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High Commitment Human Resource Management Practices and Employee Service Behavior: Trust in Management as Mediator

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Abstract

This research considers high commitment human resource management (HCHRM) practices as a higher-order reflective construct and examines its effect on employee service behavior in the banking industry of Bangladesh. Testing our hypotheses on 365 line managers, we find a positive relationship between HCHRM and both in-role and extra-role service behavior. Moreover, trust in management significantly mediates the relationship between HCHRM and in-role service behavior and does not mediate the relationship between HCHRM and extra-role service behavior. The present paper recommends future research to look for the

mediating effect of other employee responses in the link between HCHRM and employee outcomes.

Introduction

The advancement in the evolution of human resource management (HRM) has been noted in approaching HRM from various sets of approaches such as 'high performance' (Delaney & Huselid, 1996), 'high commitment' (Arthur, 1994), 'high involvement' (Lawler, 1986), or "innovative" (Agarwala, 2003). Coaker (2011) uses the term 'HRM best practices' to denote high performance work practices (HPWPs), high performance work systems (HPWSs), high commitment HRM (HCHRM), and universal HRM practices believing that the underlying theme of these HRM approaches aims to use human potential for organizational success. The present study approaches HRM as HCHRM which specifically objects to escalate organizational effectiveness by impelling employee commitment. If the organization practices commitment oriented HRM, it will strengthen employee identification with the organization and encourage them to exert effort to achieve them (Whitener, 2001). Employee perceptions of HCHRM are likely to be reciprocated with appropriate attitudes and behaviors including job satisfaction, affective commitment, and retention intention (Macky & Boxall, 2007; Gould-Williams et al., 2014; Schopman, Kalshoven, & Boon, 2015), knowledge sharing behavior (Nielsen, Rasmussen, Chiang, Han, & Chuang, 2011), innovation activities (Ceylan, 2013), organizational citizenship behavior (Lin, Chen, Huang, & Lu, 2014), employee creativity (Chang, Jia, Takeuchi, & Cai, 2014), job embeddedness (Ghosh & Gurunathan, 2015) and work engagement and commitment (Boon & Kalshoven, 2014). To contribute toward these lines of findings, the present study tests the effect of HCHRM on employees' service behavior.

Researchers of strategic human resource management (SHRM) suggest that HR practices affect employees' attitudes and behaviors directly, which in turn influences organizational performance (Arthur, 1994; Whitener, 2001; Kehoe, & Wright, 2013; Mostafa, & Gould-Williams, 2014). Accordingly, SHRM researchers have put more emphasis on examining employee outcomes of different HRM approaches (Kehoe & Wright, 2013; Liao, Toya, Lepak, & Hong, 2009; Sun, Aryee, & Law, 2007). To this end, the current study focuses on HCHRM with particular focus on its ability to shape employee service behavior. The performance behavior of service employees is essential for the success of the service organizations (Liao & Chuang, 2004; Raub & Liao, 2012). Their ability to work on formal service roles as well as to satisfy rapidly changing expectations of the customers is critical for effective service delivery (Raub & Liao, 2012). Previous studies show that HRM enhances employees' service behavior (Chang & Chen 2011; Tang & Tang, 2012). The current study

builds on these arguments and aims to further search how and when HCHRM is related to employee service behavior.

Prior studies have argued that HRM influences employee perceptions, attitudes and behavior that have consequential effect on the employee outcomes (Kim and Wright, 2011). Thus, employee perception, attitude or attribution to HRM is considered to play a mediating role between HRM and its employee-related outcomes. Kim and Wright (2011) proposed that the relationship between high commitment work systems and employee responses in terms of commitment and performance will be stronger in higher trust contexts than in lower trust contexts. Tzafrir, Baruch, and Dolan (2004) recommended that trust as a positive attitude of employees leads to enhancing both individual and organizational performance. Both Vanhala and Ahteela (2011) and Searle and Dietz (2012) revealed that HRM plays a vital role in building trust of employees in the organization. As such, we focus on employee perceptions of HCHRM related to their positive attitude toward building trust in management and their relationship with service behavior. Hence, the further aim of this study is to examine trust in management as a mediator in the relationship between HCHRM and employee service behavior.

The present study selects Private Commercial Banks (PCBs) of Bangladesh as the study context. This is mainly because over the last two decades the support of the service sector, especially in banking industry, in the Bangladesh economy has amplified more than other sectors. Banks in Bangladesh are at the core of the country's organized financial system having 95 percent of the financial sector's total assets (Bangladesh Bank, 2012). The banking sector of Bangladesh is relatively large to the size of its economy with 26.54 percent of GDP compared with other developing countries and is one of the most growing industries among its neighboring countries (Bhuia, Baten, Kamil, & Deb, 2012). Therefore, this growing sector requires a highly skilled manpower to undertake the vast range of tasks in serving customers in a strong competing operating environment (Mahmud & Idrish, 2011).

The identification of HCHRM practices is crucial. The selection of HCHRM practices for banking industry is assumed to improve bank employees' service behavior through creating a trust loop. Despite the interest in the issue of HRM for banking industry, the role of HCHRM and the question of what should be included in HCHRM to strengthen bank employees' trust in management and service behavior have been largely ignored. On the other hand, in the context of developing countries like Bangladesh, there is no prior study analyzing bank employees' trust and service behavior with HCHRM. Against this backdrop,

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the present study aims to address these unfulfilled gaps and contribute to the growing body of knowledge on HRM.

