

Role of High-Performance Oriented HR Practices towards the Citizenship Behaviour: A Case from Thai Pharmaceutical Sector

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ABSTRACT

Organizational success is primarily dependent on the employees' behaviours. Besides the job roles organizations always ask for the extra role behaviours to be performed by the employees. Therefore, they give some intrinsic benefits to the employees. Bearing in mind the importance of OCBs the current study has attempted to examine the role of performance focused HRM practices towards fostering the organizational citizenship behaviours among employees. Furthermore, the study has also considered work engagement and psychological climate as a potential mediator which also contribute towards the organization citizenship behaviours. Data were collected from the employees of pharmaceutical companies residing in Thailand. The data were then analysed by using PLS-SEM. The results revealed a significant positive association between performance focused HR practices and OCB. Furthermore, results also revealed that work engagement is significant mediator between

association of performance focused HR practices and OCB. Finally, results also revealed that psychological climate is significant mediator between association of performance focused HR practices and OCB. All of the hypotheses of the study have been accepted primarily supported by the study results.

Keywords: OCB, PLS-SEM, high performance, HR practices, psychological climate

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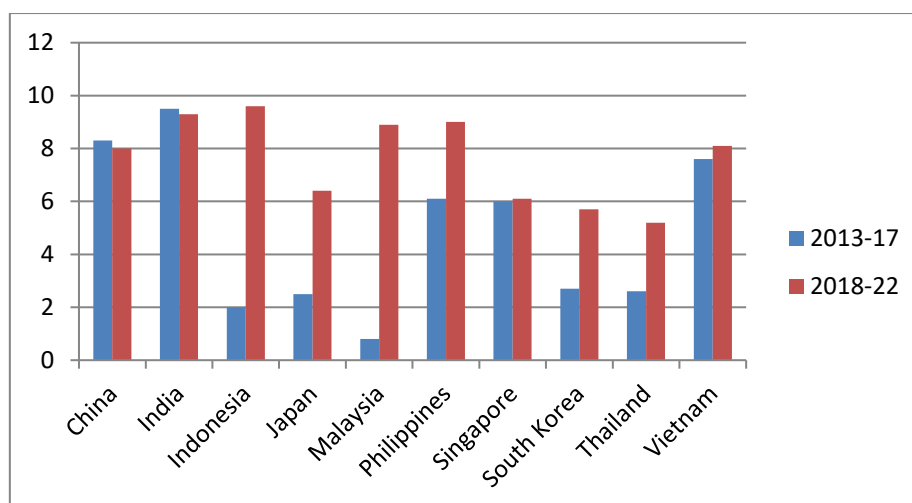
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INTRODUCTION

All of the organizations regardless of their sector always strive to be competitive, effective and efficient in the business they are doing. For the aforementioned purpose they have to rely on their resources and human resources is one of the important one for them. Its competitiveness enables an organization to be competitive in all its domains. Therefore, organizations always wanted to capitalize their human resources and get maximum of it. The one way to maximize the utilization of human resources is to gain their willingness to work because if they are not willing to perform then all other resources invested will go into dust.

Organization citizenship behaviour is one of the most recent phenomenon which are being stressed by organizations to have better outcomes of their invested resources (Siriattakul, Jermstittiparsert, & Mustanir, 2019; Aeknarajindawat & Jermstittiparsert, 2020). Organizations are striving hard to gain this through all their means. It is the need of the organizations across the business domains. However, particularly it has appeared to be more prevalent

and significant in the pharmaceuticals business where work is more dynamic and job is always challenging for the employees. It is the case that organizations have high expectations from the employees and they are provided with difficult challenges to meet in time. Therefore, in such scenarios the collaboration, having the deliberate initiatives will be sounder and seems to be good for the overall organizational success. Previously number of researchers and practitioners have seconded that the behaviours of employees working in the pharmaceuticals industry have good influence over the customer service and company growth as well (Lin & Huang, 2010; Sahu, 2018; Teh & Sun, 2012; Yen, Li, & Niehoff, 2008). Therefore, these behaviours should be encouraged and employees must be provided with such benefits that they can carry on such behaviours. The current study is conducted in Thailand pharmaceuticals as it is the growing sector in Thailand and contributing towards the economic development as well. Following figure 1 showing the annual growth in the pharmaceuticals spending which indicates that lot more can be done.



