



## 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 outsiders 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 sugar companies across Gadag and Halyal. 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 weredesigned. Questionnaire was developed using Thurston Scale and was administered to all the 335 employees of different sugar companies located in Gadag and Halyal. Regression Analysis was used to analyse the data. The regression test revealed that HRD functions in an organisation have a positive impact on OCB levels that the employees display in the company. Educational Qualification 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 no significant impact on OCB levels that the employees display in the company. Appraisal has no 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 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 impact on the OCB levels that the employees display in the company.

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

### INTRODUCTION

Organizational Citizenship Behaviour(Organisational Citizenship Behavior), 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). Organ (1988) proposes that there is no perfect management system and that it is not possible to effectively reach organisational goals if

staff members perform only their own work. A better management system must encourage extra behaviour that enhances organisational effectiveness. This extra behaviour is called Organisational Citizenship Behavior.

Organisational Citizenship Behavior 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 organisation'.

In these uncertain times, it is important for the management to deeply understand the concept of Organisational Citizenship Behavior and to attempt to retain employees capable of exhibiting such behaviour (Bolton 1997).

In highly competitive environment, the organization effectiveness is a crucial factor for the organization's sustainability and profitability. Therefore, achieving the organizational effectiveness is the responsibility of each individual within the organization. Hence, it can be said that, organizational citizenship behavior (Organisational Citizenship Behavior) is the key factor for achieving the organizational effectiveness (Farh, et al. 1997). Bateman and Organ (1983) were the first in using this term "organizational citizenship" in order to define the worker behavior which was not prescribed but occurred freely to help others in achieving the different task and mission.

## REVIEW OF LITERATURE

**Mei-Ling Wang (2007)** worked on What makes a good citizen in service settings? The results largely support the proposed hypotheses that Perceived Organizational Support has significant impacts on OCB in service settings, mediated through Affective Commitment. The findings confirm that employees' perception of support and emotional attachment have positive impacts on their citizenship behaviours in service settings.

**David Okurame (2011)** understanding the impact of career growth prospects and formal mentoring on organizational citizenship behavior the study sought to examine the impact of career growth prospect (CGP) and formal mentoring support (FMS) on overall organisational citizenship behaviour (OCB) and its five dimensions. Results indicate that CGP accounted for a significant percentage of the variance in overall OCB predicting three dimensions: sportsmanship, conscientiousness and civic virtue. Contrary to hypothesis, FMS did not predict overall OCB, but significantly influenced three OCB dimensions: sportsmanship, courtesy and altruism, predicting "sportsmanship" to be better than CGP.

**Wei Zheng, Mian Zhang and Hai Li (2011)** studied The relationship between performance appraisal process and organizational citizenship behavior was partially mediated by affective commitment, and perceived rating-reward linkage strengthened the direct association between appraisal process and organizational citizenship behavior whereas it weakened the relationship between appraisal process and affective commitment.

**Kuldeep Kumar and Arti Bakhshi (2011)** worked on developing OCB scale for Indian companies and revealed that the OCB components remains the same in Indian context as well. Components like Conscientiousness, courtesy, Sportsmanship, Helping co-worker and Group activity participation had a great impact on OCB of employees.

**Asim Mukhtar, Muhammad Adnan Sial, Ali Imran and Syed Mukhtar (2012)** wrote on Impact of HR practices on OCB and Mediating effect of Organisational Commitment in ngos in Pakistan and the study revealed that Empowerment, Training and Development practices have significant impact, whereas recognition had no significant impact on Organisational commitment, OC in turn has significant relationship with OCB. It means that training, development and empowerment practices have strong impact on OCB mediated by OC.

**Eva Kniesand Peter Leisink (2014)** Linking people management and extra-role behavior: results of a longitudinal study. Results show that the support employees perceive from HR practices has a positive effect on their ability, commitment and autonomy, on top of the already significant stability paths. Moreover, the leadership behavior of their supervisor has an additional effect on their commitment. They also found effects

in the opposite direction: employees who report higher levels of commitment perceive greater people management support from their supervisors. Second, they concluded from the analysis that employees' ability has a negative effect on extra-role behaviour once we control for extra-role behaviour in 2008. Moreover, they found an additional indirect positive effect from employees' autonomy through commitment to extra-role behaviour, on top of the significant stability path.

