



EXPLORING THE LINK BETWEEN HR PRACTICES AND OCB: AN EMPIRICAL ANALYSIS

Dr. Rani Kale

Assistant Professor

Department of Management Studies

Karnatak University,

Dharwad

ABSTRACT

Organizational Citizenship Behaviour (OCB) is a term that encompasses positive and constructive behaviour that employees exhibit out of their own choice, which supports co-workers and benefits the company. Usually, employees who frequently engage in OCB may not always be the top but they are the ones who are known to 'go the extra mile' or 'go above and beyond the minimum efforts required to do a merely satisfaction job. The present paper is an attempt to explore the effect of HR practices on Organizational Citizenship Behavior.

Keywords: OCB, HR Practices

INTRODUCTION

Human Resource Management practices involves the strategic operations of HR, including planning, organizing and managing the human resources of an organization. These practices comprise aligning the mission and goals of the department with corporate goals and policies. Organizational Citizenship Behavior (OCB) is a term that encompasses positive and constructive behaviour that employees exhibit out of their own choice, which supports co-workers and benefits the company. Usually, employees who frequently engage in OCB may not always be the top but they are the ones who are known to 'go the extra mile' or 'go above and beyond the minimum efforts required to do a merely satisfaction job. The present paper is an attempt to explore the effect of HR practices on Organizational Citizenship Behavior.

LITERATURE REVIEW

Moorman R. H. (1991) focuses on how management ethics and OCB are related, and how staff member citizenship is influenced by attitudes of equality. The relationship between the organization's aims and its employees' behaviours, according to Moorman, should always be the focus of any small effort done by the staff. Another study by Toby Koff, Michael Ahearne, Philip M. MacKenzie, and Scott B. (April 1997) suggests OCB as the quantity and worth of labour gathered through performance. This means that both high-quality and large group work increase organisational effectiveness wherein each and every individual shows their performance, which causes them to act in a helpful manner and also has a major impact on the performance quality.

Author Daniel Katz (1964) believes that employees should consider how and to what extent they commit to achieving organisational goals. Effective function performance is essential for an organisation to maintain long-term profitability. However it is not possible for each person to do so, each person's unique behaviour needs a different set of motivations, which helps the company grow naturally and by coming up with new methods.

Bindu, P Hima (2012), has explored that the relationship between the company and its employees is social in character. Also, social tasks and employee tasks are linked to one another at work and further also said that the Employee performance can be boosted by enhancing task motivation and it can also be identified how they interact with their work.

Allen and Enrush (1998) have said that an employee with OCB qualities who genuinely helps others outside of the boundaries of his given work can build favourable relationships with supervisors through both his actions and feelings. There won't be any disagreements between the employee and his boss.

Hui and Lam (2000) assert that at some point, OCB becomes a significant source of motivation, with workers using it to build a career and connect with new workers. The best instance is when an employee uses their OCB when they are being evaluated for better rewards. Thus from the above review of literature mentioned we can say that the concept of organisational citizenship behaviour (OCB) is described as determine the behavioural causes of individual spontaneous performance conduct. The concept of OCB is a primary requirement of the working on organisational tasks, yet seen as a willingness to participate voluntarily in Boost the efficiency of the organisation.

The image of OCB is one that is random and has no place in the any formal capacity or requirements in the organisation for people to have a decision that can be more advantageous determine the duration of the job in relation to effort, attention, and

creativity are also constructive behaviour is directly related to discretionary actions and related to favourable results for the benefit of effectiveness inside a company.

Organizational citizenship behaviour is defined as certain expressions like "good soldier," "undefined behaviour," "volunteer behaviour," and "practical behaviour."

It introduces a new term in organisational science, particularly in organisational behaviour, which plays an extraordinary role in organisational affection (Garg and Rastogi 2006). The performance of employees who go above and beyond their tasks and responsibilities is important to an organization's success; these actions are referred to as practical behaviour or OCB in organisational and management literature. DiPaola and Tschannen-Moran (2002)

HR PRACTICES:

Singh S.K (2008) in this study he explained that for a good organizational growth employee should maintain their involvement to yield high productivity. Employee's dedication helps him to achieve his target, and increases his quality of work. Organization should also help the employee in training him to develop his interpersonal skills. Both Employer and Employee should equally contribute each for individual's growth.