The contributions of this study to HCHRM research are two-fold. First, we address the impact of HCHRM on bank line managers' service behavior through their trust in management. Limited focus has been given to studying the effect of HCHRM on HR outcomes of service organizations (Harley, Allen & Sargent, 2007). In this context, measuring the perception of bank line managers and their service performance outcomes is not highlighted in the earlier research (Guest, 2011). Moreover, the relationship between HRM and trust is still considered an important research area (Searle & Dietz, 2012). Second, the present study works on Partial Least Squares (PLS) path modeling in evaluating the HCHRM as a hierarchical reflective model due to higher theoretical parsimony and lower model complexity (Hair, Hult, Ringle, & Sarstedt, 2013), and is supposed to be a key contribution. Furthermore, the PLS path modeling of this study explores the mediating effects of trust in management between the hierarchical construct of HCHRM and employee service behavior relationship. To the best of researchers' knowledge, there is a scarcity of research in studying HCHRM in a higher-order approach with the mediation effect of trust. Therefore, the present study contributes to this line of research as well. Figure 1 shows the proposed framework of the current study which depicts the relationship between HCHRM and employee service behavior with the mediating role of trust in management in a hierarchical model.
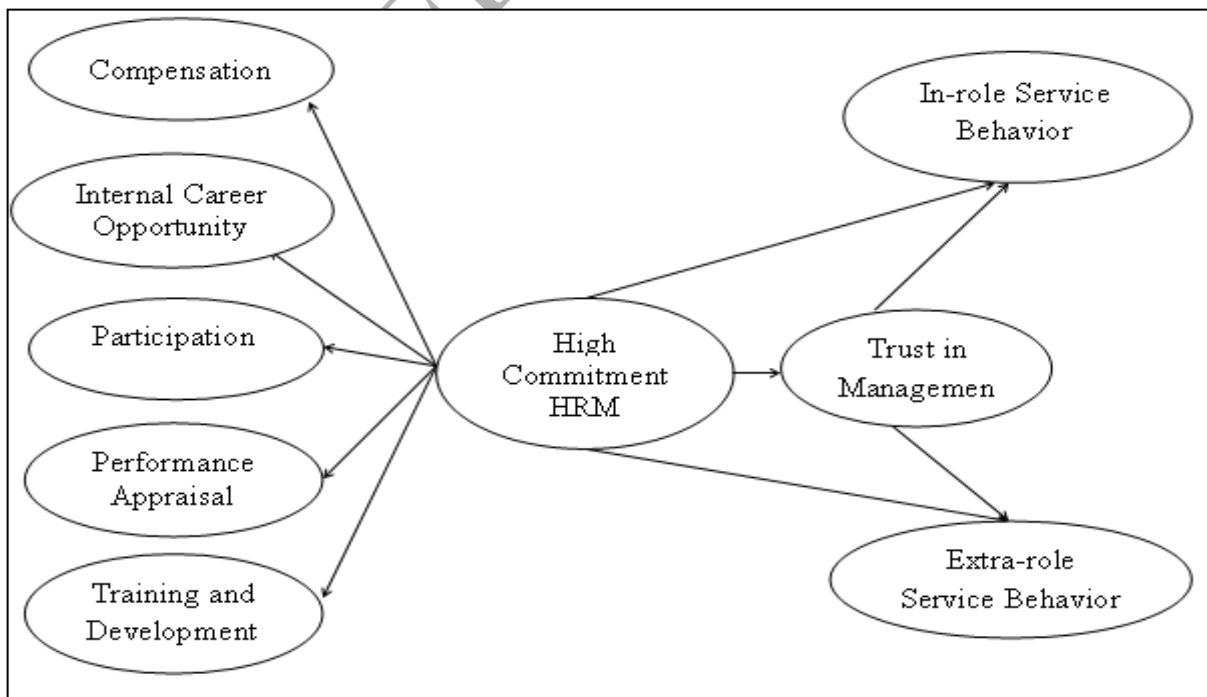

Figure 1: Proposed Research Model.

The remainder of this paper is structured as follows. This study begins with an introduction of the research background. Then, we discuss employee service behavior in relation to service employees' performance outcomes. We review the literature on HRM practices with a focus on HCHRM. Later, we outline an elaboration on the concept of trust in management. This will be followed by development of the study hypotheses. The following section details the research design and development of research instrument. Subsequent sections present the results of the model analysis, followed by conclusions and implications derived from the study.

HCHRM as a Hierarchical Reflective Model

A hierarchical construct is formed by more than one constructs, which are further presented by their own indicators and thus forming two layers of constructs (Hair et al., 2013). In case of a reflective first-order construct, the relationship between the indicators and the constructs is presented in a reflective way (Hair et al., 2013). All indicators are perceived as a representation of the constructs (Hair et al., 2013). With the explorations of extant literature on HCHRM, the current study specifies HCHRM as a hierarchical model which encompasses five reflective constructs namely 1) performance appraisal, 2) training and development, 3) career development opportunity, 4) participation, and 5) compensation. Each of these five constructs are further measured by their respective reflective indicators.

Employee Service Behavior

Employee service behavior or performance is defined as interpersonal interaction between service provider and customer (Browning, 2006; Liao & Chuang, 2004). Service behavior is identified as employees serving customers with movements, voice and attitudes (Tsaur, Chang, & Wu, 2004). Service behavior may be classified into role-prescribed service behavior and extra-role service behavior (Tsaur & Lin, 2004; Tsaur et al., 2004). The role-prescribed behavior derives from implicit norms in the workplace or from explicit obligations as specified in organizational documents such as job descriptions and performance evaluation forms (Tsaur et al., 2004). Raub and Liao (2012: 4) defines in role behavior or general service performance as "service behaviors that follow formalized job descriptions and service scripts, and consist of completing core service tasks using standard service procedures". Extra-role service behavior refers to discretionary behaviors that extend beyond formal role requirements (Tsaur et al., 2004). Extra role or proactive service behavior is featured by "a

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self-starting, long-term oriented, and forward-thinking approach to service delivery" (Raub & Liao, 2012: 2). Law, Wang, and Hui (2010) and Burney, Henley and Widener (2009) view in-role and extra-role behavior as a more holistic and effective contribution of employee performance to the organization. Therefore, the current focus is on studying employees' overall service behavior incorporating both in-role and extra-role service behavior.

Tsaur and Lin (2004) explored the relationship among HRM, service behavior and service quality in hotels. Their results indicated that HRM has a direct effect on customers' perceptions of service quality and an indirect effect through employees' service behavior. Humphrey et al. (2003) found that an organization's HRM has significant bearing on the continuity of care service performance of employees within health care organizations. Performance-focused HRM creates an environment toward service-oriented discretionary behavior (Sun, et al., 2007). HRM manages the skill, knowledge, abilities and performance of employees to generate service behavior for customer satisfaction in the service organization (Liao, et al., 2009). Moreover, commitment enhancing HRM is associated with a higher level of performance of employees (McClean & Collins 2011). When employees are managed with the HPWS approach of HRM, they can be made to be more performance-focused (Chang & Chen 2011; Lee, Lee & Kang, 2012). Tang and Tang (2012) demonstrate high-performance HRM affect employees' perception of how they are treated and what service behaviors are expected, which in turn can positively influence collective service-oriented proactive behavior. Equally, employee perceptions of HPHRM are positively related to their proactive behavior (Kehoe & Wright 2013). These studies provide evidences regarding HRM impact on employee service behavior. The available studies indicate limited focus on the effect of HCHRM on service employees' performance behavior. Therefore, the present study aims to examine the effect of HCHRM on employee service behavior, incorporating both in-role and extra-role service behavior.