**Kirk Chang, Bang Nguyen, Kuo-Tai Cheng, Chien-Chih Kuo and Iling Lee (2016)** spoke on relationship between HR practice, organizational commitment & citizenship behavior study discovers that HR practice may not necessarily contribute to citizenship behaviour. Teachers with positive perceptions of RP (recruitment and placement) and TEC (teaching, education and career) are more likely to demonstrate citizenship behaviour, whereas teachers with positive perceptions of SCR (support, communication and retention) and PA (performance and appraisal) are not. In addition, the study finds three moderators: affective organisational commitment (AOC), rank of positions, and campus size. The analysis shows that teachers with more AOC, higher positions and from smaller campus are more likely to demonstrate organisational citizenship behaviour (OCB).

**Joel Adame Tinti, Luciano Venelli-Costa, Almir Martins Vieira, Alexandre Cappelozza (2017)** researched on The impact of human resources policies and practices on organizational citizenship behaviors. 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 behaviors from their employees.

### NEED OF THE STUDY

Sugar industries development is backbone to economic development of the nation. In India, Sugar industry is the second largest agro-based industry and it contributes significantly to the socio economic development of the nation.

Sugarcane is most important commercial crop and it occupying 5.0 million hectares in area of the Indian nation. It contributes significantly to the socio economic development of the nation. Indian sugar industry is also a major sector to generate employment to rural population. Probably 0.5 million people dependent on sugar factories and also 50 million sugarcane farmers and 7.5 per cent of the rural population were involved in cultivation of sugar, harvesting and ancillary activities in India.

In sugar 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. .

Though 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.

### 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

### **HYPOTHESIS**

1. Ho: There is no effect of Gender on OCB  
H1: There is a significant effect of Gender on OCB
2. Ho: There is no effect of Experience on OCB  
H2: There is a significant effect of Experience on OCB
3. Ho: There is no effect of HRD on OCB  
H3: There is a significant effect of HRD on OCB
4. H0: There is indirect Effect of Training and Development on OCB  
H4: There is direct effect of Training and Development on OCB
5. H0: Performance Appraisal is not a significant predictor of OCB level of employees  
H5: Performance Appraisal is significant predictor of OCB level of employees1
6. H0: There is no association between Compensation on OCB level of employees  
H6: There is association between Compensation on OCB level of employees
7. 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
8. H0: There is no significant effect of Health and Safety on OCB  
H8: There is significant Effect of Health and Safety on OCB
9. 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

### **RESEARCH METHODOLOGY**

The objective of this study is to examine the impact of HRD functions On Organisational Citizenship Behavior. The study was conducted in Sugar companies across Gadag and Halyal. 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 Sugar companies located in Gadag and Halyal. Regression Analysis was used to analyse the data.

### **RESULTS AND DISCUSSIONS**

#### **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**

**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**

**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.

**1. HRD and OCB**

Ho: There is no effect of HRD on OCB

Ha: There is a significant effect of HRD on OCB

**REGRESSION ANALYSIS BETWEEN HRD AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.785	6	5.217	5.826	.000 <sup>a</sup>
	Residual	146.374	151	.895		
	Total	148.159	152			

The Regression test revealed that there is a significant impact of HRD functions that are there in the Organisation on the OCB levels the employee’s exhibits. From the Regression Analysis test output table as shown above, we observe that a significance level of 0.000 (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.**

**2. EDUCATIONAL QUALIFICATION AND OCB**

Ho: There is no effect of Education on OCB

Ha: There is a significant effect of Education on OCB

**REGRESSION ANALYSIS BETWEEN EDUCATIONAL QUALIFICATION AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.047	1	4.047	4.241	.041 <sup>a</sup>
	Residual	144.111	151	.954		
	Total	148.159	152			

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 0.041 (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 **Educational Qualification has a significant impact on OCB levels that the employees display in the company.**

