

IMPACT OF HUMAN RESOURCES PRACTICES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Employers and managers, in general, would want their employees to go beyond their defined roles, be a sport and promote their organization to outsiders at the same time maintaining good healthy working relationship within the organization. The reason as to why such extra-role behaviours are important from the perspective of research and practice is because managers and executives value employees who display "citizenship Behaviour". Human Resource Developmental practices have strong impact on ORGANIZATIONAL CITIZENSHIP BEHAVIOUR. Many researchers have studied that the influence of HRD practices on behaviour of employees.

In past, researchers have evaluated the impact of HRD practices on organizational performance, employee satisfaction, productivity, customer satisfaction, employee commitment, employee engagement, which in turn results in high organizational performance. Better HRD functions deals with the development of the resources in a company's-organizational development, performance management, compensation, training and learning, and coaching which in turn enhances the performance oriented culture in the organization. Earlier study shows that HR practices have positive relationship with organizational citizenship Behaviour. They found organizational citizenship Behaviour to be of critical importance, which in turn is affected by the HR practices in the organization. The objective of this study is to examine the impact of HRD functions on organizational citizenship Behaviour.

This study aims to investigate how policies and practices in Human Resources impact Organizational Citizenship Behaviours (OCB). The objectives of the study was to determine the Organizational Citizenship Behaviour of the employees, the satisfaction level of employees towards Human resource practices and Policies and To study and analyze the implications of Human Resources Practices on Organizational Citizenship Behaviour. The final questionnaire was administered to 96 employees. Convenience Sampling was used to collect the data with the statistical techniques of Mean, Standard Deviation and Karl Pearson's Correlation. The results revealed significant impact from PPHR over OCB, and we evidence that only professional involvement exhibited significant relation. We also conclude that PPHR influence the dissemination of organizational image and creative suggestions from OCB factors. The results indicate suggestions where managers can act to extract, effectively, organizational citizenship Behaviours from their employees.

INTRODUCTION

Employers and managers, in general, would want their employees to go beyond their defined roles, be a sport and promote their organization to outsiders at the same time maintaining good healthy

working relationship within the organization. The reason as to why such extra-role Behaviours are important from the perspective of research and practice is because managers and executives value employees who display citizenship Behaviour to foster a more open and trusting environment.

In this competitive world, managers are constantly looking for new Behaviours to foster trust, respect, and team building among employees, that helps them to get extra from their workforce. Organizations and HR leaders should think carefully about how they can leverage employees' to enhance organizational performance. Characteristically, this involves encouraging employees to "go the extra mile" in an effort to improve the overall performance of their organization. In organization terminology, this is referred to as improving "Organizational Citizenship Behavior", or OCB (L. T. Eby, M. M. Butts, B. J. Hoffman, J. B. Sauer, 2015).

Organizational citizenship emerged in the early 1980s to portray employees' performance within different organizations' social systems. Since then, it has developed into a significant field of study because of its increasing magnitude of independent and team-work in place of dictatorial, long-established hierarchies (LePine et al., 2002). As a result, understanding Organizational Citizenship Behaviour (OCB) is more important to maintain the organizations' social systems and employee roles within them.

Earlier study shows that hr practices have positive relationship with organizational citizenship Behaviour. They found Organizational Citizenship Behaviour to be of critical importance, which in turn is affected by the hr practices in the organization.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Organizational citizenship Behaviour (Organizational Citizenship Behaviour), characterized by individuals voluntarily extending contributions that are above and beyond their respective job duties, is regarded as a factor influencing an organization's effectiveness (organ 1990). Organ (1988) proposes that there is no perfect management system and that it is not possible to effectively reach organizational goals if staff members perform only their own work. A better management system must encourage extra behaviour that enhances organizational effectiveness. This extra Behaviour is called Organizational Citizenship Behaviour.

Organizational Citizenship Behaviour is defined as 'individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organization'.

