

Impact of Practical Human Resource Management on Working Performance in Chinese Small Private Enterprises

Chao Ling*

Fuangfa Amponstira**

Abstract

This research aimed to (1) explore the existing relationship from High Commitment Human Resource Management Practice to In-role and Out-role behavior in private textile enterprises. (2) investigate the impact of High Commitment Human Resource Management Practice on Task performance in private textile enterprises. (3) analyze the impact of In and Out role behavior to Task performance in private textile enterprises. The quantitative approach was applied to this research, for which the research population included employees who worked for small and medium-sized private textile enterprises in Guangzhou city in China. They were from primary management, production and sales service. The tool of data collection was a questionnaire. The number of valid sampling size was 420, for which the stratified sampling was combined with simple sampling to collect data. The research results showed that (1) the practice of ability improving had a significant positive correlation with the Task Performance, assuming that H3a was supported; the practice of ability improving was significantly positive and correlated with the In-role behavior and Out-role behavior. (2) it can also be found that both In-role behavior and Out-role behavior had a significant positive correlation with Task performance. Through the role of High Commitment Human Resource Management Practice, the organization and employees realized mutual benefit and employees felt that the organization cared about them and were willing to adopt a higher level of task performance to promote the development of the organization. The training, incentive mechanism, and opportunity selection of High Commitment Human Resource Management Practice were all from different aspects, which would play important roles in promoting the task performance of employees.

Keywords: practical human resource management, working performance, small private enterprise

* Management, School of Management, Shinawatra University

** Advisor

Introduction

According to the data of the Textile Industry Association, the cumulative production value of China's textiles and textiles and garments reached US\$93.377 billion from January to June 2019, with Guangdong, Zhejiang and Jiangsu provinces ranking the top three in terms of exports. The textile industry is one of the advantages of Guangdong Province and one of the pillar industries. In the textile industry GDP ranking, Guangdong Province ranks first in China with US\$9.375 billion, and Guangzhou City ranks first in the province with US\$800 million. As early as in the 1990s, many countries worldwide had conducted a lot of researches on human resource Management Practices. It is believed that the role behavior of employees is the biggest factor affecting the output of human resources. At the same time, many scholars think the High Commitment Human Resource Management Practices or practical human resource management is more suitable for small and medium-sized private enterprises. There are also many scholars in China who believe that it may have a positive impact on the role of employees. (ERB)

However, most researches were unable to clearly point out how the promised human resource Management Practices specifically affects the role behavior of employees in small and medium-sized private enterprises, including the impact of human resource management on the in-role behavior (IRB) and out-role behavior (ORB) of employees. Especially in the private textile enterprises in the China, there is no specific research to support their human resource Management Practices.

Therefore, this study aims to fulfill the research gaps that mention above. The present study will investigate the Impact of High Commitment Human Resource Management Practices (practical human resource management) on Employee Role Behavior (ERB) in private textile enterprises of Guangzhou City, China. It is hoped that this research can provide certain theoretical support for human resource Management Practices of related industry enterprises. The sustainable competitive advantage of an enterprise depends on whether it has the knowledge and skills that affect the core competence of the enterprise. Human capital has been increasingly regarded as the core factor of corporate growth. High-commitment human resource management aims to emphasize the improvement

of employees' skills, enhance work motivation and provide opportunities to participate in decision-making to improve organizational working performance. It is also known as a high-working performance work system. As a human resource management method implemented within an enterprise, it is bound to be affected by exogenous factors such as political environment, economic background, cultural environment, labor market, etc. It also has a certain relationship with corporate strategy, scale, and organizational structure. The research in this paper focuses on the individual level of employees, exploring the impact of high-commitment human resource management practices on employees working performance.

Research objectives

Based on the review and analysis of the related literature of High Commitment Human Resource Management Practice, Employee role behavior and Task performance, this research puts forward the problems existing and, therefore, the objectives of this paper is as follows:

1. To explore the existing relationship from High Commitment Human Resource Management Practice to In-role and Out-role behavior in private textile enterprises
2. To investigate the impact of High Commitment Human Resource Management Practice on Task performance in private textile enterprises
3. To analyze the impact of In and Out role behavior to Task performance in private textile enterprises.

Literature Review

This research is conducted in accordance with theories, concepts and relevantly previous studies.

1. AMO theory (Ability - Motivation – Opportunity). This is one of the important theories explaining the impact of human resource management system on employee behavior, and one of the most important theoretical frameworks of “behavior perspective”.

