

High performance human resource management, organizational identity and organizational citizenship behavior -- a hierarchical research

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Abstract

The paper based on the theory of social exchange theory and organizational identification, by the method of multiple levels and build up the multi-level linear model, this paper discusses the high performance human resource practice, organizational identification on employees' organizational citizenship behavior and the impact of turnover behavior mechanism. On this basis, through the survey of 47, 326 employees of the enterprise and analysis, the following conclusions: the High performance human resource management have significant positive effects on employee organizational citizenship behavior, has a significant negative effect on turnover intention, in which the employee organizational identification completely intermediary role.

Keywords

High performance human resource management; Organizational identity; organizational citizenship behavior; hierarchical research.

1. Research background and problem awareness

In the theoretical field, the research on the relationship between high performance human resource practice and organizational performance has been the focus of foreign strategic human resource management research (Huselid, 1995). Meanwhile, the relationship between high performance human resource practice and organizational productivity, employee turnover rate and financial performance has also been supported by some empirical studies (Arthur, 1994). But, in the past the study of human resources practice and organizational performance relationship is more of a study on the relationship between the "black box", namely too much on human resource practices on organizational performance and output level, and for what human resource management is through the mechanism of influence enterprise performance problems this research is not much, especially ignored the human resource practices for employees' individual psychological perception and actual behavior of the process. In fact, as the basic component of organization unit employees, closely related to the personal behavior and organizational performance, attitude toward High performance human resource management and employee behavior relationship research, will help correct understanding of the high performance relationship between human resources practice and organizational performance. Arthur (1994) and Huselid (1995) pointed out that High performance human resource management can influence the performance of the organization by changing the attitude and behavior of employees. Wright and Boswell (2002) argues that the high performance of the relationship between the human resources practice and organizational performance needs to be done by employees reaction, therefore, called for more learn to study the effect of High performance human resource management to employees.

Based on the above analysis, this article from the perspective of employee - organization relationship, based on the theory of social exchange theory and organizational identification, multi-level analysis, with the introduction of group identity in the intermediary variable, through what path for High performance human resource management affect this employee attitude and behavior were studied. The research framework of this article is shown in figure 1.

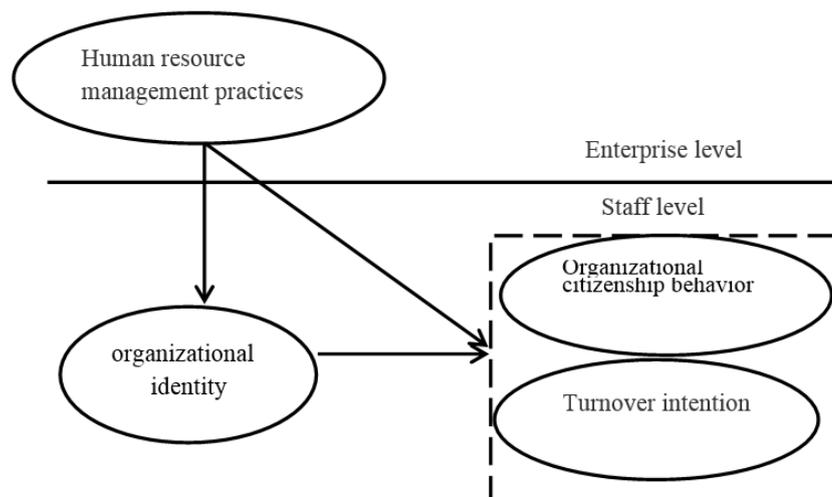


Figure 1. overall research framework

This study selected organizational citizenship behavior and departure at variable is based on the following two reasons: first, in all variables, organizational citizenship behavior and turnover behavior is considered to be closely related to organizational performance is the most variable, a large number of studies have confirmed the employee organizational citizenship behavior is one of the important indicators organization performance and turnover rate (Arthur, 1994; Huselid, 1995; Podsakoff & MacKenzie, 1997; Guthrie, 2001; Sun, 2007), as a result, the high performance human resource practice and study of relations between the two variables can further reveal the High performance human resource management the mechanism of action of impact on organizational performance; Second, although both are important variables influencing performance, but their effect is different to the organization: organizational citizenship behavior itself is a kind of relationship between performance (Walz & Niehoff, 1996), at the same time can lubricate the organizational citizenship behavior Function, reduce internal friction and enhance organizational cohesion, thus improving organizational performance (Organ, 1988); Employee turnover intention is closely related to the work of input will, the more an employee wanted to stay in an enterprise, the more willing to increase within the group through efficient performance to investment (Chun Hui, et al., 2007), to form a personal efficient output, eventually improve the organizational performance. Therefore, the study of these two variables can make the results more pertinence and persuasiveness.

