

THE IMPACT OF HIGH PERFORMANCE WORK PRACTICES AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON TURNOVER INTENTIONS

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Abstract A large number of companies, in particular in IT industry, are inclined towards designing and implementing High Performance Work Practices (HPWPs) in order to improve organisational performance and productivity. HPWPs may be introduced individually or in groups, called 'bundles' of practices, to ensure improved performance of individual employees and of the organisations employing them. In the present study, the model used to explain the HPWPs is the ability, motivation and opportunity (AMO) model. It proposes that HPWPs enhance the employees' ability and skills to do their job, motivating them to excel and perform and the opportunity to participate could lead to positive outcomes for the organisation. These three elements contribute to build sustainable employee performance. HR systems which foster ability, motivation, and opportunity to participate will be the most effective.

The study seeks to analyze the impact of High Performance Work Practices on Organisational Citizenship Behaviour (OCB) of the employees. OCB includes such individual behaviours that are above and beyond the call of duty and is, therefore, discretionary and not directly recognized by the formal reward system but are beneficial to the organisation and can contribute to performance and competitive advantage.

The present study seeks to examine the impact of high performance work practices (HPWP) and on organisational citizenship behaviour (OCB) of the employees and consequently its impact on turnover intentions among the employees. The results of the study suggest that the implementation of HPWP in IT companies have a strong positive link with OCB of employees. The correlation of HPWP and OCB with Turnover Intentions is not very significant.

Keywords: High Performance Work Practices, Organisational Citizenship Behaviour, Turnover Intentions

INTRODUCTION

During the last few years, a large number of companies are inclined towards designing and implementing high performance work practices (HPWPs) in order to improve organisational performance and productivity. These practices denote a strategic approach to human resource management and its utilization in the organisation, in order to develop a highly skilled, flexible, and motivated work force. HPWPs are intended to better use the employee skills and knowledge to facilitate the organisations to become cost efficient, flexible, and more responsive to changing markets and technologies. The rewards and pay for performance promise workers challenging and satisfying jobs with higher wages and opportunities for greater autonomy, and participation. While the nature and scope of these practices may vary by

firm size, industry, management strategy etc, they are most prevalent in the information technology industry.

A wide range of terminologies is being used to describe the innovative workplace human resource management (HRM) practices such as 'best practice' HRM, 'high commitment' or 'high involvement' management.

HPWPs may be introduced individually or in groups, called 'bundles' of practices, to ensure improved performance of individual employees and of the organisations employing them. The synergy associated with the bundles of practices provides additional positive outcome as compared to the individual practices implemented in silos. Researches conducted in this sphere provide strong support for the relationship between high performance work systems and various positive outcomes for employees, organisations, and

their customers which includes higher productivity (Arthur, 1994; Huselid, 1995), profitability, customer satisfaction and retention (Hoque, 1999), better workplace safety (Zacharatos, et al., 2005), and lower turnover, waste, and inefficiency (Arthur, 1994).

In the present study, the model used to explain the HPWPs is the ability, motivation and opportunity (AMO) model. It proposes that HPWPs enhance the employees' ability and skills to do their job, motivating them to excel and perform and the opportunity to participate could lead to positive outcomes for the organisation. These three elements contribute to build sustainable employee performance. HR systems which foster ability, motivation, and opportunity to participate will be the most effective.

Boxall and Purcell summarize it as:

Performance = f (employees' Ability, Motivation, and Opportunity to participate).

Ability refers to the set of practices that ensure employees are equipped with the skills needed to undertake their jobs. HR practices which have an impact on employee's ability (A) effect a change in employee's capacity and capability for performance. The major means by which firms can ensure their employees have ability and skills is through adopting suitable selection practices that ensure capable individuals are hired in the first place, training for workers (Huselid, 1995; Appelbaum, et al., 2000), fair and unbiased performance appraisal and providing career planning opportunities for employees.

