

Behavioral Perspective of Strategic Human Resource Management: Theoretical Causality Model

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Abstract— this paper is a holistic study of how value is created in organization, from behavioral perspective of strategic human resource management. Alignment between organizational strategies, human resource system and employee role behavior contribute significantly to organizational performance. However, theoretical and empirical studies exist previously, analyzed causal relationships between variables in behavioral perspective of strategic human resource management in linear manner. The main objective of this paper is to synthesize theoretical and empirical studies related to causal relationships between variables in behavioral perspective of strategic human resource management. The results of literature review indicate that there are interdependence relationship between variables in behavioral perspective of strategic human resource management. That interdependence relationships are illustrated in integrative theoretical model in behavioral perspective of strategic human resource management, which become a major contribution of this paper. Suggested theoretical model can be used to improve understanding of how organizational performance is achieved by optimizing strengthens of organization's internal resources. Further empirical studies are needed to understand interdependence relationships between variables by relying on empirical data.

Keywords : *Theoretical Model, Behavioral Perspective of Strategic Human Resource Management*

I. INTRODUCTION

Maximizing value for the owners is the main orientation of business organization. Efforts to value creation of organization's output are determined by the value of resources as inputs and systems used by organizations to convert input into output values [47].

Resource-based view asserts that capability and organizational internal resources are effective used to exploit environmental opportunities and neutralize threats [5]. Characteristics of organizational resources which are valuable, rare, difficult to replicate and well-organized by organization will be determine competitive advantage of organizations [5], [43], [47], [63].

Human resource is an important organization's asset [6]. Nothing can be achieved by organization, without human. Humans are no longer positioned as a resource but rather as a capital for organizational investment purposes in the long term.

Besides human, management mechanism which is used to achieve strategic value to organization is an important asset [10]. Management mechanism determine organization's ability to compete [5], [6], [11], [28], [43], [63]. Specifically, policies and practices of strategic human resource management are the best way to differentiate one organization with other organizations, and also the most significant tool to achieve competitive advantage of organizations [28].

Human resources management strategic activities include designing and implementing policies and practices of human resource management that facilitate human capital contribute to organizational goals achievement [2], [4], [11], [26], [27], [33], [63], [64]. It also means that all activities in human resource management have strategic meaning in implementing organizational strategy, ultimately lead to organizational competitive advantage [42]. It means that strategic human resource management associated with business strategic initiatives [1], [4], [11], [28], [29], [63].

Strategic human resources management contributes to higher organization's value creation through human resource system [11], [19], [44], [45]. It is a mechanism used to capitalize the human assets into organization's value wants to achieve. Human resource system is "invisible assets" that able to create value as a part of the organization's operational systems. Operating systems as an "invisible assets" have a long-term competitive ability than "visible asset" [32].

Human resources system are termed as complementary resource [5], infrastructure requirement [63] and structural capital [43]. System perspective of human resource management policies and practices based on the idea that the practices of human resource management serve as a "bundles" [45], "groups" or "clusters" [30] that are complementary to one each other, as a human resource system.

The concept of alignment is important in human resource system. Alignment between various dimensions of context and organizational design [21], [33]. Alignment in human resource system include internal and external alignment. Internal alignment as complementarity between various practices in human resources system [4] and external alignment puts organization's strategy as a contingency factor affecting human resource system [19], [33], [64]. Human resource system which have internal and external alignment are believed capable to give greater contribution to organizational

performance achievement, compared with human resource system that do not [4], [10], [19], [31], [42], [64], [63], [72], [76].

Mechanism of how human resource system contributes to organizational performance achievement become the focus of strategic human resource management experts. Individual becomes an important mediator variable in the relationship between human resource systems and organizational performance.

