

The Impact of High-Performance Work System, Human Capital and Citizenship Behavior on Small and Medium-sized Enterprises Performance in Thailand: A Conceptual Framework

Wasan Sakulkijkarn¹

Assistant Professor at Faculty of Business Administration for Society Srinakharinwirot
University Bangkok, Thailand

Abstract

This research aimed to 1) investigate and provide examples of the effects of organizational citizenship behavior, human capital, and a high-performance work system on the performance of small and medium-sized enterprises (SMEs); 2) investigate the effects of organizational citizenship behavior, human capital, and a high-performance work system on SMEs performance; and 3) develop a model of the relationships between organizational citizenship behavior, human capital, and a high-performance work system. Adopting and putting into action this strategy presents significant challenges for small and medium-sized businesses who are working to maintain their sustainable organizational performance. This study aims to provide a conceptual framework and research model for a high-performance work system that employs organizational citizenship behavior and human capital as mediating elements in relation to the performance of SMEs, particularly in the context of Thai SMEs. The research model will be based on a high-performance work system that employs organizational citizenship behavior and human capital. Officials, decision-makers, and practitioners of SMEs will have a better ability to comprehend the work system practices and focus on the specified practices if their companies adopt a high-performance work system with human capital and organizational citizenship behavior. This will allow the companies to adopt a high-performance work system. Collecting primary data from Thai SMEs and applying the ATLAS.ti (The qualitative data analysis and research software) technique to hypothesis testing are going to be the two main focuses of the next round of research, which is supposed to examine and evaluate the theoretical model.

Keyword: High-performance work system, Human capital, Organizational citizenship behavior, SMEs performance

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1. Introduction

The reduction of government regulation, globalization, modern technology, and other rapid environmental changes have had an effect on the organizational performance and national competitiveness (Holbeche, 2001; Sujittra Thananan, 2005; Christensen, 2006). In this situation, building a nation's strength and competitive advantage is essential.

According to Michael E. Porter's Diamond Model, a country's long-term prosperity and quality of life can be attributed to its ability to use its human capital, and natural resources to increase productivity, which involves two important factors: 1) a good macroeconomic structure, which is a key factor in increasing competitiveness; and 2) the development of competitive fundamentals in a nation's microeconomic by fostering a business environment that encourages competition. Both internal and external data flows must be precise, timely, and of the highest standard. The private sector is currently under growing cost constraints, making it difficult for SMEs to supply high-quality goods and services at reasonable costs. The emphasis of the SME sector has shifted from monitoring connections to managing purchases. The restrictions on service costs and the need for high-quality products have a significant influence on small and medium-sized enterprises. While other industries have addressed these difficulties by adopting performance management through the development of human resources such as human capital and organizational citizenship behavior. SMEs have only just begun to adopt this concept. According to a number of experts, the slow adoption of SMEs is due to their unique operating environment (Chakraborty, Bhattacharya, and Dobrzykowski (2014).

Due to the fact that a high-performance work system does not have a direct impact on organizational performance, there are still critical gaps that need to be investigated when examining the theoretical concerns of high-performance work system, human capital, and organizational citizenship behavior. Additionally, it is uncertain how human capital and organizational citizenship behavior influence organizational performance (Delaney and Huselid, 1996; Delery, 1998; Hislop, 2003; Paauwe and Boseli, 2003; Lopez, Peon and Ordas, 2005). This is the primary fallacy in the notion linking human resource management to organizational performance, sometimes known as the HRM "black box." As a result, there is a growing desire among academics to examine comprehensively the aspects linking the high-performance work system and organizational success (Wright, Dunford and Snell, 2007; Takeuchi, Lepak, Wang, and Takeuchi, 2007). Research indicates that a high-performance work environment impacts performance via the following mechanisms: employee ability, motivation, and work opportunity (Batt, 2002; Boxal and Purcell, 2002). In accordance with the conclusions of Delery and Shaw's (2001) study, organizational citizenship behavior and human capital may be considered the pillars connecting human resource management and labor productivity. Thus, it may be stated that organizational citizenship behavior and human capital

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are the most likely elements connecting the high-performance work system with the success of SMEs.