Secondly, employees need to have the motivation to use discretionary effort. *Motivation* has been categorized into three forms: extrinsic/financial; intrinsic; and mutual trust/employees as stakeholders (Appelbaum, et al., 2000) and leads to fewer turnover and absences from workplace. Extrinsic factors could be in the form of incentive pay schemes, such as employee stock option plan, individual performance pay or commission and group-based performance pay. Intrinsic motivation is tied to the degree to which employees find a job satisfying and enjoyable to do. Organisations can encourage motivation by creating an atmosphere of mutual trust and encouraging employees to consider themselves as stakeholders in the company. The HPWPs to motivate employees could be in the form of pay for performance, adequate job security, work life balance opportunities and information sharing with the employees.

Opportunity to participate refers to involvement in the decision-making process of the firm (Appelbaum, et al., 2000). This is the distinctive feature that marks HPWP out from other HR practices (Appelbaum, et al., 2000; Wood and Wall, 2007; Boxall and Macky, 2009). In HPWP, decision-making is supposed to be decentralized and participatory. Wood and Wall (2007) identify a number of ways in which employees might be given an opportunity to participate.

Employees may enjoy a higher level of autonomy in performing their tasks, team based organisation structure may be implemented, and participation in decision making may be encouraged.

In order to analyze the impact of High Performance Work Practices on Organisational Citizenship Behaviour (OCB) of the employees several studies have been conducted. OCB includes such individual behaviours that are above and beyond the call of duty and is, therefore, discretionary and not directly recognized by the formal reward system but are beneficial to the organisation and can contribute to performance and competitive advantage. Organisation Citizenship Behaviour (OCB) is defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation" (Organ, 1988). The concept was first introduced in the mid 1980s by Dennis Organ and theory on in this area has expanded rapidly in the following years. A high degree of organisational citizenship behaviour experienced by the employees could lead to reduced employee absenteeism, reduced turnover, employees' satisfaction and employees' loyalty.

Organ (1988) has postulated the following types of organisational citizenship behaviours.

Altruism (Helping) may be regarded as the selfless concern for the welfare of others. It includes displaying voluntary actions to help another person with work related problems. For example, instructing a new hire on how to use equipment or helping a coworker catch up with a backlog of work.

Courtesy is aimed at avoiding actions that make colleagues' work harder and preventing work related problems with other co-workers. It includes the gestures to prevent interpersonal problems to emerge. For instance, consulting with other individuals' before taking steps that might affect them.

Civic Virtue includes behaviour which ensures a responsible participation in and involvement with life of the employing organisation.

Conscientiousness involves exhibiting behaviour that goes beyond the minimum requirement of the work role.

Sportsmanship consists of willingness to tolerate less than ideal circumstances without complaining about the same.

Turnover Intentions may be considered to be the individual's perceived probability of staying or leaving the organisation (Cotton and Tuttle 1986). Retention can influence organisational effectiveness and efficiency since the employees with longer stay in the company would have greater clarity of company's goals and at the same time the low employee turnover would reduce the hiring, induction and training costs which would facilitate financial performance of the company. The IT software industry

has grown rapidly over the last decade. Human resources are the drivers and principal value-creators of the output of the IT industry, and at the same time they are also the intellectual capital or the “infrastructure investment”. Attracting, training, retaining, and motivating employees are the critical success-determinants for the firms in this industry. The industry has been probably the most attractive sector to work in. It has, therefore, been able to get the best talent. The challenge now is to safeguard and build on this prime position and developing true leaders for tomorrow. As the Indian IT industry moves into a higher orbit, it will have to focus greater attention on creating new solutions, technologies and providing thought-leadership.

OBJECTIVES OF THE STUDY

The objectives of the present study are:

1. To study the impact of High Performance Work Practices (HPWP) on the Organisational Citizenship Behaviour (OCB) of employees.
2. To study the impact of High Performance Work Practices (HPWP) on the Turnover Intentions.
3. To study the impact of the Organisational Citizenship Behaviour (OCB) of employees on the Turnover Intentions of employees.

LITERATURE REVIEW

There has been a lot of research on HRM practices and their impact on organisational performance. Studies suggest that HR practices affect organisational outcomes by shaping employee behaviours and attitudes (Huselid, 1995). More specifically, high performance work practices (HPWP) increase organisational effectiveness by creating conditions where employees become highly involved in the organisation and work hard to accomplish its goals.

