The Effect of Human Resource Practices to Mediated Proactive Behavior by Work Engagement

Komang Ayu Sari Galih[*] I Gusti Ayu Manuati Dewi I Made Artha Wibawa
Faculty of Economics and Business, Udayana University,
Jl. P.B. Sudirman Denpasar Bali 80232, Indonesia

Abstract
This study aims to identify the effect of human resource practices on proactive behavior as well as the role of mediation work engagement to the relationship. This research was conducted on 10 non construction consulting services company in Bali. This research used 143 technical and administrative employees of population with 105 employees random sampling. Data collecting was done by using questionnaires, with 98 participants. Hypothesis testing using SEM-GSCA. Test results showed that HR practices have a positive and significant influence on proactive behavior also direct influence to work engagement. Further, this research results showed that work engagement played a role in mediating the influence of HR practices on proactive behavior. The limitations of this study are the use of cross-sectional and non-discriminant data as well as specific type of companies. The implications of this research are that consulting firms should pay more attention to recognition and information sharing practices to improve work engagement that impact on increasing employee proactive behavior.
Keywords: Human Resource Practices, Work Engagement, Proactive Behavior

1. Introduction
The current labor market requires specific recruitment of competent, able to adapt and demonstrate behavior beyond the limit of work referred to proactive behavior (Salanova & Scaufeli 2008; Tummers et al., 2015; Maden, 2015). The increasing of work dynamic by the increasing of innovative pressures lead to proactive behavior. It becomes very important and as a critical determinant of a company's success (Crant, 2000; Parker & Collins, 2010). Employees who have a proactive workplace character tend to have active behavior and receive feedback, trying to have control over the social environment, and oneself (Bateman & Crant, 1993).

Proactive behavior is an initiative, anticipatory action against a situation. Proactive behavior is challenging status quo in taking initiatives towards a situation when there and what will happen (Crant, 2000; Maden, 2015). The importance of proactive behavior for a rapidly changing work environment. Previous research suggests proactive not only about individual success, but also proactively engage employees and others (Carson et al., 2014). Proactive behavior is described as a private initiative with three key elements: self-starting, a future focus, persistence (Wu & Parker, 2011). Proactive behavior is also illustrated by a variety of dimensions including: proactive personality (Bateman & Crant, 1993; Crant, 2000; Mohammadi et al., 2013) the problem of prevention and personal innovation (Parker & Collins, 2010), taking charge and voice (Crant, 2000; Parker & Collins, 2010; Grant et al., 2011). Prior research suggests a significant relationship between HR practices and proactive behavior (Tummers et al., 2015, Maden, 2015). This is possible because employees need a flexibility in working. Furthermore, it is pointed out that proactive behavior is influenced by work engagement (Maden, 2015). Work engagement contrast with burnout which is defined as a positive thing that includes all of the mind, enthusiasm, and satisfaction on work that is characterized by vigor, dedication and absorption (Schaufeli et al., 2002; Maslach et al., 2001; Scaufeli et al., 2006; Robbins & Judge, 20013:77). When employees feel the company is paying attention to employees in whatever form employees will be motivated to show themselves.

This research was conducted at planning consultancy company with non-construction specification in Bali. Consultant is a profession that provides services in the form of recommendations, considerations in finding and obtaining solutions and problem solving based on professional excellence and professional competence according to the standards of quality, reliability, honesty, independency, and professionalism (Inkindo, 2010). Customization and high pressure from stakeholders make the instigators of consultant have to be smart in dealing with any existing jobs. This makes a consultant needs to have employees who have high proactive behavior. Direct interviews conducted on 13 employees from five different consulting services showed that there are restricted and hidden behaviors by employees at work. Employees tend to follow only the instructions given, they are more withdrawn or reluctant to contribute more because it does not affect the received income. Employees wait instructions from the leader in solving a problem and are reluctant to do a good job because of the lack of appreciation from supervisors. This study identifies the relationship between HR practices, work engagement, and proactive behavior.

2. Literature Review
Proactive behavior is a particular form of motivational behavior (Grant & Ashford, 2008; Wu & Parker, 2011). Proactive action, an act that is motivated, conscious, and have a goal-directed recognized in expectancy theory

and self-determination theory. In expectancy theory, it states that the strength of a person's tendency to act in a certain way depending on the strength of a person's hope that these actions will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins & Judge, 2013: 224). A person behaves proactively because he realizes the importance of the impact of current behavior on the future. This is in accordance with the notice that says people want and need to be proactive or see the value associated with being proactive to reach a different future (Parker et al., 2010). Individual proactive, actively create environmental changes (Bateman & Crant, 1993). In the self-determination theory, it is emphasized the importance of intrinsic motivation in encouraging someone to do something (Robbins & Judge, 2013: 208). Proactive behavior is an initiative. Proactive behavior has three key attributes which starts from oneself, oriented change, and focus on the future (Grant & Ashford, 2008; Parker et al., 2010; Moorhead & Griffin, 2013: 88; Robbins & Judges, 2013: 224) proactive behavior is challenging the status quo, taking initiatives towards a situation when there, and what will happen (Crant, 2000). Being proactive is taking control to make things happen, anticipate and prevent problems, and seize opportunities. The previous study was mentioned proactively involve themselves, took the initiative to bring about changes in the environment and achieve a different future (Bateman and Crant, 1993; Parker et al., 2010; Maden, 2015). Employees need to be proactive when developing career (Presbitero, 2015; Carson et al., 2014). Some dimensions are still often used in measuring the proactivity of employees including proactive personality (Bateman & Crant, 1993; Crant, 2000; Mohammadi et al., 2013) personal initiative, (Wu & Parker, 2011; Crant, 2000; Grant & Asfhord 2008), problem prevention, individual innovation (Parker & Collins, 2010), taking charge, and voice (Crant, 2000; Parker & Collins, 2010)

The practice of human resources (HR) is a motivation that influence the behavior of employees in the company and is associated with the management of change (Moideenkutty, et al., 2009; Bergiel, et al., 2009; Mansour et al., 2014; Maden, 2015; Vanhala, 2011; Tummers et al., 2015). Good human resource practices can encourage employees to improve behavior that suits their needs. As described by previous researchers, HR practices are closely related and affect the performance of employees in a company (Hashim, 2010; Choi & Lee, 2013). One part of HR practice is high-involvement HR practices. High-involvement HR practices are the things companies do in collecting and using the intelligence, ideas and motivations of all workers (Barraud‑Didier & Guerrero, 2002). In this study, using dimensions based on conceptual practices of high involvement human resources developed by Lawler (1986), namely empowerment, competence development, Information sharing, recognition, fair rewards (Pare & Tremblay, 2007; Yang, 2012: Maden, 2015).