Source: *The Economist* (2019)

Till date various studies have tried to get the answer to the question regarding what are the factors which do simulate and promote the OCBs among employees (Dierdorff, Rubin, & Bachrach, 2012; Kataria, Garg, & Rastogi, 2013, 2019). Studies have been conducted both in western and eastern culture but still this phenomenon is not captured fully by the researchers (Jain, 2015; Meyer, Ohana, & Stinglhamber, 2018; Valeau & Paillé, 2019). Therefore, it has become more necessary to study and understand the factors which do influence the employee behaviors particularly organization citizenship behaviours.

It is also worthy to mention that nowadays challenges and competition is increasing day by day. Businesses have become more dynamic as before they were. Business advancement are rapidly happening which has challenged the managers to manage their workforce. Additionally, under such circumstances the expectations of employers from the employees has also increased over the years. Therefore, it is much needed phenomenon to be studied across the cultures. The present study emphasizes on the positive behaviours of employees how to engage employees in them and how to provide them with the conditions for this behaviour.

From a theoretical aspect till now various studies have been conducted in the domain of HRM but the studies which do explain the mediating relationship are still limited. There is extensive literature available which states a relationship between high performance oriented HR practices and various outcomes such as commitment, satisfaction and attitude (involvement and engagement) etc. Notably, the previously available literature do not clearly state about the mediation relationships (Alfes, Shantz, Truss, & Soane, 2013; Kehoe & Wright, 2013; Snape & Redman, 2010). Moreover, it has been argued that till date only few studies are available which have considered the role of high performance oriented HR practices towards the OCBs with a mediating mechanism.

Therefore, considering the above mentioned future areas of studies, the study has the purpose to examine the influence of high performance oriented HRM practices on the OCBs. Further the study has also considered the role of psychological climate and work engagement as a potential

mediator to explain the relationship why it happens. The following are the research questions of the study:

1. What is the association between high performance HR practices and organization citizenship behavior?
2. What is the association between high performance HR practices, psychological climate and work engagement?
3. What is the association between psychological climate, work engagement and OCB?

Following are the research objectives of the present study which are to be accomplished:

1. To study the association between high performance HR practices and organization citizenship behavior.
2. To study the association between high performance HR practices, psychological climate and work engagement.
3. To examine the association between psychological climate, work engagement and OCB?

The study is significant in various ways. First of all it is one of the few studies which is being conducted in the pharmaceuticals business particularly in Thailand. The study will serve as a guideline for the managers to foster the employee behaviours which do boost the organizational benefits. Additionally, the study is valuable contribution in literature as it has provided evidence regarding the process through which high performance oriented HRM practices may influence the OCBs.

LITERATURE REVIEW

Organization Citizenship Behaviors

Some of the behaviours are covered under formal job description and formally rewarded by organizations. Whereas some of the behaviours do not fall under scope of formal job description and these are performed at the employee discretion. These behaviours are not formally rewarded by the organizations. The discretionary behaviours or extra role behaviours are regarded as OCBs. Previously these behaviours have been decided by various authors. However, the base concept remains the same.

Organizational citizenship behaviour denotes to the employee behaviours which proves to be fruitful for the

employees and organizations (Grube, 2015). For instance, an employee may spend some extra time to train other employee; an employee may spend some extra personal resources on the wellbeing of the organization which ultimately benefits the organization and its members. There are various factors which do determine or contribute towards the OCB. The following literature review sheds light on the factors which contribute towards the OCBs.

High Performance HR Practices and OCB

Organizations are striving hard to look forward to find out the ways through which they can motivate their employees to have better performance. Previously various studies have provided evidence regarding the relationship between HRM practices and OCB. Recently, a study has demonstrated a positive association between high performance oriented HRM practices and OCB (Wei, Han, & Hsu, 2010).