2. Literature Review

The resource-based view of an organization is used to study the relationship between the high-performance work system and organizational performance. Although several studies have demonstrated this relationship, little is known about the underlying mechanisms. As it is currently unknown how a high-performance work system impacts organizational performance, this is seen as a severe weakness (Delaney and Huselid, 1996; Delery, 1998; Hislop, 2003; Paauwe and Boseli, 2003; Lopez et al., 2005). According to Priem and Butler (2001) and Becker and Huselid (2006:901), the resource-based viewpoint of an organization is a very abstract theory, and the link between HR architecture and organizational performance is ambiguous, which is considered a "black box" in human resource management. The theoretical value of management in practice is limited by the difficulty of its application (Priem and Butler, 2001: 34). In addition, research has cast doubt on the validity of the aforementioned results (Wall and Wood, 2005; Wright, Gardner, Moynihan, and Allen, 2005). It has been demonstrated, for instance, that the relationship between a high-performance work system and organizational performance is dramatically weakened when past performance is included. This demonstrates that the relationship between the high-performance work system and organizational success is more nuanced than previous research has indicated. In light of the shortcomings and limitations of the aforementioned research, scholars have focused on the mechanisms that explain the relationship between the high-performance work system and organizational performance, and they have begun to agree that human factors or employee behavior are the variables that mediate the relationship (Ramsey, Scholarios, and Harley, 2000: 502). Through the internal social structure, the high-performance work system impacts the financial performance and flexibility of the business. This internal social structure may be divided into two categories based on the characteristics of the connection, such as bridging weak connections, reciprocity norms, and shared mental models, and the characteristics of the mediating activity, such as role-making and organizational citizenship behavior. According to the idea of Evans and Davis, each human resource strategy in a high-performance work system has a distinct effect on the type of employer-employee relationship, which in turn influences organizational performance. It was observed that a high-performance work system promotes organizational citizenship behavior by boosting cohesiveness, lowering job routine, and generating favorable impressions of organizational support and procedural justice. For example, a flexible work system aids in the reduction of routineness (Way, 2002), a self-management team fosters a collaborative environment and greater cohesion (Seers, Petty, and

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Cashman, 1995), and co-decision making allows staff members to share their opinions, which is linked to the perception of procedural justice. Furthermore, it was demonstrated that training and development may imply employee involvement due to a feeling of corporate support (Rhoades and Eisenberger, 2002). These results demonstrate that the high-performance work system stimulates and encourages organizational citizenship behavior.

The study's findings suggest a relationship between the components of organizational citizenship behavior, high-performance work system and organizational success. According to social exchange theory, a high-performance work system results in certain behavior when there is social connection between employer and employee (Organ, 1990; Pare and Tremblay, 2007: 332). Additionally, a high-performance work system may impact or modify employee behavior (Wright, McMahan, and McWilliams, 1994). It is a system that promotes employee knowledge, dedication, skill development, and motivation, and assists in the creation of an atmosphere that encourages organizational citizenship behavior (Guthrie, 2001). (Evan and Davis, 2005). It has larger ramifications beyond the confines of an employee's work. It stimulates teamwork and compels employees to focus on the company's benefits. Consequently, the high-performance work system impacts organizational citizenship behavior (Wei, Han, and Hsu, 2010: 1636). The high-performance work system indirectly affects organizational effectiveness through organizational citizenship behavior (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). Pare and Tremblay (2007) and Lam, Chen, and Takeuchi (2009) suggest organizational citizenship behavior as a mediator between the high-performance work system and employee desire to leave (2009). Organizational citizenship behavior impacts both organizational and individual outcomes, such as employee performance, attrition rate, and customer satisfaction (Podsakoff, Whiting, Podsakoff and Blume, 2009). Further, Boerner, Eisenbasis, and Griesser (2007) assert that organizational citizenship behavior serves as a partial mediator between transformational leadership and employee performance, hence linking it to employee performance. Comparable research was conducted by Kasemsarn Chotchakornpant, Napaporn Juntarung, and Jaturong Wongchaikitiphom (2008), which demonstrated that organizational citizenship behavior is a key determinant in defining the duty-based performance of policies. Regarding organizational performance, it is believed that effective organizational citizenship practices may inspire an organization to achieve its goals and enhance performance (Chu, Lee, Hsu, and Chen, 2005). Due to the association between organizational citizenship behavior and increases in customer loyalty, employee retention, and absence rates, this is the case (Chahal and Metha, 2010). A alternative idea suggests that a high-performance work system may impact organizational performance by altering workplace elements that might contribute to ability, motivation, and opportunity (Batt, 2002; Boxal and Purcell, 2002; Lepak, Liao, Chung and Harden, 2006). According to Delery and Shaw, knowledge, skill, ability, and motivation are like a pillar linking the people management system and labor productivity (2001).