In fact, employees' organizational identification is an indispensable intermediary variable in the process of high performance human resource. Human resource practice variables may not be the influence of the result of the staff level directly (Riki et al., 2009), but rather through employee cognition and evaluation of the organization's human resource practices to achieve (Ostroff & Bowen, 2000). The role of organizational identification based on individual cognitive and emotional further affect employee behavior, high organizational commitment can bring positive work attitude and positive performance results (Ashforth & Mael, 1989). At home and abroad to a lot of research on organizational commitment, but previous studies mainly from the individual level to explore its effects, such as values, personality, even study the influence factors of organizational level is only related to reputation, leadership, communication and culture, etc., paid little attention to some specific management practices on organizational identity impact (Li Yan etc., 2011). Although some scholars begin to pay close attention to High performance human resource management affect organizational commitment (Mao Zhili, 2011; Li Yan etc., 2011), but the related research is still at the initial stage, the high performance human resource practice, organizational identification and employee behavior into the same framework or within the scope of organizational identity in high performance human resources practice and organizational citizenship behavior, study of intermediary role between turnover intention or a blank. Therefore, High performance human resource management will affect the employee's organizational identity, and organizational identification is in

the high performance of human resources practice and organizational citizenship behavior and behavior plays a role of intermediary between leaving worth in-depth analysis and discussion.

In fact, in the past the research of High performance human resource management in general can be divided into two micro and macro level, the microscopic level mainly inspects High performance human resource management on the influence of individual variables, and the macro level is to explore High performance human resource management affect organizational level variable. Both of these perspectives can partially explain the impact of high performance human resource practice and its effect, but there are also deficiencies in the analytical method. Microcosmic studies can only identify individual differences, while macroscopic studies can only explain the differences between interorganizational variables (Wright & Boswell, 2002). Therefore, it is necessary to carry out a multi-level study of the integration of micro and macro perspectives. Based on this, this paper adopts multi-layer linear model (hierarchical linear modeling) statistical technique can largely make up for the inadequacy of the micro and macro perspective study. Multi-level linear model can simultaneously examine individual, team and organization effect and difference of different variables, the relationship between inspection at all levels, to avoid the traditional linear model to analyze the relationship between different variables which is caused by a series of problems, such as deviation, error estimation precision and summary "problem analysis unit", etc.), can maximum limit reduce the deviation coefficient estimation.

2. Theoretical basis and research hypothesis

High performance human resource management refers to a set of independent and interrelated with each other hr practices, including the comprehensive recruitment and selection procedures, compensation and performance management system, a wide range of employee involvement and training, etc., these practices by enhancing the staff's competence, attitude and motivation to enhance employee and organizational performance (huselid, 1995). According to the viewpoint of enterprise behavioral school (Jackson et al., 1989), enterprises rely on human resource management to guide and control specific employee role behaviors and attitudes. Tsui et al further analyzed the high performance human resource practice from the perspective of social exchange and reciprocity principle, which reflects a kind of employee-organizational relationship based on mutual investment.

According to social exchange theory, social exchange and found), exchange between individual and organization not only has the exchange of material (such as wages, etc.), but also have a psychological, or social exchange, such as the support, trust and pride and prestige (Blau, 1964). In the process of social exchange, individuals conform to the "principle of reciprocity" (Gouldner, 1960) and strive to maintain the balance of this social exchange relationship. Reciprocity believes that a person will not harm has given the advantages of his/her partner, implicit in High performance human resource management such as motivation and investment is also a kind of benefit (Sun et al., 2007). High performance human resource management is organizational culture and reflect on the human resource management policies, when these practices are good for employees, employees will understand the value of her contribution for the organization and the attention to its own interests, in return for the organization, will make staff to the behavior of the organization. And the increase in organizational citizenship behavior and the decrease of turnover are undoubtedly beneficial to the organization. Typical of organizational citizenship behavior has voluntarily undertake responsibilities on the job content, help colleagues when they are in trouble, their own resources, or information to share with others, to participate in voluntary activities, the company actively put forward reasonable Suggestions for the improvement of work such as (Wu Xin Zhang De, 2005). And the act of leaving the office will do harm to the organization's performance (Guthrie, 2001). Therefore, organizational citizenship behavior and employee retention behavior can be as a product of social exchange between individual and organization, i.e. when employees through the organization to meet him (her) some of the material and psychological needs, according to the principle of "mutual benefit", he (she) will be made to the organizational behavior. It should be noted that since the

tracking of employee turnover is very difficult, the separation tendency is often used to measure the substitution variables (Griffeth, 2000).