The dynamic then arises because the relationship between management and workers do not always work in harmony. It happens because each party has different interests and goals. Organizational members tend to give attribution to human resource management practices vary and then have an impact on their work attitudes and behavior, and then organizational performance [38], [52], [58], [77]. Mechanism how human resource decisions influence the creation value in organization, is complex and not easily understood [10]. Behavior be an important mediator in the relationship between human resource system and performance organization [9], [12].

Individual work behavior related to its role in organization [38]. In organization, each individual role is required to meet expectations of various parties. Because of that, various form of behaviors displayed by individual in organization. Role behavior variations emerged as a result of individual's perception of various organizational policies, including human resource system. In this case, human resources system is the main tool used by organizations to send role information, reinforce desired behavior and evaluate role performance, to meet organizational stakeholder's role expectations [39].

It is related to the main assumption of behavioral perspective in strategic human resource management that suggests typology of human resource system and role behavior, in line with organizational strategy as contingency factors that affect all processes taking place in organization [64]. Human resource system and role behavior are a mechanism used to implement organization's strategy. Therefore, different strategy needs different characteristics of human resource system as well as role behavior required to implement organizational strategy, towards achievement of organizational goals effectively.

The theoretical problem then arise related to complexity of causal relationship between organizational strategy, human resources system, role behavior and organizational performance, because of studies involving these variables which had been done, only in linear causal relationship analysis [15], [38], [58] although various theoretical and empirical recommendations is given by the experts, propose to test non-linearity relationship between variables in behavioral perspective of strategic human resource management [10], [14], [26], [25], [59], [68], [72], [73], [74], [75].

That research background become the basic thinking of this paper. The main goal of this paper is to analyze the dynamic of linkage variables in behavioral perspective of strategic human resource management as a system, which include subsystems such as organizational strategy, human

resource system, role behavior and organizational performance.

II. RESEARCH METHODOLOGY

This paper is based on a literature review, regarding the relationship between variables in behavioral perspective of strategic human resource management. A literature review conducted on books, scientific journals, scientific proceedings that are considered able to scientifically answer this paper's purposes. The results of the literature review are analyzed descriptively.

III. FINDINGS AND DISCUSSIONS

Focus study of strategic human resource management field oriented to increase organization performance. Concept of strategic human resource management as an interrelation between three concepts namely strategy, organization and human resource management [22]. The concept of strategy implies the outcome of organizational effectiveness such as organization performance, individual performance or success in achieving strategic objectives implementation. Therefore, human resource management in strategic perspective focused on how to adjust the activities of human resource management with desired outcomes to be achieved.

Mechanism of how human resource management practices contribute to the achievement of organizational performance become the focus of theoretical and practical experts in strategic human resource management. Various studies have proved that attitudes and behavior of individuals is an important mediation mechanism through which human resource system contribute significantly to organizational performance [9], [10], [11], [12], [48], [52], [56], [58], [69], [73], [74].

Behavioral perspective in strategic human resource management explains archetype of relationship between organizational strategy, human resource management practices, role behavior and organizational performance Basic assumption of behavioral perspective in strategic human resource management assumes that difference strategy requires difference human resource management practices and employee's role behavior in organization [64]. According to Schuler & Jackson's archetype, human resource management practices and role behavior are a mechanism used to implement organizational strategy [64]. This is due to organization's strategy includes various decisions that were able to define the organization's relationship with its environment (dimensions of content) and be able to provide direction for operational and administrative activities that run the organization (process dimension) [66].

Organizational strategy is a deliberate efforts by organization to select a series of different activities with that undertaken by competitors [62]. Competitive strategy is a formula determined by organization to achieve organizational goals [60]. Organization's strategy includes various decisions that be able to define organization's relationship with its environment (dimensions of content) and provide direction for

operational and administrative activities which is run by organization (process dimension) [66].