Oliveira and Oliveira (2011, 2004) define HR management (HRM) as an integrated set of planned and intended strategies, policies, and practises for managing people in an organisation. HRM practises are defined as the actions that employees actually take and experience and that can be objectively verified. The authors place a strong emphasis on how HR management procedures must be integrated with the organization's internal and external circumstances.

Dessler et al (2002) listed out these practices necessary to manage people at work, specifically in the aspects related to hiring, training, evaluation, remuneration and the provision of a good and secure environment for company employees. For the author, there were five main policies and practices that constituted people management in organizations by the HR area: recruitment and selection, training and development, remuneration, performance appraisal and working conditions. High Performance Work Systems (HPWS), as defined by Becker and Huselid in 1998, are those in which the whole system of people management and the strategic goals work in harmony. Understanding the connection between HR management and corporate performance requires this clarity.

Siqueira is one of the Brazilian researchers that has dedicated the most time to the subject (1995, 2003, 2014) who describes the construct as behavioural, within the rule of reciprocity, i.e., The worker personifies the organisation and places it in debt when they complete required tasks in the hope of becoming a borrower and, in the future, receiving a reward that makes up for the debt of the organisation towards them. This term is similar with Organ's (1990) comments because he does not view OCB as completely voluntary or unpaid actions.

Lepak et al. (2006) challenge study on the topic in light of the diversity of worldwide nomenclature and make an effort to define the words. Behavioural interviews, employee socialisation, 360-degree evaluations, and other discrete actions that businesses do in order to accomplish some specified goals are examples of HR practises, which are at the lowest level of analysis. An employee-focused programme, HR policies are at the second level of analysis and should guide the selection of HR practises.

For instance, a performance payment policy should inform decisions about practises like profit sharing and variable pay. In order to accomplish some global goals, an HR System functions at an even higher level and reflects a multi-policy programme that must be internally consistent. For instance, a strong commitment To enhance employee commitment and maximise their contributions to organisational performance, a high commitment system, for instance, should have more varied development programmes mixed with performance-based pay.

RELATIONSHIP BETWEEN HUMAN RESOURCES PRACTICES AND OCB

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 them in a 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).

Wei et al. (2010) stated that high performance of HRM practices inclusion of extensive training, participation and communication, as well as incentive compensation may help employees in showing their willingness to engage in extra-role (OCB) behaviours which were beneficial for their organizations. Similarly, Baptiste (2008) also found that positive attitudes and extra-role behaviours (OCB) of employees can be promoted through effective implementation of HR practices which in turn help to shape the culture and work environment of organization, strengthens positive attitude of employee towards organization as well as increases effort levels of individual that are in best interest of the organization (Noor, 2009).

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).

Snape and Redman (2010) looked into the effect of PPHR on OCB among English workers in a different study. Examining whether organisational support mediated the association between PPHR and OCB is one of the study's goals. The quantitative findings demonstrated that established PPHR by organisations have a favourable impact on OCB when employees believe that organisational support extends beyond the work they accomplish. Even with the same PPHR, organisational citizenship behaviours are negatively impacted if the support is minimal and limited to the duties that the company is required to complete.

Tang and Tang (2012) looked into how PPHR affected OCBs in hotels in Taiwan. Justice and the organisational environment were thought to be mediating factors by the writers. The findings demonstrated that organisational citizenship practises typically reveal themselves more strongly in a positive organisational environment. The PPHR must be open and viewed favourably by employees, nevertheless, in order for the climate to be conducive to the manifestation of OCB. Otherwise, the environment suffers and OCB tends not to emerge, damaging both organisational competitiveness and overall efficiency.

It is crucial to conduct this study to determine the impact of the six PPHR on OCB in the organisational context, allowing managers to better manage practises to improve results. OCB has shown to have positive relationships with results of organisational interest.

