
Emerging Role of HRD Practices and its Impact on Organization Citizenship Behavior

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Abstract

Human Resource Development (HRD) is considered with the development of human resources in an organization by improving the existing capabilities of the human resources in an organization and helping them to acquire new capabilities required for achievement of the corporate as well as individual goals. Human resources are considered as the center of all development processes in the economy. The primary objective of HRD is to ensure the total development of the personnel in an organization, so that they can contribute their best efforts in the achievement of the organizational goals. Organization citizenship behavior (OCB) is defined as employee's behavior supporting the social and psychological fabric of the organization. OCB include; job satisfaction, employee engagement, organizational commitment, motivation and the level of trust between an employee and employers. In an organization helping a newcomer to become familiar with his role. OCB have a positive impact on employee's performance and wellbeing. OCB plays a significant role in the organization's overall success; it is as form of voluntary employee commitment towards his role. It is influenced by HRD Practices such as training and development, potential and performance appraisal, role efficacy, career and succession planning and compensation and reward system. This has an important effect on how they react to HR and how these influences OCB. The proposed study is an attempt to explore the importance of HRD practices in an organization and its impact on organization citizenship behavior.

Key-Words: HRD=Human Resource Development, OCB=Organization Citizenship Behavior, HR Practices.

Introduction

In a fast changing business environment, organization must develop new strategy and new ways of organizing to deal with cut throat competitive environment. So Latest technology, continuously innovation, participates in global markets, develop strategic flexibility, and build vision is required to gain competitive advantage. The efficiency, effectiveness, and profitability of an organization depend upon its human resources. As the human resources are the most important factor of survival and success of an organization. Therefore, the only way to improve individual performance is through education and training on continuous basis. Human Resource

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“Human Resource Development is the process of increasing the capacity of the human resources through development. It is thus, process of adding value to individual, teams or an organization as a human system.”—The American society for Training & Development.

“Human Resource Development is organized learning experiences provided by employers within a specified time to bring about individual and organizational performance improvement and to enhance national economic, cultural, and social growth”.

In the 21st century HRD remains an important force for the future. According to Mclagan, “HRD may be only function in a clear position to represent human ethics and morality”. Thus HRD refers to the integrated use of education and training to develop the productive capacity of individuals, groups, organizations and institutions. The main objective of HRD is to provide a learning environment by designing structures, which are suitable for reproducing the creative capacity of its participants. The term education refers to the processes of legitimating, acquisition and use of knowledge by people to enable them to engage in production creatively and efficiently. HRD is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. It includes such opportunities as employees training, employees' career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. **Mclagan (1989)** stated that these activities would include construction of reliable and valid instruments, designing of training programmes, administration, evaluation, interviewing, placement, performance appraisal, refreshers, etc. these are all inter-related both because of their requisite sequence as well as their mutual cause-effect dependencies.

HRD system/Practices

To understand the HRD system/Practices first of all it is important for us to understand the meaning and context of HRD system/Practices. Organization is made of group of people with some specific goals, objectives and activities. Organization structure denotes the components and relations that bind people working with the organization. Three pillars of organization are people, organization itself and technology. People issues encompass education, training and attitudes. Organization issues cover strategy, policy, culture and bureaucracy. Technology issues are hardware, software, telecommunications and information systems. HRD function of an organization very much integrates with the HRD systems/Practices as a whole.

Training & Development: Training is an organized procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem-

his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low. The integration of a person and the role comes about when the role is able to fulfill the needs of the individual.

Career & Succession Planning: Career planning is an integral part of manpower planning which, in turn, is an important part of corporate planning. **Manpower planning cannot be effective without proper career planning. Similarly, manpower planning provides valuable information to facilitate career planning.** The way the career opportunity scene in corporate India has changed over the years. Earlier organizations shaped an individual's career as per the requirement of the organization. But now the responsibility of career planning is primarily carried by the employee with the organization acting as a facilitating agent. **Tata Teleservices Ltd** uses the development centre (**assessment centre**) approach to provide career growth linked with performance, merit and potential of an employee while keeping in mind the organizational needs.

Succession Planning

A succession of persons to fill key positions over time is essential for the survival and success of an organization. The purpose of succession planning is to identify and develop people to replace current incumbents in key positions in cases of resignations, retirement, promotions, growth, expansion and creation of new positions. Succession can be from within or from outside the organization. Succession by people from within provides opportunities to employees for progress in their careers. In some professionally managed corporations, every key executive is usually asked to identify three or four best juniors who could replace him in his job should the need arise. Complete dependence on internal sources may however cause stagnation in the organization. Similarly, complete dependence on outside talent may cause stagnation in career prospects of present employees which may in turn lead to a sense of frustration.

