

IMPACT OF HUMAN RESOURCE DEVELOPMENT FUNCTIONS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

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 organisation's effectiveness (organ 1990). A better management system must encourage extra behaviour that enhances organisational effectiveness. This extra behaviour is called Organisational Citizenship Behavior. Employers and managers, in general, would want their employees to go beyond their defined roles, be a sport and promote their organization to outsider's at the same time maintaining good healthy working relationship within the organization. The objective of this study is to examine the impact of HRD functions On Organisational Citizenship Behavior. The study was conducted in Manufacturing companies across Hubli and Dharwad. The purpose of the paper was To determine the implications of Training and Development on OCB, To study the impact on Performance Appraisal on OCB, To identify the impact of Compensation on OCB, To measure the impact of Grievance management on OCB, To know the implication of Employee Empowerment Policies on OCB and To know the effect of Health and Safety practices on Organisational Citizenship Behaviour. Accordingly the hypotheses were designed. Questionnaire was developed using Thurston Scale and was administered to all the 335 employees of different manufacturing companies located in Hubli and Dharwad. Regression Analysis was used to analyse the data. The results revealed that.

KEYWORDS: Organisational Citizenship Behaviour, Training and Development, Performance Appraisal, Compensation, Grievance management, of Employee Empowerment Policies, Health and Safety practices.

1. INTRODUCTION

Organizational citizenship behaviour (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favourable supervisor and coworker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must 'promote the effective functioning of the organisation' (Organ, 1988). Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ, 1997). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB.

Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts. Importantly, OCB also encompasses organizational-related acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions. Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly

recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ's definition of OCB includes three critical aspects that are central to this construct. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness.

2. REVIEW OF LITERATURE

ORGAN (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ's definition of OCB includes three critical aspects that are central to this construct: First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. There are several studies that relate Organizational Citizenship Behaviors and other constructs of organizational behavior such as perception of justice, perception of support, job satisfaction or organizational commitment (PAVALACHE-ILIE, 2014; RUBIN; BRODY, 2011; TAGHINEZHAD et al., 2015); characteristics of the individual, such as personality (KUMAR; BAKHSHI; RANI, 2009); leadership (PODSAKOFF et al., 1990), among others. However, our focus in this article is to present the studies that relate Policies and Practices in Human Resources and Organizational Citizenship Behaviors. 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 behaviors, 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 analyze 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 behaviors 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 behaviors tend to manifest themselves in greater intensity. However, for the environment to be favorable 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.

Estivalete et al. (2013) researched the international scientific production between 2002 and 2012 on OCB and concluded that, Of the 118 empirical studies that deal with OCB as an independent variable, 22 of them deal with the relationship between OCB and organizational justice, 17 with the relationship of OCB and leadership, 12 between ocb and performance at work, 12 between OCB and job satisfaction, and 10 between OCB and organizational commitment. 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 (PODSAKOFF; AHEARNE; MACKENZIE, 1997), increased sales (BENZECRY; PIRES, 2009), among others (ORGAN; PODSAKOFF; MACKENZIE, 2006). Thus, the theoretical model was assumed based on the relationship between human resources policies and practices and organizational citizenship behaviors, according to the conceptual field presented in the previous sections.

2.1 Need of the study

Manufacturing Industry in India has gone through various phases of development over the period of time. Since independence in 1947, the domestic manufacturing sector has traveled from building the industrial foundation in 1950's and early 1960's, to the license – permit Raj between 1965 and 1980. Then it underwent a phase of liberalization of 1990's and finally to the present phase of global competitiveness. The Indian Manufacturing sector currently contributes 16-17% to GDP and gives employment to around 12% (2014) of the country's workforce. Various studies have estimated that every job created in manufacturing has a multiplier effect in creating 2–3 jobs in the services sector. In manufacturing companies of North Karnataka it is observed that the wages and the salary are comparatively low, reasons being the labour availability and the

cost of living. It is also observed that employee with competencies are performing well and are exhibiting the Citizenship Behaviours but they are not recognised in their organisation. The policies in the company and the Supervisory relation matters a lot. Most of the employees feel that the commitment that they exhibit has to be reward or recognised. .

Thou the employees are not rewarded for the loyalty, commitment and Citizenship they exhibit the behaviour. So this unexpected crisis have had affected the behaviour of existing workers irrespective of genders, age, categories inside an organization So the present study is basically on understanding What motivates an employee to exhibit Organizational Citizenship Behavior, is it the Best Human Resource Development functions, Leader-Member exchange, Organization Climate or transparency in the organization, motivation of an employee, Resilience, Passion within an employee, or the Organization itself? To address this particular research question the present study concentrates on understanding the impact of Human Resource Functions like Training, Development, Compensation, Performance Appraisal, Grievance Redressal, Health and Safety policies on citizenship behavior of employees.