High Commitment HRM (HCHRM)

Researchers have used the HCHRM approach to refer to commitment-oriented HRM, but they vary in listing what constitutes HCHRM. Arthur (1994) identified HCHRM to include employee involvement in managerial decisions, formal participation programs, training in group problem solving, socializing activities, maintenance of skilled employees and average wage rates. Wood and De Menezes (1998) characterized High Commitment Management (HCM) including HRM practices of information dissemination, problem-solving groups, minimal status differences, job flexibility, and team working in combination.

Also, Whitener (2001) examined HRM practices (selective staffing, comprehensive training, developmental appraisal, externally, and internally equitable reward systems) that represent a high commitment strategy for employee commitment and motivation. Datta, Guthrie and Wright (2005) considered HCHRM to include practices such as rigorous selection procedures, internal merit-based promotions, grievance procedures, cross-functional and cross-trained teams, high levels of training, information sharing, participatory mechanisms, group-based rewards, and skill-based pay. Lepak, Liao, Chung and Harden (2006) opine that a HCHRM system depends on policies of selective staffing, comprehensive training, and pay for performance in combination with promoting employee commitment and maximizing their contributions toward organizational performance.

Kwon, Bae and Lawler (2010) viewed HRM as HCHRM incorporating job design, participation in decision making, training and development, pay for performance, high level of pay and performance appraisal for employee motivation and performance. Chiang et al. (2011) identified HRM practices related to selective staffing, comprehensive training and development, developmental appraisal, as well as competitive and equitable compensation as HCHRM. Ceylan (2013) represented three dimensions of HRM as commitment-based HRM practices, comprising selection, incentives, and training and development policies. Chang et al. (2014) concentrated on high commitment work systems (HCWS) that include a bundle of internally consistent HRM practices such as extensive training, ownership of stock options and profit-sharing plans, developmental performance appraisal, group-based performance appraisal, job rotation, participative management, team-based work, information-sharing programs, socialization, and promotion of egalitarianism. In line with the discussions above and the work by prior researchers, the present study considers five broad categories of HRM practices for HCHRM practices. These categories include compensation, internal career opportunity, participation, performance appraisal and training and development.

Employees interpret HRM in different ways (Den Hartog, Boselie & Paauwe, 2004) and their perceptions of HRM are likely to be more strongly related to their attitudes and behaviors than the actual HR practices (Nishii, Lepak & Schneider, 2008). Based on this conception, trust is emphasized as the variable resulting from employees' perceived HRM practices. Building trust in employees towards the organizations is crucial for effective operation of the firm. Therefore, a question that comes to mind is 'how can an organization develop and retain trust within the organization?' One possible and important way is to build a positive cycle of trust among employees through HRM practices and its proper execution. Whitener, Brodt, Korsgaard and Werner (1998) recommended that organizations can

augment trustworthiness in the senses of employees by generating structured HRM practices in the organization. In this regard, HRM researchers have claimed the importance of HRM practices in enhancing the level of trust of employees (e.g., Tzafrir, et al., 2004; Vanhala & Ahteela, 2011). Another study conducted by Searle et al. (2011) recognized the importance of high involvement HRM practices on creating and enhancing trust of employees to the organization. Searle and Dietz (2012) argued that over the last two decades, HRM has been recognized as one of the prime determinant of organizational contexts within which to develop trust. As such, we focus on employees' perceptions of HCHRM related to their responses as trust in management and their relationship with service behavior. In doing so, the present study contributes to expanding the understanding on the effect of HCHRM on employees' overall service behavior through enhancing their trust in management.

Trust in Management

Rousseau, Sitkin, Burt and Camerer (1998: 395) identified a definition of trust widely used in many disciplines: "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another". Additionally, Mayer, Davis and Schoorman (1995) defined trust as the willingness to be vulnerable to another party when that party cannot be controlled or monitored. Their conception of trust identifies that perceived trustworthiness has three factors: ability, benevolence, and integrity. Ability is the perception that the trustee has skills and competencies in their interest areas. Benevolence is the perception that the trustee concerns the trustor's well-being. Integrity is the perception that the trustee follows a set of principles that the trustor finds acceptable.

Mayer and Gavin (2005) suggested that individuals who feel their manager has the honesty to demonstrate care and consideration for them will reciprocate in the form of desired behaviors. The present study conceptualizes trust as employees' intention to accept vulnerability in the organization based on their perceptions that management is competent, cares about them and adheres to the practices benevolent for them. HRM as an organizational task demonstrates a caring attitude of management towards employees and facilitates their trust building and positive behavior (Gould-Williams & Davies, 2005; Chou, Chang, & Yen, 2011; Searle et al., 2011). In line with prior findings, the present study works on the belief that HCHRM, an approach of HRM, will signal management caring attitude towards employees, promote their trust, and encourage significant service behavior.

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Hypotheses Development

HCHRM and Employee Service Behavior

Chiang et al. (2011) found that HCHRM dominates employee knowledge-sharing behavior via perceived organizational support and employee commitment. Bou and Beltran (2005) argued that HCHRM can shape employee quality-oriented attitudes. Wei, Han and Hsu (2010) revealed a positive and significant relationship between HPHRM and organizational citizenship behavior (OCB). Gould-Williams (2003) explained the influence of HRM on employee OCB. Moreover, Snape and Redman (2010) suggested that HRM has a positive association with in-role and extra-role behavior. Employees are more likely to reciprocate with a higher level of effort when an organization invests in commitment enhancing HRM (McClean & Collins, 2011). Based on the above-mentioned research findings on the relationship between different HRM approaches and HR outcomes, the following hypotheses may be formed.

Hypothesis 1a: HCHRM is positively related to in-role service behavior.

Hypothesis 1b: HCHRM is positively related to extra-role service behavior.