High-performance work practices can enhance organisational performance by encouraging the development of relational coordination between employees who perform distinct functions. James Comes, et al. (2006) found that HPWPs materially affect organisational performance. Systems of HPWPs have stronger effects than individual HPWPs. Carl F. Fey, et al. (2009) attempt to open up the black box to analyze the effect of HRM practices on firm performance and to identify if and how these relationships differed in different countries. The study seeks to investigate the role that employee motivation and ability play as mediating variables in this relationship. HRM practices may be considered the force that enhances employee ability and motivation leading to an increase in firm performance. Neither motivation nor ability alone can result in maximum performance. The interaction effect between motivation and ability results in a positive effect on performance that

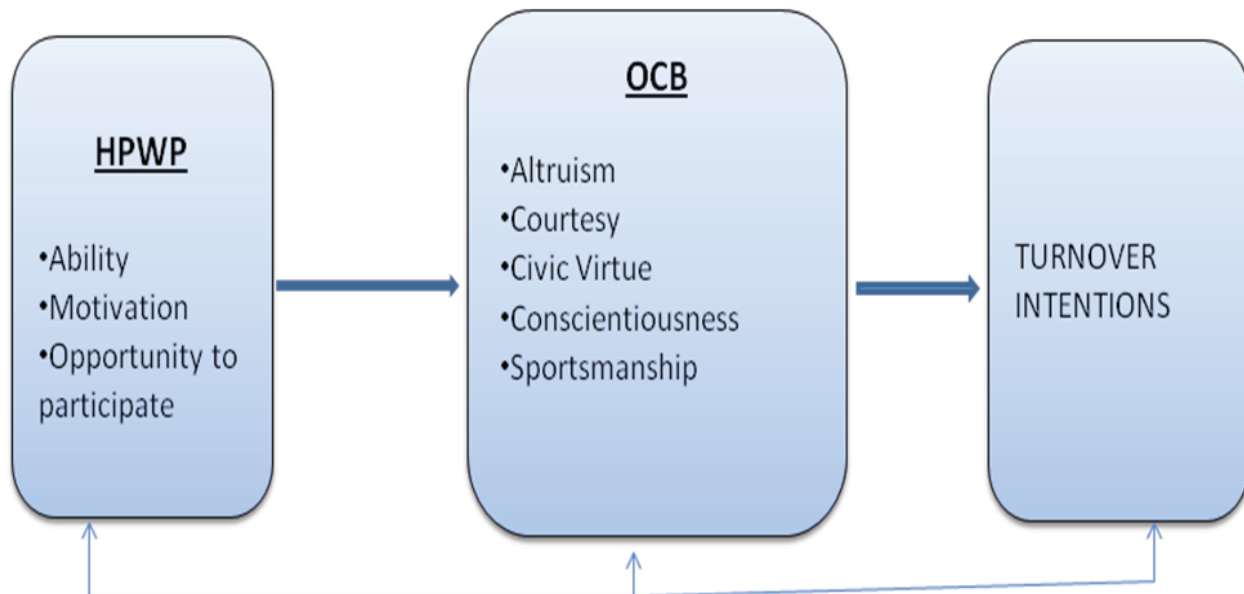
is greater than the sum of the individual effects. Therefore, in order to achieve maximum performance, employees need to possess both ability and motivation. Further, the study highlights the significance of context in which the firm operates which results in different systems of HRM practices being more efficient in different countries. Human capital, when paired with the appropriate HRM practices, facilitates a firm to attain competitive advantage and thus to maximize performance.

Paul and Anantharaman (2003) conducted a study on software professionals in India and found that HRM practices such as employee-friendly work environment, career development, development - oriented appraisal and comprehensive training indicated a significant positive relationship with organisational commitment. In summary, high performance work practices (HPWPs) that stimulate employee ability, employee motivation and employee opportunity to participate (AMO) are deemed to contribute to employee discretionary effort. In turn, discretionary effort is thought to form the basis for efficiency, flexibility and social legitimacy in the organisation (Boxall and Purcell, 2003).

