HIGH PERFORMANCE HUMAN RESOURCE PRACTICES, IDENTIFICATION WITH ORGANIZATIONAL VALUES AND GOALS, AND SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A REVIEW OF LITERATURE AND PROPOSED MODEL

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ABSTRACT

Increasing competition within the hospitality industry has recognized the importance of service quality as a key business differentiation strategy. Proactive involvement of employees is a vital component of the service delivery, which in turn, enhances customer satisfaction and loyalty. Hence, hospitality organizations, particularly hotels, need to encourage their employees to perform voluntary behaviors that go "beyond their call of duty". These behaviors are referred to as service-oriented organizational citizenship behaviors (hereafter labeled as SO-OCBs). A review of the literature indicates that an organization's human resource management (henceforth labeled as HRM) practices are instrumental in establishing the tone of the employee-employer relationship, which subsequently affects employees' display of discretionary functional service-related behaviors. Specifically, high-performance HRM practices can nurture a relational employment relationship, leading to internalization of organizational values and goals. This, in turn, would induce employees to engage in greater SO-OCBs. However, conceptual and empirical work explaining the mechanism by which high-performance HRM practices relate to SO-OCBs remains scarce. Therefore, this paper aims to construct a model linking a set of high-performance HRM practices (selective hiring, communication, appraisal, and reward) and SO-OCBs. Identification with organizational values and goals is posited as a mediator in the proposed relationship. A discussion of the literature to support the proposed framework is furnished.

Key Words: SO-OCBs, high-performance HRM practices, identification with organizational values and goals.

INTRODUCTION

The tourism industry in Malaysia has experienced substantial growth during the past two decades. One main reason for this growth can be attributed to the escalation in the number of tourist arrivals into Malaysia from 7.4 million in 1990 to 25.3 million in 2012 (Tourism Malaysia, 2013). In fact, in 2012, tourism contributed a total of RM 146.4 billion, which is equivalent to 15.6 percent of the nation's GDP. This contribution is considered encouraging because it has surpassed the 14.1 percent threshold of the world's average (World Travel & Tourism Council, 2013). Malaysia is a gifted country. Besides being blessed with a diverse range of natural and man-made attractions, the nation's population reflects a combination of races and cultures. In its bid to place the country in the world tourism destination map, the Malaysian government has launched many strategies which include increasing tourism promotions through numerous campaigns, programs and events as well as upgrading tourism-related facilities. By 2020, the tourism industry is expected to be able to contribute as much as RM 103.6 billion in Gross National Income (GNI) with 36 million inbound tourists (Ministry of Information Communications and Culture, 2011). To cope with the rise in the entry of tourists into Malaysia, more hotels have been established, leading to greater competition. This testimony can be

observed from the increase in the number of hotels by about 82.5 percent from 1492 in 2000 to 2724 in 2012(Tourism Malaysia, 2014). In such a competitive environment, hotels have been forced to find ways to retain existing customers and attract new ones. Since the tangible aspect of a hotel's offering (e.g. facilities) tends to be standardized, several scholars(Karatepe, 2011b; Ma & Qu, 2011; Maroudas, Kyriakidou, & Vacharis, 2008)are of the opinion that the key for hotels to survive and succeed would be through the delivery of superior service quality. To a hotel, service quality is critical because it is the starting point to the creation of satisfied customers. When customers are satisfied, their loyalty and retentionwould be enhanced(Castro, Armario, & Ruiz, 2004). This, in turn, will generate higher profitability for hotels.Castellanos-Verdugo, Oviedo-García, Roldán, and Veerapermal (2009) further suggested that it would be more profitable for a hotel to retain existing customers and encourage repurchase behaviors than to acquire new ones. According toCastellanos-Verdugo et al. (2009), the personal communication between the employee and the customer and how the latter behaves is the basis that underlies customer retention.