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In addition, research demonstrates a correlation between a high-performance work system and the overall amount of human capital (Wright and Snell, 1991; Arther, 1994; Huselid, 1995; Guthrie, 2001; Takeuchi et al., 2007). Human capital is the result of an organization's investment in hiring individuals. Implementing human resource practices that are oriented on the exact identification of employee talents may provide a corporation a competitive edge (Lepak and Snell, 1999). When selection and training are prioritized, human capital levels among employees increase (Huselid, 1995; Way, 2002; Zacharatos et al., 2005). Higher education is a way of increasing knowledge that equips people with practical skills and improves their performance. Organizations that invest in training and development will see an increase in their human capital (Bontis and Fit-enz, 2002). It was also revealed that performance evaluation is another method for enhancing human capital levels. This system allows employees to offer performance feedback, which aids in determining the optimal path for capacity, behavior, and performance enhancements. While competitive wages and fringe benefits will aid firms in attracting and recruiting highly trained workers (Arther, 1994; Huselid, 1995; Guthrie, 2001). Human resource management in terms of recruiting, training, and development, as well as health and safety, has a significant effect on human capital, according to Yang and Lin (2009, p. 974), who examined studies of organizational performance. According to researchers who have developed a framework and examined the relationship between a high-performance work system and organizational performance based on the resource-based view of the firm theory, a high-performance work system helps raise the levels of collective human capital and has a positive effect on organizational performance as a whole (Takeuchi et al., 2007). In addition, Youndt, Subramaniam, and Snell (2004) revealed that the practices of the high-performance work system are related to human capital and have an effect on organizational performance.

3. Research Framework

The researcher intends to construct a model on the functioning of SMEs based on the findings of the literature review that they conducted. The construct variable consists of a high-performance work system, human capital, and organizational citizenship behavior. Figure 1 illustrates the variable that is associated with each component.

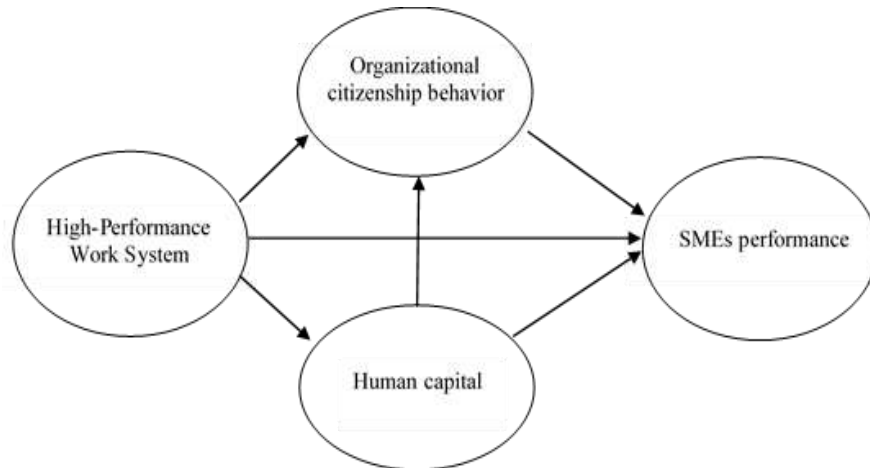


Figure 1: Research Framework

The framework demonstrates that 1) the high-performance work system, human capital, and organizational citizenship behavior may have an impact on SME performance; that 2) human capital, and organizational citizenship behavior may have a direct impact on SME performance and an indirect impact on SME performance via the high-performance work system and SME performance as mediators; and that 3) the relationship between the high-performance work system, human capital, and organizational citizenship behavior may be moderated by the SME performance.

