

# The Influence of HIHRM Practices on Employee Attitude and Behavior

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**Abstract:** In the higher education sector, similar to other service sectors, competitive advantage is gained through human resources. Effectiveness of human resources is gained through proper HRM practices, in particular, the high involvement HRM practices (HIHRM). Little is known about how HIHRM practices link to each type of organizational citizenship behavior (OCB), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The paper addresses this shortcoming while also advancing knowledge on work engagement as a potential mediator. The paper proposes that work engagement mediates the relationship between HIHRM practices and OCB. Data were collected from 160 academicians through self-administered questionnaires and the model was tested using SPSS. The findings revealed that HIHRM practices had a positive influence on each type of OCB. Work engagement was found to have a positive mediating effect on the relationship between HIHRM practices and the five dimensions of OCB. This study contributes to the literature on HRM practices for higher educational institutions and at the same time indicates useful practices for higher educational institutions in improving the OCB and work engagement among academicians.

**Keywords:** HIHRM practices; work engagement; organizational citizenship behavior; higher educational institution; academician; Malaysia.

## 1 Introduction

Employees' organizational citizenship behavior (OCB) has been able to help organizations to achieve good performance because of its influence on individual's flexibility, productivity, and innovativeness. OCB refers to employees' compliance conduct that has a considerable influence on the performance of an organization (Huang et al., 2019; Suharto & Nusantoro, 2018; Yuniarto, 2018). Employee involvement is one important factor influencing employees' level of OCB (Ahmed, 2016; Wei et al., 2010). HRM practices that incorporate employee involvement are found to promote OCB among employees and at the same time increase employee work engagement (Alfes et al., 2013; Paul & Kee, 2020).

The Malaysian Government intends to establish Malaysia as a centre of educational excellence through internationalizing its universities. To push the Malaysian higher education sector to the international arena, there is a dire need for quality academicians who are committed to their work. The higher education sector faces the challenge of retaining experienced academicians (Lew, 2009), who are the operational core of the institutions. It is a widely accepted fact that committed employees are normally individuals who are highly involved and engaged (Schaufeli & Bakker, 2010), and are extremely motivated to help

their institutions to build an international reputation. The paper intends to examine how HIHRM practices in higher educational institutions promote academicians' OCB. In addition, the paper proposes that the positive relationship between HIHRM and OCB will be mediated by work engagement. To the knowledge of the researchers, to date, no study has explored work engagement as a potential mediator. The paper expects that employees perceived HIHRM will experience work engagement and result in OCB in the higher education setting.

## 2 Literature Review

### 2.1 Social exchange theory (SET)

According to Emerson (1976), social exchange relationships involve a series of interactions that result on obligations among those engaged in the social exchange process. The paper argues that the norm of reciprocity or repayment in kind in the exchange relationship, involves in employer-employee relationship at workplace. Reciprocity involves social emotional resources (Shore, Tetrick, Lynch, & Barksdale, 2006), which influences psychological process underlying employees' attitudes and behaviors. In an organizational context, this provides a summary of how organizations provide HIHRM practices to their employees in order to encourage their engagement with their work and in its turn employees who view HIHRM practices as investments in their own development and wellbeing are more likely to engage in their work goals and would repay in kind in the exchange relationship with greater work engagement, and as such, result in OCB.

### 2.2 Organizational citizenship behavior (OCB)

OCB is defined as "individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). Smith, Organ, and Near (1983), on the other hand, viewed OCB as individual work behavior that is beyond the work role, which is discretionary and therefore not rewarded in the formal organizational compensation system. This means that such behavior goes beyond the specified role requirement, which leads to enhanced employee and organizational performance. The paper conceptualizes OCB into five elements, namely, conscientiousness, courtesy, sportsmanship, altruism, and civic virtue. Conscientiousness means going beyond the expected work performance, to conserve organizational resources, and to portray oneself as a responsible citizen of the organization. Courtesy refers to helping others to promote better relations and to reduce interpersonal conflicts. Sportsmanship is the individual ability to endure inevitable inconveniences and abuse occurred when performing an activity. Altruism refers to a willingness to help other organizational members in their tasks. Civic virtue is demonstrated by showing excessive interest, highly involved, and participate in organizational functions, events, and meetings.