Recently, Kataria et al. (2019) conducted a study to examine the determinants of OCB. They collected data from IT employees and reported that the high performance focused HR practices do influence the OCB positively. They concluded that the organizations should pay attention towards the HR practices in order to drive positive outcomes. Following the aforementioned literature it is argued that the performance focused HR practices will provide employees with additional resources to complete their jobs. Hence it is hypothesized that:

H1: High performance HR practices are significantly associated with OCB.

High Performance HR Practices and Work Engagement

Work engagement is relatively new phenomenon which is introduced in recent years and gained much attention from the both the researchers and practitioners (Jermsittiparsert, Sriyakul, & Sriattakul, 2019). Organizations are striving hard to gain the engagement of employees. It has been defined in various ways. For instance it has been proposed as “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli, Martinez, Pinto, Salanova, & Bakker, 2002). In this definition vigor denotes to the higher energy levels and employee resilience at work settings. Besides this, it also denotes the employee energy even though they go through certain kind of difficulties and challenges at job. Dedication in definition denotes to the zeal, interest and pride which do employees feel at work. Later on Schaufeli, Bakker, and Salanova (2006) argued that it refers to consistency of an individual at work, his persuasiveness and mental state. Conclusively, it can be stated that the employee who are highly engaged in their jobs are an asset for an organization. It means that they will work diligently at every cost and they will be more dedicated towards the work environment which further will help to escalate the organizational performance.

HR practices have been linked with the work engagement of employees. Previously it has been argued that when the employees are provided with full modes of communication and he is listened in the organization he or she will be more engaged in the work. Employees tends be more engaged

when they know what is happening around the organization and why it is happening. In addition to this when the employees are provided with rewards based on their performance, they tend to be more engaged in work as compared to before. Some of the HR practices such as appraisals and work flexibility also do encourage employees to become more honest and diligent with the work environment. Further when the employees are provided with the training and development opportunities which increases their capabilities and in the end they tend to be more engaged with work as their skills, abilities and knowledge is enhanced and they can manage the job well and perform all of their duties (Sahu, 2018).

H2: High performance HR practices are significantly associated with work engagement.

High Performance HR Practices and Psychological Climate

High performance oriented HRM practices are focused onto improve the performance of employees by maximizing the resource usage. It is worthy to mention that these practices are focused on the maximization of effectiveness and efficiency of the resources at personal and organizational level. In this way these practices help to obtain the superior performance of employees. When employees perceive that the organization is spending much on them they also tend to show some deliberateness towards them. These practices do form a climate which is beneficial for both the employees and organization. Anyhow, it is not necessary that the employees will behave as per the climate created by the organization rather these just do assist the employees to build a climate.

When the employees perceive a psychological climate which is suitable for their productivity they tend to be more hard work oriented with regard to accomplishment of organizational goals and objectives (Whitener, 2001). These practices have been termed as system which do assist the employees working and smoothen the work environment which is conducive to have organizational effectiveness. Due to these practices employees become more concerned about the organizational goals and objectives accomplishment. The present study has considered the psychological climate as an outcome of these practices to help understand the wide range of outcomes.

Previously it has been argued that it can also serve as a mediator between the relationship between performance oriented HR and performance (Ostroff & Bowen, 2000). It is worthy to mention the findings of previous study in which it was reported that the HR practices do influence the performance of business. However, the favourable psychological environments do mediate the relationship (Gelade & Ivery, 2003). It means that when the practices are entirely focused on the improvement of employee performance then they do create a smooth environment which does result in high performance and OCB. Recently, a study has also argued that having a sense of collective environment is important and helps a lot to an organization. The study also argued that such climate acts as a mediator between performance oriented HR practices

and organizational performance. It affirms that when the organizations are providing the employees with the environment which is smooth and favourable for working the impact of HR practices goes up and results more positive outcomes such as OCB (Foley et al. (2012). Previously research also provides support to the argument that climate acts as a mediator. When the HRM practices are employed in their true sense they do create a certain environment which is suitable to both the employees and organization. Such environment going on further ads to some more positive outcomes such as OCB (Mossholder, Richardson, & Settoon, 2011; Ostroff & Bowen, 2000; Rogg, Schmidt, Shull, & Schmitt, 2001).

