so that job satisfaction is created. Therefore, increasing working environment occurs through their working behavior and this beyond their formal responsibility (OCB), As a result, they can contribute effectively to the organization.

Theory of HRM focuses more on the importance of implementation of HRM practices in increasing the employees' performance. From the research result, it is known that the implementation of good HRM practices proves that it can give positive effect on OCB directly or mediated by organizational commitment. It is also designed to increase their competency, motivation, and opportunity in giving best service to the customers (Chuang and Liao, 2010). Some research results point out that good HRM practices have positive effect on OCB and mediated by other variables. From Tang and Tang's research, it is proven that good HRM practices have positive effect on OCB mediated by working atmosphere such as fairness and service. In addition, from the research of Kehoe and Wright (2013), it is proven that good HRM practices also have positive effect on OCB and mediated by organizational commitment. The effect of good HRM practices on OCB directly has been studied by Husin et al (2012) and it is known that good HRM practices have direct effect on OCB. Based on these studies it concludes that good HRM practices have positive effect directly or indirectly. This means that organizational commitment can be formed in the employees who are mostly civil servants. With country employment system, they are bound to the organization wholly. Therefore, they have strong bond to it and dedicate their career at the organization until they retire. Thus, organizational commitment has been formed in themselves so that it does not play so important as mediation variables between good HRM practices and OCB. The research results also prove that increasing good HRM practices will strengthen organizational commitment and OCB. Ultimately those who have

organizational commitment and good OCB will give contribution to the organization, so it can improve its performance. Human resources who have good competence can be obtained through the best practice of human resource management. To increase competence of the staff, it can be implemented through training and development programs to improve the performance of academic and non academic. In the future, the organization must strengthen the recruitment system involving the faculty members in order to obtain more competent human resources and in accordance with the needs of the faculty.

5. CONCLUSION AND SUGGESTION

5.1. Conclusion

Good HRM practices prove to influence organizational commitment positively. This happens if the implementation of good HRM practices is strengthened; it can trigger the forming of better organizational commitment. For that reason, good HRM practices need to be strengthened from the recruitment point of view such as discipline. This can lead to strengthen the OCB and ultimately lead to improve the organization's performance as a whole. The organizational commitment proves to influence the OCB positively. High organizational commitment will urge the employees to increase their willingness to do their job outside their main responsibility. This will certainly bring positive impact on the organization as a whole especially in improving their services to internal and external customers. Good HRM practices prove to influence OCB positively. Increasing good HRM practices will increase the OCB and this means they happily do their job outside their main job. Increasing both good HRM practices and organizational commitment will increase the OCB which can lead to increasing the organization's performance as a whole.

5.2. Suggestions

This research is needed for the next one in order to get comprehensive knowledge of good HRM practices. The next research needs to add other indicator such as other good HRM practices so that whole results of other good HRM practices on organizational commitment and OCB. Besides, comparative study needs to be done if this kind of research is carried out by private institutions and government institutions to find out the different results of the effect of good HRM on organizational and OCB. If we look at various existing research, OCB is the factor that can increase the company's performance. Suggestion for managerial improvement is every organization needs to increase their performance so as to their employees willingly work outside their main responsibility which can get from improving working environment.

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