In the hospitality trade, frontline employees are the main actors in delivering quality services to customers due to their regular face-to-face or voice-to-voice interactions with customers(Karatepe, 2011a). As such, their qualities, attitudes, and behaviors are important in the evaluation of service quality(Bienstock, DeMoranville, & Smith, 2003; Castro et al., 2004). This line of argument is consistent with Morrison (1996)who claimed that service quality is very much dependent upon the effectiveness with which frontline employees deal with customers. In other words, behaviors portrayed by frontline employees must exceed customer expectations. As such, managers should carefully manage the behaviors of their frontline employees to ensure that they engage in behaviors that will lead to high service quality perceptions by customers. In the hotel setting, Dagenais-Cooper and Paillé (2012) suggested that it would be wise for managers to encourage their frontline employees to perform behaviors that go beyond their call of duty. For instance, a front office staff treating a sick customer with special care will delight the person and subsequently heighten his/her satisfaction.These behaviors,which are typically voluntary in nature and surpass specified job descriptions, are referred to as organizational citizenship behaviors (from now on referred to as OCBs).

Since OCBs have been associated with a variety of positive outcomes, many researchers have attempted to identify its antecedents, which include among others, job satisfaction (Barnes, Ghumman, & Scott, 2013; Koys, 2001; Li, Liang, & Crant, 2010; Williams & Anderson, 1991), organizational commitment (Ng & Feldman, 2011; Podsakoff, MacKenzie, & Bommer, 1996; Williams & Anderson, 1991; Zhu, Newman, Miao, & Hooke, 2013), emotional intelligence(Ramachandran, Jordan, Troth, & Lawrence, 2011)personality(Moon, Kamdar, Mayer, & Takeuchi, 2008), perceived fairness (Deng, 2012; Konovsky & Organ, 1996; van Dijke, De Cremer, Mayer, & Van Quaquebeke, 2012; Yeh, 2011), perceived organizational support (Chiang & Hsieh, 2012; Duffy & Juliana, 2013), transformational leadership (Podsakoff et al., 1996; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Zhu et al., 2013), role stressors(Eatough, Chang, Miloslavic, & Johnson, 2011), empowerment(Jiang, Sun, & Law, 2011), leader-member exchange(Ilies, Nahrgang, & Morgeson, 2007) and human resource practices(Sun, Aryee, & Law, 2007; Yang, 2012). Despite the popularity of OCB as a research subject, most studies have been conducted in developed economies particularly North America, and outside the field of the hospitality industry.According toRavichandran and Gilmore (2007), studies within the hotel industry have been largely overlooked. Since the hospitality sector is a key economic generator to countries world-wide and frontline employees are essential to its service delivery process, evidence gleaned from the hotel industry of Malaysia may address the above limitations.

Although investigations on OCBs have flourished for the past few decades, there is still much work to be done in relation to the predictors of OCBs. Rousseau and Greller (1994) are of the opinion that organizational practicesonhow an organization manages its human resources (hereafter labelled

as HRM) establish the tone and conditions for the employee-employer relationship. This line of thought is further supported byMacduffie (1995) who argues that HRM practices can influence the psychological contract between employees and their employing organization. Specifically, HRM practices that are considered supportive and rewarding will be perceived as inducements provided by the employer, which in turn, establishes a high-quality employment relationship. This type of exchange is classified as social exchange(Blau, 1964) whereby such inducements will create a sense of obligation on the part of the employee to reciprocate his/her employer. Morrison (1996)advocated the role of contextual factors, particularly an organization's HRM practices, in producing a pleasant work environment that promotes greater OCBs among employees. Wayne, Shore, and Liden (1997) further added that HRM practices serves as signals to employees concerning their organization's positive evaluation of themselves. In the context of exchange theory(Blau, 1964), employees will reciprocate with positive attitudes and behaviors. Moreover, HRM practices that stressed the needs of organizational members have been proposed as precursors to the creation of a positive exchange relationship(Yang, 2012). In such situation, employees would feel obligated to perform behaviors that directly benefit the organizationand are beyond the scope of usual job expectations such as OCBs. Fostering OCBs for service organizations is of utmost importance since OCBs performed by customer-contact employees during personal interactions with customers, in some small or large ways, are likely to exceed customer's expectations, guaranteeing high service quality. According to Schneider and Bowen (1985), when employees feel well treated through their organization's HRM practices, they will be able to devote their efforts, energies, and other resources to effectively treat their customers, which in turn, lead to high service quality. In fact, the effective utilization of human resources can give an organization its competitive edge particularly in a labor-intensive industry (Schneider & Bowen, 1993). Therefore, it makes economic sense for service organizations to promote such behaviors.