H3: High performance HR practices are significantly associated with psychological climate.

Psychological Climate and OCB

Haider, Nisar, Gill, and Ali (2017) conducted a study and collected data from employees of call centers. The study findings reported that when the employees are psychologically empowered they tend to exhibit more OCBs. It can be asserted that when the employees are provided with the climate which offers them with the opportunities and they feel empowered they will be more motivated towards the OCBs. Similarly, Gill, Nisar, Azeem, and Nadeem (2017) conducted a study where they also presented evidence that when the employees receive a psychological empowerment they will be more motivated towards the OCBs. Previously, it has been argued that what employees experience at work psychologically that will drive their behavior at workplace (Riggle, Edmondson, & Hansen, 2009). Therefore, it can be stated that employees experiencing good psychological climate will be more motivated to engage in OCBs. Employees who are psychologically impressed by the work environment will be more engaged in OCBs. Therefore, it is hypothesized that:

H4: There is significant association between psychological climate and OCB.

Work Engagement and OCB

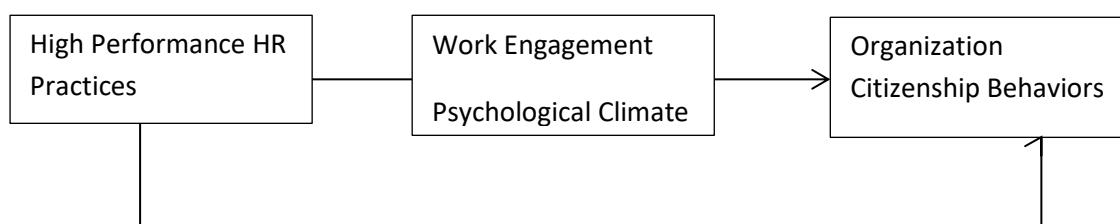
Work engagement and OCB relationship has been studied over the period of time in various cultures and across the countries. Previously studies have proved an association between work engagement and OCB. A study was conducted in Thai organizations regarding the engagement and OCB. The findings revealed a positive relationship between all the dimensions of OCB and engagement (Rurkkhum, 2010). Notably, the only dimension which is courtesy did not result in any significant association with the work engagement. Later on, another study has examined the engagement and OCB. The study findings of study reported that engagement is associated with OCB in Malaysian organizations. However, the courtesy dimension did not result in positive association with engagement (Islam & Khan, 2012). OCBs are extra role behaviours which are performed at the discretion of employees. Therefore, it can be stated that when the employees are well engaged in work and perceive their work as important to them they will be more motivated towards the OCBs. Recently, a study (Kim & Gong, 2009) has also reported that engagement and OCBs are positively associated. Therefore, it is argued that the work engagement drives the organization citizenship behaviours. Hence it is hypothesized that:

H5: Work engagement and OCB are significantly associated.

H6: Work engagement significantly mediates the relationship between high performance HR practices and OCB.

H7: Psychological climate significantly mediates the relationship between high performance HR practices and OCB.

Following figure 2 is showing the theoretical framework for the present study



Figure

METHODOLOGY

The purpose of the present study is to examine the association between high performance HR practices and OCB. Further the study has also considered the work engagement and psychological climate as a potential mediator between the association between independent and dependent variables.

The study is based on positivism philosophy and quantitative in nature. Population of the present study is the employees of pharmaceutical companies in Thailand. Only the HR department employees were considered as potential participants of the study. The convenience

sampling has been used to select the respondents. Data were collected by using the questionnaires which composed of two sections. One section deals with the personal profile of the respondents. Whereas the other section deals with the questions related to the constructs.