Porter's generic strategies are used as an archetype in behavioral perspective of strategic human resource management [60], [61]. Generic competitive strategies proposed by Porter are type of organizational strategy based on competitive scope, include cost-leadership, differentiation and focus strategy [60], [61]. Cost-leadership strategy emphasis on competitive advantages in efficiency and cost minimization compared to its competitors in the same industry. Differentiation strategy emphasis on producing and marketing product or service that is unique based on the preferences of buyer. This strategy can be based on product differentiation, service systems and marketing techniques that are set to sell the product. Reputation is important for consumer products. Focus strategy, oriented on customer segments, product line, region specific marketing exclusively. Strategies focus leaning on the premise that organization will be better to serve narrower target market. Strategy focus includes cost-leadership and differentiation focus.

Associated with Porter's typologies of organizational strategies, organization's strategies are categorized as "low-road" strategy that focus on cost-leadership and "high-road" strategy that focus on quality, variety or service [54]. More specifically classify variables of differentiation competitive strategy are classified as marketing and innovation differentiation [41], [49], [50]. Dimensions differentiation innovation is characterized by organizations that are adaptive, excellence in new products and technologies, high innovations, emphasis on research and development activities, so that organization can determine relatively high price. While the dimensions of the marketing differentiation, is applied by many organizations that offer attractive packages, great location, reliability of products and good services. This organization has advantage as a marketer, spend a lot of money for advertising, sales, promotion and distribution, but they rarely put out new products.

From that explanation, it is shown that there are different strategies typologies in behavioral perspective of strategic human resource management. Nevertheless, various typologies of organizational strategies in behavioral perspective of strategic human resource management are still in line with Porter's generic competitive strategies, as a basic strategies typology. Characteristic Porter's innovation strategy synonymous with innovation differentiation strategy [41], [49], [50]. Porter's quality-enhancement strategy synonymous with marketing differentiation strategy while focus strategy is not a part of behavioral perspective in strategic human resource management typologies [41], [49], [50]. The measurement of focus strategy may lead to misinterpretation, because its strategy can be oriented on "cost-leadership" and "differentiation" strategy in a limited segment [34].

Empirically, causal relationship between organizational strategy and organizational performance proves that organizational strategy content has significant effect directly on organizational performance [3], [8], [20], [40], [50], [51]. Porter's generic competitive strategies empirical studies and their effects on organizational performance provide varied

results related to the implementation of strategies or combination of strategies towards the achievement of organizational performance. Although according to Porter, organization which execute one strategy as the main target, would contribute to better organizational performance, but in practice, sometimes organization success to implement combination of generic strategies Porter [60].

However, empirical studies within the scope of organizational strategy was criticized by Ginzberg & Venkantraman by stating contingency perspective framework in strategy research [25]. According to Ginsberg & Venkantraman, strategy research include activities related to organization's strategy formulation and implementation [25]. However, empirical studies related to organization's strategy formulation, is still very limited to do. The influence of organizational variables like human resource system and organization's performance to strategy's formulation are also important to analyze. Ginsberg and Venkantraman framework showed that the achievement of organization's performance and organizational variables like human resource system plays an important role, as a corrective feedback for organization's strategy formulation at a later stage. The choice of strategy is conditioned by the level of organizational performance [23].

In addition, Ginsberg & Venkantraman consider that the existence of intervening variables (organizational variables) also become an important factors in the relationship between strategy and organizational performance [25]. Human resource system is intervening variable used by organizations to implement organizational strategy. Human resources system characteristic which are align with organization's strategy has significant effect on organizational performance [16], [17], [18], [19], [27], [29], [76]. Human resource system can also be a feedback for determining the next phase of organizational strategy. Through the framework alignment in strategic human resource management strengthens the argument that actual human resources system of organization and the achievement of organizational performance be a formal feedback to the determination of the organization's strategy [72].

The dynamic of individual differences in perception, attitude and behavior towards human resource system varied contribute to the achievement of organizational performance. Effective management practices require an organization's understanding of individual differences. Ability in predicting employee's behavior and performance is the goal of management in every organization [24].

