

The Effects of Commitment-Based Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of the Psychological Contract

KI YEONG LEE

Doctoral candidate, Carlson School of Management,
University of Minnesota, USA
leex4240@umn.edu

SEONGSU KIM

Professor, Graduate School of Business,
Seoul National University, Korea
sk2@snu.ac.kr

ABSTRACT

Since employees are an important strategic asset to achieve competitive advantage, commitment-based human resource management (HRM) has been given attention as an ideal model for managing employees. Most empirical studies provide evidence in support of the positive relationship between commitment-based HRM and firms' performance. One of the key assumptions in this line of research is that a set of human resource practices elicits employees' discretionary behaviors. Literature on organizational citizenship behaviors (OCB) also suggests that these behaviors have a positive influence on organizational effectiveness. However, there is little research regarding whether particular human resource practices are effective in eliciting employees' OCBs. In this paper, we investigated the effects of commitment-based HRM on OCBs. We also studied the mediating role of the psychological contract.

Results of regression analyses, based on a survey of 209 employees in 19 firms, showed that commitment-based HRM was positively related to OCBs. This relationship was mediated by psychological contract types, but not by psychological contract fulfillment. We believe that our study is meaningful because we found that commitment-based HRM elicits employees' discretionary behaviors, which could lead to better performance of firms. In addition, by adopting the psychological contract as an explanatory framework, this study helps our understanding of HRM as an administrative contract-maker. Limitations and directions for further research are suggested.

Key words: commitment-based human resource management, psychological contract, organizational citizenship behavior