HUMAN RESOURCE MANAGEMENT FUNCTIONS

Any practice that deals with enhancing competencies, satisfaction, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, or just a way of doing things. Good Human Resource functions do make a difference in the functioning of the organization. Good Human Resource functions are those that contribute to one or more of the three C's: Competencies, Commitment and Culture. They need to be identified and implemented cost-effectively, reviewing and revising them from time to time to enhance their effectiveness and appropriateness'. (Rao, 1999)

There is no single best practice in HR which suits all the organizations. Rather, each firm has a distinctive HR system that is peculiar to that organization itself. "Best functions" in HR are different and changing for different. What is best for one company may not be best for another. "Best practice" is not a set of discrete actions but an approach to organizational management.

Human Resources is a well planned process of analysing the current workforce, assessing future workforce requirements, analyzing the gap between the present and future, and implementing solutions so that the organization can grow. Also, 'the implementation of these plans should be supported by the organization's leader(s) in the important initial development stages of new HR policies and functions' (Grant D. and Sick, 1998)

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND OCB

Lam, Chen and Takeuchi (2009) Studied how PPHR affect OCB in a Japanese joint venture, located in China. The authors outlined three objectives: to explore how PPHR affected OCB, how OCB impact on the employees' turnover intention and whether OCB functioned as a mediating variable between PPHR and turnover intention. The studied PPHR were recruitment and selection, remuneration, training and development and performance evaluation. The results of the quantitative research indicated that HR policies significantly impacted individuals' organizational citizenship Behaviours, and that training and development policies and involvement were the ones that caused the greatest impact. They also concluded that OCB had a direct impact on turnover intention. Employees who had intended to leave the company did not act as organizational citizens, responding to the second objective of the researchers. Finally, regarding the mediation of OCB between PPHR and turnover intention, the researchers concluded that OCB is a partial mediator between the relation of PPHR with turnover intention.

Another study, conducted by Snape and Redman (2010) investigated the impact of PPHR on OCB among English workers. One of the objectives of the study is to analyse whether organizational support mediated the relationship between PPHR and OCB. The quantitative results showed that when workers perceive that the organizational support goes beyond the work performed by them, the established PPHR by organizations positively affect OCB. However, if the support is modest and restricted to the obligations of the company to perform the tasks, even by maintaining the same PPHR, organizational citizenship Behaviours are adversely affected.

Tang and Tang (2012) investigated the impact of PPHR on OCBs in Taiwanese hotels. The authors considered organizational environment and justice to be mediating variables. The results showed that, when the organizational environment is pleasant, organizational citizenship Behaviours tend to manifest themselves in greater intensity. However, for the environment to be favourable to the manifestation of OCB, the PPHR must be transparent and perceived as fair by employees. Otherwise, the environment is negatively affected and OCB tends not to manifest, harming all the efficiency and organizational competitiveness.

Given the need for organizations to maintain PPHR linked to organizational strategies, awakening and maintaining OCB among its collaborators, it is important to carry out this study to identify the impact of the six PPHR on OCB in the organizational context, allowing managers to better manage practices to improve results, since OCB has shown to have positive relationships with results of organizational interest, such as improved team performance

RESEARCH METHODOLOGY

The study was carried out in a hotel in Hubli. The final questionnaire was administered to 96 employees

A. Research Title

Impact of human resources practices on organizational citizenship Behaviour

B. Research aim

What motivates an employee to exhibit Organizational Citizenship Behaviour, is it the Best Human Resource Development practices, or transparency in the organization, motivation of an employee, Resilience, Passion within an employee, or the Organization itself. To develop a citizenship card for the employees as well as developing Organizational fit OCB model.

C. Research Objectives

- a. To determine the Organizational Citizenship Behaviour of the employees
- b. To determine the satisfaction of employees towards Human Resource Practices
- c. To study the implications of Human Resources Practices on Organizational Citizenship Behaviour

D. Hypothesis

H1 – Human Resource Practices will exert a significant positive impact on OCB performance.

E. Research Approach - Exploratory Research

F. Sample Size - 96 employees of a hotel in Hubli.

G. Sample Unit – Employees

H. Sampling Method - Convenience Sampling

DATA ANALYSIS

In SPSS software, Descriptive statistics, such as, means and standard deviations were used to summarize the factors influencing Organizational Citizenship Behaviour. Finally, Pearson correlations were used to investigate the relationship between HR Practices and the dependent variable OCB.