HCHRM and Trust in Management

Building trust, particularly within the context of dyad relationship between employees and their managers, is crucial for effective performance in the organization (Tzafrir, 2004). Robinson and Rousseau (1994) proposed that trust issues are innate in almost every area of HRM. HRM practices are perceived by employees as benefits and as such stimulate trust building in employees themselves (Tzafir, 2006). Trust in the management portrays the understanding of the effects of HRM practices on employee outcomes, provided that HRM practices represent the organization's strategy and policies (Gillespie & Dietz, 2009). Since HCHRM represents organizational strategies (Kalshoven & Boon, 2012), the current study argues that HCHRM facilitates developing employees' trust in management. HRM scholars have identified the relationship between HRM approaches and trust in management in the organization. For example, Macky and Boxall (2007) expressed that management's adoption of HPWPs generates increased trust to the extent that employees perceive such action demonstrates managerial competence, reduces their perceptions of vulnerability or threat, and is beneficial for the employee's interests. Vanhala and Ahteela (2011) claimed the importance of HRM practices in enhancing the level of trust of employees. Gould-Williams (2003) also found that HRM is a strong predictor of employees' trust in management. Searle et al. (2011) asserted that high involvement HR systems affect employees' perceptions of the

trustworthiness of their employer. Searle and Dietz (2012) claimed that HRM has been recognized as one of the prime determinants of organizational context within which to develop trust. It could, therefore, be hypothesized that the HCHRM approach of HRM may act to improve employees' trust in their management.

Hypothesis 2: HCHRM is positively related to trust in management.

Trust in Management and Employee Service Behavior

Mayer and Gavin (2005) concluded that trust in both plant managers and top managers is positively related to focus of attention, which, in turn, is positively related to both in-role and extra-role performance/OCB. Davis, Schoorman, Mayer, and Tan (2000) suggested that trust in management contributes to higher levels of organizational performance. According to the authors, trust leads employees to engage in a higher level of OCB. They suggest that when employees engage in more OCB, customers' needs are met more effectively which would contribute to higher restaurant performance. A meta-analysis conducted by Dirks and Ferrin (2002) revealed a larger effect of trust on both OCB and task performance. The meta-analysis of Colquitt, Scott, and LePine (2007) pointed out moderately strong relationships between trust and the three facets of job performance: better task performance, more citizenship behaviors, and fewer counterproductive behaviors. Abubakar, Chauhan, and Kura (2014) concluded that organizational trust plays a substantial role in enhancing employees' productivity, stimulating voluntary behavior and reducing deviant behavior in the job. These arguments help to form the following hypotheses:

Hypothesis 3a: Trust in management is positively related to in-role service behavior.
Hypothesis 3b: Trust in management is positively related to extra-role service behavior.

Trust in Management as a Mediator

We extend current research by examining trust as a mediator in the relationship between HCHRM and employee service behavior. An overwhelming literature has emphasized the importance of positive relationship between employees and management, which increases the level of trust (Saunders and Thornhill, 2003; Mayer and Gavin, 2005; Searle et al., 2011). Common beliefs as well as research findings suggest that the greater the level of trust, the more efficient and effective the performance of employees in organizations will be (Abubakar et al., 2014; Chen, Eberly, Chiang, Farh, & Cheng, 2014; Searle et al., 2011; Colquitt et al., 2007). Similarly, in numerous HRM publications, researchers have

identified that HRM plays a prominent role in building trustworthy employment relationship in the organization (Gould-Williams, 2003; Vanhala & Ahteela, 2011; Searle & Dietz, 2012). Guest and Conway (2000) explained how innovative HRM practices have contributed to the perceptions of trust. Still researchers are arguing to examine how HRM affects trust (Searle & Dietz, 2012). As such, it can be argued that effective use of HRM practices that may lead to increased commitment will increase employees' trust in their managers.

Accordingly, researchers have studied the mediating role of trust in HRM literature. Macky and Boxall (2007) identified that trust in management influenced by HPWS is a potential mediator in the relationship between HPWS and employee attitudinal responses to HPWS. Furthermore, it is found that trust in management mediates the relationship between HPWS and occupational safety (Zacharatos, Barling, & Iverson, 2005). Other studies have also shown that the level of trust shown by workers in their management mediates the impact of HRM on employee service quality (Tzafrir & Gur, 2007), organizational performance (Gould-Williams, 2003), and employee wellbeing (Baptiste, 2008). Recent research evidences also show the mediating role of trust (Gilstrap & Coolins, 2012; Sue-Chan, Au, & Hackett, 2012). Therefore, the present study argues that trust in management may mediate the relationship between HCHRM and employee service behavior. We therefore hypothesize that:

Hypothesis 4a: The relationship between HCHRM and employee in-role service behavior is mediated by trust in management.

Hypothesis 4b: The relationship between HCHRM and employee extra-role behavior is mediated by trust in management.

Methodology

Sample

The present study is cross-sectional in nature for which data were collected in 2014 from line managers working in the Private Commercial Banks located in Dhaka, Bangladesh. Initially, researchers contacted all banking organizations to conduct the survey and only 20 banks agreed to participate. Based on the responses, questionnaires were distributed personally through the help of the HR managers of the respective banking organizations. The present study employed a purposive judgmental sampling technique. The purposive sampling is confined to specific types of people who can provide the desired information, either because they are the only ones who have it or conform to some criteria set by researchers (Sekaran & Bougie, 2010). Judgmental sampling is appropriate when a researcher uses the

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sample to conform to some criteria (Blumberg, Cooper & Schindler, 2011). The present study used judgmental sampling to collect data purposively from the line managers who have at least one year experience as a line manager. This criterion serves to ensure that respondents are knowledgeable about HRM practices as they are managed by and manage their subordinates through using HRM. This study took two months to distribute and collect the questionnaires from HR managers of the respective banking organizations.

A total of 800 questionnaires were distributed and 395 questionnaires were returned. From the 395 questionnaire, 30 were discarded due to incomplete answers. In total, 365 questionnaires were considered complete for data analysis, which represents a response rate of 45.6%. In the context of Bangladesh, earlier researchers found a 29% response rate (Rubel & Kee, 2014).

Measurement

A total of 16 items were adapted from previous recognized scale used to measure employee perceptions of HCHRM, including practices related to performance appraisal, training and development, participation, compensation and internal career opportunity. These five HRM practices are critical to create service culture (Ueno, 2012). Moreover in the context of banking organization in Bangladesh, researchers have given their importance on these five HRM practices (Mahmud & Idrish, 2011; Majumder, 2012). For this reason the authors have considered performance appraisal, training and development, participation, compensation and internal career opportunity as HCHRM. Both performance appraisal and training and development were measured by four items for each adapted from Chen and Huang (2009). Scales for participation and compensation were adapted from Allen, Shore and Griffeth (2003), comprising three items for each. For measuring internal career opportunity, two items were adapted from Wei et al. (2010). For all the dimensions, the Cronbach's alpha value was found higher than the acceptable limit.