Work engagement is an enthusiastic, energetic and emotionally enthusiastic person who is implanted in their work and employees see themselves as capable of handling well the demands of the work they face (Scaufeli & Bakker, 2002; Robbins and Judge, 2013:77; Luthans, 2011:124). When a person feels attached to his work, then that person will work effectively and contribute more than his or her scope of work. Previous research has engagement to work as active behavior of high involvement in work (van Wijhe et al., 2011; Bakker et al., 2013). Employees who gain autonomy high, task variety, task significant and feedback will have an engagement that is higher and the impact on the improvement of relations between employees and managers as well as corporate performance (Shantz et al., 2013; Breevaart et al., 2015). Engagement significantly affect the innovative work behavior (Agarwal, 2013; Park et al., 2013). Employees who are bound not to work hard for a boost from the strong and irresistible, but because of the feeling that the work is enjoyable (Bakker et al., 2013). Work Engagement is characterized by vigor, dedication, and absorption (Schaufeli et al., 2006).

This study examines the role of mediation of work engagement in the influence of HR practices on proactive behavior. To know the role before it is necessary to know the direct effect of HR practices on work engagement and the influence of work engagement to proactive behavior.

3. Hypotheses Development
3.1 HR Practices and Proactive Behavior
HR practices influence the proactive behavior (Tummers et al., 2015). The higher the HR practices given to the company, the proactive behavior that employees show will increase. Previous research has shown the importance of empowerment and individual differences as part of HR practices to stimulate proactive behavior within an organization (Erkutlu & Chafra, 2012). Further explained that HR practices are very important in influencing the innovation as part of a proactive behavior (Hass, 2014; Sanders et al., 2010). When employees feel that their contribution was not heard, employees' motivations are encouraged to be down (demotivating) and productivity will be disturbed (Grant et al., 2011). The following hypothesis were developed based on those explanation:
Hypothesis 1: HR Practice has a positive and significant impact on proactive behavior

3.2 HR Practices and Work Engagement
Work engagement is to build motivation characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). HR practices have a significant relationship to work engagement (Maden, 2015). The high level of applied HR practices will increase employee engagement. Previous research has revealed that employees will

become more attached to the work when the applied practices make employees feel they are trusted, valued, and treated as valuable resources (Alfes et al., 2010). It further explained that work resources such as HR practices are positively related to employee engagement in playing the role of intrinsic or extrinsic motivation (Bakker & Demerouti, 2008). The level of employee satisfaction with HR practices is the antecedent of employee engagement. Companies should exercise caution in applying appropriate HR practices so that it can harness the potential human resources and serve the needs of various employee groups also employ positive employee behaviors such as work engagement (Marescaux et al., 2013; Truss, 2013; Sattar et al. 2015). HR practices have a significant impact on employee engagement and employee performance (Isa 2011; Klein, 2011; Truss, 2013). The following hypotheses are prepared based on the exposure.

Hypothesis 2: HR Practice has a positive and significant impact on work engagement

3.3 Work Engagement and Proactive Behavior

Work engagement affects proactive behavior significantly (Maden, 2015). The increasing of work engagement will directly improve employee's proactive behavior. Previous research has shown that there is a positive relationship between work engagement and personal initiative (Hakanen et al., 2008). Proactive behavior is defined as taking initiatives in improving the current state or creating new ones, not passive behavior to adapt to certain conditions (Crant, 2000). The two key components of proactive are the anticipatory elements to act before the future. Second, is to take control and create change (Parker and Collins, 2010). Individuals who feel recovered during their spare time are engaged in work the next business day and are more proactive by taking the initiative on the job (Sonnentag, 2013). Employees who are marked with proactive personalities are most likely to be more skilled at work. The employee can adapt to the work environment, succeed to stay engaged, and do the job well (Bakker et al., 2012). Researchers had previously explained the proactive behavior is extra-role behavior (Parker and Collins, 2010; Demerouti et al., 2015). By utilizing job skills strategies can keep employees tied to work. Various studies have been described that result in a relationship between work engagement and proactive behavior, for which a third hypothesis is developed.

Hypothesis 3: Work engagement has a positive and significant effect on proactive behaviour

3.4 HR Practices, Work Engagement and Proactive Behavior

Maden (2015) explains that the two components of HR practice are empowerment and competence development related to proactive behavior is demand feedback through work engagement. This argument is consistent with previous research findings that reveal that employees who feel the organization is concerned about their well-being and respect the resources offered, they will adopt proactive behavior because they feel more engaged in their work (Hakanen et al., 2008; Salanova et al. 2005). Work engagement fully mediates the impact of work resources on proactive behavior in the workplace with the increasing of job resources associated with the increasing of work engagement. It is then positively correlates with proactive work behavior (Salanova & Schaufeli, 2008). In addition, this study sees the effect of mediation from work engagement. It will also identify the mediation role of the work engagement. From those exposure is then developed the fourth hypothesis.

Hypothesis 4: Work Engagement plays a role in mediating the impact of HR practices on proactive behavior
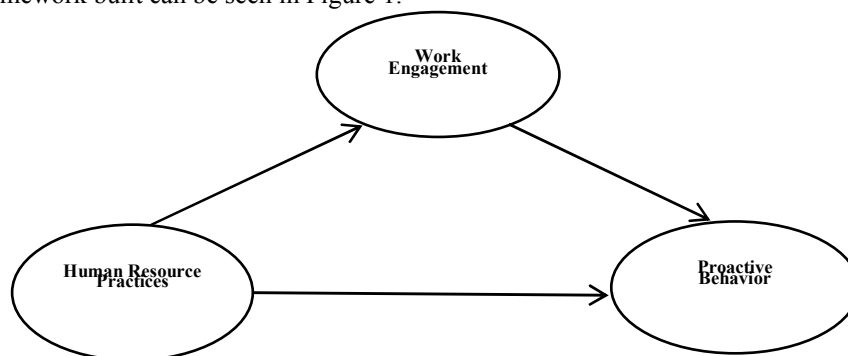Conceptual framework built can be seen in Figure 1.

