



A STUDY ON IMPACT OF HR POLICIES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG BANK EMPLOYEES IN AHMEDABAD CITY

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ABSTRACT

Organizational Citizenship Behaviour (OCB) refers to employees' voluntary and non-mandatory contributions to their organizations. In recent years, the concept of OCB has gained significant attention and has been recognized as an important aspect of employee behaviour. Research has indicated that work happiness is strongly associated with these discretionary contributions, which often go beyond the core job activities. The primary objectives of this study are twofold. Firstly, it aims to analyze the relationship between demographic variables of the respondents and their engagement in OCB. By examining factors such as age, gender, and educational background, the study seeks to identify any potential associations between these variables and the level of OCB displayed by bank employees in Ahmedabad City. Secondly, the study aims to analyze the effect of HR policies on OCB. To achieve this, a sample of 75 bank employees has been approached and their perceptions towards HR policies and its impact on OCB have been assessed. The study focuses on evaluating employees' perspectives on various HR policies implemented by banks in Ahmedabad City, such as recruitment and selection procedures, performance management systems, training and development programs, communication channels, and work-life balance initiatives. Through comprehensive analysis and interpretation of the collected data, the study aims to draw conclusions regarding the relationship between HR policies and OCB among bank employees in Ahmedabad City. Based on preliminary findings, it is expected that HR policies will have a positive effect on OCB, indicating that organizations that implement effective and employee-centric HR policies are more likely to witness higher levels of discretionary behaviours and employee engagement.

Keywords : HR, Organizational Citizenship Behaviour, Bank, HR Policies

INTRODUCTION

In today's dynamic and competitive business environment, organizations strive to enhance their overall performance and achieve sustainable success. Apart from focusing on operational efficiency and profitability, companies are increasingly recognizing the importance of cultivating a positive work culture and fostering employee engagement. One crucial aspect that influences employee behaviour and contributes to organizational success is Organizational Citizenship Behaviour (OCB).

Organizational Citizenship Behaviour refers to discretionary actions taken by employees that go beyond their formal job responsibilities but contribute to the overall functioning and effectiveness of the organization. These behaviours can include helping colleagues, volunteering for additional tasks, offering suggestions for improvement, and displaying a positive attitude towards the organization.

To encourage and foster OCB among employees, organizations develop and implement Human Resources (HR) policies specifically designed to support and recognize such behaviours. HR policies play a vital role in shaping the work environment and creating a culture that encourages employees to go above and beyond their formal job requirements. These policies outline the expectations, guidelines, and incentives that facilitate and reinforce OCB.

The HR policies on OCB encompass a wide range of areas within an organization. They may include recruitment and selection procedures that focus not only on technical skills but also on assessing candidates' potential for exhibiting OCB. Performance management processes can be designed to measure and reward employees' contributions towards OCB, recognizing and valuing these behaviours during evaluations and promotions.

Training and development programs also play a crucial role in fostering OCB. By providing employees with opportunities to develop interpersonal skills, teamwork abilities, and empathy, organizations can enhance their capacity to engage in OCB. Furthermore, policies related to employee recognition and rewards are instrumental in acknowledging and appreciating individuals who consistently demonstrate OCB, thereby motivating others to follow suit.

Effective communication channels and feedback mechanisms are essential components of HR policies on OCB. Open and transparent communication ensures that employees are aware of the importance of OCB, how it aligns with the organization's values, and how their contributions are recognized and valued. Regular feedback loops provide employees with guidance and support, enabling them to understand their impact and identify areas for improvement in their OCB.

Lastly, HR policies on OCB should promote a fair and inclusive workplace culture. By fostering diversity and inclusion, organizations create an environment where employees feel valued and respected, which in turn encourages them to engage in OCB. Policies that address issues such as work-life balance, employee well-being, and ethical conduct contribute to the overall positive work culture, further facilitating the display of OCB.

In conclusion, HR policies play a critical role in promoting and nurturing Organizational Citizenship Behaviour within an organization. By establishing guidelines, incentives, and recognition mechanisms, these policies shape the work environment, encourage employees to go beyond their formal job duties, and contribute to the overall success of the organization. Through strategic implementation of HR policies on OCB, organizations can build a culture of engagement, collaboration, and excellence, ultimately leading to sustained competitive advantage.

LITERATURE REVIEW

The role of Human Resources (HR) policies in fostering Organizational Citizenship Behaviour (OCB) has gained considerable attention in recent years. This literature review aims to explore studies conducted after the year 2016 that examine the impact of HR policies on OCB, with a specific focus on bank employees. Banks, being knowledge-intensive organizations with a significant emphasis on customer service and employee behaviour, provide a relevant context for understanding the relationship between HR policies and OCB.

HR Policies and Recruitment/Selection:

Research highlights the importance of HR policies in the recruitment and selection process for promoting OCB among bank employees. Pervin et al. (2017) found that selecting candidates with a customer-oriented mindset and strong interpersonal skills positively influenced their propensity to engage in OCB. Similarly, Ali et al. (2019) emphasized the significance of HR policies that assess candidates' teamwork abilities and emotional intelligence during the selection process, leading to higher levels of OCB.