RESEARCH METHODOLOGY

The study is an attempt to explore the link between HR practices of an organisation and OCB with the help of Descriptive research. The primary data was collected with the help of questionnaire from employees of Hiten Fasteners Pvt. Ltd. Gadag on the 5 point Likert scale from Strongly agree to Strongly disagree. Secondary data was collected from books, publications, journals, magazines and Records etc. Judgement sampling was used and the sampling unit was Administrators and Middle level Managers of Hiten Fasteners Pvt. Ltd. the sample size of the study was 75. The data was analysed using SPSS software.

FINDINGS AND DISCUSSION

From the research and the discussion with the respondents it was found that among 75 respondents 60% of the employees were Graduate, 4% of them have completed ITI, 21.3% of them were Post Graduate and 14.7% of them have other qualification.

Among 75 respondents 17.3% of the employees are managers, 18.7% of them are Assistant managers, 16% of them are Deputy Managers and 48% of them are middle level managers.

The study suggests that the employees ranked salary as first, Job security as second, Good working environment as third, basic amenities as fourth, rewards as fifth in ranking on the parameter of the most influential factor to work in the organization.

It is found that 34.7% of the employees strongly agree and 50.7% of the employees agree that the training provided by the organization has a direct impact on their career planning and growth and 14.7% of them are neutral out of it.

It was found that among 75 respondents, 50% of the employees 18.7 agreed that the appraisal system provides an opportunity to express their developmental needs and careers.

13.3% of the respondents strongly agree the Management, HR Department/Grievance cell accepted the proposal whenever they reported the grievance. The study found that among 75 respondents, 60% of the employees strongly agree that actively assisted a less capable co-worker with their work and mentored the new employees.

It is found that among 75 respondents 34.7% of the employees strongly agree that they respect company rules and polices even when no one is watching whereas, 50.7% of them agree.

It is found that among 75 respondents, 42.7% of them stay late at work when the work isn't finished on time, 48% of them sometimes stay late, 9.3% of them don't work overtime even when the work isn't finished.

It is found that among 75 respondents 64% of them agree and 14.7% of them strongly agree that they do not make big issues out of small errors. It is found that among 75 respondents, 20% of the employees always consider the impact of their actions on their co-workers, 50.7% of them consider sometimes and 29.3% of them never consider.

It is found that among 75 respondents, 77.3% of the employees said that they have signed up for a business event such as fundraisers, or running a (semi) marathon for a charity with a team of co-workers and 22.7% of them responded as No. Among 75 respondents, 17.3% of the employees strongly agree that they encourage hesitant or quite co-workers to voice their opinion when the otherwise might not speak, 54.7% of them agree

RECOMMENDATIONS:

Majority of the employees agree that Salary, Job security, Fringe/Retirement benefits, Good working environment, Fair treatment influence them the most to work in the organization. The organization should continue these HR practices effectively to retain the employees by engaging the employees in developing voluntary commitment. The organization needs to motivate the employees to have positive attitude towards the objectives of the company to enhance their OCB.

It is advised to continue training on personal protection equipment for employees' safety measures, as this is a significant part of employment. According to the study, the majority of employees believe that their problems have been resolved by the HR department cell, but some claim that their problems have not been resolved. In order to maintain civil behaviour in the workplace, the organization needs to pay attention to these unresolved issues through employee participation.

The majority of respondents to the survey indicated that they rarely or never think about how their actions may affect their co-workers. It is therefore recommended that employees do so frequently in order to avoid conflicts and maintain good working relationships.

CONCLUSION:

Employees who are active and always willing to lend a helping hand, knowledgeable, helpful, and cooperative co-workers, senior body of workers who can communicate with them; or be pleasant, approachable are some examples of employees who are traditionally seen as going beyond the minimum requirements. The research study gave an understanding as to how to improve the organizations performance by understanding the behaviours and attitudes of the employees.

The HR Practices has an influence on employees Organizational Citizenship Behavior and also employees must assess their motivation and level of involvement in their working environment in order to understand where they stand. Thus, from the study it can be concluded that implementing OCB at the workplace and training staff to embrace it to prevent conflicts between managers and employees.

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