To assess employee perception regarding trust in management, two items were adapted from Baptiste (2008) and the Cronbach's alpha value was found 0.87. Despite the extensive research on trust, it was not found as a climate-based phenomenon (Sankowska, 2013). Rather, literature shows a unidimensional approach to measure trust as a construct based on employee perceptions (Dirks & Ferrin, 2002). Thus, following prior research treating trust as a unitary concept (Mayer and Davis, 1999; Mayer and Gavin, 2005; Colquitt et al., 2007), the current study considered trust as a unidimensional construct having scale items consisting of two statements supported by earlier study (Baptiste, 2008).

Furthermore, both in-role and extra-role service behaviors were measured via three items each, adapted from Tsaur and Lin (2004). In this study, service behavior was measured based on the respondents' own perception (self-measured). Earlier research found that self-performance rating correlates with supervisor's performance rating (Gagnon & Michael, 2004). Both Van Dyne, and LePine (1998) and Mohyeldin Tahir Suliman (2007) reported from their analysis that there is no significant difference between self-reported and supervisors' reported performance. Moreover, Hooft, Flier, and Minne (2006) found superior support for the use of self-reported than supervisors' rating performance. Hence, the present study also considers self-rating performance measurement. In the context of Bangladesh, an early study also used employees' self-rating performance measurement (Rubel & Kee, 2014). All items of both independent and mediating variables were assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The dependent variables, in-role and extra-role service behavior, were assessed by a seven-point Liket scale ranging from 1=strongly disagree to 7=strongly agree.

Statistical Analysis

The present study employed PLS to assess both the measurement and structural model in Structural Equation Modeling (SEM). Statistical Package for Social Science (SPSS) v. 20 for Windows was used to conduct descriptive statistical analysis. The hierarchical model of HCHRM practices was assessed estimating the parameter in the inner and outer model. PLS path modelling with a path weighted scheme for the inside approximation was applied (Wetzels, Odekerken-Schröder, & Van Oppen, 2009). Then, nonparametric bootstrapping (Wetzels et al., 2009) with 1000 replications was performed to obtain path significance and test study hypotheses. To estimate the higher order latent construct, we used repeated indicators approach for the higher-order (i.e. second order) construct (HCHRM). In order to ensure the best operationalization of the model, the study used the same number of indicators both in the first order and second order construct of HCHRM (Chin, 2010).

As the questionnaires were collected in a single point of time and from the same source of respondents, there was a probability of common method variance (CMV). To counter CMV, the present study had employed the following techniques suggested by Podsakoff, MacKenzie, Lee and Podsakoff (2003). First, proximal and methodological separation was used where the measurement for all of the constructs in this research would appear separately by different sets of instruction in the questionnaire. Second, the measurements of the variables were assessed using different scale formats; such as using 5-point scale for

measuring independent and mediator variable, and 7-point scale for measuring the dependent variable. Previously, Ramayah, Yeap and Ignatius (2014) also used the same method to address CMV. Finally, for statistical control, Harman's single-factor test had been employed to measure the extent of CMV. Podsakoff and Organ (1986) commented that CMV is problematic if a single latent factor accounts for the majority of the explained variance. In the current study, the un-rotated factor analysis showed that the first factor accounted for only 27.30% of the total 60.21% variance, and thus CMV was not a serious threat in the study.

Results

Sample Profile

Of those who completed the survey, 70% were males while 30% were females. Respondent age ranged from 30 to 55 years, with a majority in the age group of 36-40 (44.4%). A majority (74%) of the respondents were Muslim. More than three quarters of the respondents were married (79%). Regarding education, more than one third of the respondents (41%) were found having an MBA degree followed by a Master's degree (34%), Bachelor's degree (8%) and MBA with Master's (17%). In terms of experience as line manager, nearly half of the respondents (47.7%) had one to five years of experience. The average experience of respondents in the industry was found to be almost 11 years (SD = 3.86).

Measurement Model

To assess convergent validity, this research analyzed the factor loadings, composite reliability (CR), and average variance extracted (AVE). Convergent validity evaluates if a particular item measures a latent variable which is thought to be measured (Urbach & Ahlemann, 2010). As shown in Table 1, all item loadings were above Chin's (2010) proposed minimum value of 0.60. In this study, one item from the performance appraisal (PA4=0.547) and one item from training and development (TD1=0.587) were deleted due to the loading being lower than 0.60. Further, all Average Variance Extracted (AVEs) and composite reliability (CRs) were found above the cut-off values of 0.5 and 0.7, respectively (Chin, 2010). In this study, the lowest CR was 0.758 and AVE was 0.515 reported for performance appraisal. Therefore, the present measurement model (convergent validity) fulfills the criteria for acceptance (Chin, 2010).

Table 1: Result of the measurement model

Constructs	Measurement Items	Loading	AVE	CR
Compensation	COM1	0.776	0.623	0.832
	COM2	0.795		
	COM3	0.796		
Extra-role service Behavior	ERSB1	0.806	0.733	0.892
	ERSB2	0.904		
	ERSB3	0.857		
Internal Career Opportunity	ICO1	0.956	0.897	0.946
	ICO2	0.939		
In-role service Behavior	IRSB1	0.721	0.669	0.857
	IRSB2	0.896		
	IRSB3	0.827		
Performance Appraisal	PA1	0.812	0.515	0.758
	PA2	0.726		
	PA3	0.600		
Participation	PART1	0.772	0.668	0.858
	PART2	0.865		
	PART3	0.812		
Training and Development	TD2	0.837	0.623	0.831
	TD3	0.703		
	TD4	0.822		
Trust in Management	TM1	0.868	0.705	0.827
	TM2	0.811		

Note: Composite reliability (CR) = (square of the summation of the factor loadings)/ {(square of the summation of the factor loadings) + (square of the summation of the error variances)}. Average variance extracted (AVE) = (summation of the square of the factor loadings)/ {(summation of the square of the factor loadings) + (summation of the error variances)}.