The study conducted by Paul Boselie (2010) seeks to present an empirical study of the effect of high performance work practices on commitment and citizenship behaviour in the Dutch health care sector. The results of the study suggest that OCB can be increased by HPWPs that enhance opportunity to participate. The study also indicated that potentially powerful HR interventions such as employee involvement in the recruitment and selection of new colleagues and employee involvement in decision making on departmental issues could facilitate creating a high performance work climate among employees. A health care organisation's most important assets are its human assets and therefore affective commitment and organisational citizenship behaviour in the employees is crucial for the health care sector.

In the study conducted by Guy Paré and Michel Tremblay (2007) which seeks to analyze the turnover intentions among Information Technology professionals, it was observed that organisational citizenship behaviours are negatively related to quit intentions. HR practices of an organisation which provide employees sufficient resources and opportunities to improve their skills i.e. competence development, recognize individual contributions, encourage attainment of new levels of responsibility and empowerment of employees result in higher level of affective commitment among its highly skilled professionals leading to low turnover intentions. Further, it was found that nonmonetary recognition, competency development, fair rewards and information-sharing practices, are negatively related to turnover intentions.

In a study on OCB, Smith, Organ and Near (1983) showed that many critical behaviours in organisations rely on acts of cooperation, altruism, and spontaneous unrewarded help

Figure 1: Hypothesized Model of HPWP, OCB and Turnover Intention**PROPOSED MODEL:**

from employees. Organisational citizenship behaviour plays a critical role in the functioning of an organisation and ways to maximize and understand what creates it are important. The study conducted by Nathan P. Podsakoff, et al. (2009) found that at the individual level OCBs were positively related to ratings of employee performance, reward allocation decisions and negatively related to employee turnover intentions, actual turnover, and absenteeism. At the unit level, OCBs were positively related to a variety of organisational effectiveness measures (e.g., productivity, efficiency, and profitability) and customer satisfaction and negatively related to costs and unit-level turnover.

The study conducted by Davood Babaei, et al. (2012) seeks to examine the mediation effect of organisational citizenship behaviours on the relationships between selected human resource practices (reward and performance appraisal practices) and firm performance as indicated by quality of services. The findings of the study suggest that organisational citizenship behaviour mediates the effects of reward and performance appraisal practices on service quality, and consequently the firm's performance.

The study conducted by Thadeus F. Mkamwa (2009) examines the impact of High Performance Work Systems (HPWS) on company and employee-level performance outcomes. Extensive application of HPWS leads to an increase in business performance by enhancing innovation,

productivity and a reduction in voluntary turnover. The findings of the study support the theory that performance in a company is a function of employee ability, motivation and opportunity to participate in substantial company activities. Empowering the employees by increasing their relevant knowledge, skills and abilities, could result in an increase in business benefits for the organisation. The study indicated that there is a positive correlation between employee perceptions of HRM practices and behavioural outcomes, and therefore, companies need to identify practices which are more important to employees. Employee perceptions of HRM practices related to communication, performance feedbacks, and job conditions such as job security, health and safety and physical working conditions are important for employee innovative work behaviour (IWB), OCB and tenure intentions.

Organisational HR practices have an impact on an important outcome variable, the turnover intentions. Staff retention is a leading challenge facing many human resources departments. Extensive empirical research has been carried out on the linking of HR practices and employee turnover. Organisations invest a lot on the employees and a high turnover rate amongst the employees is a very costly affair for the company. Retaining staff can be regarded as a far better investment than the cost of recruiting replacements.

The present study seeks to identify a multidimensional set of HR practices likely to increase retention among employees,

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Ability	112	51.00	87.00	69.7647	8.99019
Motivation	112	42.00	77.00	61.0980	9.26122
Opportunity to participate	112	25.00	50.00	36.5098	6.02120
OCB	112	60.00	113.00	88.2353	12.17142
Turnover intention	112	2.00	10.00	5.7451	1.84221
Valid N (listwise)	112				

in particular in the IT sector, and considers organisational citizenship behaviour as key antecedent of turnover intentions.

