

**PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
THROUGH HIGH INVOLVEMENT HUMAN RESOURCE PRACTICES
AND ORGANIZATIONAL JUSTICE AMONG
HOTEL FRONTLINE EMPLOYEES IN MALAYSIA:
AN ATTEMPT TO REDUCE TURNOVER INTENTION**

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ABSTRACT

Acknowledging the need to pool human capital in the light of strong relational infrastructure so as to increase employees retention, this study examines the possibility of inducing organizational citizenship behaviour (OCB) through human resource (HR) philosophy embraced by the organizations, high involvement HR practices and organizational justice administered at the workplace. Two bases which form the relational infrastructure, namely leader-member exchange and trust in supervisor are posited to be potential mediators.

Based on the social exchange theory, an integrated model with three sets of predicting variables (human resource philosophy, high involvement human resource practices and organization justice), two mediating variables (leader-member exchange and trust in supervisor), and two criterion variables (organizational citizenship behaviour and turnover intention), is presented in this study.

Data was collected from frontline employees working in the five-star hotels in Malaysia and tested through structural equation modeling. Consistent with previous findings, HR philosophy drives the formulation of the bundles of high involvement human resource practices. A new contribution is added to the existing body of knowledge where such philosophy is found to have led to employees' willingness in exhibiting citizenship behaviour directed at organizations (OCBO) as a whole. High involvement HR practices, however, do not elicit OCB but these practices are significantly related to leader-member exchange, another new theoretical insight which should invite future research. Except for distributive justice, procedural and interactional justice remain essential in promoting OCB but these relationships are mediated by subordinates' trust in supervisor.

Overall, the hotel frontline employees who have participated in this study exhibit more of citizenship behaviour that is directed to benefit organizations as a whole, rather than discretionary behaviour that is dedicated to specific individuals (OCBI). Significantly, OCBO is negatively related to employee's turnover intention. Both theoretical and practical implications as well as avenues for future research are discussed.

ABSTRAK

Mengenalpasti keperluan untuk mengumpul modal insan di bawah dorongan infrastruktur perhubungan yang kukuh dalam satu percubaan untuk meningkatkan pengekalan pekerja-pekerja, kajian ini mengkaji kemungkinan mendorong kelakuan kewarganegaraan organisasi (OCB) melalui falsafah sumber manusia (HR) dipegang oleh organisasi, penglibatan tinggi amalan sumber manusia dan keadilan organisasi yang ditadbirkan di tempat kerja. Dua asas yang membentuk infrastruktur perhubungan, iaitu pertukaran pemimpin-anggota dan kepercayaan dalam penyelia dikaji sebagai potensi pengantaraan.

Berdasarkan teori pertukaran sosial, kajian ini membentangkan satu model bersepadu dengan tiga pembolehubah ramalan (falsafah sumber manusia, penglibatan tinggi amalan sumber manusia dan keadilan organisasi), dua pembolehubah pengantara (pertukaran pemimpin-anggota dan kepercayaan dalam penyelia), dan dua pembolehubah kriteria (kelakuan kewarganegaraan organisasi dan niat untuk meninggalkan organisasi).

Data kajian ini diperolehi daripada kakitangan hotel yang berkhidmat di hotel bertaraf lima-bintang di Malaysia dan data tersebut dianalisa melalui *structural equation modeling*. Konsisten dengan penemuan-penemuan sebelumnya, falsafah sumber manusia membentuk satu rumusan bagi penglibatan tinggi amalan sumber manusia. Pada keseluruhannya, satu sumbangan baru telah dibuat ke atas pengetahuan sedia ada, di mana falsafah seumpama ini dibuktikan telah mendorong pekerja dalam mempamerkan kelakuan kewarganegaraan yang diarahkan khusus kepada organisasi (OCBO). Walau bagaimanapun, penglibatan tinggi amalan sumber manusia tidak memberi apa-apa kesan terhadap kelakuan kewarganegaraan organisasi tetapi amalan-amalan ini adalah nyata sekali berkaitan dengan pertukaran pemimpin-anggota, satu lagi teori baru yang menggalakkan penyelidikan masa depan. Tidak seperti keadilan teragih, keadilan bertatacara dan berinteraksi kekal penting dalam mempromosikan kelakuan kewarganegaraan organisasi, tetapi hubungan ini dipengaruhi oleh kepercayaan anggota dalam penyelia masing-masing.

Secara keseluruhannya, pekerja-pekerja hotel di bahagian operasi yang menyertai kajian ini cenderung menunjukkan kelakuan kewarganegaraan yang diarah khusus untuk manfaat organisasi, dari kelakuan kewarganegaraan yang didedikasikan untuk individu khusus (OCBI) di dalam organisasi. Nyata sekali, OCBO mempunyai hubungan negatif dengan niat anggota pekerja untuk meninggalkan organisasi. Teori dan implikasi praktikal serta cadangan untuk penyelidikan di masa depan turut dibincangkan dalam tesis ini.