Through the above analysis, the high performance of human resources practice and organizational citizenship behavior positive correlation (Ed Snape & Tom Redman, 2010; Asim Mukhtar et al., 2012; Davood Babaei et al., 2012), and negative correlation relationship with the employee turnover intention (Huselid, 1995; 1997; Huang Rahim et al., 2001) has been supported by many scholars. Sun (2007) pointed out that High performance human resource management as a strategy for managing employment relationships, such as providing job security, extensive training, internal promotion, etc. constitute the motivation of the organization. The organization hopes to feel the support in the working environment by meeting employees' goals. According to the social exchange theory (Blau, 1964), the positive impact of employees' enjoyment of the supportive work environment is that it forces them to reward the organization through their actions that are beneficial to the organization. Therefore, we believe that High performance human resource management will increase organizational citizenship behavior and reduce the turnover. To sum up, this paper proposes the following hypothesis:

H1a: the organization of High performance human resource management has a positive impact on employee organizational citizenship behavior

H1b: organizational High performance human resource management have a negative impact on employee turnover

(ii) high performance human resource practice and organizational identification

Organizational identification is refers to the employees think that he is a member of the organization, whether it will agree with the organization's mission, vision, values and goals, make decisions that would consider the interests of the organization (Miller, 2000). The organization's High performance human resource management are often viewed by employees as a personalized official commitment to them (Tsui et al., 1997). Strategic human resource management in school of thought, the staff's attitude and behavior is largely shaped by the organization of human resources practice and organizational performance through human resources practices to build trust and strengthen mutually beneficial norms, this constitutes specific psychological relationship between employees and the organization (Arthur, 1994). Sun (2007) pointed out that through the High performance human resource management, organization to provide a good working environment for employees, such as providing effective skills training, to ensure that the internal promotion channels unblocked, the assessment result oriented and build competitive compensation system, suggest organizations to establish a long-term cooperative relationship with employees, can well unified organization and the employee's interests. According to the theory that, when employees aware of the organization's kindness, their ego identity consciousness as "organization man" will be strengthened, and at the heart of this strengthening of the consciousness is the identification organization (Mael & Ashforth, 1992). Organization and concern to the attention of the employees can increase the pride of the employee as members of the organization, in this case, they tend to be more will be linked with himself to the success of the organization, and will continuously within the organization's values and norms into their values and norms, so as to enhance the organization's identity (wang jian-min sun, 2011).

The relationship between high performance human resource practice and organization identification is still in its initial stage and has not been paid enough attention. However, some scholars have begun to focus on the impact of High performance human resource management on organizational identification. Relevant research shows that High performance human resource management and organizational identification and their dimensions have reached a significant positive correlation (MAO zhili, 2011). To sum up, this paper proposes the following hypothesis:

H2: organizational High performance human resource management have a positive impact on employee organizational identity.

(iii) Organizational identity and organizational citizenship behavior, resignation tendency

Organizational identity reflects the relationship between employees' self-concept and organization (bao gongmin, xu bixiang, 2006). Social identity theory, organizational identity is an individual to self definition, thus a process belonging to the organisation, it is a connecting individual and group psychological bond (Ashforth & MaelF, 1989). Simon (1991) argues that it is the identity of the members to the organization, not other things that make the organization strong enough to ensure that many members act in a coordinated manner and achieve organizational goals. Organizational identification is one of the more integrity and durability assessment of the reaction, it reflects the employee attitude towards organizational level (Dana, 2009), on the organizational citizenship behavior and have important influence on turnover intention. Firstly, the organization of citizen behavior as a voluntary informal behavior, its motivation derives from the emotional attachment to the organization (zhai ying, 2010). Individuals to the organization, the higher the esteemed, then he (she) will be more ponder the question from the perspective of the organization or to make some beneficial to the organization's behavior, such as more cooperative behavior and organizational citizenship behavior (Dutton & Dukerich, 1994). Secondly, the tendency of resignation as a reflection of employees' concept of organizational emotions is also influenced by organizational identification. Organizational commitment can promote to a group level staff's self concept, will the organization's values and individual values, stimulate the staff members of the organization identity recognition and a sense of pride, boost the enthusiasm of the employees to remain as members of the organization, thus effectively reducing turnover behavior. To sum up, this paper proposes the following hypothesis:

H3a: organizational identity has a positive effect on employee organizational citizenship behavior.