Human resource system is a mechanism used by organizations to transmit role expectation to employees to keep pace with stakeholder's expectations. Various studies have proved that attitude and behavior of individual is an important mediation mechanism through which human resource system contribute significantly to organizational performance [9], [10], [11], [12], [48], [52], [58], [56], [69], [73], [74].

Katz (1964) categorized role behavior into two categories: in-role behavior and extra-role behavior [71]. In-role behavior meets or exceeds performance standards including quantitative and qualitative standards which are

stated in job description of a role, while extra-role behavior is an innovative and spontaneous behavior, a form of performance outside of role requirements but useful for organizational achievement. Organizational citizenship behavior (OCB) [7], [67]. Work engagement is a concept which is used to describe employee behavior in assigned task. It is manifested behaviorally as Passionate Task Performance (PTP) and Organizational Citizenship Behavior (OCB) [55]. OCB result in more effective service delivery to organizational standards [13]. Even service-oriented OCB, a part of extra-role behavior significantly influences customer satisfaction and loyalty [57].

Causal relationship related to organizational strategy and employee role behavior are also explained in behavioral perspective in strategic human resource management. Based on that perspective, different strategy not only needs different specific role behavior, but also certain human resource system. Innovation strategy requires a wide range of human resource system oriented to task commitment as well as creative role behavior. Quality-enhancement strategy requires human resource system which have high sense of commitment to organization and conduct of process-oriented role behavior. While cost-leadership strategy requires control-oriented human resource management practices and result-oriented role behavior.

Alignment between organizational strategy, human resource system and specific role behavior are also explained in alignment framework of strategic human resource management [72]. Human resource system and role behavior which are align with organizational strategy will be contribute to high of organizational performance [72]. Then, achievement level of organization performance will be a feedback for the next strategy and intended-human resource system.

Causal relationship between organizational performance and role behavior, theoretically, who combined HR Scorecard and Balanced Scorecard as a comprehensive framework of performance measurement systems [9], [12], [36], [37]. That framework described that organizational financial performance could be a feedback to employee's strategic behavior. Empirical studies also proved that organizational performance can be influence employee's attitude, as an impact of organizational performance achievement [35], [65]. Attitude is a predisposition of behavior, because of that, attitude can be used to predict behavior. Therefore, it can be concluded, that organizational performance can be placed as a dependent and independent variable [46].

Several empirical studies related to behavioral perspective in strategic human resource management, explained more specific about causal relationship between characteristic of organizational strategy, human resource systems and role behavior. Research results show that organization with a cost-leadership strategy tend to be cost control-oriented and activities of human resource system emphasis on low mastery of skills requirements, providing limited training, relatively low wages, the lack of procedures for filling complaints. In human resource system like that, commitment of the employee will be low [1], [2]. Contrast in organization implementing differentiation strategy, organization tend to implement

commitment-oriented human resources system where organization should be able to rapidly respond the changing of environment and demands of the market, so it needs skilled workers and getting various training extensively to perform various different tasks. Differentiation strategy tend to be able to create an organizational commitment (psychological bonds) and work behavior expected as well as a high performance organization.

In line with that research, empirical study results, proved that commitment-oriented human resource system can leverage positive behavior of employees, whether in-role or extra-role behavior, because of their relational psychological contract between organization and employee, which is raised from that system [70]. Individual attribution on human resource system concerned with quality-enhancement strategy and employee's welfare, significantly and positively impact on employee's high-commitment attitude or behavior while the individual attribution of human resource system which concern with cost-leadership strategy as well as activities of exploiting employees, has significantly and negatively effect towards attitude or behavior of employees.

Table 1 concluded that human resources systems are closely linked to specific organizational strategies. Organizations with differentiation strategy and high-commitment human resource system are able to leverage employee's high-commitment attitude and behavior which will further contribute to organizational performance. Organizational commitment rests on a strong belief against organizational values that requires psychological identification of organizational purposes, values and involvement [53]. Similarly, organizations with cost-leadership strategy and control-oriented human resource system, relatively having employees with employee's low-commitment attitude and behavior.