### 2.3 Work engagement

Work engagement has positive benefits for both employees and the organizations in which they work. Work engagement is a persistent and positive affective motivational work related psychological state of fulfillment in employees, characterized by vigor, dedication and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Schaufeli et al (2002) conceptualized vigor as a high levels of energy and mental resilience at work. Dedication refers to the strong sense of significance, enthusiasm, inspiration, and pride during work.

Finally, absorption is characterized by a pleasant state of being fully immersed in one's work and inability to detach oneself from work. The presence of these three factors produce engaged employees who have high energy, are fully involved in and enthusiastic about their work. The paper proposes that work engagement is one important positive indicator of employee work-related well-being. This attractive motivational state may leads to positive outcomes such as decrease in sickness absenteeism (Schaufeli, Bakker, & Van Rhenen, 2009), higher job satisfaction, lower turnover intentions (Paul & Kee, 2020; Sawang, Brough, & Barbour, 2009; Schaufeli & Bakker, 2004), improved performance (Bakker, Schaufeli, Leiter, & Taris, 2008), OCB (Reubel, Kee &Rimi, 2019) and higher productivity (Harter, Schmidt, & Hayes, 2002).

Work engagement refers to a positive, affective, and motivational state experienced by employees at work (Schaufeli & Bakker, 2010). Work engagement results from a productive working environment that encourages physical and emotional wellbeing in employees. Three major construct dimensions: vigor (energy and resilience), dedication (enthusiasm and inspiration) and absorption (immersion) have been employed to explain and measure work engagement (Korunka, Kubicek, Schaufeli, & Hoonakker, 2009). The importance of work engagement lies in the concept that the state of mind allows employees to feel connected with their work role (Bakker, 2011; Bakker et al., 2008). This feeling of connectedness at work encourages employees to be more open in receiving new information and taking the extra step within their work roles. Employees who are highly engaged at their workplace are dedicated and have a strong focus on work. In another word, highly engaged employees are more focus towards their organizational goals, willing to put in a great deal of extra effort, inspire others and can potentially encourage engagement among other employees. Work engagement has been proved to elicit high levels of employee performance (Bakker et al., 2014; Gawke et al., 2017; Orth & Volmer, 2017).

#### *2.4 High involvement in human resource management (HIHRM) practices*

Human resource management (HRM) practices refer to policies, procedures, rules, and regulations practiced by human resource managers to cater to the needs of the employees. The aim of good HRM practices is to promote quality work-life balance and enhance job satisfaction, and employee commitment (Kee, Ansari, & Aafaqi, 2004) which eventually enhances organizational performance (Kee & Reubel, 2020; Ivancevich, 2010). HRM practices comprise management activities such as leading, organizing, advancing, and improving the ability and knowledge of human resources, as well as applying motivation methods that are in accordance with the organization's and employees' needs.

Research scholars have progressively focused on investigating the effects of combinations of HRM practices or referred to as HRM bundles on employee outcomes (Alfes, Shantz, & Soane, 2013). HIHRM systems incorporate a highly cohesive set of HRM practices, which can be bundled so that procedures are aligned to attain organization goals (Jiang, Wong, & Zhao, 2012; Lawler et al., 2011). This means that HRM practices do not perform in isolation but work in bundles so that employees are exposed to various practices simultaneously (Jiang et al., 2012). Bundles of interrelated and internally consistent HRM practices are found to be suitable to create strong linkages with an organization's performance (Monks & Loughnane, 2006).

HIHRM practices have been proved to be the key to better organizational performance (Monks & Loughnane, 2006; Ostroff & Bowen, 2016). A study carried out by Shin et al.

(2018) reported that HIHRM practices were found to have a significant cross-level impact on employees' intrinsic motivation and creativity in South Korea. Similarly, Cesário and Magalhães's (2017) research on a sample of 165 Portuguese public administration employees confirmed the notion that HIHRM has a positive significant relationship with employee OCB. Furthermore, Ahmed's (2016) empirical research on 298 Sudanese bank employees proved that HIHRM impacts directly on employees' OCB.