H3b: organizational identity has negative influence on employee turnover tendency.

(iv) the intermediary role of organizational identity in the relationship between high performance human resource practice and organizational citizenship behavior and turnover tendency

Although there have been some research from theory and practice, this paper discusses the high performance human resource practices and the relationship between employee behavior, and examines the possible existence of intermediary variables, such as employee satisfaction, perceived organizational support, emotional commitment and so on, but there are few empirical studies focus on the intermediary role of organizational identity in the two relations. We believe that organizational identification may be a mediating variable of high performance human resource practice affecting employee behavior. That is because many studies have shown that organizational identification as an employee to cling to a state of mind, organization will lead to favorable attitudes and behavior to an organization, so as to enhance the overall performance of the organization (Mao Zhili, 2011). Organizational identification is not only to obtain and maintain the important source of competitive advantage, and many important predictor variable in organizational behavior, organizational identification as the intervening variable, many research to explore various antecedent effect on employees' work attitude and behavior (shen yi, 2007; Lai Zhi chao deng, 2001). Human resource management practices are largely organization convey the concept of value and carrier signal, when the concept of organization attaches great importance to and takes care of people through the high performance human resource practices show and is the enthusiasm of the staff awareness and give attribution, they will be aware of the organization's support, and then based on the principle of social exchange and social identity show commitment to the organization and identity (wang jian-min sun, 2011). To sum up, this paper proposes the following hypothesis:

H4a: organizational identity plays an intermediary role in the relationship between high performance human resource practice and employee organizational citizenship behavior

H4b: organizational identity plays an intermediary role in the relationship between high performance human resource practice and employee turnover tendency.

3. Research objects and research tools

3.1 Research object

This study used the method of snowball sampling to distribute questionnaires in shenzhen, guangzhou and huizhou in the pearl river delta region. As the organizational hierarchy variable is formed by the employee report, we ensure that the high performance human resources practice of each enterprise is evaluated by four to eight randomly selected employees. Finally, 47 enterprises were obtained, including real estate, manufacturing, information services and software, catering industry, construction industry, etc. A total of 472 questionnaires, excluding data missing too much or more than six consecutive problem to choose the same option 43 invalid questionnaire, get effective questionnaire 326 in this research, the real effective recovery rate was 77%.

The characteristics of the survey were as follows: The number of people aged 21 to 30 is 48.7%, and 37.1% from 31 to 40 years old. The number of years of work has been concentrated in the following three years (34.6%) and 4-10 years (48.7%). 28.4 percent of college graduates, 56.7 percent for undergraduates; The ownership situation of enterprises in the survey was relatively concentrated. Among them, private enterprises accounted for 35.3%, and state-owned enterprises accounted for 42.6%, while other types accounted for 22.1%.

3.2 Research tools

In the measurement of high performance human resource practices, past research mainly through the human resources manager to evaluate, but the human resources manager may overestimate the organization's high performance human resource practices (Bowen & Ostroff, 2004). Studies have pointed out that during the measurement of high performance human resource practices, employee's individual measure than management evaluation for employees attitude variables have a better forecast effect (Edgar & Geare, 2005; he & Wang, 2006). Therefore, this article draws on the practice of the latest research (Wu & Chaturvedi, 2009) and measures from the employee's perspective.

High performance human resource practices: this research adopts the Sun (2007), such as high performance human resource practices of the 18 - item, including personnel selection 4 problem, extensive training 4, internal flow 5, result oriented assessment 3 topic and incentive pay 2 topic. The cronbach alpha coefficient of this scale is 0.81.

Organizational commitment: Mael and Ashforth (1992) argue that organizational identification is one-dimensional, they developed scale including six indicators, such as "when an organization has been criticized for its members feel like they are the insult". "I'm very concerned about how others view our organization." The cronbach alpha coefficient of this scale is 0.88.

Organizational citizenship behavior: using Farh, Earley and Lin (1997) according to the scale of China's situation development. The scale was made up of 15 items and was tested by Hui, Law and Chen (1999). The cronbach alpha coefficient of this scale is 0.91.

Dimission tendency: the dimission tendency adopts Benttein and other verified single dimension scale, two projects. The level of consent gradually increases from 1 to 5. The cronbach alpha coefficient of this scale is 0.89.

