

Impact of Human Resource Management Practices on Organizational Citizenship Behavior- An Investigation from Educational Sector.

P.Karthika, Dr.R.Umamaheswari

Research Scholar, Associate Professor &HOD of Management

Department of Management, Sree Saraswathi Thyagaraja College, Pollachi,India.

ABSTRACT

The study is specifically aimed to explore the effect of human resource management (HRM) practices on organizational citizenship behavior (OCB) among school staff in educational Institutions by distributing the Questionnaires to 75 respondents. Convenient sampling techniques were adopted for the study and the measuring method of Chi-square analysis was used to investigate the relationship between various HRM practices and OCB. It was found that all HRM practices used in this study have positive effects on OCB. There exists a positive relationship between the Altruism, Courtesy, Conscientiousness, Sportsmanship and HRM practices such as pay system, Performance appraisal, Training that prevailing in the current scenario of the organization. Keywords: Human Resource Management Practices, Organization Citizenship Behavior

1. INTRODUCTION

Extra-role behaviour (Morrison, 1994) also called organizational citizenship behaviour (OCB) is critical for organizational effectiveness (Organ, 1988; Bateman and Organ, 1983). It is a concept that most of the organization wishes to have. However, only few of them can actually achieve it (Wengrzyn, 2003). An organization's ability to cultivate and to manage citizenship behaviour among employees can be a key asset for the organization (Bolino and Turnley, 2003). These key assets can potentially become the source of the firm's competitive advantages as it is not easily achieved or imitated by others.

Bolino and Turnley (2003) suggested, towards cultivating employee's citizenship behaviour, strategies to satisfy employees are needed. Hence, organizations, in practice, tend to implement arrange of human resource management(HRM)practices to elicit citizenship behaviour among their employees. Therefore, we aim to examine linkages between various HRM practices and OCB. This study's main intention is to look into the relationships among various HR practices with OCB. The term Organizational Citizenship Behaviors appeared in the lexicon of management theoreticians at the onset of the 1980s, when Organ – analyzing together with his colleagues the work content and job tasks of organizational employees – stated that such persons, in certain situations, devote a significant amount of time to behaviors which are directed at helping other employees, tending to the organizational climate, striving for perfection, showing initiative or aspiring to a development of one's competences, etc., while not being remunerated for such behaviors and the said behaviors not being directly covered by their formal job contract.

He pointed out that such activities, however, form a key element deciding on the overall effectiveness of any organization. Organ called such behaviors (because it is a set of various activities of an individual) "organizational citizenship behaviors" (Organ, Podsakoff & MacKenzie, 2006, p. 15). They include such activities as: helping, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development.

In general, organizational citizenship behaviors (OCB) can be defined as intentional activities undertaken by the employees on their own initiative in order to help other employees and contribute to widely understood organizational success. The essence of OCB definition consists in the fact that these activities do not arise from the job role and formal duties, and the individuals do not receive remuneration for performing them. This is also the reason why a significant number of authors identifies citizenship behaviors with the concepts of Extra-Role Behavior (Van Dyne, Cummings & McLan-Parks, 1995), Contextual Performance (Motowidlo & Van Scotter, 1994), or Pro-social Organizational Behavior (Brief, Motowidlo, 1986)

2. LITERATURE REVIEW

2.1. OCB

In 1983, Bateman and Organ had introduced the "citizenship" term as "behaviours that include any of those gestures that lubricate the social machinery of the organization but that do not directly appear in the usual notion of task performance". Although OCB did not have a very old history, its roots can be found as early as in 1938 by Barnard (1938) who discovered that for organizational goals to be achieved, employees must have the willingness to make an effort in contributing to the cooperative system.

Both Katz (1964) as well as Katz and Kahn (1966) discovered the success of the functioning of an organization must be coupled with the constructive and cooperative behaviours that are beyond the traditional job requirements, similar to the discussion which had taken place among Lester et al. (2008). Therefore, three fundamental behavioural types which were crucial to an organization to ensure survivability as well as well-functioning had been highlighted by Katz (1964). According to him, (i) people need to be persuaded to go into and to remain in the organization, (ii) it is a must for them to conduct given role assignments with that of a reliable manner, as well as (iii) activities which were of spontaneous and innovative must be present so that objectives of the organization which go beyond the specification of role can be achieved.

