

โมเดลเชิงสาเหตุของระบบงานที่มีประสิทธิภาพสูง ทุมนมนุษย์ และพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรที่มีต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทย

A CAUSAL MODEL OF HIGH-PERFORMANCE WORK, SYSTEM HUMAN CAPITAL AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THAI SME PERFORMANCE

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Received: 3 December 2020; **Revised:** 28 August 2021; **Accepted:** 30 August 2021

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาผลกระทบของระบบงานที่มีประสิทธิภาพสูง ทุมนมนุษย์ และพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรที่มีต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทย 2) เพื่อพัฒนาโมเดลความสัมพันธ์ระหว่างระบบงานที่มีประสิทธิภาพสูง ทุมนมนุษย์ และพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรที่มีต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทย การออกแบบการวิจัยเป็นวิธีเชิงปริมาณโดยรวบรวมข้อมูลจากผู้ประกอบการวิสาหกิจขนาดกลางและขนาดย่อมไทย จำนวน 309 ตัวอย่าง ผู้ตอบแบบสอบถามเป็นผู้บริหารระดับสูงหรือผู้ประกอบการในวิสาหกิจขนาดกลางและขนาดย่อม โดยมีการใช้แบบจำลองความสัมพันธ์เชิงสาเหตุเพื่อทดสอบสมมติฐาน ผลการวิจัยชี้ให้เห็นว่า 1) ระบบงานที่มีประสิทธิภาพสูง และพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรมีผลกระทบโดยตรงต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทยอย่างมีนัยสำคัญ 2) ระบบงานที่มีประสิทธิภาพสูงมีอิทธิพลทางอ้อมต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทยผ่านทุมนมนุษย์ที่มีอิทธิพลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์กร 3) ทุมนมนุษย์มีอิทธิพลโดยตรงต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทย สุดท้ายแบบจำลองความสัมพันธ์เชิงสาเหตุของระบบงานที่มีประสิทธิภาพสูง ทุมนมนุษย์ และพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรที่มีต่อผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทยสอดคล้องกับข้อมูลเชิงประจักษ์ และตัวแปรเหล่านี้สามารถอธิบายความแปรปรวนของผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทยได้ที่ร้อยละ 91

คำสำคัญ: ระบบงานที่มีประสิทธิภาพสูง ทุมนมนุษย์ พฤติกรรมการเป็นสมาชิกที่ดีขององค์กร ผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมไทย

Abstract

The objectives of this research were: 1) to examine the impact of high-performance work system, human capital, and organizational citizenship behavior on SME performance.; 2) to develop a model of the relationships among human capital, organizational citizenship behavior, and a high-performance work system and SME performance. The research design was the quantitative methods method, the data were collected from 309 SMEs in Thailand. The respondents were senior executives or entrepreneurs in SMEs. A structural equation model was used to test the hypotheses. The research findings suggested that: 1) high-performance systems and organizational citizenship behavior had a direct impact on SME performance significantly; 2) the high-performance work system indirectly influenced SME performance through the human capital that influenced the organizational citizenship behavior; 3) human capital had a direct influence on SME performance. Finally, the causal model of the impact of high-performance work system, human capital, and organizational citizenship behavior on SME performance fit the empirical data. These variables could describe the variability of Thai SME performance at 91.0 percent.

Keywords: High-Performance Work System, Human Capital, Organizational, Citizenship Behavior, Thai SME Performance

Introduction

The intense competition arising from the reduction of government regulation, globalization, modern technologies, and other rapid environmental changes has had an effect on organizational performance and the competitiveness of the country [1-3]. In a situation like this, building a nation's strength and competitive advantage is essential. The aim of all SME process flow is to respond regarding customer satisfactory and to provide a high standard of product and service. Accurate, timely, and high-quality data flows inside and outside the organization are very important. Nowadays, the private sector is confronting incremental cost burdens and SMEs are facing a difficult time serving high-quality product and service at affordable and reasonable costs. The focus of the SME sector has shifted from managing procurement to managing relationships. SMEs are intensively under the limitation of service costs and the pressure of high-standard quality of product. While other sectors have coped with these pressures by engaging performance management through human resource development such as human capital, and organizational citizenship behavior, however, the SMEs have slowly adopted this concept. Some researchers support the notion that this slow adoption comes from the context of SME's unique operation. [4]

The resource-based view of an organization has been applied as the main theory to study the relationship between the high-performance work system and organizational performance. However, although there are many studies that have confirmed this relationship, little is known about the mechanisms of the relationship. This is considered an important weak point because it remains unclear how a high-

performance work system affects organizational performance [5-9]. Priem and Butler [10] and Becker and Huselid [11] have argued that the resource-based view of an organization is a highly abstract theory and that the relation between HR architecture and organizational performance is not clear, which is considered as a black box in human resource management. It is difficult to apply which is a limitation related to the theoretical value toward the management in its application [10]. Moreover, research has challenged the validity of the above findings [12]. It was found for example that after controlling for past performance, the positive relationship between the high-performance work system and organizational performance even declines. This means that the relationship between the high-performance work system and organizational performance is more complicated than it appears in the general research.