Further, for discriminant validity, Fornell-Larcker criterion (Hair et al., 2013) was employed. According to Fornell-Larker criteria, the square root of AVEs (i.e. values of all the diagonal numbers) were found much greater than the correlations of the constructs corresponding off-diagonal ones (Chin, 2010). Thus, it could be claimed that the measurement model fulfills discriminant validity criteria (Table 2). Furthermore, for assessing the predictive relevance of the model, the Stone-Geisser Q^2 was measured. Chin (2010) recommended that the value of redundancy (Red) in Q^2 must be greater than zero. This study also supported the criteria for all the latent variables; for instance, TM (Red:

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0.213), in-role service behavior (IRSB) (Red: 0.100), and extra-role service behavior (Red: 0.108).

Table 2: Discriminant validity of the constructs

	COM	ERSB	ICO	IRSB	PA	PART	TD	TM
COM	**0.789**							
ERSB	0.207	**0.856**						
ICP	0.153	0.292	**0.947**					
IRSB	0.302	0.690	0.159	**0.818**				
PA	0.396	0.243	0.275	0.293	**0.717**			
PART	0.439	0.282	0.325	0.264	0.689	**0.817**		
TD	0.342	0.380	0.471	0.347	0.367	0.451	**0.789**	
TM	0.576	0.202	0.191	0.297	0.370	0.418	0.399	**0.840**
Mean	3.51	4.77	3.68	4.68	3.62	3.54	3.66	3.60
S.D.	0.74	1.10	1.18	1.00	0.67	0.79	0.78	0.79

Note: Diagonals (in bold) represent the squared root of the average variance extracted (AVE) while the other entries represent the correlations.
COM = Compensation, ICO = Internal career opportunity, PART = Participation, PA = Performance Appraisal, TD = Training and Development, HCHRM = High commitment human resource management, TM = Trust in management, IRSB = In-role service behavior and ERSB = Extra-role service behavior.

The Hierarchical HCHRM Model

In assessing the higher-order latent variables, we employed the method of repeated indicators. As explained earlier, this study specified HCHRM practices as a second order hierarchical reflective construct, which consisted of five first order reflective constructs (performance appraisal: 4 items, training and development: 4 items, participation: 3 items, compensation: 3 items, and internal career opportunity: 2 items, representing 16 items altogether). In assessing the second order model, we calculated whether the second order construct was appropriately modeled as reflective latent constructs by examining the correlations among all the items of the five latent constructs in the first order (Hulland, 1999). This study found all the items were correlated and statistically significant at p< 0.01 (Table 3). In this model, all the path coefficients from HCHRM to their components were significant at p< 0.01. The CR and AVE of HCHRM practices were 0.841 and 0.518, respectively, indicating above the cut-off values.

Table 3: Hierarchical HCHRM practices

Performance Appraisal	Training and Development	Participation	Compensation	Internal Career Opportunity
(CR = 0.841, AVE = 0.518)				
$R^2 = \mathbf{0.571}$	$R^2 = \mathbf{0.552}$	$R^2 = \mathbf{0.693}$	$R^2 = \mathbf{0.433}$	$R^2 = \mathbf{0.341}$
$\beta = 0.756$	$\beta = 0.743$	$\beta = 0.833$	$\beta = 0.658$	$\beta = 0.584$
$P < 0.01$	$P < 0.01$	$P < 0.01$	$P < 0.01$	$P < 0.01$

Structural Model

In order to assess the hypothetical relationship among the variables, we developed a structural model in which HCHRM was modeled as an exogenous latent variable influencing trust in management and employee service behavior (in role and extra-role). As shown in Table 4 and Figure 2a, and 2b, the paths from HCHRM to both in-role and extra-role service behavior proved the significant positive relationship and the values were $\beta = 0.318$ ($p < 0.01$) and $\beta = 0.403$ ($p < 0.01$), respectively. The path from HCHRM to trust in management indicated a significant positive relationship between them ($\beta = 0.554$, $p < 0.01$). Furthermore, the path from trust in management to in-role service behavior was also found positive and statistically significant ($\beta = 0.121$, $p < 0.05$). The other path from trust in management to extra-role service behavior was found to be insignificant.

Furthermore, this study also assessed the mediating effect of trust in management in the relationship between HCHRM and employee service behavior. According to Preacher and Hayes (2008), the mediation effect is supposed to be significant while the indirect relationship between independent and dependent variables comes out as significant. Here, trust in management was found with a significant mediating effect on the relationship between HCHRM and employee in-role service behavior and the value was ($\beta = 0.067$, $p < 0.05$). On the other hand, trust in management was found to have an insignificant mediating effect between HCHRM and employee extra-role service behavior.

It is essential to assess both the upper limit and lower limit value of the bootstrap confidence interval. Preacher and Hayes (2008) advocated that if the upper and lower limit values do not include 0 (zero) in between, it represents that there is mediation. Thus, the researcher can say that the mediation effect is statistically considerable. In this study, trust in management satisfied the criteria and showed a significant mediating effect on the relation between HCHRM and employee in-role service behavior (95% LL= 0.004, 95% UL= 129).

On the other hand, the bootstrap confidence interval of mediating effect of trust in management between HCHRM and extra-role service behavior was found to be insignificant (95% LL= -0.043, 95% UL= 0.079).

Table 4: Structural Model (path analysis) results

	Direct Path			
Path	**Std. Beta**	**Std. Error**	**t. Value**	**Decision**
High commitment HRM -> In-role service behavior	0.318	0.055	5.741**	S
High commitment HRM > Extra-role service behavior	0.403	0.055	7.371**	S
High commitment HRM > Trust in Management	0.554	0.038	14.406**	S
Trust in Management > In-role service behavior	0.121	0.057	2.110*	S
Trust in Management > Extra-role service behavior	-0.021	0.056	0.375	NS

Note: *p< 0.05, **P< 0.01 (based on one-tailed test with 1000 bootstrapping)

	Indirect Path			
Path	**Std. Beta**	**Std. Error**	**t. Value**	**Decision**
High commitment HRM > Trust in management > in-role service behavior	0.067	0.032	2.089*	S
High commitment HRM > Trust in management > Extra-role service behavior	-0.012	0.031	-0.375	NS

Note: *p< 0.05, **P< 0.01 (based on two-tailed test with 1000 bootstrapping)