RESEARCH METHODOLOGY

Given the exploratory nature of the research the present study is ex post facto in nature. The design of the approach for investigation included self-completed questionnaires and possible secondary sources (statistical handbooks, books, reports, journals, internet information). Primary data were collected through administered questionnaires to assess the impact of high performance work practices, organisational citizenship behaviour on turnover intentions amongst employees working in IT industry. The data were collected from 112 employees, who are working in various IT companies in Delhi and NCR region. The respondents were approached personally for their responses and interviews.

The descriptive statistics of the data is given in Table 1.

Measures

Dependent Variables

Organisational Citizenship Behaviour: In the present study the organisational citizenship behaviour of employees was determined since it is a measure of such individual behaviours that are above and beyond the call of duty and is, therefore, discretionary and not directly recognized by the formal reward system but are beneficial to the organisation and can contribute to performance and competitive advantage. The organisational citizenship behaviour was measured using OCBs were measured with scale adopted from Podsakoff et al.'s (1990) Organisational Citizenship Behaviour Questionnaire (OCBQ) consisting of the five factors identified by Organ (1988b): altruism (5 items), courtesy (5 items), civic virtue (4 items), sportsmanship (5 items) and conscientiousness (5 items). Responses were obtained on a five point Likert scale from strongly disagree to strongly agree and the Cronbach alpha in the present case was 0.829 which suggests that the internal consistency amongst the scale items is good.

Turnover Intentions: Turnover intention was measured using two items." I often feel like quitting my present job in this organisation?" and "How likely is that you will actually leave your organisation within the next year?" Responses were obtained on a five point Likert scale from strongly disagree to strongly agree and a higher score reflected higher intention to quit.

Independent Variables

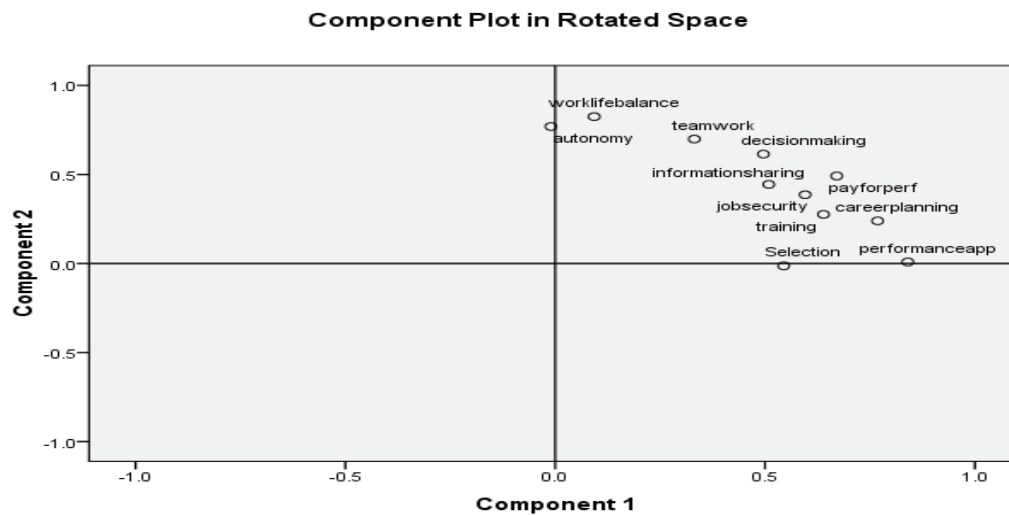
High performance work practices: The independent variables in the present study were based on AMO (abilities, motivation and opportunity to participate) model. After extensive review of literature and discussions with HR experts and employees of IT companies, the high performance work practices that influence employee abilities, motivation and opportunity to participate were selected. Practices pertaining to selection, training, performance appraisal and career planning relate to the ability and skill development of employees. Practices of organisations on pay for performance, job security, work-life balance, and information sharing were considered to be part of motivation. Opportunity to participate was emphasized by the HR practices on Participation in decision making, teamwork and autonomy. The reliability coefficient measures for the questions related to the AMO model of HPWP were determined by Cronbach Alpha. The Cronbach alpha in case of the scale was 0.867 which suggests that the internal consistency amongst the scale questions is very high. The Cronbach alpha in case of the ability component of the scale was 0.716. There were twenty items on this measure which were adopted and designed on the basis of literature review. Responses were obtained on a five point Likert scale (from strongly disagree to strongly agree). Responses which were in a higher score reflected greater emphasis on ability component. The items included questions pertaining to high performance practices of the organisation with regards to selection of employees, training, performance appraisal and career planning of the employees in the organisation. The Cronbach alpha in case of the motivation measure of the scale was 0.749 which suggests that the internal consistency is good. There were eighteen items on this measure which were adopted and designed on the basis of literature review. The items included questions