Considering the weaknesses and limitations of the research above, scholars have turned their attention to the mechanisms that explain the relationship between the high-performance work system and organizational performance and have begun to agree that human factors or employee behavior are the variables that mediate the relationship [13]. The high-performance work system affects organizational performance in terms of organizational financial performance and organizational flexibility through the internal social structure. This internal social structure can be divided into two categories according to the characteristics of the relationship that are bridging weak ties, norms of reciprocity, and shared mental model and the characteristics of mediating behavior that are role-making and organizational citizenship behavior. Considering organizational citizenship behavior, it was found that a high-performance work system creates an environment that promotes organizational citizenship behavior, including lower task routinization, higher cohesiveness, perception of organizational support, and perception of procedural justice. For example, a flexible work system helps reduce routineness, a self-management team causes collaborative system and higher cohesiveness [14], co-decision making enables employees to share their voices, which is related to the perception of procedural justice. In addition, it was found that training and development can signal employee participation resulting from the perception of organizational support [15]. These findings demonstrate that the high-performance work system helps stimulate and encourage organizational citizenship behavior.

Consequently, scholars have developed a framework and have examined the relationship between a high-performance work system and organizational performance based on the resource-based view of the firm theory, indicating that a high-performance work system helps increase the levels of collective human capital and has a positive impact on organizational performance as a whole [16]. Further, Youndt, Subramaniam and Snell [17] found that the practices of the high-performance work system are related to human capital and also affect organizational performance

Considering the theoretical problems of high-performance work system, human capital, and organizational citizenship, there are still some significant gaps which should be studied because a high-performance work system does not directly affect organizational performance. Besides, it is still unclear what effect a human capital, and organizational citizenship as an indirect effect has on organizational

performance [5-8]. This is the major weakness in the knowledge linking human resource management and organizational performance, called the black box of human resource management. Therefore, scholars have lately become interested in studying the mechanisms that link the high-performance work system and organizational performance more widely [16]. The research findings indicate that a high-performance work system affects performance through the following mechanism: ability, motivation, and the work opportunity of employees [18], which are consistent with the study of Delery and Shaw [19], suggesting that human capital, and organizational citizenship can be considered the pillars that connect the human resource management system and labor productivity. The organization, meanwhile, uses a high-performance work system (HPWS) to acquire, develop, and maintain the human capital in order to gain organizational achievement and competitive advantage. However, there is still a limited amount of knowledge, information, and research about human capital, the high-performance work system, and the linkage between these two variables influencing Thai SME performance. This is a research gap that is certainly worth studying. Thus, it can be concluded that human capital and organizational citizenship are likely to be variables that link the high-performance work system and SME performance.

Objectives

1. to examine the impact of high-performance work system, human capital, and organizational citizenship behavior on SME performance.;
2. to develop a model of the relationships among human capital, organizational citizenship behavior, and a high-performance work system and SME performance.

Methods

Population and Sampling

The population size (N) consisted of a total of 1,348 SMEs with operational excellence mentioned by the Ministry of Commerce. The studied sample was collected by stratified random sampling method and the unit of analysis was at the organization level (the SME). From calculation, sample size of 309 SMEs calculated using the Taro Yamane formula conformed to the recommendation on determining the number of sample units to be used in analyzing data with the structural equation model. In order to avoid the issue of a low response rate, which often occurs in data collection through a mailed survey questionnaire, the survey questionnaires were distributed to Thai SMEs by using purposive sampling. These SMEs were purposive sampling according to the income of SMEs so that the sample could be a good representative of the target population in Thai SMEs.

Data Collection and Analysis

The unit of analysis for this study was the Thai SME that were considered to be at the organizational level. As the SMEs could not answer the questionnaire themselves, the researcher selected multiple respondents in order to avoid biases in answering the questionnaires. A total of 1 senior executive

per SME or SME entrepreneur who are in charge of human resource management was selected. As for selecting the senior executives or SME entrepreneurs were the respondents, this is because these people were well aware of the SME performance, policy, procedures, and activities associated with resource-based view determinants. These respondents were also suitable for leadership data collection, as Bass and Riggio [20] suggested that the senior executives that reported directly to the top management and entrepreneurs were considered appropriate respondents for providing information relevant to leadership behaviors. Thus, the senior executives from human resource management fields were considered good respondents for the data collection, which could be generalized at the organizational level. The researcher collected data via postal mail during 17 August-19 October 2020.