4. Research Design

In this study, the researcher employed an exploratory sequential methodology for the research design, beginning with qualitative research and then ATLAS.ti. The program was based on the interview in order to get the necessary information to answer the research questions. This study was conducted systematically by collecting qualitative data progressively, indicating that sequential qualitative data collection and analysis techniques were utilized. The qualitative research method was essential for this study. Only quantitative data might disclose the pattern and size of the relationship between the variables, and findings may change according to the circumstances. The qualitative data analysis results assisted in understanding the phenomena of the quantitative results and supporting their hypotheses and conclusions. The qualitative technique consisted of data collection using semi-structured interviews with Thai SME Entrepreneurs in order to examine the phenomenon and utilize the gathered data to characterize and validate the findings. To enhance the study findings, conclusions, conclusion, and debate, qualitative research was used to explore empirical phenomena based on a set of guiding principles and concepts. Using the technique of in-depth

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interviews, face-to-face and telephone interviews were conducted to collect data from a sample of SME representatives.

4.1 Population and Sample Selection

In this study, the approach of purposive sampling was utilized. Entrepreneurs of SMEs whose yearly total sales of products or services surpassed 30 million Thai Baht were the primary respondents for the qualitative study. The criteria used to choose the key informants were that they be SME Entrepreneurs who were willing to answer the questions and provide their opinions, were actively involved in the performance of the SMEs, and had direct experience coordinating or working with their subordinates. In addition, the snowball sampling technique was utilized in this study to collect more relevant data. Existing research participants recruit more participants from among their superiors, coworkers, and subordinates. The researcher finally conducted interviews with forty-eight SMEs.

4.2 Data Collection

In addition, data was collected through semi-structured interviews. According to the degree of the high-performance work system and its factors, the structure of the quantitative research questions was amended. The goal of the interview was to acquire a deeper knowledge of the SME entrepreneur's viewpoints on policy formulation, implementation, application, human resource management, and organization expansion. The interview covered eight topics, such as the high-performance work system, human capital, organizational citizenship behavior, and the performance of SMEs. The collected data would assist in defining the linkages and direct and indirect effects of these important factors on the performance of Thai SMEs. The scheduling of the interviews was determined by the availability of each significant source. The vast majority of face-to-face interviews were conducted at SMEs in Bangkok and other provinces where the researcher had a strong connection with the SME owners and/or key informants and was able to gain excellent cooperation from each firm. Moreover, the bulk of SME telephone interviews were conducted outside Bangkok. The majority of key informants were available for telephone interviews, while the others were accessible for in-person interviews lasting between 40 and 60 minutes. If the primary informant consented, the conversations were recorded using a digital voice recorder and/or a mobile phone. The success of the interview sessions was largely attributable to the SME Entrepreneurs' steadfast support and each key informant's excellent cooperation.

4.3 Data Analysis

Three primary processes comprised the qualitative data analysis: 1) data arrangement, 2) data display, and 3) data conclusion, interpretation, and verification. After the conclusion of each interview with a key informant, the recorded conversation was transcribed and classified. After completing the translation of the debates, the conclusion of inductive reasoning was reached. Following are detailed explanations of each main process. This process consisted of separating the collected data into two unique groups. (1) the physical aspect, which consisted of data recording, data editing, data conclusion, and data storage; and (2) the content aspect, which consisted of establishing the meaning of each sentence in the gathered data to facilitate data classification and data coding. This was a way to present the collected data. The bulk of them were reorganized based on the coded data and presented in narrative format with linkages to the classified data. The original words, sentences, or statements of the key informants were expressed and referred to in order to validate the raw data's source, highlight the relevance and interest of the raw data, and convey the key informants' feelings and opinions. 3) Concluding remarks, interpretation, and confirmation: This process consisted of identifying the conclusion and interpretation, followed by a determination of their validity. The researcher employed triangulation to determine the reliability and authenticity of the raw data. Utilizing both in-depth interviews and focus group discussions, triangulation was utilized to collect raw data and information. Data triangulation was also utilized by comparing the gathered data from multiple raw data sources, such as SME-related locations and SME-entrepreneurial key informants, to evaluate whether or not they were the same. The raw data collected through in-depth interviews with entrepreneurs of SMEs. This was done in order to illustrate the consistency and link between the evidence and the data obtained from the data analysis in answer to the research questions on their reasonableness and acceptability. Before reviewing the data, the researcher controlled the data by transcribing and storing each interview as a computer file, putting the data in a folder, and creating a physical backup copy of the data. The researcher used ATLAS.ti for data analysis, beginning with data coding and moving on to initial coding. It is referred to as open coding in the ATLAS.ti software, followed by family coding, and the researcher generated the themes. Throughout the study process, the researcher also recovered textual codes and data, advanced to more theoretical categories, and continued to create notes employing mind mapping.