Table 2: Correlation between HPWP, OCB and Turnover Intentions

	High performance work practices	Organisational citizenship behaviour	Turnover Intention
High performance work practices	1		
Organisational citizenship behavior	.558**	1	
Turnover Intention	.126	.063	1

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 2: Loading Plot for HPWP



pertaining to high performance practices of the organisation with regards to pay for performance, job security, work-life balance and information sharing with the employees in the organisation. The Cronbach alpha in case of the opportunity to participate measure of the scale was 0.709 which suggests that the internal consistency amongst the scale items is good. On the basis of literature review, there were twelve items on this measure which were adopted and designed. The items included questions pertaining to high performance practices of the organisation with regards to participation in decision making, teamwork and autonomy within the organisation were included.

Reliability

The reliability of the questionnaire to measure the high performance work practices (ability, motivation and opportunity to participate), organisational citizenship behaviour and turnover intention was determined from Cronbach Alpha. The Cronbach alpha in case of the HPWP scale was 0.867 which suggests that the internal consistency amongst the scale questions is very high. Cronbach alpha in OCB scale was 0.829 and for turnover intention was 0.6.

This shows that reliability of questions for high performance work practices in terms of ability, motivation and opportunity to participate, organisational citizenship behaviour and turnover intentions was good.

Pearson Correlation Analysis

Table 2 indicates that there is a moderate correlation of 0.558 between high performance work practices and organisational citizenship behaviour .The correlation observed between HPWP and Turnover Intention is low i.e. 0.126 and the correlation between OCB and Turnover Intentions is also low, i.e. 0.063.

Principal Component Analysis

The Principal component analysis was done to understand the key factors which affect High performance work practices, Organisational Citizenship behaviour for employees in IT Companies. This will help the Senior Management understand and maintain focus on a limited set of primary factors to help reduce attrition rates.

Figure 3: Scree Plot

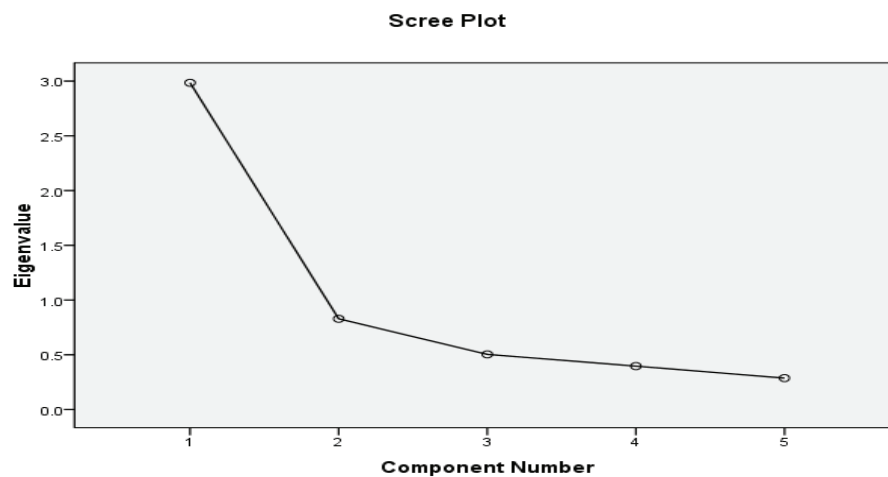
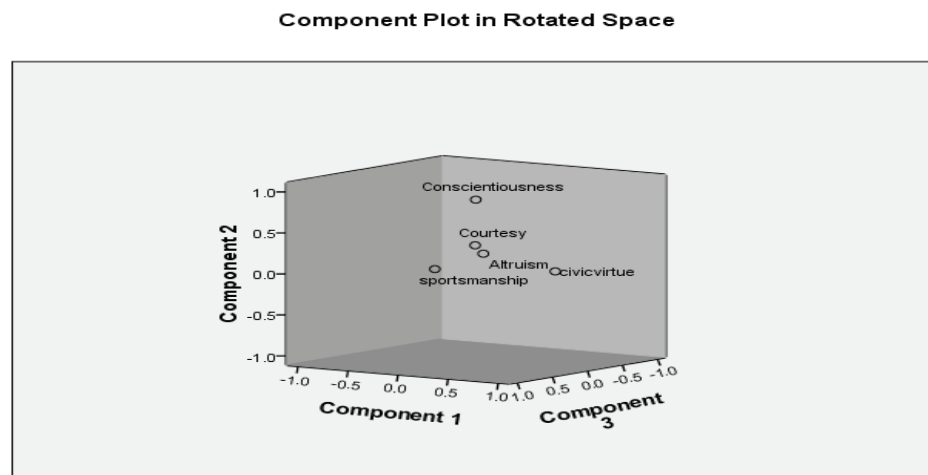