Table 1. Typologies of Organizational Strategy, Human Resource System and Role Behavior

Organizational Strategy	Human Resource System	Role Attitude/Behavior	Employee Orientation
Cost-Leadership	Control-Oriented HR System	Low-Commitment Attitude/Behavior	Employee Exploitation
Differentiation	Commitment-Oriented HR System	High-Commitment Attitude/Behavior	Employee Welfare

^a. Source : [1], [2], [52], [68]

Furthermore, employee's attitude and behavior will contribute positively to customer satisfaction [52]. High-performance human resource system has significantly effect on organizational performance [68]. That system is mediated with service oriented OCB and moderated by service-oriented quality-enhancement strategy.

Advice regarding causality relationship between OCB and organizational performance is provided by Podsakoff & MacKenzie [59]. OCB can significantly contribute to

organizational effectiveness and vice versa, an organization that performs well, will have employees with high job satisfaction which would then stimulate OCB towards productive efficiency.

The same thing to test a recursive relationship between productivity as a form of organizational performance and OCB [68]. A revised model of strategic human resource management is suggested, related to causality relationship between strategy, human resources system, human capital, organizational behavior and performance [26]. One relationship that needs to be examined further is a recursive relationship between employee behavior and organizational performance.

From empirical studies which is explained before, it can be concluded that selection of a particular organizational strategy requires human resource system which is appropriate. Alignment between strategies and systems are able to leverage organizational positive work behavior toward the achievement of organizational performance. In this case, role behavior is a mediating variable that reveal the black box between human resource system and organizational performance. Organizational performance, from the standpoint of strategic human resource management, is influenced by a number of elements. In behavioral perspective of strategic human resource management, organizational performance is influenced by organizational strategy, human resource system and role behavior variables. Organizational performance can be placed as a dependent and independent variable. Achievement of organizational performance, as well as actual employee role behavior and human resource system, will be a feedback for the next formulation of organizational strategy, intended human resource system and characteristic employee role behavior which is needed by organization.

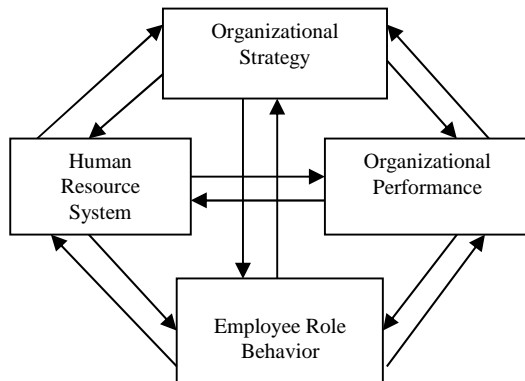


Fig. 1. Theoretical Model of Causal Relationship in Behavioral Perspective of Strategic Human Resource Management

Based on a literature review related causal relationships between variables in a behavioral perspective of strategic human resource management, we proposed theoretical model (Figure 1). Theoretical model describes causal relationship in behavioral perspective of strategic human resources management. In this case, behavioral perspective of strategic human resource management is analogized as a complex system which have elements interact in it dynamically, one and another.

IV. CONCLUSIONS AND SUGGESTIONS

Based on a literature review, it is evident that between variables of behavioral perspective in strategic human resource management have an interdependence relationship. Theoretical framework in behavioral perspective of strategic human resource management is proposed, as a system which includes subsystems such as organizational strategy, human resource system, role behavior and organizational performance. Between one sub system and another, there are interdependence relationships. That theoretical framework is proposed to fill gaps in the field of behavioral perspective strategic human resource management, which has been analyzed in linier perspective.

Empirical studies are needed to prove scientific validity of behavioral perspective in strategic human resource management model which is proposed. The goal is to see how these elements interact in dynamics and interdependence causal relationships.

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