A. OBJECTIVE 1. To determine the Organizational Citizenship Behaviour of the employees

Parameters	Mean
Courtesy	4.552083333
Altruism	4.552083333
Individual Initiative	4.12
Conscientiousness	4.09
Organizational compliance	2.9333
Civic virtue	3.39
Sportsmanship	2.1562
Organizational loyalty	3.444
Self-development	4.156

INTERPRETATION – Most of the employees exhibit strong Organizational Citizenship Behaviour. Courtesy And Altruism is comparatively more and employees do exhibit this behaviour, followed by Conscientiousness, Organizational compliance, Civic virtue, Sportsmanship, Organizational loyalty and Self-development

A. OBJECTIVE 3. To study the implications of Human Resources Practices on Organizational Citizenship Behaviour

Parameters	Mean
Satisfaction towards the HR practices	4.53125
Human Resource Planning	4.46875
Recruitment process.	4.520833333
Induction Programs	3.9375
Training	3.927083333
Performance appraisal.	4.447916667
Career planning	4.395833333
Fringe Benefits	4.520833333
Rewards and recognition.	4.395833333
Participation Management	4.385416667
Transparency regarding various HR policies	4.510416667
Employee Engagement	4.84375
Skip level meetings	4.520833333
Employee Satisfaction	4.364583333
Job Fit Process	4.53125
My organization deserves loyalty.	4.552083333
I will continue in this organization even if I get another offer.	4.59375
Employee Exit policy	4.552083333
Grievance Redressal	4.489583333
My organization values me as an employee.	4.53125
Satisfaction towards the HR practices	4.385416667
Human Resource Planning	4.447916667
Recruitment process.	4.5

INTERPRETATION – research reveals that the employees are satisfied with the practices like recruitment, grievance redressal, exit policy, culture, rewards and recognition, fringe benefits, career planning, performance appraisal and retention policies.

A.OBJECTIVE 3. To study the implications of Human Resources Practices on Organizational Citizenship Behaviour
Pearson’s Correlation Result

	Column 1	Column 2
Column 1	1	
Column 2	0.18486	1

Pearson’s Correlation between Human Resource Practices and Policies and OCB level shows that there is positive correlation between HR Practices of the company and the OCB they exhibit.

Hypothesis- The hypothesis is accepted, and the study says that there is positive correlation between the Human Resource Practices and Policies and the OCB level they exhibit, which means that the better Practices in the company, more is the confidence which makes an individual to exhibit initiation, help others, become a sportsman, prevents conflict, does more than just minimum, shows interest and involvement with organization in designing policies and practices and accepts change.

FINDINGS

The purpose of this research is to analyze how human resources policies and practices (PPHR) impact organizational citizenship Behaviours (OCB). Therefore, three analyzes were defined. The first concerned determining the OCB level of employees. The results revealed that OCB is high in the hotel. The second one was to determine the satisfaction level of employees towards HR practices and Policies and the results revealed that the hotel had better

practices in the oragnisation. The third concerned the impact of PPHR on OCB. The results showed that human resources policies and practices significantly impact the manifestation of voluntary acts that reveal organizational citizenship. In the practical field, for HR managers, this article contributes by demonstrating the importance of involvement policies in the context of other HR policies

RECOMMENDATIONS

The hypothesis is accepted, and the study expresses that there is positive relationship between the Human Resource Practices and the OCB level they exhibit, which means if the company improves its HR practices, more will be the confidence which in turn will make an individual to exhibit their commitments, leadership qualities, helping behaviour, turning out as sportsperson, handling of disagreements, goes an extra mile away and does more than just minimum, shows interest and involvement with organization in designing policies and practices and also agrees to be a change-agent in an organization.

Organizational Citizenship Behaviour is beneficial for employees as well as organization, as doing more than the minimum requirement can have positive outcomes for employees and their organizations. The employee gives in their extra time, or takes on extra responsibility, and feels more engaged with their work and positive about their career prospects. The organization gets dedicated employees, with improved productivity or results.

It is recommended if companies have better and consistency in the Human Resources Policies and Practices then it motivates an employee to exhibit the citizenship Behaviours which in turn improves the culture of the oragnisation and the satisfaction of the employees.

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