Research Instruments

The questions for each variable were developed based on the operational definitions obtained from relevant theories and concepts. Then they were examined by the three experts, taking account language accuracy and content validity. This was to ensure that the elements within a measurement tool were adequately representative of the construct that they would be used to measure and that they were relevant to the objectives and content of the research. After that, the questionnaire was revised according to the expert's suggestions. In addition, the questionnaire was tried out on a sample of 40 people in order to measure the construct validity using factor analysis and to examine the reliability by calculating Cronbach's alpha coefficient. Confirmatory factor analysis can also be done to determine which variables should be included in the questionnaire with several variables according to the theoretical concept or operational definitions. This technique could prevent the researcher from using personal feelings or opinions to judge factor loading in creating a new variable.

Data Analysis

Step 1 was conducting a preliminary analysis by showing the distribution of variables with descriptive statistics such as frequency, percentage, minimum value, maximum value, mean, standard deviation, skewness and kurtosis. This was to describe the general characteristics of the subject and to verify the normal distribution of the data. Step 2 was carrying out the confirmatory factor analysis (CFA) with the AMOS program in order to study the components of the 4 latent variables, including high performance work system, human capital, organizational citizenship behavior, and SME performance. The validation and reliability of the observed variables on the latent variables were examined. Step 3 was analyzing the relationship between the variables in the structural equation model. This was to investigate the direct and indirect impact of the developed variables as to whether they were consistent with the empirical data or not. The sub-processes in the analysis of the relationships between the variables in the structural equation model. Additionally, the measurement model evaluation should take account of the construct reliability of the latent variable or ρ_c and the Average Variance Extracted (AVE) or ρ_v . Hair et al. [21] suggested that the construct reliability of the latent variable should be greater than 0.7.

Results

Based on the first analysis results, it was found that $\chi^2 = 403.76$, $df = 160$, $P\text{-value} = 0.000$, $\chi^2/df = 2.524$, $CFI = 0.97$, $GFI = 0.82$, $AGFI = 0.76$, $RMSEA = 0.092$, $SRMR = 0.072$ and the Q-Plot had a slope slightly less steep than a diagonal line. This suggested that the model obtained from this data analysis did not fit the theoretical model. Therefore, the researcher adjusted the model by tracing the relationship pathway between the variable's tolerance and covariance. Then, the researcher traced the relationship pathway from human capital to organizational citizenship behavior according to the recommendation of the Modification Index. After that, it was reanalyzed and resulted in an acceptable structural equation model, as presented in Figure 2. It was found that $\chi^2 = 203.28$, $df = 142$, $P\text{-value} = 0.00057$, $\chi^2/df = 1.43$, $CFI = 0.99$, $GFI = 0.90$, $AGFI = 0.90$, $RMSEA = 0.049$, $SRMR = 0.044$ and the Q-Plot had a slope equal to a diagonal line. It could be seen that only the chi-square value did not pass the criteria. This was probably due to the large number of samples and therefore a relative chi-square (χ^2/df) should be considered instead. It was recommended that the relative chi-square value obtained should be lower than 2.00. Based on the results, the relative chi-square value was 1.44, indicating that this model was not significantly different from the theoretical model.