Discussion

The aim of this study was to examine how HCHRM influences employee service behavior through the mediating effect of trust in management, which was empirically tested in the context of a developing country. Specifically, the impact of HCHRM practices on employee service behavior through trust in management was examined among line managers in the Bangladeshi banking organizations. The study findings are consistent with past research. The present results supported the first hypothesis on the relationship between HCHRM and employee in-role and extra-role service behavior. Earlier, Chadwick, Super, and Kwon (2015) found that HCHRM can make a link between individual productivity and organizational goal and thus influences employees' performance improvement for organizational accomplishment. Moreover, our findings corroborate with prior studies that

show an observed link between HRM and employee extra-role behavior or OCB (Lee & Kim, 2010; Snape & Redman, 2010).
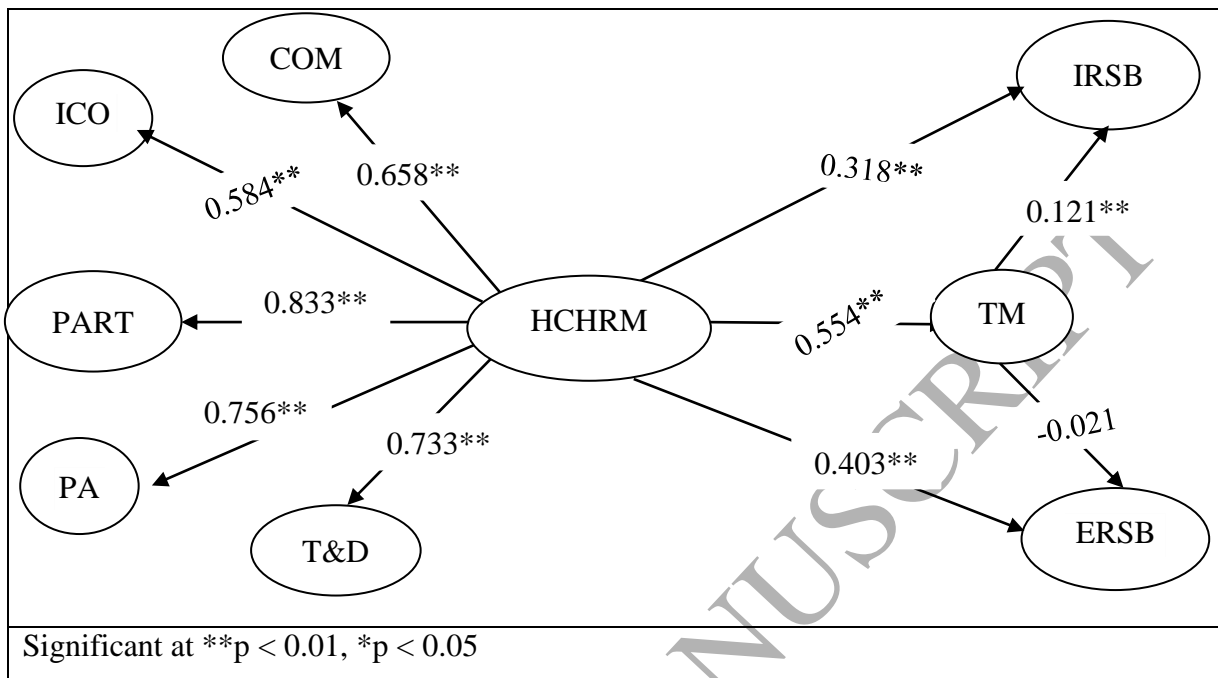
Note: COM = Compensation, ICO = Internal career opportunity, PART = Participation, PA = Performance Appraisal, T&D = Training and Development, HCHRM = High commitment human resource management, TM = Trust in management, IRSB = In-role service behavior and ERSB = Extra-role service behavior.

Figure 2 Structural model with higher order HCHRM, trust in management and employee service behavior

The second hypothesis was also confirmed; HCHRM can reinforce the perception of trust in management because of the positive relationship between them. These results are consistent with the empirical study of Tzafrir and Gur (2007). The result reflects that once management has the capability, interest and integrity to manage employees through high commitment HRM, then employees trust the management.

The third hypothesis was found to be partially significant. The present finding showed a significant relation between trust in management and line managers' in-role service behavior as advocated by Gould-Williams (2007). But, surprisingly, the present study found that trust in management is not significantly related to extra-role performance. However, this exception was also supported by prior research (Tremblay et al., 2010). In the present context, it can be argued that line managers relate their trust in management more with their in-role performance than with their discretionary performance or extra-role service behavior or performance. In the context of PCBs in Bangladesh, employee decisions such as reward and

promotion are taken based on employee business performance (Bangladesh Bank, 2012). Therefore, bank line managers put more emphasis on their in-role service behavior than on extra-role service behavior. Hence, line managers perceived no connection between trust in management and extra-role service behavior. Based on the present study context, the insignificant relationship between trust in management and employee extra-role performance was considered acceptable.

Hypothesis four of this study assumed that trust in management mediates the relationship between HCHRM and both in-role and extra-role service behavior. The result confirmed the mediating effect of trust in management in the relationship between HCHRM and in-role service behavior, which is consistent with the study by Gilstrap and Collins (2012). Since HRM practices are capable to generate trust in management (Searle et al., 2011) and trust has a direct effect on employee performance (Gould-Williams, 2007), the present results stressed the mediating role of trust in the relationship between HCHRM and in-role service performance. However, trust in management was not found to mediate the relationship between HCHRM and extra-role service behavior which had prior support as well (Tremblay et al., 2010). Equally, this study found no mediating effect of trust in management in the relationship between HCHRM and extra-role service behavior.

In the current study, HCHRM was found to predict line managers' service performance positively that will eventually improve the performance of banking service organizations as well. Furthermore, trust in management was found to be a significant intervening variable between HCHRM and individual service performance outcomes. Therefore, banking organizations should make an effort to identify, develop and implement HCHRM to enhance employees' sense of trust in management, which in turn should lead to desirable outcomes directed to achieve specific individual and organizational performance. These results were consistent with the main conclusion of Baptiste (2008) regarding the mediating influence of trust in management between HCHRM and HR outcomes.