Hence, Ostroff and Bowen (2016), as well as Sander et al. (2014), called for future research focusing on the concept of a strong HRM system, the HIHRM, or HRM bundle because it is underexplored. The paper, therefore, heeds the call by examining the effect of HIHRM practices on OCB. The paper conceptualizes HIHRM as a combination of HRM practices (that is, competence development, empowerment, fair rewards, information sharing, and recognition) that can facilitate employees to display OCB in the organization, and eventually leads to a higher level of organizational performance.

Guest, Conway, and Dewe (2004) suggested that HRM practices affect employee attitudes and behaviors through a mediating mechanism. Boxall, Ang, and Bartram (2011) used the term "black-box" of HRM to represent the unknown factor in this mechanism. To investigate the "black box" of HRM, it is necessary to examine at how the mechanism through which the HRM practices are implemented. Therefore, the questions of how HIHRM can enhance employees' attitudes and behaviors via mediators need to be answered. Thus, the paper intends to investigate the effect of HIHRM practices on OCB through work engagement. In light of the above discussions on the hypotheses development for the paper, a total of 3 hypotheses are proposed to be empirically tested.

*Hypothesis 1: HIHRM is associated with each dimension of OCB.*

*Hypothesis 2: HIHRM is associated with work engagement.*

*Hypothesis 3: Work engagement mediates the relationship between HIHRM and each dimension of OCB*

### **3 Methodology**

This study is quantitative research with a cross-sectional design. A total of 200 academicians working in private and public higher education institutions selected purposively through self-administered questionnaires. However, only 80% (160) of the questionnaires were returned.

HIHRM practices were measured with a 9-item scale developed by Gould-Williams and Davies (2005). A sample item is, "I am provided with sufficient opportunities for training and development." The responses range from 1 = "Strongly Disagree" to 5 = "Strongly Agree". The coefficient alpha reported is 0.77. A nine items scale of work engagement was adapted from the Utrecht Work Engagement Scale-Shortened Version or known as UWES-9 (Schaufeli et al., 2006) looking at vigor, dedication, and absorption. Each sub-category is measured by vigor (e.g. "At work, I feel bursting with energy" and "At my job, I feel strong and vigorous"), dedication (e.g. "I am enthusiastic about my job" and "I am proud of the work that I do") and absorption (e.g. "I am immersed in my work" and "I get carried away when I am working"). The UWES-9 (Schaufeli et al., 2006) had reliabilities ranging from 0.70 to 0.80. A high level of work engagement is reflected by higher scores on all three

dimensions: vigor, dedication, and absorption. The responses range from 1 = "Strongly Disagree" to 5 = "Strongly Agree". A 24-item OCB scale developed by Podsakoff et al (1997) was employed to examine the five types of OCB (altruism, courtesy, conscientiousness, civic virtue, and sportsmanship). The 24-item of OCB was adopted from Allen et al. (2000). Allen et al. (2000) commented that both supervisor and self-rating of OCB were better predictors compared to peer rating. Hence, a self-report measure is a more appropriate source of data collection than a supervisor or peer rating in this context. Academicians' ratings of OCB were obtained on a 7-point Likert scale ranging from 1= "Strongly Disagree" to 7 = "Strongly Agree". The Cronbach alpha reported for each dimension ranges from 0.70 to 0.85.

#### 4 Results

The respondents information was displayed in Table 1. There is an almost equal proportion of males (53.1%) and females (46.9%) taking part in the survey. Over half of the respondents (56.3%) were between 36-50 years and 28.7% of the respondents were between 26-35 years. Over three quarters (78.1%) of the respondents were married. About half of the respondents (47.5%) were Indians. Chinese and Malay were 28.1% and 24.4%, respectively. In terms of position, 40.6% of respondents were lecturers and 43.8% of them were senior lecturers. Professors formed only 5% of the respondents and Associate Professors stood at 10.6%.