Since services have unique characteristics with regards to its intangibility and non-standardized nature and given the specific role requirements of frontline employees as "boundary-spanners" for the service organization, Bettencourt, Gwinner, and Meuter (2001) proposed that there is a dire need for more research on specific forms of OCBs such as service-oriented OCBs (later referred to as SO-OCBs). Unfortunately, empirical studies on SO-OCBs have been deficient (Bettencourt et al., 2001).This shortcoming is more prominent for developing countries such as Malaysia whereby investigations on SO-OCBs are still in its infancy except for the work byNasurdin, Ling, and Fun (2011). However, Nasurdin et al.'s (2011)study was confined to a sample of customer-contact employees working in air freight forwarding companies in one particular state in Peninsular Malaysia. In addition, HRM practices in the hospitality industry have been classified as underdeveloped compared to other industries(Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). In particular, Kusluvan et al. (2010) highlighted that there is little evidence on the adoption and implementation of high-performance HRM practices by the industry. Recognizing the dearth of research regarding the influence of HRM practices on SO-OCBs and acknowledgingKusluvan et al.'s (2010) argument that there is no single approach to HRM practices in the hospitality industry, more research on HRM practices tailored to different hospitality organizations is needed. Specifically, it is reasonable to posit high-performance HRM practices as a determinant of SO-OCBs among frontline hotel employees in Malaysia. Given the pivotal role of the hotel industry in driving the growth of the nation's economy and the tight competition among hotels for market share, this line of investigation is warranted. Against this backdrop, the intent of this paper is to review the literature and propose a model linking a set of high-performance HRM practices (selective hiring, communication, appraisal, and rewards) and SO-OCBs of frontline employees in the Malaysian hotel industry.

LITERATURE REVIEW

OCBs and SO-OCBs

Organizational citizenship behavior (later referred to as OCB) has been defined as an "individual behavior that is discretionary, not directly and explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"(Organ, 1988, p. 4). Organ(1988) identified five dimensions of OCB which includes altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to behaviors that have the effect of helping specific individuals. An example of altruism is an employee who willingly helps a customer to handle a problem(Podsakoff et al., 1990). Conscientiousness relates to behavior that goes beyond the minimum role requirements of the organization. Specific examples of conscientiousness include punctuality and not wasting time(Organ, 1988; Smith, Organ, & Near, 1983). Sportsmanship refers to negative activities that employees refrain from doing even though he or she has every right to do so, such as frequently finding fault with other employees, expressing resentment, and complaining about trivial matters(Organ, 1990). Courtesy includes actions aimed at preventing work-related problems with others from occurring. Examples of courtesy include consulting others before making decisions(Organ, 1988). Finally, civic virtue is defined as keeping oneself informed on matters that affect the organization and participating responsibly in its decision-making process. Examples of civic virtue include making innovative suggestions to improve a department(Organ, 1988). Based on Organ's (1988)five-dimensional conceptualization, Podsakoff et al. (1990)developed a measure of OCB. LePine, Erez, and Johnson (2002) in their review and meta-analysis of the organizational citizenship behavior construct revealed that Organ's (1988)conceptualization of OCB has received the utmost focus in empirical research andPodsakoff et al.'s (1990)measurement tool has been widely used in various settings.