Figure 1. Conceptual Framework

4. Research Methods

4.1 Respondents and Research Procedures

The samples of research are 105 technical and administrative employees working in consultancy services companies. Consultancy firms are seen as companies that require employees with high proactive behavior. This is in accordance with the type of work performed that has an impact on all aspects of Bali. The survey was conducted with questionnaires distributed to 10 companies with non-construction specifications in Denpasar City

incorporated in the Association of Indonesian Consultants Bali. All the questionnaires returned, but 7 questionnaires that were not complete so they were not used in the study. The research instrument was translated into Bahasa Indonesia before it is distributed.

Characteristics of the sample based on the recapitulation of the questionnaire. The most sexes were males of 64.29% because when the project asks for high the mobility and the work is more often performed outside the office. The 18-24 years' age range were 40.82% from total samples. Senior experts prefer to try to develop themselves and look for opportunities outside the company while non-construction consulting services itself is a dynamic job, the company's need for senior experts is also limited. Most of the participants' education level is S1 with 70.41% percentage. It is related to the company's need for the level of education D4 / S1 has met the company's employee standards. While the working period has a range of 1 year to more than 20 years, the biggest percentage is on range of 1-5 years by 66.33%. The employment period is related to the age of employees who are still young. In addition, employees are still trying to find the suitability of the field of expertise with the job.

4.2 Measurement
Proactive behavior. Proactive behavior measured refers to Bateman and Crant (1993) for the proactive personality dimensions (17 indicators) and Parker and Collins (2010) for the dimensions of problem prevention (3 indicators), individual innovation (3 indicators), voice (4 indicators), and taking charges (3 indicators). In the validity test, there are 2 invalid indicators, so it is not included in the next test. For the reliability of each dimension such as $Y1 = 0.91$, $= 0.79 Y2$, $Y3 = 0.85$, $Y40,82$, and $Y50,90$ are reliable.

Human Resource Practices. Human Resource Practices are measured by Pare and Tremblay (2007) which have 5 dimensions. Empowerment practices (3 indicators), competency development (5 indicators), information sharing (8 indicators), recognition (6 indicators), fair rewards (5 indicators). The overall validity of the test is valid, while reliabilities each such dimension $X1 = 0.81$, $X2 = 0.84$, $= 0.91 X3$, X4 and $X5 = 0.81 = 0.84$ are reliable.

Work Engagement. Measurements on variable working engagement using the Utrecht Work Engagement Scale developed by Schaufeli et al. (2006). UWES consists of 3 dimensions of the vigor (6 indicators), dedication (5 indicators), absorption (6 indicators). Test results expressed throughout the validity and reliability test valid indicator of this dimension $M1 = 0.72 = 0.92 M2$, $M3 = 0.88$ indicates the entire indicator is reliable. All indicators are measured by Likert scale 5.

Data were tested using Generalized Structured Component Analysis based Structured Equation Model (SEM GSCA) with software GeSCA, second order data. In GSCA analysis estimating parameters using the least squares method (least square). The assessment criteria used by FIT and AFIT (0-1) have big higher mean values, the higher the variation on the variables that can be explained by the model. GFI (close to 1) and SRMR (close to 0) indicate good fit. The second test is Sobel test to determine the effect of indirect variables HR practices and proactive behavior and the third phase refers to Hair et al. (2010) to analyse the role of mediation of work engagement.

5. Results
5.1 Outer Model
Evaluation of Outer models to GSCA models in this study is conducted three phases in the measurement model, structural model, and the overall model. As for each stage has a different meaning. Outer models evaluation is described in further explanation.

Measure of fit in the measurement model. Overall it showed good results. Judging from the loading estimate is positive value> 0.5 with the SMC CR $\geq$ 2 showed good convergent validity. Value $\sqrt{AVE}$ latent variables is greater than the value of the latent variable correlation with all other latent variables then said to have a good discriminant validity (Table 1). Further, the test results showed that all the variables have alpha values> 0.6, so it can be stated that all variables have consistently good internal reliability (Table 1).

Table 1. Values of AVE, √AVE and Alpha's Cronbach Latent Variables

No	Dimensions	AVE	√AVE	Alpha
1	Empowerment	0.721	0.849	0.803
2	Competence Development	0.642	0.801	0.860
3	Sharing information	0.622	0.789	0.912
4	Recognition	0.574	0.758	0.850
5	Fair Awards	0.672	0.820	0.877
6	Vigor	0.481	0.694	0.774
7	Dedication	0.689	0.830	0.885
8	Absorption	0.574	0.758	0.848
9	Proactive Personality	0.423	0.650	0.901
10	Problem prevention	0.719	0.848	0.803
11	Individual Innovation	0.792	0890	0.869
12	Voice	0.680	0.825	0.844
13	Taking Charge	0800	0.894	0.875

Value correlations of latent variables each larger dimensions on each variable compared with the value of other variables, so that it can be stated that it was appropriate to measure the dimensions of each variable (Table 2).

Table 2 Correlation of Latent Variables with comparison √AVE

Correlations of Latent Variables (SE)