Figure 4: Loading Plot for OCB



High Performance Work Practices

The value of KMO is 0.802 which indicates that the correlation between the pairs of variables can be explained and factor analysis as a data reduction technique is appropriate. Bartlett’s test of sphericity is used to test the null hypothesis that there is no significant difference between the observed co-relation matrix and identity matrix. Eigen values represent the amount of variance associated with the factor. The results showed that three components are able to explain 57.167% of variance.

The rotated component matrix and loading plot indicates that the various practices in the HPWP are loaded on one of the two components. The two components could be labeled as ability and motivation enhancing practices ie HR

practices which are facilitating competency development amongst employees and practices which provide flexibility and opportunity to participate. This indicates that these factors are significant for the HPWP to be effective from the perspective of employees.

Organisational Citizenship Behaviour

In case of Distributive Justice, KMO value is 0.800 which shows factor analysis as a data reduction technique is appropriate. Eigen values show that one component is able to explain 59.69% of variance. This indicates that the five variables of OCB are representing the discretionary behaviour which may not be directly or explicitly recognized by the formal reward system. The scree plot indicates the

Table 3: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.354	.327	9.98314

a. Predictors: (Constant), opportunity to participate, ability - motivation

b. Dependent Variable: OCB

degree of variance associated with the five components of OCB (Figure 3).

The loading plot is as shown in Figure 4 when selecting the five components.

Regression Analysis

Regression analysis helps us understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed.

On taking the independent variables as high performance work practices and the dependent variable as organisational citizenship behaviour, the value of R^2 derived was 0.354 which shows that 35% of the variation in organisational citizenship behaviour can be explained by high performance work practices in terms of ability-motivation enhancing practices and opportunity to participate practices.

The equation derived from regression analysis is:

Organisational citizenship behaviour = 32.234+0.494 ability - motivation +.235 opportunity to participate

This shows that in IT companies, organisational citizenship behaviour is expected to increase

by 0.494 when ability - motivation increases by 1 and by 0.235 when opportunity to participate increases by 1.

DISCUSSION AND CONCLUSION

The present study was conducted to analyze the linkage between multidimensional high performance work practices, organisational citizenship behaviour and turnover intentions of employees working in IT companies in NCR region. The results of the study suggest that the implementation of HPWP in IT companies have a strong positive link with OCB of employees and the results of the study are in line with other similar studies trying to study the relationship.

The correlation of HPWP and OCB with turnover intentions is not very significant. This indicate that while as per literature review there is a inverse relationship between HPWP and turnover intentions and that between OCB and turnover intentions, the present study suggests that, in addition to

these there could be other reasons such as challenging work role, development opportunities, supervisor's role etc which could also be the reason for the high attrition rates and the same needs to be further researched. The correlation between HPWPs related to selection practices, performance appraisal and pay for performance with turnover intentions have been found to be inverse which suggests that as per the results obtained these practices negatively affect turnover intentions among IT company employees.

Implementing HPWP in organisations communicates to employees that the company values and cares about them and wishes to establish a social exchange relationship with them.

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