All the measure of the study was adapted from the previous studies. Following are the details of the measures adapted: high performance HR practices were measured by using 10 items questionnaire (Wei et al., 2010). Work engagement has been measured by adapting 9 items questionnaire (Schaufeli et al., 2006). Psychological climate has been measured by using 6 items (Brown & Leigh, 1996) and

finally OCB was measured by adapting 10 items questionnaire (Williams & Anderson, 1991). For data collection, first of all a meeting was arranged with the HR managers of the companies. Then the questionnaires were distributed among the employees and two week time was given to fill the questionnaires. After two weeks questionnaires were collected from the

respondents. A total of 450 questionnaires were distributed out of which 275 questionnaires were used for data analysis. PLS-SEM has been used for path analysis.

RESULTS

Confirmatory Factor Analysis

TABLE 1.

Constructs	Items	Loadings	Alpha	CR	AVE
High Performance HR Practices	HPHRP1	0.678	0.885	0.898	0.512
	HPHRP2	0.72			
	HPHRP3	0.687			
	HPHRP4	0.647			
	HPHRP5	0.397			
	HPHRP6	0.523			
	HPHRP7	0.682			
	HPHRP8	0.468			
	HPHRP9	0.432			
	HPHRP10	0.435			
	HPHRP11	0.498			
	HPHRP12	0.736			
	HPHRP13	0.705			
	HPHRP14	0.688			
	HPHRP15	0.757			
Organization Citizenship Behavior	OCB1	0.785	0.776	0.85	0.554
	OCB2	0.827			
	OCB3	0.84			
	OCB4	0.829			
	OCB5	0.274			
Psychological Climate	PC1	0.78	0.845	0.884	0.526
	PC2	0.807			
	PC3	0.732			
	PC4	0.486			
	PC5	0.735			
	PC6	0.782			
	PC7	0.707			
Work Engagement	WE1	0.684	0.903	0.915	0.555
	WE2	0.717			
	WE3	0.581			
	WE4	0.714			
	WE5	0.763			
	WE6	0.753			
	WE7	0.723			
	WE8	0.703			
	WE9	0.718			
	WE10	0.697			
	WE11	0.698			
	WE12	0.476			
	WE13	0.478			
	WE14	0.468			
	WE15	0.475			

Before going for the hypothesis testing it is necessary to assess the measurement model. For which confirmatory factor analysis has been used. CFA provides the convergent

and discriminant validity of the measuring instruments. Table 1 shows the values for the CFA.

First of all, table 1 depicts the values of the alpha which must be greater than 0.6. Alpha values for the variables namely; high performance HR practices, OCB, psychological climate and work engagement are 0.885, 0.766, 0.845, and 0.903. All of the values are greater than 0.6 and shows the internal consistency of the measures. It affirms that all of the measures are internally consistent. Secondly, the table is presenting the values of loadings which should be greater than 0.4 at least. As per the findings reported all of the loadings are greater than 0.4 so there is no issue with any of the item of the measure. Thirdly, table is showing the values of CR which should be greater than 0.8. The values of CR for the variables namely; high performance HR practices, OCB, psychological

climate and work engagement are 0.898, 0.850, 0.884 and 0.915 respectively. Therefore, there is no issue with the composite reliability which fulfills the first criterion for the convergent validity. Finally, table is also showing the values of AVE for the variables namely; high performance HR practices, OCB, psychological climate and work engagement are 0.512, 0.554, 0.526 and 0.555 respectively. It establish that there is no issue with the AVE and fulfills the second criterion for the convergent validity. Value of CR and AVE are meeting their respective criteria which affirms that there is no issue with the convergent validity.

Discriminant Validity

TABLE 2. Fornell & Larckers Criterion

	HPHRP	OCB	PC	WE
HPHRP	0.616			
OCB	0.588	0.744		
PC	0.49	0.588	0.725	
WE	0.641	0.751	0.619	0.652

Table 2 is showing the values for the discriminant validity. According to the Fornell & Larckers criterion the values for the AVE square root should be greater than its correlation

with the other variables. As per the table 2 all the values of AVE square root are greater than the correlations with other variables. Hence discriminant validity is established.