Given the unique characteristics of service organizations as opposed to manufacturing organizations, Wang (2009) is of the opinion that the performance of OCBs is more imperative for service organizations. Specifically, service organizations offer intangible product to its customer, often involves interactions between service employees and customers during service delivery, and finally, service products are often produced and consumed simultaneously by customers(Bowen & Ford, 2002; Sun et al., 2007). In addition to the service features, service organizations are often challenged with unique and impulsive customers' demands, as well as having to deal with customers from various backgrounds and cultures(Prentice & King, 2011). Bearing in mind the distinct environment of service organizations, Bettencourt et al. (2001) suggested that service-oriented OCBs are more appropriate in capturing OCBs of employees working in service organizations. According to Bettencourt et al. (2001), service-oriented OCBs comprised three dimensions: loyalty, participation, and service delivery. Loyalty OCBs refers to behaviors involving acting as advocates to outsiders not only of the organization's products and services, but also of its image. Participation OCBs relate to actions such as taking individual initiative especially in communications, to improve their own service delivery, and that of their organization and peers. Finally, service delivery OCBs involve behaving in a conscientious manner in activities surrounding service delivery to customers.

HRM Practices and High-Performance HRM Practices

HRM practices generally refer to a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives(Bowen & Ostroff, 2004). On a more specific note, HRM practices are utilized by the organization to attract, motivate, reward and retain employees(Tanke, 2001). According to Wood and Wall (2002), the main objective of HRM practices is to enhance employees' performance. Chew and

Chan (2008) argued that retaining valuable employees is a strategic move for organizations to survive and flourish. In this regard, many forward-looking organizations attempt to shape their employees' attitudes and behaviors by creating a positive organizational climate through various HRM practices.

In a similar vein, high-performance HRM practices relate to coherent practices that enhance the skills of the workforce, participation in decision making, and motivation to exert discretionary effort(Appelbaum, Bailey, Berg, & Kalleberg, 2000). Many scholars (Batt, 2002; Bowen & Ostroff, 2004; Liao, Toya, Lepak, & Hong, 2009) state that high-performance HRM practices assist organizations to motivate employees to adopt desirable attitudes and behaviors, which in the aggregate, ultimately helps achieve the organization's strategic goals, resulting in enhanced organizational performance. In fact, employees make sense of their work environment through high-performance HRM practices before deciding their responses (Bowen & Ostroff, 2004). Other scholars(Chuang & Liao, 2010; Liao et al., 2009)suggested that high-performance HRM practices represent one of the ways for the employer to signal their willingness to invest and support their employees.The focus of prior studies was mainly on the direct relationship between HRM practices and employee outcomes. Following the social exchange theory(Blau, 1964), if HRM practices are viewed functionally by employees within the organization, they will be expected to reciprocate with the attitudes and behaviors valued by the organization. While such studies are useful, Becker and Gerhart (1996)call for more effort to be devoted into identifying the process through which HRM practices affect behavioral outcomes, which many authors have referred to as the "black box".

Despite the importance of high-performance HRM practices on employees' and organizational performance, little consensus exists among researchers on the specific practices to be included under high-performance HRM practices (Becker & Gerhart, 1996; Sun et al., 2007).In this paper, we are of the opinion that four HRM specific practices can be subsumed under the rubric of high-performance HRM practices. These practices are selective hiring, communication, appraisal, and rewards. The set of HRM practices that we present here are being adapted from previous works(Evans & Davis, 2005; Lee, Lee, & Kang, 2011; Liao et al., 2009; Macky & Boxall, 2007; Messersmith, Patel, & Lepak, 2011; Tang & Tang, 2012). For example, selective hiring refers to the rigor of hiring as indicated by applications per vacancy(Fiorito, Bozeman, Young, & Meurs, 2007). Communication refers to the activities that provide employees with sufficient and useful information about their work(Den Hartog, Boon, Verburg, & Croon, 2013). Appraisal refers to the evaluation and feedback process about employees' performance based on some predetermined organizational standards(Tsui, Pearce, Porter, & Tripoli, 1997). Consistent with Bratton and Gold (1994), reward refers to all forms of financial returns, tangible services, and benefits that an employee receives as part of an employment relationship.