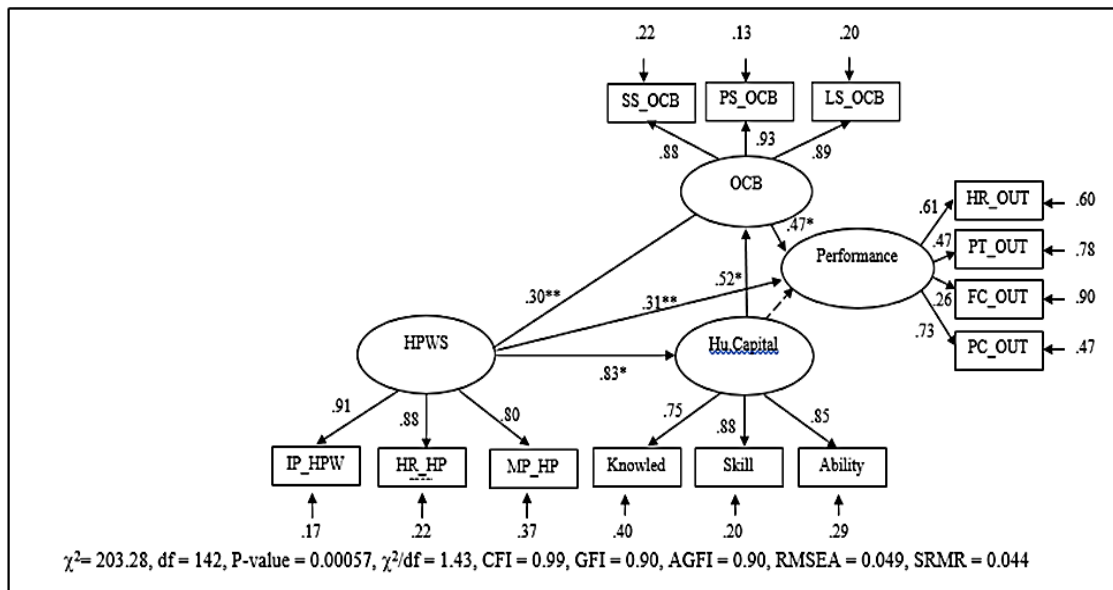


Figure 1: Structural equation model of the high-performance work system, human capital, and organizational citizenship behavior affecting the Performance of SME.

Note: Relationship pathway with statistical significance —————
 Relationship pathway with no statistical significance - - - - -
 * $p < .01$, ** $p < .05$

The relationships of the variables of SMEs are shown in Figure 1. It could be seen that the high-performance work system affected human capital and organizational citizenship behavior at a statistical significance level of 0.01, with a standardized factor loading of 0.83 and 0.30 respectively. This meant that once the high-performance work system increased 1 unit, human capital would increase 0.82 of a unit and organizational citizenship behavior would increase 0.30 of a unit. The Structural Equation of human capital was 0.76, indicating that the variables affecting human capital in the model could explain the covariance of human capital at 76%. Similarly, the Structural Equation of organizational citizenship behavior was 0.63, suggesting that variables affecting organizational citizenship behavior in the model could explain the covariance of organizational citizenship behavior at 63%.

As for SME performance, it was affected by the high-performance work system, and organizational citizenship behavior at a statistical significance level of 0.05, 0.05, and 0.01 respectively. While the high-performance work system and organizational citizenship behavior affected SME performance with a standardized factor loading of 0.31 and 0.47 respectively. Considering the Structural Equation, it was found that the high-performance work system, and organizational citizenship behavior could explain the variance of SMEs at 91%. But human capital had no significant direct effect on SME performance. In this part of the study, the direct effect, indirect effect, and total effect of the independent variables on the dependent variables were analyzed as shown in Table 1

Table 1 Direct Effect, Indirect Effect, and Total Effect of the Independent Variables on the Dependent Variables.

Independent Variables	Effect	Dependent Variables		
		Human Capital	Organizational Citizenship Behavior	Performance
High-Performance Work System	DE	0.83*	0.30**	0.31**
	IE	-	0.44	0.35
	TE	0.83	0.74	0.66
Human Capital	DE	-	0.52*	-
	IE	-	-	0.25
	TE	-	0.52	0.25
Organizational Citizenship Behavior	DE	-	-	0.47*
	IE	-	-	-
	TE	-	-	0.47

Note: DE = Direct Effect, IE = Indirect Effect, TE = Total Effect

*p< .01, **p< .05.

It was found that high-performance work system had the strongest effect on SME performance, followed by the, organizational citizenship behavior, and human capital. High-performance work system was the variable that had both a direct and indirect effect on SME performance, while organizational citizenship behavior had only a direct effect and human capital had only an indirect effect. As for organizational citizenship behavior was affected by the high-performance work system at the strongest level, followed by human capital. The variable with both a direct and indirect effect was the high-performance work system, while the variable with only a direct effect was human capital. In terms of human capital, it was found that the human capital in SME was directly affected by the high-performance work system at the highest level.

Conclusions and Discussion

First, the findings suggest that organizational citizenship behavior is one of the extra role behaviors that enables the employees to deliver the service effectively and helps to enhance the organizational performance considerably [22]. The results of this research demonstrated that organizational citizenship behavior was a significant factor that had the highest direct influence on Thai SME performance. This is because effective SME requires employees with a service mind, service-orientation, and good communication skills. Therefore, having employees with service-oriented organizational citizenship behavior according to the findings from the quantitative research, such as communicating with the customers regularly, and respecting and serving the customers without any discrimination, and intending to work with minimal errors.