5	X1	X2	X3	X4	X5	M1	M2	M3	Y1	Y2	Y3	Y4	Y5	X	M	Y
Empowerment	0.849													0,562 (0.117)*	0,425 (0.112)*	0,426 (0.112)*
Competence Development	0,305 (0.108)*	0.801												0,825 (0.034)*	0,615 (0.077)*	0,566 (0.084)*
Sharing information	0,320 (0.100)*	0,615 (0.063)*	0.789											0,850 (0.031)*	0,585 (0.077)*	0,597 (0.068)*
Recognition	0,366 (0.103)*	0,552 (0.078)*	0,778 (0.039)*	0.758										0,860 (0.031)*	0,594 (0.063)*	0,627 (0.061)*
Fair Awards	0,430 (0.107)*	0,727 (0.051)*	0,598 (0.069)*	0,657 (0.065)*	0.820									0,857 (0.032)*	0,597 (0.071)*	0,477 (0.091)*
Vigor	0,461 (0.092)*	0,527 (0.081)*	0,501 (0.074)*	0,552 (0.058)*	0,532 (0.067)*	0.694								0,645 (0.059)*	0,900 (0.019)*	0,737 (0.053)*
Dedication	0,370 (0.116)*	0,646 (0.072)*	0,570 (0.073)*	0,513 (0.072)*	0,574 (0.078)*	0,736 (0.050)*	0.830							0,678 (0.059)*	0,908 (0.023)*	0,679 (0.071)*
Absorption	0,247 (0.120)*	0,409 (0.089)*	0,451 (0.089)*	0,483 (0.080)*	0,438 (0.089)*	0,556 (0.063)*	0,605 (0.068)*	0.758						0,516 (0.082)*	0,793 (0.043)*	0,575 (0.069)*
Proactive Personality	0,416 (0.110)*	0,622 (0.073)*	0,584 (0.070)*	0,549 (0.062)*	0,453 (0.091)*	0,729 (0.066)*	0,710 (0.064)*	0,591 (0.065)*	0.650					0,666 (0.063)*	0,784 (0.060)*	0,908 (0.023)*
Problem prevention	0,368 (0.119)*	0,515 (0.098)*	0,493 (0.073)*	0,535 (0.073)*	0,397 (0.103)*	0,602 (0.074)*	0,561 (0.099)*	0,455 (0.090)*	0,775 (0.051)*	0.848				0,586 (0.078)*	0,627 (0.083)*	0885 (0024)*
Individual Innovation	0,284 (0.126)*	0,308 (0.118)*	0,421 (0.088)*	0,432 (0.083)*	0,217 (0.116)*	0,510 (0.088)*	0,456 (0.109)*	0,441 (0.090)*	0,730 (0.059)*	0,696 (0.061)*	0.890			0,422 (0.102)*	0,540 (0.093)*	0,812 (0.047)*
Voice	0,368 (0.110)*	0,428 (0.096)*	0,526 (0.074)*	0,602 (0.067)*	0,439 (0.088)*	0,652 (0.069)*	0,605 (0.079)*	0,438 (0.079)*	0,668 (0.077)*	0,694 (0.067)*	0,590 (0.087)*	0.825		0,598 (0.070)*	0,661 (0.068)*	0,854 (0.040)*
Taking Charge	0,361 (0.091)*	0,467 (0.092)*	0,501 (0.068)*	0,559 (0.068)*	0,476 (0.084)*	0,615 (0.055)*	0,509 (0.072)*	0,503 (0.074)*	0,650 (0.061)*	0,677 (0.054)*	0,595 (0.070)*	0,718 (0.055)*	0.894	0,598 (0.061)*	0,626 (0.056)*	0,842 (0.030)*
HR Practice	0,562 (0.117)*	0,825 (0.034)*	0,850 (0.031)*	0,860 (0.031)*	0,857 (0.032)*	0,645 (0.059)*	0,678 (0.059)*	0,516 (0.082)*	0,666 (0.063)*	0,586 (0.078)*	0,422 (0.102)*	0,598 (0.070)*	0,598 (0.061)*	1	0,711 (0.061)*	0,683 (0.064)*
Work Engagement	0,425 (0.112)*	0,615 (0.077)*	0,585 (0.077)*	0,594 (0.063)*	0,597 (0.071)*	0,900 (0.019)*	0,908 (0.023)*	0,793 (0.043)*	0,784 (0.060)*	0,627 (0.083)*	0,540 (0.093)*	0,661 (0.068)*	0,626 (0.056)*	0,711 (0.061)*	1	0,770 (0.054)*
Proactive Behavior	0,426 (0.112)*	0,566 (0.084)*	0,597 (0.061)*	0,627 (0.061)*	0,477 (0.091)*	0,737 (0.053)*	0,679 (0.071)*	0,575 (0.069)*	0,908 (0.023)*	0885 (0.047)*	0,812 (0.047)*	0,854 (0.040)*	0,842 (0.030)*	0,683 (0.064)*	0,770 (0.054)*	1

Measure of fit in structural models showed the overall model can explain the relationship well. The value of FIT in this study has a value of 0.605 which means that the diversity can be explained by the structural model of 60.5% and 39.5% can be explained by other variables. In this study, the AFIT value of 0,595 or variability of variables can be explained by the model of 59.5% and 40.5% can be explained by other variables (table 3). Measure of fit in the overall model showed good results for the data of second order. In this study GFI value of 0.989 and SRMR of 0.105, it can be said that the model shows a good fit (table 3).

Table 3 Fit Model

Fit Model	
FIT	0.605
AFIT	0.595
GFI	0.989
SRMR	0.105
NPAR	176

5.2 Inner Model

Evaluation of Inner models in this study is conducted to the structural model by using a formula of R2 and Q2 predictive relevance. Evaluation of structural model aims to find out how big the exogenous variable HR

Practice - high involvement (X) can explain or influence variants in endogenous variables of work engagement (M) and proactive behavior (Y). Analysis using software GeSCA R2 (X = 0.000, F = 0.506, Y = 0.630). Based on the calculation, the obtained value of Q^2 = 0.817 or 81.7% means both powerful predictive relevance. A score of 81.7% states that variations in proactive behavior variables can be explained by HR practice variables and work engagements of 81.7%. While 19.3% is explained by other variables outside the research model.

5.3 Hypothesis Testing

Data processing was done using GeSCA 2013 got results as presented on Table 4. The test variables HR practices with proactive behavior has a value estimate of 0.274 with CR value of 2.22. (CR ≥2,00, sig .05) then H1 hypothesis accepted, HR Practice has positive and significant influence to proactive behavior. The test between HR practice variable with work engagement shown in table 4 had estimate value of 0.711 and CR value of 11,53. CR value 11.53 ≥ 2.00 on sig. 0.05, indicating a positive and significant value. It stated that H2 was accepted. Relationship of work engagement with proactive behavior, test result showed positive and significant value that was value of loading estimate 0,576 with CR value 4,83. CR value 4,83 ≥ 2.00 on sig. 0.05 indicated that the third hypothesis (H3) was accepted. The indirect effect test between HR practice variable and proactive behavior had a value of 0.409. While the test results Sobel stated that z_value had a value of 7.21. The value is ≥ 1.96. Thus it can be stated that HR practice variables had an indirect effect on proactive behavior through job engagement variables.