Identification with Organizational Values and Goals

Organizational identification refers to a psychological linkage between the individual and the organization(Edwards & Peccei, 2010). According to O'Reilly and Chatman (1986), individuals that have identified themselves with the organization feel proud to be a part of a group, and will respect its values and accomplishments without adopting them as his or her own. In line with this point of view, it has been claimed that employees who have identified themselves with the organization experience deeper and more existential connection with the organization (Ashforth & Mael, 1989; van Dick, van Knippenberg, Kerschreiter, Hertel, & Wieseke, 2008). In sum, employees that have identified themselves with organizational values and goals are those who have established a psychological bond with the organization, feel proud to be part of the organization, andtend to affiliate themselves with the achievements of the organization.

Identification with Organizational Values and Goals as a Mediator in the High-Performance HRM Practices-SO-OCBs Relationship

It has been suggested that perceived organizational support would increase the likelihood of employees' identification with the organization (Fuller, Barnett, Hester, & Relyea, 2003; Tyler, 1999). In other words, by showing concern for employees' well-being, the organization conveys the message that employees are valuable assets in the eye of the organization, which in turn, increases their bond with the organization. Past studies have shown that individualswho have associated themselves with the organization exhibit favorable behavioral outcomes such as organizational involvement (Edwards & Peccei, 2010) and prosocial behavior (O'Reilly & Chatman, 1986). For instance, Edwards and Peccei (2010)in their study of 736 healthcare workers from the United Kingdom National Health Service reported that employees with greater organization identification showed greater organizational involvement such as willingness to make an effort for the good of the organization. Meanwhile, using university employees *(N =* 82) and students *(N =* 162) as their sample, O'Reilly and Chatman (1986)provided empirical evidence that identification and internalization with the organization are positively related to prosocial behaviors. In other words, identification with the organization leads employees to engage in greater participation activities as well as enhanced their willingness to contribute beyond the call of formal duty.

As previously mentioned, there is a need to examine the mediating factors in order to unravel the "black box" between HRM practices and individual behavioral outcomes. We contend that high-performance HRM practices consisting of four distinct practices (selective hiring, communication, appraisal, and rewards) in combination will have positive effects on employees' sense of identification with organizational values and goals, and this kind of feeling, may in turn lead to greater SO-OCBs. These practices would be able to convey the messages to employees that they are being respected and trusted by their employing organization, which are likely to inspire them to embrace organizational values and objectives, which in turn, stimulate them to perform voluntary behaviors that are beneficial to their organization, such as SO-OCBs (Alfes, Shantz, & Truss, 2012; Mostafa & Gould-Williams, 2013; Tang & Tang, 2012).

Selective hiring refers to the practice of ensuring the right people, with desirable traits and knowledge, are in the right place (Fiorito et al., 2007). Selective hiring entails a number of activities, which include careful matching between job applicant and job requirements, a conscious effort to attract the best talent from the job market, as well as offering higher compensation to retain the talent in the organization (Fiorito et al., 2007). As argued byMorrison (1996), the implementation of selective hiring would result in a person-organization fit, which may help new employees to accept and believe in organizational values and goals, which in turn, lead to enhanced voluntary behaviors such as SO-OCBs. Similarly, based on the attraction-selection-attrition theory(Schneider, Goldstein, & Smith, 1995),Fiorito et al. (2007)claimedthat rigorous selection system should produce high person-organization fit. This suggests that employees' will strongly identify themselves with the organization's values and objectives, which ultimately stimulates them to engage in extra-role voluntary behavior such SO-OCBs.Hence, selective hiring is expected to increase employees' sense of identification with organizational values and goals, which in turn, promotes employees' display of SO-OCBs.