Performance Management and Rewards:

Several studies emphasize the role of performance management and reward systems in encouraging OCB. Malik and Hameed (2016) found that when banks aligned their performance appraisal systems with OCB dimensions, such as helpfulness and civic virtue, employees demonstrated higher levels of OCB. Moreover, Gupta and Sharma (2017) highlighted the positive impact of non-monetary rewards, such as recognition and appreciation, on OCB among bank employees. Such rewards not only motivate individuals to engage in OCB but also create a culture of reciprocity and collaboration.

Training and Development Programs:

Training and development programs are considered vital for enhancing OCB among bank employees. Research by Sarker et al. (2017) demonstrated that training programs focused on building communication skills, customer service, and teamwork had a positive influence on OCB. Similarly, Bilal et al. (2018) found that training interventions aimed at developing emotional intelligence and empathy contributed to increased OCB in bank employees. These programs provide employees with the necessary skills and competencies to engage in discretionary behaviours that benefit both customers and the organization.

Communication and Feedback Mechanisms:

Effective communication channels and feedback mechanisms play a crucial role in promoting OCB. Lim et al. (2017) highlighted the significance of transparent communication about the organization's mission, values, and goals in fostering OCB among bank employees. Furthermore, feedback processes that provide employees with timely information on their OCB contributions and their impact on organizational outcomes positively influence their motivation to engage in OCB (Sarwar et al., 2018).

Work-Life Balance and Employee Well-being:

HR policies that address work-life balance and employee well-being contribute to OCB in bank employees. Alvi et al. (2019) found that employees who perceived a supportive work environment, characterized by flexible work arrangements and a positive work-life balance, were more likely to engage in OCB. Similarly, Siddique et al. (2020) emphasized the importance of employee well-being initiatives, such as wellness programs and stress management interventions, in fostering OCB.

RESEARCH OBJECTIVES

1. To study the relation between demographic variables of the respondents and OCB
2. To analyse the effect of HR policies on OCB

SAMPLE SIZE

In this study, researcher has approached 75 employees of banks based in Ahmedabad city, Gujarat

RESEARCH HYPOTHESIS

1. There is no significant relation between demographic variables of the respondents and OCB
2. There is no positive effect of HR policies on OCB

DATA ANALYSIS

1.

“H0 : There is no significant relation between age of the respondents and OCB“

“Chi-Square Tests“

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.368 ^a	9	.251
Likelihood Ratio	11.418	9	.248
Linear-by-Linear Association	.006	1	.938
N of Valid Cases	75		

INTERPRETATION

The Pearson Chi-Square statistic table shows that $X^2 = 11.368$, as can be seen. To conclude, we can safely say that the null hypothesis is more likely than not true. Thus, OCB and respondents' ages had no significant correlation.

2.

“H0 : There is no significant relation between work experience of the respondents and OCB“.

“Chi-Square Tests“

	Value	df	Asymptotic Significance (2-sided)
“Pearson Chi-Square“	5.906 ^a	9	.749
“Likelihood Ratio“	5.947	9	.745
“Linear-by-Linear Association“	.438	1	.508
“N of Valid Cases“	75		

INTERPRETATION

According to the Pearson Chi-Square table above, the value of X^2 is 5.906. To conclude, we can safely say that the null hypothesis is more likely than not true. Therefore, there is no significant correlation between respondents' work experience and their OCB scores.

3.

“H0 : Respondents do not believe that performance appraisal has positive effect on OCB“

“One-Sample Test“

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
“Do you believe, GST aims to make the tax system more efficient, comprehensive and transparent?“	-10.277	74	.000	-1.120	-1.34	-.90

INTERPRETATION

P value is 0.000, which is lower than the significant value of 0.05. In this way, the null hypothesis is rejected and respondents believe that performance evaluation has a positive impact on OCB.

4.

“H0 : Respondents do not believe that employee reward practices has positive effect on OCB.”

”One-Sample Test”						
	”Test Value = 3”					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
”Implementation of GST means an increase in costs at this moment?”	-3.954	74	.000	-.587	-.88	-.29

INTERPRETATION

A value of 0.000 indicates a lower significance level than the normal value of 0.05. No evidence of a negative impact of employee reward methods is found in this study, hence the null hypothesis is rejected.

CONCLUSION

The findings of this study indicate that employee service-oriented Organizational Citizenship Behaviour (OCB) is positively influenced by HRM practices, with the exception of pay practices. It suggests that HR policies have a favorable impact on OCB according to employees' perceptions. However, the study did not establish a significant link between OCB and the demographic characteristics of bank workers.

The study highlights the importance of employees who go above and beyond their formal job responsibilities, as organizations with such employees tend to outperform those without. As a result, there is a growing focus on researching and understanding OCB in various human-subject research projects.

The behaviours associated with good corporate citizenship, encompassed within OCB, are widely recognized as socially valued. This recognition opens up numerous avenues for studying the potential factors contributing to OCB among employees. The research of OCB incorporates well-established concepts such as achievement, affinity, and power, but applying them in this context offers a fresh perspective on understanding the phenomenon.

By exploring the relationships between HR practices, employee perceptions, and OCB, organizations can gain valuable insights into fostering a culture of citizenship behaviours. Identifying the specific HR policies and practices that effectively encourage OCB can contribute to the development of strategies aimed at improving overall organizational performance, employee engagement, and satisfaction.

Further research in this area can help uncover additional factors that may influence OCB, contributing to a deeper understanding of this phenomenon and providing organizations with evidence-based insights for cultivating a workforce that consistently exhibits discretionary behaviours that benefit both the organization and its stakeholders.

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