**3. EXPERIENCE AND OCB**

Ho: There is no effect of Experience on OCB

Ha: There is a significant effect of Experience on OCB

**REGRESSION ANALYSIS BETWEEN EXPERIENCE AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.729	1	5.473	5.704	.017 <sup>a</sup>
	Residual	145.429	333	.960		
	Total	148.159	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.**

**4. TRAINING AND OCB**

Ho: There is no impact of Training on OCB

Ha: There is a significant impact of Training on OCB

**REGRESSION ANALYSIS BETWEEN TRAINING AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.147	1	2.147	2.220	.138 <sup>a</sup>
	Residual	146.012	151	.967		
	Total	148.159	152			

The Regression test revealed that there is a no 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 0.138 (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 H0 and conclude that at 95% confidence level **training has no significant impact on OCB levels that the employees display in the company.**

**5. PERFORMANCE APPRAISAL AND OCB**

Ho: There is no impact of Appraisal on OCB

Ha: There is a significant impact of Appraisal on OCB

**REGRESSION ANALYSIS BETWEEN PERFORMANCE APPRAISAL AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.145	1	3.145	3.275	.072 <sup>a</sup>
	Residual	145.014	151	.960		
	Total	148.159	152			

The Regression test revealed that there is a no 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 0.07 (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 H0 and conclude that at 95% confidence level **appraisal has no significant impact on OCB levels that the employees display in the company.**

**6. COMPENSATION AND OCB**

Ho: There is no impact of compensation on OCB

Ha: There is a significant impact of compensation on OCB

**REGRESSION ANALYSIS BETWEEN COMPENSATION AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.235	1	.235	.240	.625 <sup>a</sup>
	Residual	147.924	151	.980		
	Total	148.159	152			

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 0.625 (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**

**7. 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

**REGRESSION ANALYSIS BETWEEN GRIEVANCE MANAGEMENT AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.409	1	4.409	4.631	.033 <sup>a</sup>
	Residual	143.749	151	.952		
	Total	148.159	152			

The Regression test revealed that there is a 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 0.33(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 Ha and conclude that at 95% confidence level **grievance management practice has significant impact on OCB levels that the employees display in the company.**

**8. 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

**REGRESSION ANALYSIS BETWEEN HEALTH AND SAFETY AND OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.127	1	.127	.130	.719 <sup>a</sup>
	Residual	148.031	151	.980		
	Total	148.159	152			

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 0.719 (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.**



**9. 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

**Employee Empowerment and OCB**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.383	1	.383	.392	.001
	Residual	147.775	151	.979		
	Total	148.159	152			

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 0.001(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 Ha and conclude that at 95% confidence level **Employee Empowerment has impact on the OCB levels that the employees display in the company.**

**FINDINGS**

- ✓ HRD functions in an organisation have a positive impact on OCB levels that the employees display in the company.
- ✓ Educational Qualification 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 no significant impact on OCB levels that the employees display in the company.
- ✓ Appraisal has no 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 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 impact on the OCB levels that the employees display in the company.

**RECOMMENDATIONS**

Based on the findings of the research following suggestions were drawn.

**1. Individual Development**

The individuals in an organization should be developed, trained, enriched with the help of proper training, development, and career practices in the company. One can think of developing his own job competencies, personality, improvise his emotional intelligence, and optimism. If individual traits are better, better will be exhibition of Citizenship Behavior and its consequences in terms of Job Satisfaction, Motivation and Job Performance. Hence the researcher suggests the Sugar Companies should invest on developing the individual competencies in order to expect the OCB level from the employees.

**2. Task / Job Design**

The task design plays a very important role which helps an employee to exhibit OCB. It’s all about task identify, task significance, and task completion. Employees need to be trained to enhance their task given. Task orientation can be enriched through proper Job Fit, Counseling, Recognition, Reward, Competency Development Programs, and Participative Management.

### 3. 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.

### 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 sugar companies 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 HRD functions in an organisation have a positive impact on OCB levels that the employees display in the company. Educational Qualification 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 no significant impact on OCB levels that the employees display in the company. Appraisal has no 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 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 impact on the OCB levels that the employees display in the company.

### 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. What others 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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