The theory originated from career development. The initial view was that employees in an organization need to have the ability to match their work and the motivation to work hard. In addition, employees also need to have the opportunity to continue learning and development in the organization. Only when these conditions are met, employees can succeed in their careers. From the “behavior perspective” research, it is found that human resource management practices play a role in corporate management, mainly by improving incentive conditions or increasing human capital reserves. An effective human resource management system is to improve the personal ability of employees, give opportunities to participate, guide work motivation, and prompt them to show the behavior expected by the organization.

In the early research on the application of the AMO model (Ability-Motivation-Opportunity), in the field of human resource management, MacDuffie proposed that in a specific work system, employees have a certain degree of work ability and work motivation at the same time. This system can work when it gives employees the opportunity to participate. Huselid proposed that the best human resource management mode of an enterprise should focus on improving work ability and increasing work motivation, and made a preliminary division of best human resource management practices. This model has been recognized by many scholars, who believe that an effective human resource management system should target technology, motivation, and authorization. More scholars pointed out that the three elements of ability, motivation and opportunity model are interrelated. When employees have certain ability and can feel the benefits of successful feedback, they will have the motivation to perform more responsibilities and undertake more tasks, which provides effective management suggestions for companies to improve employee working performance, and provides a reference for the preliminary design of human resource management systems.

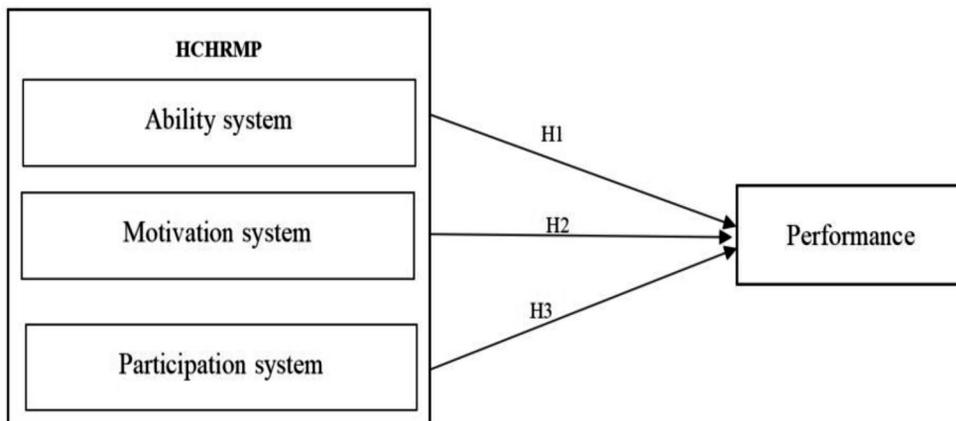
With the continuous development of human resource management, scholars have carried out research on the abilities, motivations and opportunities of human resource management systems, and put forward the AMO theory. Human resource management practices can be divided into three basic practice types: human resource practices to improve employee abilities, human resource practices to promote motivation, and human resource

practices to increase employee opportunities, which are conducive to the improvement of organizational working performance. Based on the AMO model, conducted analysis of the relationship between the human resource system and the organization results, and found that the three dimensions of the human resource management system: the ability system, the opportunity system and the motivation system, all of which can affect the organization's financial results, human cost and employee behavior positively. Among them, the ability system practice has a particularly significant role in promoting human capital. Therefore, this paper also uses ability system, opportunity system and motivation system to represent the high-commitment human resource management system.

2. Practical human resource management. This concept involving High Commitment Human Resource Management Practices is also referred to as high-commitment HR practices, high-participation in HR practices, or best HR practices. Research on High Commitment Human Resource Management (practical human resource management) can be traced back to the late 1980s, when faced with a complex and volatile market environment, research scholars in strategic human resource management suggested that enterprises should Create a human resource management system designed to enhance the competitive advantage of the organization, this system as High Involved Work System, considers this system to be a high-performance work system. (High Performance Work System), regards this system as High Commitment Work System, etc. Although the names of different scholars are different, these systems are designed to improve the attitude and behavior of employees and their job skills, motivations, and opportunities for participation. Human resource management emerged with the specialization of labor in the industrial revolution in the 19th century. The main tasks of human resource management in this period were basic administrative management content such as personnel file management, recruitment, and wages. As the importance of human resources has attracted more and more attention from managers, the theory and practice of human resources management have been continuously enriched and developed. In the early research, the researchers focused on the microscopic human resource practice technical level, and mainly conducted research on the role of human resource selection, evaluation, training, and compensation, ignoring the interaction between human resource practices. With the emergence of the strategic