Katz (1964) further stated that, sometimes, situations like environmental changes in an organization, human resource variability, as well as diverse conditions that take place in the operations may happen. These situations were situations that organizations failed to foresee. Hence, organizations may not in time to take the necessary actions needed. Therefore, innovative and spontaneous behaviours is a must have behaviours for employees to overcome such circumstances on time and to ensure that the organization's functioning is effective (Organ, 1988).

With the introduction of OCB to the literature, OCB review had been extended by Organ (1988) in which he defined OCB as "individual behavior that is discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization." From this definition alone, three necessary OCB characteristics were obtained.

For the first characteristic, in nature, OCB is discretionary in which it exceeds the existing job demand. This is very different from the written contract which stated the formal job description among organization with employee and at the same time, stated employee is not confined to any pursue of OCBs in the organization.

Instead, it depends on employees' willingness to show such behaviours in which such behaviours were not induced by any of the direction given by supervisor (Smith et al., 1983). Second, reward system does not formally or directly, recognized OCB. Although engaging in OCB might contribute to some increase in the salary or being promoted through boss's recommendation, the contract terms did not promise such rewards (Organ, 1997).

For the third characteristic, for an organization's functioning to be efficient and effective, OCB as a whole can encourage it. This characteristic had been clarified by Organ (1997) with the example of lending a hand to a co-worker. He pointed out that by helping a co-worker, it might contribute to employee's dysfunctional condition. However, in the situation where many employees repeatedly engaged in this kind of behaviour, the effectiveness of an organization can be enhanced.

Finally, HRM practices were among the key organizational factors that are associated with OCB (Werner, 1994). OCB similar to other HR practices of performance appraisal (PA) (MacKenzie et al. 1993), training and development (Noor, 2009) as well as compensation and reward system (CRS) (Deckopetal., 1999) which had also been identified to have a positive association with OCB. All in all, HRM practices' implications were quite profound in the OCB articles.

Chester Barnard (1938) observed the phenomena of Organizational Citizenship Behavior, which was termed as "extra-role behaviors" (ERB). By 1988, Organ advanced the formal definition of OCB which was formally recognized and widely quoted as: "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization". Organ identified five dimensions OCB as:

1. Altruism, which is the category consisting of discretionary behaviors that aim at helping certain people in an organization with a relevant task or problem.
 2. Courtesy, which includes proactive gestures that consider consulting with other workers in the organization before acting, giving advance notice, and passing along information.
 3. Conscientiousness, which refers to an employee performing his or her assigned tasks (IRBs) in a manner above what is expected.
 4. Civic Virtue, which is the involvement that the employee shows in the political life of the organization.
 5. Sportsmanship, which refers to refraining from complaining about trivial matters.
- Organizational Citizenship Behavior Questionnaire (OCBQ)

2.2. HRM Practices

Researchers had clearly defined HRM concept in various ways. Quresh et al., (2010) defined HRM as "the policies and practices needed to carry out the people or human resource aspect of a management position including selection, training, PA, compensation, and encouraging employee participation in decision making" (p.1282). Therefore, Quresh et al. (2010) stated that employees can be influenced to take part in making decisions concerning organization through effective HRM practices (Wright and Kehoe, 2008).

Besides, Shahnawaz and Juyal (2006) stated that "HRM involves all management decision and practices that directly affects the people or human resources who work for the organization". Therefore, they highlighted HRM as "the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions where HRM focuses on congruence and commitment instead of compliance and control".

2.3. HRM Practices and OCB

Acquaah (2004) highlighted the reason behind HRM practices was to develop employees' skills and abilities, at same time, to enhance employees' motivation and to increase the retention of valuable employees (Snell and Dean, 1992). This researcher further stated that HRM practices can be viewed as an investment in human capital in which organizations can gain competitive advantage by investing reasonable fund in HRM practices (Collins and Clark, 2003; Huselid, 1995).