2.2 Objectives

- To examine the impact of HR Functions on OCB
- To determine the implications of Training and Development on OCB.
- To study the impact on Performance Appraisal on OCB
- To identify the impact of Compensation on OCB
- To measure the impact of Grievance management on OCB
- To know the implication of Employee Empowerment Policies on OCB
- To know the effect of Health and Safety practices on Organisational Citizenship Behaviour

2.3 Hypothesis

Ho: There is no effect of Gender on OCB

H1: There is a significant effect of Gender on OCB

Ho: There is no effect of Experience on OCB

H2: There is a significant effect of Experience on OCB

Ho: There is no effect of HRD on OCB

H3: There is a significant effect of HRD on OCB

H0: There is indirect Effect of Training and Development on OCB

H4: There is direct effect of Training and Development on OCB

H0: Performance Appraisal is not a significant predictor of OCB level of employees

H5: Performance Appraisal is significant predictor of OCB level of employees

H0: There is no association between Compensation on OCB level of employees

H6: There is association between Compensation on OCB level of employees

H0: Grievance Management Practices has no association with the OCB level of employees

H7: Grievance Management Practices has association with the OCB level of employees

H0: There is no significant effect of Health and Safety on OCB

H8: There is significant Effect of Health and Safety on OCB

H0: There is no significant positive association between the Employee Empowerment Policies and OCB

H9: There is positive association between Employee Empowerment Policies and OCB

3. RESEARCH METHODOLOGY

The objective of this study is to examine the impact of HRD functions On Organisational Citizenship Behavior. The study was conducted in Manufacturing companies across Hubli and Dharwad. The purpose of the paper was To determine the implications of Training and Development on OCB, To study the impact on Performance Appraisal on OCB, To identify the impact of Compensation on OCB, To measure the impact of Grievance management on OCB, To know the implication of Employee Empowerment Policies on OCB and To know the effect of Health and Safety practices on Organisational Citizenship Behaviour. Accordingly the hypotheses were designed. Questionnaire was developed using Thurston Scale and was administered to all the 335 employees of different manufacturing companies located in Hubli and Dharwad. Regression Analysis was used to analyse the data.

4. RESULTS AND DISCUSSIONS

4.1 Reliability of the scale

Reliability is an indication of how consistent the findings are based on the method of data collection and analysis (Saunders, Lewis and Thornhill, 2007). Estimation of Cronbach’s coefficient alpha for Human Resource Functions and Organisational Citizenship behaviour.

Table 1: Cronbach’s coefficient alpha for human resource functions

Practices	Cronbach's Alpha
Training and Development	0.957
Performance Appraisal	0.906
Compensation	0.947
Grievance Management	0.906
Employee Empowerment Policies	0.708
Health and Safety Measures	0.771

It is found that there good reliability across human resource function like training, performance appraisal, compensation, grievance management and employee empowerment as their alpha values are more than 0.70. Hence the the internal consistency is found to be very high as their alpha value are more than 0.70. Estimation of Cronbach’s coefficient alpha for Organisational Citizenship Behavior.

Table 2: Cronbach’s coefficient alpha for organisational citizenship behavior

	Altruism	Conscientiousness	Sportsmanship	Courtesy	Civic Virtue
Cronbach's Alpha	.861	0.895	0.790	.719	0.708

A very high degree of internal consistency was found in Altruism, Conscientiousness and sportsmanship behavior of Organizational citizenship behavior and highly reliable, followed by Courtesy and Civic Virtue.

HRD and OCB

Ho: There is no effect of HRD on OCB

Ha: There is a significant effect of HRD on OCB

Table 3: Regression analysis between HRD and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.301	6	5.217	5.826	.000 ^a
	Residual	293.692	328	.895		
	Total	324.993	334			

The Regression test revealed that there is a significant impact of HRD functions that are there in the Organisation on the OCB levels the employees exhibits. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.000 (P- Value) has been achieved. This would mean that the Regression shows significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ha and conclude that at 95% confidence level HRD functions in an organisation has a positive impact on OCB levels that the employees display in the company.