management boom, until the early 1990s, researchers began to integrate human resource management activities into corporate strategy. Modern human resource management systems have gradually matured, and the focus of research has also focused on the relationship between strategy and human resource management. Relationship. In recent years, High Commitment Human Resource Management Practices, as an important direction of strategic human resource management, has been increasingly recognized by experts and scholars, who have conducted a lot of research around practical human resource management.

Conceptual Framework



Hypothesis

H1: Ability system is positively correlated with working performance.

H2: Motivation system is positively correlated with working performance.

H3: Participation system is positively correlated with working performance.

Based on the AMO model, this paper uses the ability system, opportunity system and motivation system to measure high-commitment human resource management. The ability system of high-commitment human resource management includes a series of measures that are conducive to improving employee skills, such as strict recruitment and internal training. Strict recruitment procedures aim to select employees who can complete work tasks and are compatible with the development of the organization, and

help companies select talents who have the ability to work and learn, but also quickly integrate into the organizational culture and working environment, so that employees recognize the company and are willing to work hard. Work. Extensive training can give employees new roles and responsibilities, which not only improves their skills and promotion possibilities, but also reserves talents for the long-term development of the organization. Chinese scholars also found through a survey of manufacturing companies that growth and training can increase the sales growth rate of companies. According to the social exchange theory, if employees perceive the goodwill of the organization, they will reward the organization with the behavior expected by the organization. When the organization pays for employee training, it will prompt employees to repay work-related behaviors that satisfy the organization. On one hand, the training of employee skills is the improvement of personal abilities, and on the other hand, it pays attention to the long-term development of employees, so that employees have the capital and motivation to invest in their work and improve their work working performance. In addition, the improvement of employee skills has also improved the ability of employees to complete work tasks, and also enabled employees to help other members. This paper proposes hypotheses below on the base of the above statements:

H1: Ability system is positively correlated with working performance.

H2: Motivation system is positively correlated with working performance.

Participation in management reflects the organization's respect and trust for employees, and expresses the organization's expectations for employees to participate in decision-making. According to the theory of social exchange, when employees perceive friendly information, such as help and support from the organization, they will feel the need to give back to the organization. Only when employees perceive organizational values and organizational fairness, they will reward the organization in a more positive way. The participation system of high-commitment human resource management emphasizes that employees within the organization are as equal as possible and employee participation Human resource management methods such as management decision-making and emphasizing employee suggestions, these management measures are conducive to employees to increase their sense of organizational fairness, recognize corporate culture,

improve employee enthusiasm for work, and guide employees to return to the organization to behave more positively. Therefore, this paper proposes hypotheses below on the base of the above statements:

H3: Participation system is positively correlated with working performance.

Research Methodology

The quantitative research method was used to analyze the impact of each dimension of High Commitment Human Resource Management Practice on dimensions of employee role behavior is 420. The survey was aimed at employees of private small and medium-sized textile enterprises in Guangzhou. The number of companies in this type is 42 and the total number of employees is 5,436. The tool of data collection is questionnaires, which were distributed to the primary management representatives in the industry associations including the representatives of the production technicians, and 205 copies to the sales service personnel representatives. The valid sample size of 420 were obtained.

In this research, used both descriptive and inferential analysis. This research employs descriptive statistics including frequency, percentage, mean and standard deviation to describe details of demographic profiles and samples. This research used descriptive statistic to describe and analyze the data of demographic profile, viewing preferences and other scale questions. The researcher defines the criteria to measure the level of variable according to five levels following Likert's scale. Statistical analysis of mean and deviation were included in this section and be used to describe this centralized trend and dispersion of the sample data. Correlation analysis is to measure the relationship between variables and whether there is a correlation. There are several methods for correlation analysis, Pearson correlation coefficient (Pearson's α) and Spearman correlation coefficient(Spearman's α). This questionnaire used Pearson's data method. This research used correlation analysis to determine influencing factors have a correlation with different movie-viewing behaviors, so as to confirm SPASS analysis is necessary.