The testing of mediating role of work engagement variable was done by referring to Hair et al. (2010). First, examined the direct effects of HR practice variables on proactive behavioral variables by involving job engagement variables (CR = 2.22, CR ≥ 2.00, sig. 0.5). Second, examined the effect of HR practice variables on proactive behavioral variables on models without involving work engagement variables (0.694 and CR 9,96, CR ≥ 2.00, sig.0.5). Third, examined the effect of the variable of work engagement to the proactive behavior variable (CR = 4,4, CR ≥ 2.00, sig. 0.5). From the test results, it was concluded that the work engagement played a role in mediating the effect of HR practices towards proactive behavior (H4 accepted) and the role of mediation is partial (partial mediation).

Table 4 Path Coefficients between Variables Research

	Estimate	SE	CR
HR Practice -> Work Engagement	0.711	0.061	11.62 *
HR Practice -> Proactive Behavior	0.274	0.123	2.22 *
Work Engagement-> Proactive Behavior	0.575	0.131	4.4 *

CR * = significant at .05 level

6. Discussion

The presence of a personal character towards proactive behavior as a general construct that examines the behavior intended to make changes. It is a form of interaction that people can and deliberately change their environment (Bateman & Crant, 1993). Proactive as an adverb refers to action that is both anticipatory and change-oriented, and occurs in both role and extra-role (Grant & Ashford, 2008). Wu and Parker (2011) suggest that motivational mechanisms are the basis of proactive behavior. Described in expectancy theory, proactive behavior refers to the confidence of someone can do a thing and the self-determination theory, a person has reason to do so. Individuals are hierarchically divided into two broad systems: the individual anticipates the desired future state or outcome and develops a goal generation strategy and then mobilizes and monitors their day-to-day behavior to achieve their goals (goal striving) (Parker et al., 2010). Overall, this study was consistent with the statement expectancy theory which described three important elements starts from oneself, change-oriented, and focus on the future. When employees feel free, given autonomy and freedom while working and skill development then employees will be ready to deal with changes that exist. Employees with high empowerment practices will have high dedication as well. Employees who feel freely in the work will show high enthusiasm and feel the challenges on the job. This high dedication affects the high behavior of employees in preventing problems that may occur. The high enthusiasm of employees can encourage employees to try to find the root of the problem. The perceived pride and challenges make employees try to develop effective procedures and plan how to prevent possible problems. The things that employees do will determine the outcome of the future. This study is also match to what is described in self-determination theory. The theory states that intrinsic motivation has a positive effect on employee behavior. Employees who are motivated by being given autonomy to their work increase the challenge. Employees will try to express an important value for themselves. This is because they realize that changes to the shadow of future results are important to oneself and / or to others.

HR practices have a positive and significant influence on proactive behavior. If the application of HR practices increases, then employees will show improvement in proactive behavior. Implementation of empowerment practices, competence development, and fair reward practices is considered good enough while

information sharing practices and recognition practices are seen as low by employees. It certainly affects the proactive behavior of employees in the company especially in the field of voice and take responsibility. All employees have proactive personality as the basis of proactive behavior, but depend on the employee to show or not. According to employees, the most interesting thing is to see their ideas come true, however, employees are reluctant to identify opportunities that exist and make changes in the company. Empowerment practices and competency development practices influence employee behavior in finding root causes, generating creative ideas and communicating views on work issues. This is in line with Erkutlu and Chafra (2012) which states that proactive teams can be improved by increasing empowerment such as giving employees flexibility to set their own goals and rules, design their own work, design rules about their own behavior. However, those practices do not motivate employees in discussing new ideas or changes in procedures not even bringing improved procedures at work. Fair reward practices also affect employees in proactive behavior. Employee perceptions state that the received revenue is in line with their performance and level of responsibility but is not sure that the income matches the same job elsewhere. Revenue awards may also have a negative effect on proactive behavior (Sanders et al., 2010; Jansen, 2014). This may be due to the fact that financially rewarding awards can degrade employees' intrinsic motivation in innovation. In recognition practice, the low adoption of the practice also affects employees' proactive behavior. Employees feel less appreciation from superiors and given suggestions are not taken seriously causing reluctance of employees in taking responsibilities such as not trying to bring improved procedures or to find solutions to problems of the company. The results of this study support previous research stated that HR practices have an influence on proactive behavior (Tummers et al., 2015; Sanders, 2010; Hass, 2014)

HR practices have a positive and significant impact on work engagement. The company is highly regarded in providing flexibility, autonomy and freedom to employees in managing and carrying out the work. It also makes employees feel the purpose of their work is clear and can survive when things do not work well at work. In addition, companies encourage employees to apply new skills in the context of daily work in accordance with their field of work, so that employees feel full of energy in the work. The results of this study support Maden (2015) stating that HR practices have a positive relationship to work engagement and Isa (2011) stating that HR practices play a vital role in employee engagement at work and enterprise levels. Alfes et al. (2010) discloses that employees will become more engaged with work when certain practices are applied to make employees feel trusted and valued, and when employees are treated as valuable resources. This study also supports Truss et al. (2013), Klein (2014), and Sattar (2015) stated that HR practices increase work engagement.