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TABLE OF CONTENTS

ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	x
LIST OF TABLES	xi
CHAPTER ONE INTRODUCTION	
1.1 Overview of the Hotel Industry in Malaysia	1
1.2 Research Background	5
1.3 Research Objectives	8
1.4 Justifications and Contributions	10
1.5 Outline of Report	14
1.6 Chapter Summary	16
CHAPTER TWO LITERATURE REVIEW	
2.1 Organizational Citizenship Behaviour	17
2.2.1 The importance of OCB in service industry	22
2.2 HR Philosophy, High Involvement HR Practices and OCB	26
2.2.1 HR Practices' Attribution: HR Philosophy	26
2.2.2 High Involvement HR Practices	29
2.2.2.1 Selective Staffing	39
2.2.2.2 Extensive Training	40
2.2.2.3 Performance Evaluation	42

2.2.2.4	Performance-based pay	44
2.2.2.5	Participation in Decision Making	47
2.2.2.6	Internal Mobility	49
2.3	Organizational Justice and OCB	51
2.3.1	Distributive Justice	52
2.3.2	Procedural Justice	55
2.3.3	Interactional Justice	57
2.4	Leader-Member Exchange	59
2.4.1	LMX and OCB	59
2.4.2	High involvement HR practices, LMX and OCB	62
2.5	Trust in Supervisor	65
2.5.1	Trust in Supervisor and OCB	65
2.5.2	Organizational Justice, Trust in supervisor and OCB	67
2.6	Turnover Intention	70
2.7	Chapter Summary	74

CHAPTER THREE METHODOLOGY

3.1	Sampling and Data Collection Procedures	75
3.2	Measures	78
3.2.1	HR Philosophy	79
3.2.2	High Involvement HR Practices	80
3.2.2	Organizational Justice	82
3.2.3	Leader-Member Exchange	83
3.2.4	Trust in Supervisor	84
3.2.5	Organizational Citizenship Behaviour	85

3.2.6	Turnover Intention	88
3.2.7	Demographic Factors	88
3.3	Pre-test	89
3.4	Data Analysis	89
3.4.1	Pre-Analysis Data Cleaning	90
3.4.2	Descriptive Statistics and Cross Tabulation	92
3.4.3	Exploratory Factor Analysis, Correlation and Reliability	92
3.4.4	Confirmatory Factor Analysis	94
3.4.5	Structural Equation Modeling (SEM)	98
3.7	Chapter Summary	99

CHAPTER FOUR RESULTS AND DATA ANALYSIS

4.1	Descriptive Statistics	100
4.2	Exploratory Factor Analysis, Inter Item Correlation and Corrected Item Total Correlation	105
4.3	Means, Standard Deviations, Correlations and Reliabilities	108
4.4	Confirmatory Factor Analysis: Measurement Model	110
4.5	Convergent Validity, Construct Reliability and Discriminant Validity	112
4.6	Structural Equation Modeling (SEM)	117
4.6.1	Baseline Model: Examining Model Fit and Hypothesized Relationship	117
4.6.2	Nested Model: Reexamining Model Fit and Hypothesized Relationship	122
4.7	Chapter Summary	127

CHAPTER FIVE DISCUSSION AND CONCLUSION

5.1	Findings from Measurement Model	129
5.2	Findings from Structural Model	130
5.3	Theoretical Implications	134
5.4	Practical Implications	137
5.4	Limitations for Future Research	140
5.5	Chapter Summary	142

REFERENCES	144
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APPENDICES

APPENDIX A	Minimum Star Requirements For Star Rating Hotels	178
APPENDIX B	Summary of Reasons Why OCB Might Influence Organizational Effectiveness	195
APPENDIX C	85 five-star hotels listed in the membership directory of Malaysia Association of Hotels (MAH), 2008	197
APPENDIX D	Sample of Invitation Letter	200
APPENDIX E	Sample Questionnaire for Subordinates	202
APPENDIX F	Sample Questionnaire for Supervisor	213
APPENDIX G	Job Title of the Respondents	216
APPENDIX H	Exploratory Factor Analysis	218
APPENDIX I	Inter Item Correlation and Corrected Item-Total Correlation	221
APPENDIX J	Confirmatory Factor Analysis: n = 75	229
APPENDIX K	Confirmatory Factor Analysis: n = 66	236
APPENDIX L	Confirmatory Factor Analysis: n = 58	240
APPENDIX M	Confirmatory Factor Analysis: n = 54	244
APPENDIX N	Structural Model: Baseline Model	248
APPENDIX O	Structural Model: Nested Model	252

LIST OF FIGURES

Figure 1.1	Employment in Hotels and Restaurants	5
Figure 2.1	Proposed Research Framework	17
Figure 3.1	Data Analytical Steps	91
Figure 4.1	Baseline Model	121
Figure 4.2	Nested Model	125

LIST OF TABLES

Table 1.1	Tourist Arrivals and Receipts to Malaysia from 1998 -2009	2
Table 2.1	Antecedents and Outcomes of High Quality of LMX	61
Table 4.1	Characteristics of Respondents (n= 444)	102
Table 4.2	Means, Standard Deviations, Correlations and Reliabilities	109
Table 4.3	Parameter Estimates, Critical Ratios and Significance Value	114
Table 4.4	Variance Extracted and Construct Reliability	116
Table 4.5	Discriminant Validity	118
Table 5.1	Path Estimates	135