TABLE 3. Cross Loadings

	HPHRP	OCB	PC	WE
HPHRP1	0.678	0.392	0.339	0.444
HPHRP10	0.435	0.225	0.252	0.248
HPHRP11	0.498	0.244	0.168	0.215
HPHRP12	0.736	0.444	0.343	0.466
HPHRP13	0.705	0.415	0.373	0.474
HPHRP14	0.688	0.41	0.387	0.489
HPHRP15	0.757	0.523	0.406	0.57
HPHRP2	0.72	0.414	0.385	0.502
HPHRP3	0.687	0.376	0.364	0.463
HPHRP4	0.647	0.38	0.287	0.421
HPHRP5	0.397	0.217	0.091	0.108
HPHRP6	0.523	0.266	0.134	0.201
HPHRP7	0.682	0.452	0.371	0.467
HPHRP8	0.468	0.18	0.124	0.187
HPHRP9	0.432	0.208	0.144	0.158
OCB1	0.447	0.785	0.482	0.596
OCB2	0.468	0.827	0.462	0.635
OCB3	0.513	0.84	0.504	0.628
OCB4	0.493	0.829	0.494	0.626
OCB5	0.188	0.274	0.1	0.127
PC1	0.408	0.519	0.78	0.563
PC2	0.351	0.373	0.807	0.43
PC3	0.397	0.412	0.732	0.427
PC4	0.304	0.32	0.486	0.252
PC5	0.341	0.481	0.735	0.51
PC6	0.307	0.34	0.782	0.394
PC7	0.349	0.47	0.707	0.483
WE1	0.493	0.502	0.586	0.684

WE10	0.43	0.483	0.376	0.697
WE11	0.428	0.468	0.412	0.698
WE12	0.258	0.275	0.142	0.476
WE13	0.21	0.236	0.113	0.478
WE14	0.258	0.312	0.168	0.468
WE15	0.247	0.294	0.169	0.475
WE2	0.55	0.581	0.435	0.717
WE3	0.379	0.362	0.476	0.581
WE4	0.451	0.6	0.537	0.714
WE5	0.486	0.591	0.44	0.763
WE6	0.478	0.672	0.532	0.753
WE7	0.497	0.674	0.544	0.723
WE8	0.415	0.465	0.36	0.703
WE9	0.463	0.492	0.38	0.718

Table 3 is showing the values for the cross loadings. As per the standard the items should be heavily loaded on the variable and all other values should be less. Table 3 is

meeting the criterion. Therefore, it further strengthens the discriminant validity.

TABLE 4. HTMT

	HPHRP	OCB	PC	WE
HPHRP				
OCB	0.675			
PC	0.52	0.686		
WE	0.634	0.844	0.659	

HTMT stands for heterotrait-monotrait correlation ratio. As per the standard the values of HTMT should be less than 0.85. However as the discriminant validity of SC and EP is greater than 0.85, therefore the study has followed the

more liberal criterion which is 0.90. All the HTMT values are less than 0.90. Hence discriminant validity is established.