Gender and OCB

Ho: There is no effect of Gender on OCB

Ha: There is a significant effect of Gender on OCB

Table 4: Regression analysis between gender and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.851	1	4.851	5.045	.025 ^a
	Residual	320.142	333	.961		
	Total	324.993	334			

The Regression test revealed that there is a significant effect of Gender of the employees in the Organisation on the OCB levels the employees exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.025 (P- Value) has been achieved. This would mean that the Regression shows significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ha and conclude that at 95% confidence level Gender has a significant impact on OCB levels that the employees display in the company.

Experience and OCB

Ho: There is no effect of Experience on OCB

Ha: There is a significant effect of Experience on OCB

Table 5: Regression analysis between experience and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.473	1	5.473	5.704	.017 ^a
	Residual	319.520	333	.960		
	Total	324.993	334			

The Regression test revealed that there is a significant effect of Experience of the employees in the Organisation on the OCB levels the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.017 (P- Value) has been achieved. This would mean that the Regression shows significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ha and conclude that at 95% confidence level Experience has a significant impact on OCB levels that the employees display in the company.

Training and OCB

Ho: There is no impact of Training on OCB

Ha: There is a significant impact of Training on OCB

Table 6: Regression analysis between training and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.633	1	14.633	15.700	.000 ^a
	Residual	310.360	333	.932		
	Total	324.993	334			

The Regression test revealed that there is a significant effect of training of the employees in the Organisation on the OCB levels the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.000 (P- Value) has been achieved. This would mean that the Regression shows significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ha and conclude that at 95% confidence level training has a significant impact on OCB levels that the employees display in the company.

Performance Appraisal and OCB

Ho: There is no impact of Appraisal on OCB

Ha: There is a significant impact of Appraisal on OCB

Table 7: Regression analysis between performance appraisal and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.702	1	3.702	3.837	.04 ^a
	Residual	321.291	333	.965		
	Total	324.993	334			

The Regression test revealed that there is a significant effect of appraisal of the employees in the organisation on the OCB levels the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.04 (P- Value) has been achieved. This would mean that the Regression shows significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ha and conclude that at 95% confidence level appraisal has a significant impact on OCB levels that the employees display in the company.

Compensation and OCB

Ho: There is no impact of compensation on OCB

Ha: There is a significant impact of compensation on OCB

Table 8: Regression analysis between compensation and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.472	1	2.472	2.552	.111 ^a
	Residual	322.521	333	.969		
	Total	324.993	334			

a. Predictors: (Constant), AComp

b. Dependent Variable: AOCB

c. Selecting only cases for which Industry = Automobile

The Regression test revealed that there is a NO significant effect of compensation of the employees in the organisation on the OCB levels the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.111 (P- Value) has been achieved. This would mean that the Regression shows no significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ho and conclude that at 95% confidence level compensation has no significant impact on OCB levels that the employees display in the company

Grievance Management and OCB

Ho: There is no impact of Grievance Management practices on OCB

Ha: There is a significant impact of Grievance Management practices on OCB

Table 9: Regression analysis between grievance management and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.623	1	2.623	2.709	.101 ^a
	Residual	322.370	333	.968		
	Total	324.993	334			

The Regression test revealed that there is a NO significant effect of grievance management practices in the organisation on the OCB levels that the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.101 (P- Value) has been achieved. This would mean that the Regression shows no significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ho and conclude that at 95% confidence level grievance management practice has no significant impact on OCB levels that the employees display in the company.

Health and safety and OCB

Ho: There is no impact of Health and Safety on OCB

Ha: There is a significant impact of Health and Safety on OCB

Table 10: Regression analysis between health and safety and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.849	1	.849	.873	.351 ^a
	Residual	324.143	333	.973		
	Total	324.993	334			

The Regression test revealed that there is a NO significant effect of Health and safety practices of the employees in the organisation on the OCB levels the employees' exhibit. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.351 (P- Value) has been achieved. This would mean that the Regression shows no significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ho and conclude that at 95% confidence level health and safety has no significant impact on OCB levels that the employees display in the company.

Employee Empowerment and OCB

Ho: There is no significant positive association between the Employee Empowerment Policies and OCB

Ha: There is a significant positive association between the Employee Empowerment Policies and OCB

Table 11: Regression analysis between employee empowerment and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.332	1	2.332	2.407	.122 ^a
	Residual	322.661	333	.969		
	Total	324.993	334			

The Regression test revealed that there is no impact of Employee Empowerment and the OCB levels the employee's exhibits. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.122 (P- Value) has been achieved. This would mean that the Regression shows no significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence we accept Ho and conclude that at 95% confidence level Employee Empowerment has no impact on the OCB levels that the employees display in the company.