Communication in simple terms relates to the degree to which information about a job is transmitted by an organization to its members and among members of an organization(Price, 1997). Specifically, communication in the organization refers to the activities that provide employees with sufficient and useful information about their work(Den Hartog et al., 2013). According to Lawler (1986), communication represents one of the easiest ways to foster involvement among employees. In a study by Rodwell, Kienzle, and Shadur (1998) among 329 employees of an Australian information technology company, it was found that communication enhances teamwork, job satisfaction, and commitment

among employees. de Ridder (2004)in his study of 791 employees from various organization in the Netherlands demonstrated that communication produces greater employee commitment. According to Van Vuuren, De Jong, and Seydel (2007),when an organization makes an attempt to provide sufficient information to its employees regarding the organization's vision, goals, and strategies, employees will feel that they are being valued, respected, and trusted by the organization. Furthermore, Van Vuuren et al. (2007) advocated that communication helps sharpen employees' view of the things that the organization cherishes. As a result, employees' sense of identification with the organizational values will be enhanced. Therefore, communication is expected to increase employees' sense of identification with organizational values and goals, which in turn, fosters employees' display of SO-OCBs.

Appraisal is the process of observation and assessment of employee performance against predetermined job-related standards, for the purposesoutlined by the organization (Cheung & Law, 1998). Ahmed, Mohammad, and Islam (2013)stated that performance appraisal plays an important role for continuous improvement. According toTang and Tang (2012), the appraisal process enables the organization to provide signals to employees concerning behaviors that are appreciated. In a similar vein, when employees perceived that their performance appraisals are based on acceptable organizational standards,they are more likely to experience greater organization-based self-esteem andjob confidence (Haynes & Fryer, 2000). The findings by Norris-Watts and Levy (2004)using a sample of 71 undergraduate students in the United States who also worked part-time indicate that favorable performance feedback enhances employees' commitment, which in turn, leads to greater OCBs. Norris-Watts and Levy (2004) explained that perceptions of a more favorable feedback from the organization may lead employees to believe that the organization values their contribution. As such, they are bound to feel proud of their achievements and become more confident in handling their job responsibilities. This, in turn, will lead employees to engage in more OCBs.Meanwhile, in the context of a developing country such as Pakistan, findings by Ahmed et al. (2013)who conducted a study on 318 employees from the banking sector discovered that performance appraisal has a positive effect on their affective commitment, which in turn,enhances their OCBs. As such, it can be deduced that performance appraisal will have a positive influence on employees' sense of identification with organizational values and goals, which in turn, encourages employees' display of SO-OCBs.

Rewards basically entail monetary and non-monetary returns payable to employees in return for their services (Mondy & Noe, 2005).Rewards are functional since they help express the appreciations and recognitions of the organization to its employees (Davies, 2001). According to Chung and Schneider (2002), an organization's rewards system conveys the message to employees of what is regarded as important by the organization. Likewise, Uen and Chien (2004) suggested that rewards can serve as a tool for organizations to promote desired behavior among employees. Morrison (1996) suggests that rewards should be tied to organization-wide goals. According to Morrison (1996), tying rewards to firm-wide performance criteria will stimulate employees to adopt broader role definitions leading to more OCBs. Several scholars (Allen, 2006; Schnake & Dumler, 1997; Wayne, Shore, Bommer, & Tetrick, 2002) suggest that there is a positive link between rewards and OCBs. The positive relationship between rewards and OCBs was confirmed in a more recent comprehensive meta-analysis by Podsakoff, Whiting, Podsakoff, and Blume (2009). In short, rewards can motivate employees to embrace organizational values and goals. In such situation, employees are more likely to demonstrate greater SO-OCBs.

On the basis of the preceding discussion, identification with organizational values and goals can serve as the mechanism that underlies the high-performance HRM practices (selective hiring, communication, appraisal, and rewards)and SO-OCBs (loyalty OCB, service delivery OCB, and participation OCB). Therefore, our propositions are as follows:

P1: Identification with organizational values and goals mediates the relationship between selective hiring and SO-OCBs (loyalty OCB, service delivery OCB, and participation OCB).

P2: Identification with organizational values and goals mediates the relationship between communication and SO-OCBs (loyalty OCB, service delivery OCB, and participation OCB).

P3: Identification with organizational values and goals mediates the relationship between appraisal and SO-OCBs (loyalty OCB, service delivery OCB, and participation OCB).

P4: Identification with organizational values and goals mediates the relationship between rewards and SO-OCBs (loyalty OCB, service delivery OCB, and participation OCB).