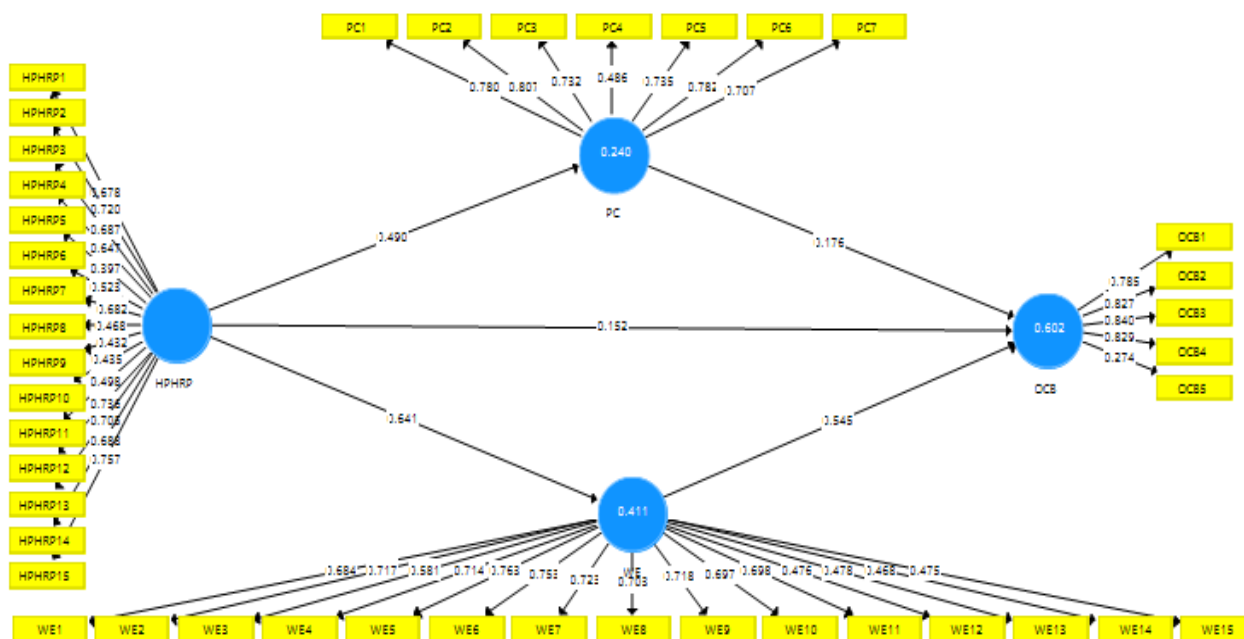


Figure 3

TABLE 5. Structural Equation Modeling

Relationships	Beta	SD	t value	p value	Decision
HPHRP -> OCB	0.152	0.033	4.595	p<0.05	Supported
HPHRP -> PC	0.49	0.03	16.285	p<0.05	Supported
HPHRP -> WE	0.641	0.022	29.17	p<0.05	Supported
PC -> OCB	0.176	0.035	4.984	p<0.05	Supported
WE -> OCB	0.545	0.033	16.38	p<0.05	Supported

Table 5 is showing the results for the structural equation modeling direct relationships. As per findings reported high performance HR practices found to be associated with the OCB, PC and WE valued at 0.152, 0.490 and 0.641 respectively. It means that a slight change in performance focused HR practices will result a significant change in OCB, PC and WE values at 0.152, 0.490 and 0.641. Notably, the explained variance in WE due to the performance focused HR practices is greater as compared to other variables. It can be stated that when the employees perceive that HR practices are developing them and their performance is increasing they will put extra effort and will also be motivated towards the extra role behaviors. In

addition to this when the HR practices are focused on the employees then the employee work engagement also tends to improve.

Table 5 is showing the values for the influence of mediators on OCB. The association between PC and WE is valued at 0.176 and 0.545 respectively. It means that a unit change in PC and WE will bring about a change in OCB valued at 0.176 and 0.545. The explained variance in OCB due to work engagement is greater than the psychological climate. It means that when the employees are engaged in work they will be more motivated towards the extra role behaviors as well.

TABLE 6. Specific Indirect Effects

Relationships	Beta	SD	t value	p value	Decision
HPHRP -> PC -> OCB	0.086	0.018	4.902	p<0.05	Supported
HPHRP -> WE -> OCB	0.350	0.024	14.712	p<0.05	Supported

Finally, table 6 shows the results for the mediation analysis. Results depict that association between performance focused HR practices and OCB is mediated by the psychological climate. It affirms that in presence of the psychological climate performance focused HR practices influence on the OCB becomes more obvious and strong. Similarly, results also depict that association between

performance focused HR practices and OCB is mediated by the work engagement. It affirms that in presence of the work engagement the performance focused HR practices influence on the OCB becomes more obvious and strong. All of the hypotheses are supported by results thus accepted.