Research Results

According to the research objectives, the Table1 below shows among the 420 valid questionnaires, there were 235 males, accounting for 55.96%, and 185 females, accounting for 44.04%. The age is concentrated in 20-50 years old, accounting for 70%. 285 people were employed as common staff, accounting for 67.85% of the total sample; 135 were employed as primary team leader, accounting for 32.15% of the total sample. Most enterprise hire less than 300 employees, which accounting for 76%. Correlation analysis can point out the degree of close connection between the variables. This study uses the Person correlation coefficient method to analyze the correlation between high-commitment human resource management and working performance and its various aspects. There is a significant correlation between the four main variables of Ability system, Motivation system, Participation system, working performance. There is a significant impact from Ability system ($r=0.524$, $p<0.01$), Motivation system ($r=0.502$, $p<0.01$), Participation system ($r=0.564$, $p<0.01$) on working performance. Assume that H1, H2, and H3 are initially verified. The test of the correlation coefficient only reflects the correlation between the two, and the degree of influence needs to be verified in the next step.

According to the research objective which is to analyze the impact of High Commitment Human Resource Management Practice on Task performance in private textile enterprises. The regression analysis results show the hierarchical regression results of the ability system and working performance. R^2 is 0.369 and F value is 12.699. The analysis results all reach a significant level of 0.001, indicating that the ability system's model fit to working performance is acceptable and the regression effect is good. The P value is 0.398 (sig. <0.01), which means that the competency system can significantly promote task working performance, and every 1% increase in the competence system can improve working performance by 39.8%. Assuming H1 is supported, further verification is passed. Table also shows the results of the hierarchical regression of the relationship between the incentive system and working performance. R^2 is 0.394 and F value is 13.327. The analysis results all reach a significant level of 0.001, indicating that the incentive system has a good working performance regression

effect, with a P value of 0.304 (sig. < 0.01), which means that the incentive system can significantly promote working performance, assuming H2 is supported. Model 4 shows the regression results of the relationship between participation system and working performance, R2 is 0.554, F value is 24.156, and the analysis results reach a significant level at 0.001, indicating that the incentive system has a good working performance regression effect, with a P value of 0.326 (sig. <0.01), which means that the incentive system can significantly promote working performance, assuming H3 is supported.

Table 1. Regression Analysis of practical human resource management and working performance

Variable	working performance			
	Model 1	Model 2	Model 3	Model 4
Gender	0.054	0.031	0.053	0.087
Age	-0.067	0.109 **	0.052	0.048
Degree	0.066	0.109 *	0.064	0.063
Job level	0.034	0.032	0.066*	0.056
Enterprise scale	0.129**	0.108	0.010	0.005
Ability system		0.398 **	0.234**	0.249**
Motivation system			0.304***	0.258***
Participation system				0.326***
R ²	0.346	0.369	0.394	0.554
ΔR ²	0.365	0.783	0.589	0.643
F	11.865***	12.699***	13.327***	24.156***

Note: * p <0.05, ** p <0.01, *** p <0.001

Table 2 Path coefficient of practices of ability improving influence Task performance

impact path	Path coefficient	P	Conclusion
practices of ability improving-In-role behavior	0.651	***	Support
practices of ability improving-Out-role behavior	0.523	***	Support
practices of ability improving-TP	0.331	0.009	Support
In-role behavior-TP	0.305	***	Support
Out-role behavior-TP	0.370	***	Support

Note: *** means $p < 0.001$

Source: The author uses the software Amos7.0 to process the data.

According to the path coefficients in the table above, it can be found that the practices of ability improving has a significant positive correlation with the Task Performance, assuming that H3a is supported; the practices of ability improving is significantly positive correlated with the In-role behavior and Out-role behavior, and it is proven that H1 and H2 is supported. Hypothesis H1,H2 and H3 is partially verified.

Discussion

With the finding from data analysis, this study found that here is a significant positive relationship between Practices of Ability Improving and IRB. The result shows that this factor positively adjusts the IRB. As companies continue to value and improve their skills training, employees' behavior within the workplace will be more positive. In accordance with Chow, Huang and Liu (2012) analyzed 241 companies in Guangzhou and found that commitment-oriented human resource management practices are positively correlated with firm performance and negatively correlated with turnover. A large part of the knowledge required for employees to get a job is obtained through organizational training, organizational notices, and related documents. When the training content provided by the organization and the knowledge extracted by the relevant documents are of sufficient value, the employees will also be more motivated to work.