**Table 1** Respondents' demographic profile (N=160).

Variable	Category	Frequency	Percentage (%)
Gender	Male	85	53.1
	Female	75	46.9
Age	Under 25	5	3.1
	26-31	46	28.7
	36-50	90	56.3
	51-65	19	11.9
Status	Single	34	21.3
	Married	125	78.1
	Others	1	0.6
Race	Malay	39	24.4
	Chinese	45	28.1
	Indian	76	47.5
Position	Lecturer	65	40.6
	Senior Lecturer	70	43.8
	Associate Professor	17	10.6
	Professor	8	5.0
Level of Education	Diploma	0	0.0
	Bachelor	25	15.6
	Masters	87	54.4
	Ph.D./DBA	48	30.0
Organizational tenure	2-5 years	60	37.5
	6-10 years	62	38.8
	11-15 years	18	11.3
	16-20 years	8	5.0
	21-25 years	0	0.0

26-30 years	1	0.6
> 30 years	1	0.6

Principal Component Analysis (PFA) and Confirmatory Factor Analysis (CFA) were employed. Table 2 depicted the loading, Cronbach's alpha, and eigenvalues of the assessment model while Table 3 presents the means, and correlations among variables.

**Table 2** Item loadings, Cronbach's alpha, and eigenvalue

Constructs	Items	Loadings	CA	EV
HIHRM	HIHRM 01	0.87	0.88	4.36
	HIHRM 07	0.83		
	HIHRM 08	0.83		
	HIHRM 02	0.76		
	HIHRM 06	0.75		
	HIHRM 05	0.70		
	HIHRM 04	0.59		
	HIHRM 03	0.50		
Work Engagement	WE 01	0.86	0.94	6.04
	WE 02	0.86		
	WE 04	0.85		
	WE 03	0.85		
	WE 06	0.83		
	WE 05	0.83		
	WE 07	0.81		
	WE 08	0.81		
	WE 09	0.67		
OCB-Altruism	OCBA 15	0.82	0.76	2.57
	OCBA 13	0.74		
	OCBA 23	0.71		
	OCBA 10	0.67		
	OCBA 01	0.64		
OCB-Conscientiousness	OCBCN 22	0.87	0.85	3.16
	OCBCN 24	0.87		
	OCBCN 21	0.81		
	OCBCN 18	0.77		
	OCBCN 03	0.63		
OCB-Sportsmanship	OCBS 02	0.73	0.64	2.13
	OCBS 16	0.72		
	OCBS 19	0.63		
	OCBS 05	0.60		
	OCBS 07	0.57		
OCB-Courtesy	OCBCO 14	0.85	0.78	2.54
	OCBCO 17	0.83		
	OCBCO 20	0.76		
	OCBCO 04	0.72		
OCB-Civic Virtue	OCBCV 12	0.87	0.77	2.40
	OCBCV 11	0.82		
	OCBCV 06	0.74		

OCBCV 09 0.65

**Table 3** Descriptive statistics and correlations among variables

Variables	1	2	3	4	5	6	7
1. HIHRM	<b>0.88</b>						
2. Work Engagement	0.52**	<b>0.94</b>					
3. Altruism	0.32**	0.62**	<b>0.76</b>				
4. Conscientiousness	0.29**	0.54**	0.78**	<b>0.85</b>			
5. Sportsmanship	0.19*	0.45**	0.58**	0.49**	<b>0.64</b>		
6. Courtesy	0.27**	0.52**	0.72**	0.67**	0.61**	<b>0.78</b>	
7. Civic Virtue	0.35**	0.48**	0.64**	0.58**	0.43**	0.58**	<b>0.77</b>
Mean	3.74	3.88	3.99	3.90	3.79	4.04	3.85
No. of Items	8	9	5	5	5	4	4

Note: \*\* $p < 0.01$ ; \* $p < 0.05$ . Number of observations = 160. Cronbach's coefficient alpha is shown by diagonal entries in bold.

From the regression results, we found that HIHRM practices were statistically significant predictors for all the five dimensions of OCB and work engagement. The results provide support for hypothesis 3, in which the paper argued that work engagement mediates the relationship between HIHRM practices and OCB. Thus, this model supports Hypotheses 1, 2, and 3. Table 4 shows the results of the analysis.