Morrison (1994) stated that HRM practices and OCB were significantly related to each other and these practices will lead to higher levels of OCB. Similarly, Chandrakumara (2007) also stated that organizations can decide various HRM practices as well as policies that match employees' preferences which might benefit the organisation, way that it can help to develop OCB among their employees. With this, the relationship between HRM practices and OCB constantly become a major research stream (Delery and Doty, 1996).

3. MEASURE AND METHODS

Objective:

1. To analyse the dimensions of Organisational Citizenship Behaviour.
2. To study the relationship between the HRM practices and OCB dimension among the teachers.

Methodology:

Sample used for the study is convenient sampling technique. The population for the study is taken as the teachers working in the private schools in Pollachi. 75 respondents were considered for the study. A questionnaire was framed with the dimensions of HRM and OCB, along with the 5 point Likert scale ranging from SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree.

In an attempt to measure OCB, scale developed by Podsakoff and MacKenzie (1989) has been used in the study. The scale consists of 15 items and captures the five dimensions of OCB as: Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness

4. ANALYSIS & INTERPRETATION**Demographic Profile**

Age	Percentage	Experience	Percentage	Marital Statuas	Percentage
Less than 30	50	0-5 years	45	Married	40
30-40	10	6-10 years	20	Single	60
41-50	40	11-15 years	16		
51 &above	10	More than 15 years	19		

Analysis using Chi-Square statistics:**4.1 Age of the respondents and Courtesy of OCB**

Null Hypothesis 1: There is no significance difference between Age of the respondents and Courtesy of OCB

Alternative Hypothesis 1: There is significance difference between Age of the respondents and Courtesy of OCB

Hypothesis Testing: Test statistics is computed and compared to a critical value. The critical value for Chi-square is determined by the 5% level of significance.

Calculated Value	Table value @5% level of significance	Degree of Freedom
12.3	21.026	12

Calculated value is less the table value Null hypothesis is rejected. The alternative hypothesis will be accepted, stating that there is significance difference between Age of the respondents and Courtesy of OCB

4.2 Pay system and Altruism of OCB

Null Hypothesis 2: There is no significance difference between pay system and Altruism of OCB

Alternative Hypothesis 2: There is significance difference between pay system and Altruism of OCB

Hypothesis Testing: Test statistics is computed and compared to a critical value. The critical value for Chi-square is determined by the 5% level of significance.

Calculated Value	Table value @5% level of significance	Degree of Freedom
13.6	26.296	16

Calculated value is less the table value Null hypothesis is rejected, which gives way for the alternative hypothesis, that is there is significance difference between pay system and Altruism of OCB

4.3 Training and Sportsmanship of OCB

Null Hypothesis 3: There is no significance difference between Training and Sportsmanship of OCB

Alternative Hypothesis 3: There is significance difference between Training and Sportsmanship of OCB

Hypothesis Testing: Test statistics is computed and compared to a critical value. The critical value for Chi-square is determined by the 5% level of significance.

Calculated Value	Table value @5% level of significance	Degree of Freedom
20.2	26.296	16

Calculated value is less the table value Null hypothesis is rejected, then go for the alternative hypothesis, that is there is significance difference between Training and Sportsmanship of OCB

4.4 Performance Appraisal and Conscientiousness of OCB

Null Hypothesis 4: There is no significance difference between Performance Appraisal and Conscientiousness of OCB

Alternative Hypothesis 4: There is significance difference between Performance Appraisal and Conscientiousness of OCB

Hypothesis Testing: Test statistics is computed and compared to a critical value. The critical value for Chi-square is determined by the 5% level of significance.

Calculated Value	Table value @5% level of significance	Degree of Freedom
18.4	26.296	16

Calculated value is less the table value Null hypothesis is rejected, then go for the alternative hypothesis, that is there is significance difference between Performance Appraisal and Conscientiousness of OCB

5. CONCLUSION

This study's clearly explains the examine relationships among HRM practices and OCB in staffs of Educational institution. There exists a positive impact of HRM practices on the various dimension of the OCB. It is necessary for the organization to follow the policy in a human oriented direction to enhance the OCB, which in turn will focus to result in the higher performance of the organization outcome.

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