Compensation & Reward System: Compensation may be defined as money received by performance of work plus many kinds of services and benefits that organizations provide to their employees. Compensation may be classified as primary compensation and supplementary compensation. Primary compensation refers to basic pay in the form of wages and salaries. It is a fixed and non-incentive payment on the basis of time expended on the job. Supplementary compensation consists of incentive and variable payments, based on either individual output or output of the group as a whole. Today organizations are moving to performance-related pay and compensation policies, reward mechanisms are directly linked to performance and contribution to work. It works as a motivation for enhanced organization performance. Companies are also using pay as a tool for attracting talent in India.

Organization Citizenship Behavior (OCB): organizational citizenship emerged in the early 1980s to describe employee behavior within different organization's social systems. Since then, it has developed into a significant field of study because of the growing importance of autonomous and team-based work in place of strict, traditional hierarchies (**LePine et al., 2002**). "In industrial and organizational psychology, organizational citizenship behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks." Organization citizenship behavior (OCB) is defined as employee's behavior supporting the social and psychological fabric of the organization. OCB include; job satisfaction, employee engagement, organizational commitment, motivation and the level of trust between an employee and employers. The employee places priority on maintaining good relationships with the leader and high emphasis is on addressing obligations and employees' loyalty to the organization. The leader expects

respect to his/her employees whereas employees expect respect and self of belongingness with their employers. This dynamic relationship between the leader and the employee is the reflection of collectivism and forms the basic components of OCB. As a result, understanding organizational citizenship behavior (OCB) is increasingly necessary to the maintenance of organizations' social systems and employee roles within them.

OCB is conceptualized as synonymous of concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place'. In an organization helping a newcomer to become familiar with his role, OCB have a positive impact on employee's performance and wellbeing. OCB plays a significant role in the organization's overall success; it is as form of voluntary employee commitment towards his role. **Organ (1988), Somech and Draeh-Zahavy (2004)** and others emphasized the voluntary nature of OCB: if someone is following a prescribed role or fulfilling formal job duties, this is not a demonstration of OCB. Such behavior should be outside the individual's formal role within the organization, therefore not formally rewarded. However, if an individual's demonstrates OCB, it could leave a positive impression on supervisors that would finally lead to workplace benefits, such as increased pay or a promotion (**Organ, 1988**). **Halbesleben and Bellairs (2015)** said that OCBs are selected by individuals in alignment with personal goals, and with how they see their future work selves. They use the term "equifinality" when a choice of paths can attain one goal, and "multifinality" for a behavior type in which forthcoming and long-term goals can both be attained by one behavior. Individuals will learn from how their behavior is rewarded and select long-term behaviors accordingly.

Review of Literature

Wayne F. Cascio (1995) said in his statement that "compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity." **Wendell L. French (1993)** said in his statement that "Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth. The relative worth of a job means relative value produced. The variables which are assumed to be related to value produced are such factors as responsibilities, skills, efforts and working conditions." **David W. Belcher and P.J. Atchison (1970)** have observed that "some companies pay on the high side of the market in order to obtain goodwill or to insure an adequate supply of labour; while organizations pay lower wages because economically they have to, or because by lowering hiring requirements they can keep jobs adequately manned." **Report of the Committee on Fair Wages (1948)** "Minimum wage is the wage which must provide not only for the bare subsistence of life, but for the preservation of the efficiency of the workers. For this purpose, minimum wage must provide some measure of education, medical requirements and amenities." **Philip M. Podsakoff, Michael Ahearne, and Scott B. Mackenzie (1997)** have stated in their study that organizational citizenship behavior improve the effectiveness of work groups or organizations in which they are working. In that study, the effects of OCB's on the quantity and quality of the performance of 218 people working in 40 machines crews in a paper mill located in the Northeastern United States were examined. The purpose of the present research is to improve our understanding of the effects of OCB's on work group performance. Sportsmanship allows managers to devote a greater proportion of their time to productive activities like planning, scheduling, problem solving and organizational analysis. A lack of sportsmanship is likely to have detrimental effects on group cohesiveness and make the atmosphere in the workplace less attractive to co-workers. **Ken'ichiro Tanaka (2013)** has stated in their study that OCB will