Second, the findings suggested that the high performance work system has a direct impact on the SME performance in Thailand. It shows that a people management system that takes strategic consistency into account is very important for the SME performance enhancement. These findings are consistent with the research of international scholars, such as Ramsey, Scholarios, and Harley [13], who studied the impact of the high performance work system on the organizational performance in the United States by developing a high performance work system from the perspective of the relational model. It was found that a high performance work system is a key factor that helps improve the effectiveness and efficiency of customer service significantly. The practices included in this research were the recruitment aiming to seek the employees with teamwork and cross-functional skills, the process of solving conflict together, cross-functional performance evaluation in terms of quality and effectiveness, and teamwork rewarding. These practices can build relational coordination in determining operational goals together, sharing knowledge, enhancing the employees' respect for each other, and enabling a better communication system. In Thailand, although there are few research studies related to the high performance work system, some findings have adequately indicated that a strategic people management system is a key factor contributing to the SME's achievement.

As for the results of the quantitative research, the direct impact of human capital on SME performance was not found. Thus, the researcher assumes that the high performance work system affecting SME performance through human capital does not occur. This finding is different from that of

Chang Yang and Yun Lin [23], who studied the relationship between human resource practices and intellectual capital and organizational performance. The study showed that human capital had a direct impact on organizational performance. In addition, this finding is also different from the results of the other researches, which can confirm that human capital is a significant factor in organizational performance improvement. However, this finding is consistent with previous studies, such as the research of Hitt, Bierman, Katshuhiko and Kochlar [24] suggested that human capital did not have a direct impact on organizational performance. The researcher assumes that the findings of quantitative research, discovering no direct impact of human capital, may have resulted from the list of questions relevant to knowledge, skill, and ability applied in the present research. Those questions are normally used to measure generic human capital, which is considered a valuable and rare resource that can easily be transferred between organizations [25], so it is not in the scope of inimitability or non-substitutability according to the criteria of resources that create a competitive advantage from the resource-based approach [26]. Therefore, the results of the present research showed that human capital did not have direct impact on organizational performance.

However, the results of the quantitative research yielded interesting findings, furthering the previous research, as it was found that the high performance work system affected performance through human capital, which consequently influenced service delivery service-oriented organizational citizenship behavior. It helps to expand knowledge about the mechanisms that connect the relationship between high-performance work system, human capital, organizational citizenship behavior and organizational performance. This is because the findings suggested that a people management system or human resource practice enhancing skill, knowledge, ability, and valuable human capital for the SME alone are still not enough for achieving strategic objectives. It is essential that the people management system can make use of the accumulated human capital by providing the employees with opportunities to perform appropriate service behavior. These findings may comply with the strategic choice concept of Wright, Danford and Snell [26], who indicated that strategic people management enhancing competitive advantage should focus more on what influences the discrete behavior of the employees. Therefore, the researcher believes that human capital acquisition, accumulation and retention should be conducted in conjunction with an employee participatory system, allowing the employees to take part in decision making related to work and empowerment, which will finally lead to discrete behavior. People management here is the high performance work system, as the findings from this present research suggested that the balanced combination of participatory practice, human resource practice, and motivation practice will truly contribute to organizational performance development

Third, the research results suggested that the high performance work system had a positive impact on SME performance through organizational citizenship behavior. These findings may not yet be reflected in organizations or SMEs, but a few studies in other industrial sectors have shown similar results, such as those of Sun et al. [27], which examined the influences of human resource practices on the hotels in

China. It was found that research results high performance work system was correlated with employee turnover rate and increased productivity with service-oriented organizational citizenship behavior functions as a partial mediator. Similar to the findings from this present research, these results can be described by the social exchange theory which is often used to study and explain a wide range of organizational behaviors.

Regarding the practical contributions of the present study, A high performance work system helps to attract, develop, and retain human capital to SMEs and is a system utilizing accumulated human capital. This system enables employees to perform discrete behavior or organizational citizenship behavior which contributes to process development and service that can respond to the customers' needs. The research results indicated that SMEs should develop and implement the following practices in the high performance work system in order to improve Thai SME performance.

According to the research limitation in terms of measuring the generic human capital variable, future research should be conducted in order to develop a measurement tool that covers both generic human capital and unit-specific human capital. In addition, human capital should be measured by using new directions such as cost recovery, the human resource effectiveness indicator, and a human resource profit center so that the value of the human capital can be seen more clearly.

Acknowledgements

The researcher thanks Faculty of Business Administration for Society, Srinakharinwirot University for research grant and related persons for their assistance though the research process.

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