Work engagement has a positive and significant influence on proactive behavior. Employee engagement on consulting firms is high. Employees feel enthusiastic, proud, and happy when working intensively, however, it does not make them forget things around or difficult to get away from work. As noted in Bakker et al. (2013) stating that bound employees do not work hard because of strong and intolerable internal impulses, but because of the feeling that work is fun. This causes employees to often try to develop procedures, find root causes and spend a lot of time just to plan how to prevent possible problems. This research supports Bakker et al. (2012), Sonnentag (2013) and Salanova and Scaufeli (2008). Maden (2015) stating that job engagement has a positive effect on proactive behavior. High employee engagement will have an impact on the proactive behavior shown by employees. Employees feel their jobs are full of challenges in which they stimulate employees in generating creative ideas, finding ways to do their jobs and trying to find solutions to company problems. Hakanen et al. (2008) suggests that high work engagements encourage employees to take the initiative, demonstrating the ability to actively observe and alter their environment called proactive behavior (Crant, 2000; Parker et al., 2010). Work engagement plays a role in mediating HR practices on proactive behavior. As the practice of human resources is improved it will also affect the employment engagement and it affects the proactive behavior of employees. This study is consistent with previous research stated that companies which have value resources and care for their well-being will encourage employees to be tied to work and demonstrate higher proactive behavior (Hakanen et al., 2008; Salanova et al., 2005). Work engagement entirely mediates the impact of work resources on proactive behavior in the workplace, by increasing resources for increased work engagement, which indirectly increases in proactive work behavior (Salanova & Schaufeli, 2008). The role of work engagement in mediating the influence of HR practices on proactive behavior is partial mediation (Hair et al., 2010). This is because the influence of HR practices on work engagement has a positive and significant value (Maden, 2015; Alfes et al., 2010; Isa, 2011; Truss et al., 2013; Klein, 2014; Sattar, 2015), then the influence of work engagement to positive and significant positive proactive behavior (Bakker et al., 2013; Sonnentag 2013; Salanova and Scaufeli, 2008; Hakanen et al., 2008; Crant, 2000: Parker et al., 2010) and the direct influence of HR practices on proactive behavior have positive and significant values. Thus, employees who are given discretion, autonomy, and freedom in doing the work will increase their enthusiasm, pride and feel full of work with challenges, it ultimately encourages employees to generate creative ideas and find the root of the problem.

7. Conclusion

The conclusion that can be achieved from this research is that the HR Practice has positive and significant influence to the proactive behavior. Consulting firms that have and apply good and appropriate HR practices can directly improve the employee's proactive behavior in the company. HR practices have a positive and significant influence on job engagement variables. When companies treat employees as valuable resources, employees will become more attached to their work. Work engagement has a positive and significant influence on proactive behavior. Work with high engagements will have high initiatives to change their environment. The role of work engagement in mediating the influence of HR practices on proactive behavior is partial (mediation). A good HR practice will increase the work engagement which will make employees have high proactive behavior.

8. Implications, Limitations and Research Towards

Theoretical Implications. This research develops previous research stated that HR practices have a direct influence (Tummers et al., 2015) and indirect influence (Maden, 2015) on proactive behavior. This study uses the high-involvement dimension of HR practices to measure HR practice variables. And dimensional integration referring to Bateman and Crant (1993) and Parker and Collins (2010) to measure proactive behavior. This research uses SEM-based GSCA component data analysis technique (Generalized Structured Component Analysis) (Hwang et al., 2010: Solimun, 2013; Kusumadewi & Ghozali, 2013), with second order. GSCA is equipped with global optimization procedures and retains local optimization procedures. In this study, we can see the overall and specific fit model such as the relationship between the dimension-indicator, the variables. GSCA has good recovery parameters so it can be used in this study by using many variables with structured and non-recursive models.

Practical Implications. Consulting firms that want to improve employee's proactive behavior in the company. This study provides a general and detailed description of employee perceptions about HR practices that have been developed by the company. This study provides information on the effect of the high level of HR practices that have been developed by companies with high low proactive behavior of employees in the company. This research can be used as the basic of consulting firms in applying HR practices in accordance with the needs of employees to improve job engagement and proactive behavior in the company.

Limitations of Research. This study has several limitations that should be addressed for improvement in future studies. This study was conducted at one time (cross sectional). If it is conducted research on a long period of time may have different results. This study uses a specific population, which is done on non-construction consulting services company in Denpasar City.

Suggestions and Future Research. Theoretically, to improve employee proactive behavior, it is necessary to consider the application of good and appropriate HR practices to the needs of employees, in particular to maintain empowerment practices, competence development, and fair rewards. Improve information sharing and recognition practices. Practically, consulting firms in the application of HR practices should pay attention to employees' needs for recognition or appreciation of work performed by employees. In addition, the importance of openness and transparency of company information to employees becomes a positive thing that will improve employee performance, especially in proactive behavior. Future research may try to research over a long period of time by using populations on different companies or industries by applying cluster analysis to validate the results of the research. The addition of other variables is also recommended for further research including job-fit, job crafting, and other variables.

References

Agarwal, U. A. *et al.* (2012) 'Linking LMX, Innovative Work Behaviour and Turnover Intentions', *Career Development International*, 17(3), pp. 208–230. doi: 10.1108/13620431211241063.

Alfes, K. *et al.* (2010) *Creating an Engaged Workforce*. London. Available at: http://eprints.lse.ac.uk/id/eprint/28451.

Armstrong, M. (2006) *A Handbook of Human Resource Management Practice*. 10th edn, *London ; Philadelphia : Kogan Page*. 10th edn. London: Kogan Page. Available at: http://www.worldcat.org/ title/handbook-of-human-resource-management-practice/oclc/751219626?referer=di&ht=edition.

B. Bakker, A. *et al.* (2013) 'Work Engagement versus Workaholism: A Test of The Spillover-Crossover Model', *Journal of Managerial Psychology*, 29(1), pp. 63–80. doi: 10.1108/JMP-05-2013-0148.

Bakker, A. B. and Demerouti, E. (2008) 'Towards a Model of Work Engagement', *Career Development International*, 13(3), pp. 209–223. doi: 10.1108/13620430810870476.

Bakker, A. B., Tims, M. and Derks, D. (2012) 'Proactive Personality and Job Performance: The Role of Job Crafting and Work Engagement', *Human Relations*, 65(10), pp. 1359–1378. doi: 10.1177/0018726712453471.

Barraud‐Didier, V. and Guerrero, S. (2002) 'Impact of Social Innovations on French Companies' Performance', *Measuring Business Excellence*, 6(2), pp. 42–48. doi: 10.1108/13683040210431464.

Bateman, T. S. and Crant, J. M. (1993) 'The Proactive Component of Organizational-Behavior - a Measure and Correlates', *Journal of Organizational Behavior*, 14(2), pp. 103–118. doi: 10.1002/job.4030140202.

Bergiel, E. B. *et al.* (2009) 'Human resource practices, job embeddedness and intention to quit', *Management Research News*, 32(3), pp. 205–219. doi: 10.1108/01409170910943084.