have a positive ripple effect on Japanese work places and organizations, and that OCB will be an essential part of contemporary corporate activity. In this paper the author discussed the situation surrounding Japanese workplaces continues to "individualize" employees. Author said contextual performance, service-oriented behaviors, and innovation-promotive behaviors are that concepts which are similar to OCB. It confirms that the positive influences of OCB extend not only to the behaviors of individual employees but also to the overall performance of the organization. ⁷**Mallick, Pradhan and Tewari (2015)** revealed that OCB and HR practices have positive impact on organizational performance. In view of OCB's positive relation with individual and organizational performance, there is an increasing concern among organizations for enhancing these contextual behaviors. The present study aims to explore the relationship between OCB and job performance. It has also tried to examine the interactive relationship between OCB and HR practices with its corresponding impact on job performance. The finding revealed that OCB is having a significant relationship with job performance. The finding proved that the involvement of employees in management have a positive impact on higher productivity and improved performance at workplace. ⁸**Fajar and Soeling (2017)** they said in their study that the present era of globalization and technology have encouraged the human resource management function to optimize strategy in dealing with challenges faced by the organization. This study attempts to propose and analyze the effects of HRM practices on organizational citizenship behavior. The results of this study provide evidence that each dimension of HRM practices, with the exception of training, have a positive significance but no strong indication to encourage OCB activities showed by employees in the ICT Company. Author conclude that HRM practices as job design, staffing, training, performance appraisal, compensation and participation which applied on the employees proved to have significant influence towards OCB on their employees. ⁹**Mihir Ajgaonkar, Utpal Baul and S.M. Phadke (2012)** in their study examined that employees' commitment regarding their work is very important for overall productivity of an organization. OCB include; job satisfaction, employee engagement, organizational commitment, motivation and the level of trust between an employee and employers. It means organization citizenship behavior indicating high perception for skill variety in the employees. The perception of high skill variety in an individual's role may create a strong commitment to team work. ¹⁰**Jahangir, Akbar and Mahmudul Haq (2004)** said that antecedents to OCB are the factors that enhance or impede the level of employees' performance in an organization. It is revealed from the various empirical studies that there is a positive relationship between OCB and the performance of the organization. This study explores various existing definitions of OCB and then examines the dimensions of OCB. Based on the discussion on the dimensions of OCB, a number of antecedents were identified. When the antecedents are known, managers would be able to promote OCB among their employees for better performance. ¹¹**Min-Huei. Chien** said that organizational citizenship behaviors (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements. The vast majority of organizational citizenship behavior research since has focused on the effects of organizational citizenship behavior on individual and organizational performance. There is consensus in the field that organizational citizenship behaviors are salient behaviors for organizational enterprises. However, the antecedents of organizational citizenship behaviors are not well established. This paper focuses on clearly defining the relationship between organizational effectiveness and OCB. This paper will also discuss the implications of the OCB and try to find out how to improve OCB.

Objectives of the study

1. To understand the importance of HRD Practices in an organization.

2. To assess the Impact of HRD Practices on Organization Citizenship Behavior.

RESEARCH METHODOLOGY

The present study relates to the role of the innovative HR practices in various information technology organizations. Descriptive research design was applied for investigation of research study. Information has been collected on the basis of both Primary and secondary data considering the need of the study. The main aim of the research is to find out the truth which is hidden and which has not been discovered yet.

Data Collection

Both primary and secondary data have been collected for the purpose of this study.

Primary data

Information gathered by feedback, conference, interview and discussion with various executives and personnel in different organizations.

Secondary data

Secondary data means data that is already available and their information has also obtains through:

- Books
- Journals of HRD
- Internet Resources
- Newspapers
- Tribunal

Impact of HRD Practices on Organization Citizenship Behavior

HRD Practices is a collection of parts, which is integrated to accomplish an overall goal of an organization. HRD Practices have inputs, processes, outputs and outcomes, with ongoing feedback among these various parts. If one part of the system is removed, the nature of the system is changed. **J. J. Famularo (1982)** observed that "human resource development has two purposes: to provide employees with greater opportunity to grow and succeed within a company, and to strengthen management and professional teams at all organizational levels." **Thomas J. Peters and Robert H. Waterman (1982)** said that mere development of competencies among people in the organization is not enough for their effectiveness but there must be change in those factors which affect the use of those competencies. Therefore, changes are required in other aspects of organizational functioning. **Swanson (1996)** suggests three areas of study, economics, psychology, and systems theory, which form the theoretical foundation of HRD. He uses the correlation of a three legged stool, each leg representing one of the three foundational disciplines. Similarly, **Passmore (1997)** argues that three disciplinary bases guide research in HRD: economics, general systems theory and psychology. **Torraco (1997)** describes three "intellectual bins" of Meta theory including general systems theory, human performance technology and organizational performance systems. **Jacobs (1989)** states that there are different foundational theories and disciplines which support HRD practice such as, communications, adult learning, management science, and economics. So these HRD System/Practices are very important for any business organization for overall development of its employees as well as organizational effectiveness itself. These selected HRD practices have been taken for proposed study which is used to find out the impact of these practices on organization citizenship behavior.