4.2 Findings

- HRD functions in an organisation has a positive impact on OCB levels that the employees display in the company
- Gender has a significant impact on OCB levels that the employees display in the company.
- Experience has a significant impact on OCB levels that the employees display in the company.
- Training has a significant impact on OCB levels that the employees display in the company.
- Performance Appraisal has a significant impact on OCB levels that the employees display in the company.
- Compensation has no significant impact on OCB levels that the employees display in the company.
- Grievance management practice has no significant impact on OCB levels that the employees display in the company.
- Health and safety has no significant impact on OCB levels that the employees display in the company.
- Employee Empowerment has no impact on the OCB levels that the employees display in the company.

5. RECOMMENDATIONS

Based on the findings of the research following suggestions were drawn. Human Resource Development Functions. HRD practices like Training and Development, Performance Appraisal, Compensation, Grievance Management have a great impact on OCB levels of employees. The companies are suggested to improvise on these practices and practice the consistently year after year. Companies need to include citizenship behavior evaluation in all these practices. Example Companies need to train employees to exhibit that extra role behavior, serve others in the organization, speak positive about the company, and spread a better culture within the Organization. Employees can also be appraised on performing on the above listed OCB areas. Off course they need to be encouraged and compensated for exhibit competencies like team work, team cohesiveness, leadership, Helping Others, Following Rule and Regulations, Spreading Positive word of mouth, staying positive in the company. Corporate Culture Creating a culture of demonstrating commitment towards the organization can be enhanced through practicing the Human Resource Development Functions consistently. The main objectives of all the Practices should be developing the individuals. With this companies can think of imbibing the team culture which intern helps in exhibiting

OCB from the employees. Companies can think of designing team building activities, Decision making skill development, Competency building exercise, training on company values, embracing the Change, openness towards external environmental changes. All these culture will help the organization to embrace Organizational Citizenship Behavior. OCB level of employees – Employees need to exhibit that extra role behavior, become a soldier for the company, act as a brand ambassador for the organization. This will not only help the Company it also helps an individual to stay motivated and also to have a culture that also you to work as a family members which will surely increase the morale of the employees and allows them to be more productive. Competitive tool for survival..OCB level of employee exhibited is not that to the expectation in the manufacturing companies. OCB is required from the employees in order to have a better working culture and to deliver results as per the company expectation. OCB helps to increase productivity, thereby helps in serving customers in a better way. Managers can promote OCB within their organisation in order to have a soldier for the organisation who can save the company, think about company resources, profits and also stays committed and loyal to the organisation.

6. CONCLUSION

Employers and managers, in general, would want their employees to go beyond their defined roles and responsibilities, be a sport and promote their organization to outsiders and at the same time maintain good healthy working relationship within the organization. The motive as to why such extra-role behaviors are important from the viewpoint of research and practice is because managers and employers value their employees who exhibit “citizenship behavior”. The present study concludes that the employees in the manufacturing sectors do exhibit OCB levels in the companies. Companies do observe OCBs in the organisation but the OCB is not formalised and is made as a norm in the company that all the employees exhibit or the other case nor the companies are rewarding the employees who exhibit OCBs. The Impact of Human Resource Functions on OCB level is found to be strong. The Regression analysis between Demographic profiles and OCB reveals that there is significant difference in OCB across Gender and Age. The Regression test revealed that there is significant association between OCB Level of employees and the Human Resource Functions in the Organization, which implies that the better the Human Resource Functions better is the OCB levels exhibited by the employees. Training provided in an organisation has a positive association with the OCB levels that the employees display in the company. Performance Appraisal is significant predictor of OCB level of employee. Compensation has no association with the OCB levels that the employees display in the company. Grievance Management has no association with the OCB levels that the employees display in the company. Health and Safety has no association with the OCB levels that the employees display in the company. Employee Empowerment Policies has no association with the OCB levels that the employees display in the company

6.1 Scope for further research

The present study will act as a base for so many future research works. The scope of the study may be extended to the state and national level initially, followed by different sectors specifically the Service Sector where OCB levels appear to be still more stronger. The comparative study on OCB among the employees in various service sectors and Manufacturing sector may be examined in future research works. The research on the Consequences and Antecedents of OCB may be examined in future research. What other factors rather than Human Resource Development functions motivates employees to exhibit OCB can be measured. The various types of OCB among the employees may be taken as a separate study in future. An attempt to design the model for the development of OCB among their employees may be taken up for a future study

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