3.3 Control and inspection of homologous variance

Because the organizational hierarchy and individual level variable data of this study are collected through a questionnaire and filled in by the same subjects, the homology variance can be caused. Therefore, this study controls the homologous variance in the questionnaire design. In the first place, the questionnaire used the anonymous method to reduce the concerns of the subjects and the tendency of personal bias. Secondly, this study set up a partial reverse title in the questionnaire to test whether the subjects were conscientious and reduce the potential consistency motivation of the subjects.

In addition, Harman single-factor detection method is used to test the homologous variance problem. The results show that the fit of the three factor model and the data of well ($\chi^2 / df = 3.41$, GFI = 3.41, NFI = 0.88, CFI = 0.89, RMSEA = 0.072), and the fitting effect is much better than the single factor

model, the common method of deviation between variables was not significant, the data of all kinds of relations can be trusted.

3.4 Data aggregation

This study USES group correlation coefficient (ICC1, ICC2) and group internal consistency coefficient (RWG) to evaluate the feasibility of high performance human resource practice of employee perception to the organizational level. Single factor analysis of variance showed that high performance hr practices within the group of mean square and the mean square there are significant differences between groups ($F = 34.58, p < 0.01$), ICC1 and ICC2 were 0.31, 0.67, aggregate demand; At the same time, the Rwg coefficient of high performance human resources practice is 0.87, which satisfies the basic requirements of evaluation consistency in the group, so the aggregation of data at the team level is appropriate and effective.

IV. Research results and practical value

(i) research results

The correlation coefficient matrix of the study variables is shown in table 1. The results show that the employees aware of the high performance of human resources practice and organizational identification ($r = 0.45, p < 0.01$), and organizational citizenship behavior ($r = 0.53, p < 0.01$), and turnover intention ($r = 0.37, p < 0.01$), organizational identity and organizational citizenship behavior ($r = 0.56, p < 0.01$), and turnover intention ($r = 0.41, p < 0.01$) there were significant correlation between, provides the basis for the next analysis.

Table 1. descriptive statistics and correlation coefficient matrix of each variable

	M	SD	1	2	3
Level - 1 variable (n = 326)					
1.organizational identity	3.39	0.83			
2.Organizational citizenship behavior	3.56	0.85	0.56**		
3.Turnover intention	2.78	0.88	-0.41**	-0.38**	
4.Human resource management practices perception	3.26	0.79	0.45**	0.53**	-0.37**
Level - 2 variables (n = 37)					
4.Human resource management practices	3.28	0.38			

Note: * means $p < 0.05$, * * means $p < 0.01$

1. Zero model

The preconditions for the analysis of multilayered linear models with variances and intergroup variances in the group of dependent variables (Hofmann, 1997). Therefore, this paper firstly takes organizational identification (M1), organizes the citizen behavior (M4) and the resignation tendency (M9) to establish a zero model for the result variable to decompose the variance of these three variables. The results show that the variance of the three variables is 28%, 24% and 32% respectively, respectively, and the ratio of the total variance ($P < 0.01$) can be followed by the subsequent cross-layer analysis.

Join in the equation of M2, M5, M10 individual and organizational level control variables, found that gender on organizational identification ($\gamma_{30} = 0.19, p < 0.05$), and turnover intention ($\gamma_{30} = 0.1, p < 0.01$) reached significant level, working fixed number of year of organizational

identification ($\gamma_{30} = 0.15, p < 0.05$), and corporate ownership of turnover intention ($\gamma_{30} = 0.27, p < 0.05$) significantly.

2. Main effect test of team level (H1, H2)

In order to test hypothesis 1 and hypothesis 2, we add high performance human resource practices in M3, M6, and M11 as the organizational hierarchy variables, and estimate the Intercept as the model of the result variable (Intercept - as - Outcomes). Results show that, after controlling for other variables, high performance human resource practices on organizational identity ($\gamma_{01} = 0.78, p < 0.01$), and organizational citizenship behavior ($\gamma_{01} = 0.53, p < 0.01$), and turnover intention ($\gamma_{01} = 0.61, p < 0.01$) have a significant impact, and compared with the virtual model and the control variable model, the model has the additional amount of variance between groups explain, therefore, hypothesis 1 and hypothesis 2.

3. Main effect of individual level (H3)

In equation M7 and M12 import group identity as an individual level variables, the results show that organizational identification on organizational citizenship behavior ($\gamma_{10} = 0.41, p < 0.01$), and turnover intention ($\gamma_{10} = 0.56, p < 0.01$) have a significant impact, and the model of residual in the group compared with the virtual model and control model with significantly lower, hypothesis 3.