Theoretical and Practical Implications

As employers can control individuals' perceptions in accordance with the business settings, values and strategic goals (Aladwan, Bhanugopan, & D'Netto, 2015), the findings of this study emphasize the need for a practical approach when managing employees' perceptions of HCHRM in building trust and improving their service behavior. When an organization is employee-centered, has true interest in employee contributions, and demonstrates its commitment to them through putting in place favorable HCHRM, these

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actions may be well interpreted by the employees. They reciprocate their organization by improving their performance beyond the specific task-related responsibilities for which they are cared and recognized by their organization. This study provides such evidences to the belief that organizations can gain employee trust and shape employee role prescribed service behavior when their HCHRM would be well understood by their employees. Such insight may enrich SHRM theories providing support for the employee outcomes of HCHRM as well as recognizing HCHRM as trust builder. Moreover, the study findings corroborate the arguments that employee attitude mediates the relationship between HRM and employee outcomes showing that employee trust is a mediator between HCHRM and employee in-role service behavior interaction.

In addition, the study expects its contribution to the understanding of the individual employee perceptions on HRM and its employee outcomes link. Prior researchers contend that employee perceptions are important in examining employee level effects of HRM, as employees have differences in HRM interpretation and preferences (Kehoe & Wright, 2013; Boon & Kalshoven, 2014). In particular, the present findings support the research call of Guest (2010) to measure employee perception of HRM in banking service organizations. Moreover, the present study provides an evidence of HRM and trust relationship in terms of relating HCHRM with employee trust in management. Such finding is expected to be noteworthy as the relationship between HRM and trust is still considered an important research area (Searle & Dietz, 2012).

Furthermore, on theoretical ground, the current findings signify a distinctive study from the available SHRM literature. Specifically, existing work in HRM has inclined to view HRM as either unidimensional or multidimensional practices (Boselie, Dietz, & Boon, 2005), however, the current findings propose that HCHRM of HRM approach can be portrayed as a higher order construct replicated by a set of individual HRM practices - thereby indicating to a need for SHRM scholars to focus on hierarchical modeling of HCHRM. Accordingly, whereas a reader of customary SHRM research might conclude on the effect of single dimension of HRM as an alternative of overall HCHRM or on the knowledge of HCHRM without knowing how single HRM dimension is measured, the current findings suggest an all-inclusive idea of HCHRM that will be reflected by a set of HRM practices. Hence, more relevant and accurate conclusion on the effect of HCHRM may be drawn accordingly.

Specifically in practice, the findings of this study provide Bangladeshi banking organizations with a concrete understanding of the dimensions of HCHRM and their applicability in the financial sector for an improved economy. Rigorous implementation of

high commitment HRM practices may accompany better employee performance. This study attempts to identify the elements of HCHRM and further enhance HRM credibility by relating it to employee service behavior. The study examines how HCHRM has an impact on bank line managers' service behavior through trust in management. The results suggest that bank management must concentrate more on commitment-focused HRM to make employees more effective in their job performance. Under the circumstances that responsible workforces in banking sector are line managers and that their performance will eventually influence and motivate their subordinates, bank management should create a context for HRM which promotes their trust and service behavior. The identification of HCHRM has become vital where the assortment of HCHRM for financial service industry is assumed to advance employees' service performance within a high trust environment.

The findings obtained from the study are expected to have similar implications for other service organizations and other developing countries as well. Since employees are the key inputs in service organizations, their commitment in enhancing HRM practices has a strong potential to improve performance in organizations. The present results provide practical examples for service organizations that employ strategic human resources to serve customers and focus on employing proper HRM for improved service performance of key employees.

The results of this study contribute to the literature on HCHRM and employee outcomes by providing insights into the level of trust in management and employee service behavior among line employees in a developing country context. Though the high commitment work system (HCWS) – a combination of human resources practices intended to enhance employee commitment and performance–has been found effective in U.S. organizations, it does not always produce the same degree of positive outcomes in other national contexts (Kim & Wright, 2011). In contrast to this argument, the present findings provide evidences of the positive impact of HCHRM on employees irrespective of their country's development level. The study findings help in assuming that HCHRM is more likely to be viewed as a representation of the genuine goodwill of an employer when employees have more trust in management. As a result, employees should be more willing to perform better for the organization. Hence, results of this study will assist HR managers in both Bangladeshi and other organizations, irrespective of their development level, to gain a better understanding of the employees' performance improvement in a high trust context and how to use HCHRM practices in this regard.

Limitations and Future Research

The focus of the present study was to examine the effect of HCHRM on employee service behavior through the mediating effect of trust in management. The study achieved its objectives admitting some limitations. One limitation of the study is the inclusion of one attitudinal response (i.e. trust in management) as a mediator between HCHRM and employee service behavior. Hence, future researchers are suggested to analyze the effect of HCHRM considering the mediating effect of several other attitudinal responses, such as commitment, satisfaction, well-being, and more importantly the perceived support from the organization. Another important limitation of this study is the small number of samples taken from one specific geographical area. As such, study results cannot be generalized to the entire banking service industry. Future research may include more samples from wider and diverse geographical areas where banks are operating to achieve more generalizable results. Moreover, the cross-sectional design of the present study is unable to portray the true causal relationship between HCHRM and service behavior over time. Hence, a longitudinal study is proposed to future researchers for identifying the process of causal relationship among the study variables. Additionally, the present study assesses only line managers' perceptions of HCHRM practices to develop their trust in management that affect their service performance. Future studies may compare line managers' perceptions with HR managers' perceptions to get a full picture of how HCHRM influences employee outcomes through creating trust in management. Finally, this study considers self-rated performance measurement for assessing the employee service behavior that may be treated as an important limitation. To overcome this limitation, future researchers are suggested to measure employee service behavior from multiple respondents' perspectives, such as employee, peer group, and supervisor.

In this paper, the relationship among HCHRM, trust in management and employee service behavior is explored in the banking service sector of a developing country, Bangladesh. Considering the study context, this paper contributes to existing HCHRM literature through adding a HCHRM study from the service employee perspective of a developing country. The study on HCHRM in the service sector is limited (Harley et al., 2007). Moreover, empirical evidence on the effect of HCHRM on individual employee outcomes is scarce (Wei et al., 2010). Line managers' view in assessing HRM is also inadequate (Guest, 2011). Additionally, a developing country is suggested to be brought under the HRM research paradigm (Budhwar and Debrah, 2009). The present study contributes to all these issues. This paper analyzes HCHRM including participation, training

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and development, performance appraisal, compensation, and internal career opportunity. These HCHRM components have a significant influence on employees' assigned service behavior with an understanding of positive employee response to HCHRM. As such, HCHRM enhances employee trust in management, which in turn improves their in-role service behavior. In this respect, more research can be conducted to explore the nexus of HCHRM-employee attitude–employee outcomes in both service and manufacturing organizations within and beyond Bangladesh.

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