Breevaart, K. *et al.* (2015) 'Leader-Member Exchange, Work Engagement, and Job Performance', *Journal of Managerial Psychology*, 30(7), pp. 754–770. doi: 10.1108/JMP-03-2013-0088.

Choi, J. and Lee, K. (2013) 'Effects of Employees' Perceptions on The Relationship between HR Practices and Firm Performance for Korean Firms', *Personnel Review*, 42(5), pp. 573–594. doi: 10.1108/PR-12-2011-0176.

Crant, J. M. (2000) 'Proactive Behavior in Organizations', *Journal of Management*, 26(3), pp. 435–462. doi: 10.1177/014920630002600304.

D. Carson, K., S. Baker, D. and A. Lanier, P. (2014) 'The Role of Individual Cultural Traits and Proactivity in an Organizational Setting', *Management Research Review*, 37(4), pp. 348–366. doi: 10.1108/MRR-12-2012-0269.

Demerouti, E., Bakker, A. B. and Gevers, J. M. P. (2015) 'Job Crafting and Extra-Role Behavior: The Role of Work Engagement and Flourishing', *Journal of Vocational Behavior*, 91, pp. 87–96. doi: 10.1016/j.jvb.2015.09.001.

DPP Inkindo (2010) *Direktori dan Profil Inkindo Bali Tahun 2010*. Bali: Inkondo Bali.

Erkutlu, H. and Chafra, J. (2012) 'The Impact of Team Empowerment on Proactivity', *Journal of Health Organization and Management*, 26(5), pp. 560–577. doi: 10.1108/14777261211256918.

Fritz, C. and Sonnentag, S. (2009) 'Antecedents of Day-Level Proactive Behavior: A Look at Job Stressors and Positive Affect During the Workday', *Journal of Management*, 35(1), pp. 94–111. doi: 10.1177/0149206307308911.

Grant, A. M. and Ashford, S. J. (2008) 'The dynamics of proactivity at work', *Research in Organizational Behavior*, 28, pp. 3–34. doi: 10.1016/j.riob.2008.04.002.

Grant, A. M., Parker, S. and Collins, C. (2009) 'Getting Credit for Proactive Behavior: Supervisor Reactions Depend On What You Value and How You Feel', *Personnel Psychology*, 62(1), pp. 31–55. doi: 10.1111/j.1744-6570.2008.01128.x.

Griffin, M. A., Neal, A. and Parker, S. K. (2007) 'A New Model of Work Role Performance: Positive Behavior in Uncertain and Interdependent Contexts', *Academy of Management Journal*, 50(2), pp. 327–347. doi: 10.5465/AMJ.2007.24634438.

Hair, J. R. *et al.* (2010) *Multivariate Data Analysis*. 7th edn. Pearson Prentice Hall.

Hakanen, J. J., Perhoniemi, R. and Toppinen-Tanner, S. (2008) 'Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness', *Journal of Vocational Behavior*, 73(1), pp. 78–91. doi: 10.1016/j.jvb.2008.01.003.

Hashim, J. (2010) 'Human resource management practices on organisational commitment', *Personnel Review*. Edited by P. S. Budhwar, 39(6), pp. 785–799. doi: 10.1108/00483481011075611.

Hass, M. (2014) *The Influence of HRM Practices on Innovative Work Behaviour: a Systematic Literature Review*. University Of Twente. Available at: http://essay.utwente.nl/66448/.

Hwang, H. (2010) *GeSCA User ' s Manual Content*, *McGill University*. Available at: http://www.sem-gesca.org/manual.php.

Isa, S. N. B. (2011) *The Relationship Between Human Resource Practices and Employee Engagement: A Case Study in Nichias FGS SDN BHD*. University Utara Malaysia.

Jose, G. and Mampilly, S. R. (2012) 'Satisfaction with HR Practices and Employee Engagement : A Social Exchange Perspective', 4(7), pp. 423–430. Available at: https://www.researchgate.net/publication/235790288 'Satisfaction.

Klein, F. A. (2014) *The Role and Impact of Human Resource Management : A Multi-Level Investigation of Factors Affecting Employee Work Engagement Felix Anker Klein Master of Philosophy in Psychology Department of Psychology University of Oslo*. University of Oslo. Available at: http://urn.nb.no/URN:NBN:no-44562.

Kusumadewi, K. A. and Ghozali, I. (2013) *Generalized Structured Component Analysis (GeSCA):Model Persamaan Struktural Berbasis Komponen*. Semarang: Universitas Diponegoro Press.

Luthans, F. (2012) *Organizational Behavior an Evidence-Based Approach 12th edition*. 12th edn, *Organizational behavior: an edivence-based approach*. 12th edn. New York: Paul Ducham.

MacKinnon, D. P., Fairchild, A. J. and Fritz, M. S. (2007) 'Mediation Analysis', *Annual Review of Psychology*, 58(1), pp. 593–614. doi: 10.1146/annurev.psych.58.110405.085542.

Maden, C. (2015) 'Linking High Involvement Human Resource Practices to Employee Proactivity', *Personnel Review*, 44(5), pp. 720–738. doi: 10.1108/PR-01-2014-0030.

Marescaux, E., De Winne, S. and Sels, L. (2012) 'HR Practices and HRM Outcomes: The Role of Basic Need

Satisfaction', *Personnel Review*, 42(1), pp. 4–27. doi: 10.1108/00483481311285200.

Maslach, C., Schaufeli, W. B. and Leiter, M. P. (2001) 'Job Burnout', *Control*, 52, pp. 397–422. doi: 10.1146/annurev.psych.52.1.397.

Mohammadi, B. *et al.* (2013) 'Relationship between Proactive Personality, Conscientiousness, Perceived Supervisor Support and Proactive Behavior of the Bid Boland Gas Refinery Workers', *Journal of Educational and Management Studies*, 3(4), pp. 483–486. Available at: www.science-line.com.

Moideenkutty, U., Al‑Lamki, A. and Sree Rama Murthy, Y. (2011) 'HRM Practices and Organizational Performance in Oman', *Personnel Review*, 40(2), pp. 239–251. doi: 10.1108/00483481111106101.