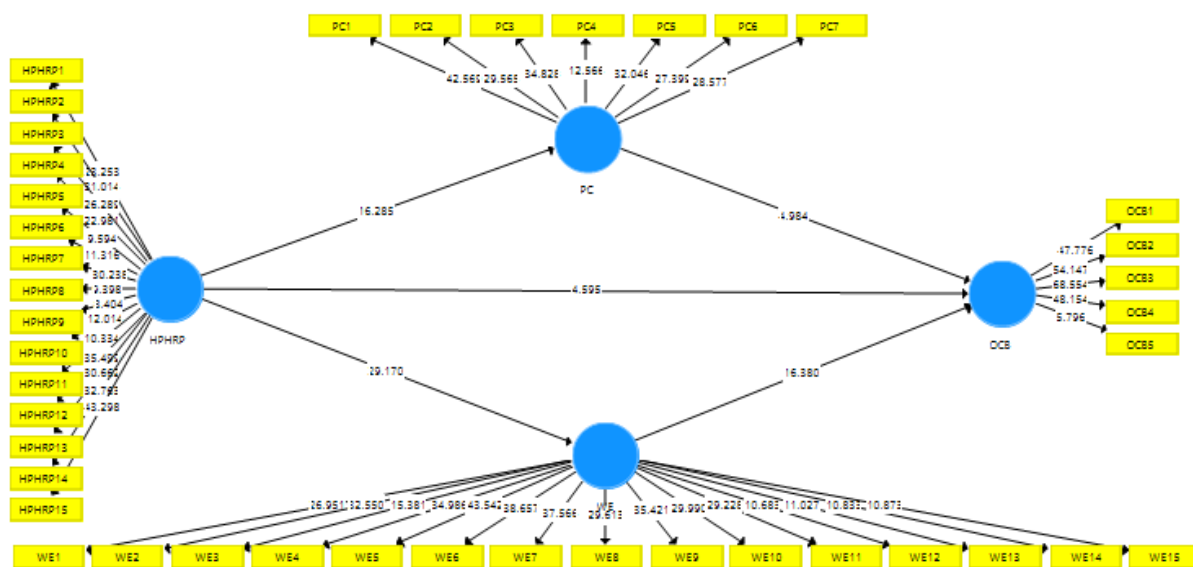


Figure 4

DISCUSSION

The study has attempted to examine the factors which do contribute towards the OCB. Further the study also tried to elaborate the mechanism through which the employees' OCB is derived. Data were collected from the employees. In this regard the study has argued that the performance focused HR practices will provide employees with additional resources to complete their jobs so they can engage in the OCBs. In addition to this study also hypothesized that when the employees are provided with the training and development opportunities which increases their capabilities and in the end they tend to be more engaged with work as their skills, abilities and knowledge is enhanced and they can manage the job well and perform all of their duties. The results of the study have supported the hypothesis.

In addition study also hypothesized that high performance HR practices are significantly associated with psychological climate. The results have supported the relationships between the variables thus hypothesis H1-H5 is accepted. In addition the study also hypothesized that both work engagement and psychological climate do mediate the relationship between performance focused HR practices and OCB. The results of the study also supported the hypothesis. All the hypothesized relationships of the study are supported by results and accepted.

CONCLUSION

Based on the findings of the study it can be concluded that the employee OCBs are important. Therefore, the organizations must pay attention to employees to get maximum benefit from the employee resources. They should be provided with a climate where they are empowered, and they can do the things on their own. The HR practices should be focused on to increase the employee engagement in the work which will in turn help to increase the OCBs. The study is guide for the policy makers regarding what practices should be followed to get the positive work environment and positive employee outcomes.

Limitations and Future Directions

The study has accomplished all of its objectives but still there are few areas which need to be considered in future studies. The sample size is small for the study so the future studies must be carried out with relatively larger sample size. In addition the current study is based on the non-probability sampling which hinders the generalizability. So future studies should consider the other sampling technique as it may have resulted in researcher bias. Additionally, comparative studies may be carried out in order to get more detailed results about the current research framework at different positions of employees.

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