4. Intermediary effect analysis of organizational identification (H4)

In order to investigate the mediating effect of organizational identification in the relationship between high performance human resource practice and employee organizational citizenship behavior and separation tendency, this paper carries on the analysis of intermediary effect. The results show that when the individual level of organizational identification after entering the M8 and M13, organizational identification on organizational citizenship behavior ($\gamma_{10} = 0.36, p < 0.01$) and turnover intention ($\gamma_{10} = 0.44, p < 0.01$) have a significant impact, but the level of organization of high performance human resource practices on organizational citizenship behavior ($\gamma_{01} = 0.16, p > 0.05$) and turnover intention ($\gamma_{01} = 0.17, p > 0.17$), the influence of the less significant, and the equation of interclass variance and the amount of total variance explained than M6 and M11 have increased significantly, suggesting that organizational identification mediation in the high performance of human resources practice and organizational citizenship behavior, the relationship between turnover intention, hypothesis 4.

4. Limitations of discussion and research

4.1 discussion of the problem

Employees' organizational citizenship behavior and turnover behavior are the two key factors that affect organization performance, this paper USES hierarchical analysis method to examine the staff awareness of high performance human resource practices on its organizational citizenship behavior and turnover behavior. At the same time introducing organizational identification as a intervening variable, high performance through the analysis of the hierarchical human resources practice and organizational citizenship behavior, the mechanism of action between turnover intention, the results also proved in this paper, four groups of hypothesis.

Firstly, high performance human resource practice has positive influence on employee organizational citizenship behavior, and has negative influence on employee turnover tendency. Although there have been some past research on high performance human resource practices and employees' organizational citizenship behavior and the relationship between turnover intention are discussed in this paper, and the research conclusion is consistent with most scholars research results, but it also further confirmed the high performance human resource practices for shaping the important role of employee attitude and behavior. The organization can build a certain level of trust atmosphere through high performance human resource practice and motivate employees to engage in cooperative behaviors (Malhotra & Murnighan, 2002).

Secondly, this study further investigates the internal mechanism of high performance human resource practices on employee organizational citizenship behavior and turnover tendency. By examining high performance human resource practices on organizational identification, and organizational identification influence on organizational citizenship behavior and turnover intention, confirmed that the organizational commitment in high performance human resources practice and organizational citizenship behavior, turnover intention completely mediating role between the relationship. Intermediary effect results confirmed the original hypothesis, namely the high performance human resource practices is not directly affect employee attitudes and behaviors, but makes people to rethink the relationship between self-concept and organization orientation, organizational commitment, eventually made good for organization behavior.

4.2 limitation of research

In this paper, based on the theory of social exchange theory and organizational identification, by building a multi-level linear model and explore the high performance human resource practices and the relationship between employee attitudes and behavior, the results show that the high performance human resource practices is affect employee organizational citizenship behavior and turnover intention, the important factors that influence and organizational identification in the role play fully the role of mediation.

Of the limitation of this study are mainly the following four aspects: first, this study examines cross-section study data high performance human resources practice and organizational citizenship behavior, organizational identity and the relationship between turnover intention, which we cannot assert that there is a causal relationship between variables. Therefore, it is necessary to study the causal relationship between these variables in future research. Secondly, the sample size of this study is slightly inadequate, which may result in inaccuracy of the research results. Although the individual sample size and group sample size of this study have achieved the basic requirements of cross-layer research, the smaller sample size can reduce the statistical effectiveness. At the same time, this article through 4 ~ 8 employees feel to measure the performance of each enterprise human resource practice level, but the randomly selected employees awareness of high performance human resource practices in the enterprise may not be representative. Therefore, it is necessary to further expand the sample size and improve the accuracy of the measurement. Thirdly, the operationalization and definition of high performance human resource practices need to be further refined. In this study, only the five basic aspects of high performance human resource practice are selected, which may result in the neglect of other dimensions valued by employees. The effectiveness of human resource management system cannot be separated from the management of the specific situation and the economic and social development stage (middle xing, 2010), future research should be according to the concrete condition and situation to choose suitable measurement dimensions; Fourth, from the perspective of strategic human resource management, this study will be high performance human resource practices as a system to study, but some research suggests that high performance human resource practices of different dimensions have different effects on employee attitudes and behavior. Therefore, future research can further investigate the effect of the segmentation dimension of high performance human resource practice on employee attitude and behavior.

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