Moorhead, G. and Griffin, R. W. (2013) *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi Edisi 9*. Jakarta: Salemba Empat.

Paré, G. and Tremblay, M. (2007) 'The Influence of High-Involvement Human Resources Practices, Procedural Justice, Organizational Commitment, and Citizenship Behaviors on Information Technology Professionals' Turnover Intentions', *Group & Organization Management*, 32(3), pp. 326–357. doi: 10.1177/1059601106286875.

Park, Y. K. *et al.* (2014) 'Learning Organization and Innovative Behavior', *European Journal of Training and Development*, 38(1/2), pp. 75–94. doi: 10.1108/EJTD-04-2013-0040.

Parker, S. K., Bindl, U. K. and Strauss, K. (2010) 'Making Things Happen: A Model of Proactive Motivation', *Journal of Management*, 36(4), pp. 827–856. doi: 10.1177/0149206310363732.

Parker, S. K. and Collins, C. G. (2010) 'Taking Stock: Integrating and Differentiating Multiple Proactive Behaviors', *Journal of Management*, 36(3), pp. 633–662. doi: 10.1177/0149206308321554.

Parker, S. K., Williams, H. M. and Turner, N. (2006) 'Modeling the Antecedents of Proactive Behavior at Work', *Journal of Applied Psychology*, 91(3), pp. 636–652. doi: 10.1037/0021-9010.91.3.636.

Robbins, S. P. and Judge, T. A. (2012) *Organizational Behavior (15th Edition)*. 15th edn. Prentice Hall; 15 edition. Available at: https://www.amazon.com/Organizational-Behavior-15th-Stephen-Robbins/dp/0132834871/ref=mt_hardcover?_encoding=UTF8&me=.

Salanova, M., Agut, S. and Peiró, J. M. (2005) 'Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate.', *Journal of Applied Psychology*, 90(6), pp. 1217–1227. doi: 10.1037/0021-9010.90.6.1217.

Salanova, M. and Schaufeli, W. B. (2008) 'A Cross-National Study of Work Engagement as a Mediator between Job Resources and Proactive Behaviour', *The International Journal of Human Resource Management*, 19(1), pp. 116–131. doi: 10.1080/09585190701763982.

Sanders, K. *et al.* (2010) 'How to Support Innovative Behaviour? The Role of LMX and Satisfaction with HR Practices', *Technology and Investment*, 1(January), pp. 59–68. doi: 10.4236/ti.2010.11007.

Sattar, T., Ahmad, K. and Hassan, S. M. (2015) 'Role of Human Resource Practices in Employee Performance and Job Satisfaction With Mediating Effect of Employee Engagement', *Pakistan Economic and Social Review*, 53(1), pp. 81–96. Available at: https://www.researchgate.net/publication/283063282_ROLE_OF_HUMAN_RESOURCE_PRACTICES_IN_EMPLOYEE_PERFORMANCE_AND_JOB_SATISFACTION_WITH_MEDIATING_EFFECT_OF_EMPLOYEE_ENGAGEMENT [accessed Sep 5, 2017].

Schaufeli, W. B. *et al.* (2002) 'The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach', *Journal of Happiness Studies*, 3(1), pp. 71–92. doi: 10.1023/A:1015630930326.

Schaufeli, W. B., Bakker, A. B. and Salanova, M. (2006) 'The Measurement of Work Engagement With a Short Questionnaire', *Educational and Psychological Measurement*, 66(4), pp. 701–716. doi: 10.1177/0013164405282471.

Shantz, A. *et al.* (2013) 'The Role of Employee Engagement in The Relationship between Job Design and Task Performance, Citizenship and Deviant Behaviours', *The International Journal of Human Resource Management*, 24(13), pp. 2608–2627. doi: 10.1080/09585192.2012.744334.

Solimun (2013) *Diklat Penguatan Metodologi Penelitian Ganeral Structural Component Analysis – GSCA*. Malang: Universitas Brawijaya.

Sonnentag, S. (2003) 'Recovery, Work Engagement, and Proactive Behavior: A New Look at The Interface between Nonwork and Work.', *Journal of Applied Psychology*, 88(3), pp. 518–528. doi: 10.1037/0021-9010.88.3.518.

Sugiyono (2014) *Metode Penelitian Bisnis (pendekatan kuantitatif, kualitatif, dan R &D)*. Bandung: Alfabeta.

Suharso, P. (2009) *Metode Penelitian Kuantitatif Untuk Bisnis; Pendekatan Filosofi dan Praktis*. Jakarta: PT. Indeks.

Torrington, D., Hall, L. and Taylor, S. (2008) *Human Resource Management*. 7th edn. United Kingdom: Pearson Education. Available at: https://www.amazon.com/Human-Resource-Management-Derek-Torrington/dp/0273710753.

Truss, C. *et al.* (2013) 'Employee Engagement, Organisational Performance and Individual Well-Being:

Exploring the Evidence, Developing the Theory', *The International Journal of Human Resource Management*, 24(14), pp. 2657–2669. doi: 10.1080/09585192.2013.798921.

Tummers, L. *et al.* (2015) 'Connecting HRM and Change Management: The Importance of Proactivity and Vitality', *Journal of Organizational Change Management*. Edited by A. Professor David Pick, Professor Ste, 28(4), pp. 627–640. doi: 10.1108/JOCM-11-2013-0220.

Vanhala, M. and Ahteela, R. (2011) 'The Effect of HRM Practices on Impersonal Organizational Trust', *Management Research Review*, 34(8), pp. 869–888. doi: 10.1108/01409171111152493.

van Wijhe, C. *et al.* (2011) 'Understanding Workaholism and Work Engagement: The Role of Mood and Stop Rules', *Career Development International*, 16(3), pp. 254–270. doi: 10.1108/13620431111140156.

Wu, C. and Parker, S. K. (2011) 'Proactivity in the Workplace', in *The Oxford Handbook of Positive Organizational Scholarship*. Oxford University Press, pp. 1–33. doi: 10.1093/oxfordhb/9780199734610.013.0007.

Yang, Y.-C. (2012) 'High-Involvement Human Resource Practices, Affective Commitment, and Organizational Citizenship Behaviors', *The Service Industries Journal*, 32(8), pp. 1209–1227. doi: 10.1080/02642069.2010.545875.