CONCEPTUAL FRAMEWORK

In a nutshell, drawing on what has been discussed above, a conceptual framework is proposed. As illustrated in Figure 1, four HRM practices make up what is termed as high-performance HRM practices. These practices in turn will create employees' sense of identification with organizational values and goals, which ultimately, induce these employees to engage in SO-OCBs.

Figure 1

Conceptual Framework
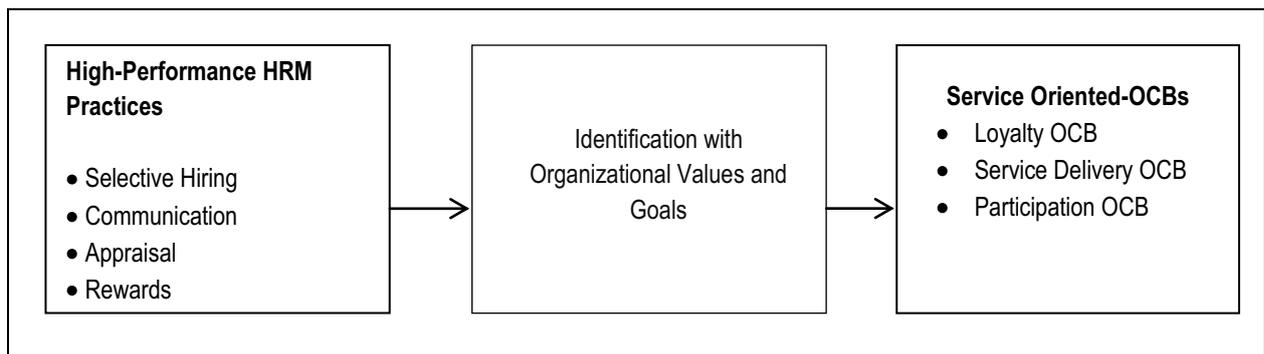
CONCLUSION

As competition deepens, and given the increasing recognition that people is the most important asset for an organization, firms particularly service ones have come to realize that it would be advantageous for them to leverage on their employees. As boundary-spanners, the behaviors performed by frontline employees will create an impression of the service organization to outsiders, which in turn, affects customers' evaluation of service quality. To a service provider, voluntary service-oriented behaviors that go "beyond the call of duty" performed by frontline employees is the key to the creation of satisfied customer. These behaviors are generally termed as OCBs. Over the past decade, bearing in mind the peculiar attributes associated with services in terms of its intangibility, and the unpredictable nature of customer demands during the service encounter, Bettencourt et al. (2001)suggested the need for a more specific form of OCBs. This type of OCB is known as SO-OCBs. Past scholars argued that HRM practices are central in the creation a pleasant work climate that promotes greater OCBs among employees. However, although individual HRM practices do matters, the system's view has emerged as the dominant trend in linking HRM practices to employees' and organizational outcomes. In short, high-performance HRM practices which encompass a bundle of consistent practices are more likely to

enhance employees' skills, and abilities, participation in decision-making, as well as their motivation to expend discretionary effort. This means that high-performance HRM practices focus on driving work performance by inspiring employees to adopt desirable attitudes and behaviors, which in combination, aids the organization in attaining its objectives, resulting in improved organizational performance.

The service sector is today the largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. This is also true for Malaysia. Significant expansion in the tourism trade has resulted in the growth of the hotel industry. The reason for this development can be attributed to the influx of inbound tourists. Mushrooming of new hotels has intensified competition for market share. By implication, hotels need to find ways to retain their existing customers and at the same time garner new ones. Given the labor-intensive nature of hotels, we believe that the act of engaging in SO-OCBs by a hotel's frontline employees is one of the most effective mechanisms to achieve this aim. Based on the review of the extant literature, we posit that high-performance HRM practices, consisting of four specific practices (selective hiring, communication, appraisal, and rewards) would play an important role in creating an environment that may heighten employees' identification with organizational values and goals, which in turn, lead to greater SO-OCBs.

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