5. Conclusion

The primary objective of this study is to develop a high-performance work system model and assessment framework that may serve as a guide for the development of an effective high-

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performance work system implementation strategy for Thai SMEs. Despite the fact that previous research on high-performance work system has successfully identified and implemented high-performance work system practices, the literature on the investigation of the relationship between high-performance work system, human capital, and organizational citizenship behavior on performance in the context of Thai SMEs is in its infancy. In accordance with this, the purpose of the present study is to contribute to the development of a conceptual framework and research model for Thai SMEs in particular. This study has examined in depth, as indicated earlier, the indicators of a high-performance work system, human capital, organizational citizenship behavior, and organization performance. On the basis of this review, a research model has been built to examine the influence of the adoption of a high-performance work system in relation to human capital and organizational citizenship behavior on the performance of Thai SME. Three study objectives and six hypotheses were derived from this paradigm.

5.1 Theoretical implication

Despite the fact that high-performance work system have been a significant source of practice-oriented management prescriptions and the subject of a great deal of published research, little is known about the implementation of high-performance work system leading to human capital and organizational citizenship behavior on the performance of Thai SMEs as experienced by SME Entrepreneurs. Academics, administrators, and managers have neglected this field of research and application until recently. This study contributes by developing and testing a research model that explains how and why distinctive high-performance work system have distinct connections with human capital and organizational citizenship behavior on the performance of Thai SMEs. In addition to extending the current study on high-performance work system, the proposed research model has filled a gap in the literature on high-performance work system and role stressors. In addition, the use of SEM in this study is an effective tool for simultaneously examining the models, assessing the mediating effects of human capital and organizational citizenship behavior, and establishing if the hypothesized models have been well

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established. The simultaneous investigations of different dimensions of high-performance work system, human capital, and organizational citizenship behavior provide a more comprehensive understanding of the phenomenon and advance the current understanding of the interrelationships between high-performance work system, human capital, and organizational citizenship behavior on the performance of Thai SMEs. According to our knowledge, none of the studies conducted in the field of high-performance work system research have examined the direct and indirect effects of the relationships between high-performance work system, human capital, and organizational citizenship behavior. In this regard, the establishment of multidimensional and mediating relationships between the high-performance work system, human capital, and organizational citizenship behavior in this study represents a substantial distinction from previous research.

5.2 Practical implication

Human capital and organizational citizenship behavior have been a concern in Thailand throughout the years for both individuals and corporations. From a practical aspect, it is crucial to comprehend which characteristics of high-performance work system are significantly associated with human capital and organizational citizenship behavior among entrepreneurs of SME. As the proposed model permits analysis of independent dimensions of high-performance work system in relation to human capital and organizational citizenship behavior, the research model of this study serves as a diagnostic tool for organizational administrators and managers to gain insight into the positive and negative influences of high-performance work system on human capital and organizational citizenship behavior. When the relationships between different high-performance work system, human capital, and organizational citizenship behavior on the performance of Thai SMEs are discovered, organizational administrators and practitioners will be able to manage the behavior of individual employees by applying current high-performance work system practices along with human capital, and organizational citizenship behavior exhibited by employees.

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5.3 Future research

Future research will involve data collection and empirical analysis to test hypotheses on the extent of implementation and links among Thai SMEs. Presumably, the findings will reveal that the higher the presence of these high-performance work system concepts, the greater the quality performance of the firms. It would be interesting to evaluate the provided theoretical model using a method capable of evaluating such a model. Future applications of ATLAS.ti (The qualitative data analysis and research software) may include the generation of correlation matrices and the validation of correlations using diagramming. In the future, this study can be expanded to include other private sectors, and exhaustive research can be conducted on various aspects of high-performance work system, such as sustainability, knowledge management, and organization strategy, to incorporate the flexibility in high-performance work system in relation to human capital and organizational citizenship behavior on the performance of Thai SMEs.

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