**Table 4** Summary of the regression analysis with hypotheses decision

Hypothesis	Relationship	Beta	p-value	Findings
H <sub>1</sub>	HIHRM→OCBA	0.32	0.000	Supported
	HIHRM→OCBCN	0.27	0.000	Supported
	HIHRM→OCBS	0.19	0.014	Supported
	HIHRM→OCBCO	0.27	0.000	Supported
	HIHRM→OCBCV	0.35	0.000	Supported
H <sub>2</sub>	HIHRM→WE	0.52	0.000	Supported
H <sub>3</sub>	HIHRM→WE→OCBA	0.62	0.000	Supported
	HIHRM→WE→OCBCN	0.54	0.000	Supported
	HIHRM→WE→OCBS	0.45	0.000	Supported
	HIHRM→WE→OCBCO	0.52	0.000	Supported
	HIHRM→WE→OCBCV	0.48	0.000	Supported

Note: HIHRM=high involvement human resource management; WE=work engagement; OCBA=altruism; OCBCN=conscientiousness; OCBS=sportsmanship; OCBCO=courtesy; OCBCV=civic virtue.

## 5 Discussion

The first finding of this study indicates that HIHRM practices were strongly correlated to all five elements of OCB. A significant influence of HIHRM practices were found on OCB. The

finding supports the notion that robust HIHRM practices contribute to better performance of OCB among employees. This is supported by previous research carried out by Turek and Wojtczuk-Turek (2015) and Takeuchi et al. (2009). Hence, it is suggested that higher educational institutions should treat HIHRM practices as measures to improve employee OCB and work engagement, in particular, HRM practices that relate to reward distribution, the quality of interpersonal and informational communication, or the treatment employees received. Thus, the HR policy selected by an organization should suit the needs of the employees, to influence employees' attitude and to increase the efficiency and performance of organizations.

The second finding of the study is that HIHRM practices had a positive relationship with work engagement. Work engagement increases with the HIHRM practices. Bal et al. (2013), Alfes et al. (2013), and Owor (2016) reported the similar results for HRM practices and work engagement. The present study focuses on HIHRM instead of HRM practices. Hence, the finding of the study suggests that HIHRM practices having its most positive effects on work engagement. Another key finding of the study is that HIHRM practices were positively associated with work engagement which in turn was related to OCB. The indirect effect of HIHRM practices on employees OCB through work engagement was positive and significant.

## 6 Conclusions

Drawing on SET, the results of the studies showed that HIHRM practices had a direct relationship with OCB. In addition, work engagement is a mediator that explains the underlying mechanism of the relationship between HIHRM practices and OCB. HIHRM predicted higher performance of OCB from employees. Good HIHRM practices boost employees' work engagement and in turn, highly engaged employees would exhibit their OCB. The effectiveness of HIHRM practices depends on the extent to which it supports the employee contribution required to achieve an organization's goal. From the hypotheses and theoretical framework, it can be concluded that HIHRM practices do influence Malaysian academicians' OCB via work engagement. The academicians' perception of the organization's HIHRM practices influences the employee attitudes and behaviors. The findings confirm the proposition that organizations can focus on their HIHRM practices improving employee skills and participation and these in turn shape employees' positive work attitudes and behaviors.

This study makes important contributions. First, the study advances knowledge on HIHRM where HIHRM practices demonstrates support for each type of OCB. Second, the study advances the notion that examining work engagement as a mediator demonstrates support for the view that HIHRM practices can increase OCB via work engagement. The study offers practical insights into the value of HIHRM by demonstrating the significant benefits of HIHRM practices on academicians of Malaysian higher education institutions based on the foundation of SET. The paper argues that HIHRM has the greatest positive impact on employees performance of OCB through work engagement. The study has addressed the question how HIHRM practices influence employees' OCB. The study has contributed to the literature by demonstrating that academicians' perception of HIHRM practices leads to better OCB via the sensation of work engagement. Practically, this research provides benefits to the Malaysian education ministry and the higher educational institutions by providing proof that HIHRM can influence academicians' level of engagement. This

indicates to the government agencies and the higher education institutions that if they employ appropriate HRM practices in the work setting, they can inculcate citizenship behavior among academicians.

As expected in all empirical research, several limitations of the study are noted. First, the findings of the study may be affected by unexplored contextual factors which may affect generalizability of the study. Second, the study focused on HIHRM and found its effects only among academicians, the study should expand in industrial setting. Besides, taking into account the cultural diversity of Malaysian society, it is essential to consider the influence of cultural differences and how they will impact employees' attitudes and behavioral responses at work. Therefore, future research involving cultural differences in terms of employees' attitudes and behaviors might also be recommended.

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