There is a significant positive relationship between Practices of Motivation Excitation and IRB. The result shows that the enterprises affirms the contribution of employees to different degrees, and recognizes the value created by employees. This will make employees feel the spirit of encouragement and believe that their contribution is meaningful, and thus enhance the enthusiasm of employees. At the same time, the employees' emotions, the establishment of a reasonable salary system, and the care of employees' living conditions are all conducive to improving their loyalty. In accordance with Zhong Lifeng (2013), based on a questionnaire survey of 374 employees and their direct leaders, investigated the direct impact of high-performance human resource practices on employees' in-role performance and organizational citizenship behavior, and further explored the perceived competency characteristics of employees. The intermediary role played between the two. There is a significant positive relationship between Practices of Opportunity Seizing and IRB. The result shows that employees can use the opportunities given by these companies to perceive the recognition and expectation of business managers, which is to employees. It conveys the signals that companies are willing to invest in their long-term investment, which can change the motivation, willingness and attitude of employees, and thus affect their enthusiasm for work. In accordance with Liu Shanshi, Peng Juan, etc. (2012) based on the two-factor theory and tested 284 employee samples, and found that compared with health-care human resource management practices, motivational human resource management practices have a greater impact on job performance. Significantly.

Knowledge from Research

The conclusions of this study contribute knowledges in the area of business management.

(1) Emphasis on or Reaffirmation on employee training and career development
In order to bridge the gap between staff ability and job requirements, and to meet the individual career development needs of employees, enterprises should pay attention to the training of employees; employees can improve their skills through training. The land serves the enterprise and enhances the core competitiveness of the enterprise.

In addition, the training work, along with other work, communicates to employees a signal that companies are willing to make long-term investments, improving employee working enthusiasm. When an enterprise develops a training plan, it should communicate with employees to collect the training needs of employees and ensure that the training plan meets the common needs of the enterprises and employees.

(2) Establishment of reasonable incentive system

Enterprises should pay attention to the protection of employees' interests and establish a reasonable salary system. The compensation system should reflect external fairness and internal fairness. Enterprises should also help employees in their lives. Then help; in the decision-making, to be able to take into account the interests of employees, these are conducive to improving employee loyalty. The compensation system should be linked to the results of the performance appraisal, and the performance appraisal should not only be related to the individual employee's work performance, but also take into account the team performance and the performance of the entire enterprise, and form a comprehensive appraisal system to guide employees to focus on the team and the enterprises.

(3) Establishing employees Participation in enterprise management

The top management of the enterprises should communicate frankly with the employees. Through information disclosure, employees can timely understand the major decisions of the enterprises, especially the decisions concerning the interests of employees, and avoid the gossip. Enterprises should encourage employees to give more opinions and suggestions, and let employees participate in decision-making through employee recommendation system, and contribute wisdom to enterprise development. Through employee complaint system, enterprises can understand the shortcomings in business management and the difficulties encountered in employees' work so that they can be taken in time. Responses. Allowing employees to participate in corporate management through multiple channels is conducive to a consensus, a consensus, and reduced resistance to policy implementation; it is also conducive to mobilizing the enthusiasm of employees, raising their sense of responsibility, and enabling them to participate in the management of the enterprises as a master.

Suggestions and Future Work

This study explores the impact of practical human resource management on Employee role behavior. It has certain contributions in both theory and practice. However, due to various resources and conditions, there are still some defects. Future research can be carried out from the following aspects.

(1) Measurements of all variables in this study are based on other people's scales. Although various tests have been carried out and meet the requirements, there is no way to avoid a certain degree of influence.

(2) The role of practical human resource management may be affected by other scenarios and individual factors, such as team atmosphere, leadership type and individual characteristics, but this study has not been discussed. Therefore, future research can further consider team safety atmosphere, supportive leadership and the influence of factors such as individual values on the effect of practical human resource management. Future research can consider the effects of certain mediator variables or regulatory variables.

(3) This research only uses the sample of small and medium-sized private textile enterprises in Guangzhou, which has certain limitations in industry and geography. In the future, you can try to do more research in areas and geographies.

(4) This article only studies the intermediary effects of role behaviors of IRB and ORB, but has not tried to study them as a whole. At the same time, the quantitative analysis of their intermediary role has not been carried out. If a more accurate quantitative analysis can be made in future research, this will provide more beneficial suggestions for the decision-making of relevant companies.

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