A strategy for increasing engagement through the work environment will be generally concerned with developing a culture that encourages positive attitude towards work, promoting interest and excitement in the jobs and reduce stress. It is influenced by HRD Practices such as training and development, potential and performance appraisal, role efficacy, career and

succession planning and compensation and reward system. This has an important effect on how they react to HR and how these influences OCB. Employees react in a number of different ways to the HRD Practices in their organization, and this affect the extent to which they want to learn more, committed towards their duties, satisfied with jobs. Therefore HRD Practices responsible for making OCB in an organization.

Training & Development:

Training and development program coordinate new employee orientation and it helps them in familiar with organization. It is assumed that any kind of performance gap can be filled with training. Assessment of training needs must also focus on anticipated skills of an employee. Fast technological changes demands new technical skill employees. Training and development is essential to prepare the employee to handle more challenging tasks. It means training and development makes people more confident and trained regarding their work task. It is also important in employer-employee relationship, which is important for OCB.

Potential and Performance Appraisal:

The identification and development of high potential is always towards meeting a future requirement. It is therefore important for organization to build approach for identify high potential employees. High potential-high performance employees always get good assignments and top position in their organization. These types of practices make employees more competent and it encourage OCB.

Role Efficacy:

Role efficacy means potential effectiveness of an individual occupying a particular role in an organization. The performance of a person working in an organization depends on his own potential, effectiveness, technical competence and managerial experience as well as the design of the role that he performs in the organization. Employees cannot be effective if the role does not allow the person to use his competence, and if they constantly feel frustrated in his role, then effectiveness is likely to be low. Every person has his strength, experience, technical training, special skills and some unique contribution and he required to use all these qualities in their work role. Role efficacy means how much consistent his role with his qualities. HRD practices ensure every employee duties consistent with his competence.

Career and Succession Planning:

HRD professionals design career development programs that include opportunities for young and talented employees to take responsibilities and good position in an organization. International projects, job rotation and new challenging assignments give opportunities to employees for growth and developments. The basic aim of career planning is integration of individual and organizational needs. A succession plan involves identification of vacancies that are likely to occur in the higher levels and locating the probable successors. It improves employee morale and motivation by matching skills to job requirements and by providing opportunities for promotion.

Compensation and Reward System:

It helps the employees in their personal needs such as security, financial assistance and basic necessity. Good compensation motivates employees to be proactive about their health and wellness. Wage incentives plans provide an opportunity for hardworking and ambitious workers to earn more. Good compensation plans help to improve discipline and industrial relations. These plans are useful in minimizing absenteeism, accidents and strikes. A spirit of mutual cooperation and team work is created among workers. All these are important to develop OCB in an organization.

All above HRD Practices develop OCB in an organization. Organization Citizenship Behavior is not essential for job but it may provide benefits for employees and employers. OCB makes people humble for each other; they help each other in their work. OCB helps organization to develop healthy corporate culture and improve productivity. OCB is a set of individual behavior that encourages collaboration and supportive attitude. This behavior does not include reward system but it increase productivity and organizational effectiveness. People who engage in OCB have a positive attitude and do work with high enthusiasm. OCB also develop better communication in an organization and do work for organization as a whole. It encourages morale of employees and employers.

Findings and Conclusions:

HRD is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. It includes such opportunities as employees training, employees' career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals effectively. The focus of study is to understand the importance of HRD and how HRD practices develop OCB in an organization. OCB makes healthy environment which encourage team work. Encouraging teamwork can have a positive effect on collaboration and will help in achieving organizational goals. OCB have a positive impact on employee's performance and wellbeing. Now these days OCB become important factor for development and effectiveness of employees as well as employers. This study revealed that OCB plays a significant role in the organization's overall success; it is as form of voluntary employee commitment towards his role. It is influenced by HRD Practices such as training and development, potential and performance appraisal, role efficacy, career and succession planning and compensation and reward system.

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