

## Impact of HR Practices on organisational Citizenship behaviour and Affective commitment of employees

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### Abstract

*The researcher explores in this research article the linkage that may exist in an organisation between human resource management practices human resource outcomes like employee affective commitment and organisational citizenship behaviour. Literature regarding these aspects is explored which sheds some light on some of the challenges of conducting such a study. It is conclude that though there is no set of universally accepted 'best practices' that organisations adopt, there are bundles of 'best practices' that successful firms tend to integrate in their organisational strategies. However, adoption of 'best practices' should be done in such a way that they fit into an organisation, given that 'best practices' that may work for one firm may not apply in another firm because of contextual factors.*

**Key words:** *Human Resource, Human Resource Management, HRM Practices, HR Outcomes, Information Technology firm, best Practices*

### Introduction

In harmony with John F Kennedy human mind is look at to be our primal resource for each and every organization. Human resources are the human beings in general comprised of staff who take hold of an organization. Human resource management is an organizational function that has a considerable amount of people and as a matter of course associated with people such as compensation, hiring, performance management, and training. For this reason, human resource management is of the essence to the organization.

HRM is a strategic approach to the acquisition, motivation, development and management of the organization's human resources. It is a specialized filed that attempts to dividing an appropriate corporate culture, and introducing programmes which reflect and support the core values of the enterprise and ensure its success. HRM is proactive rather than reactive, i.e., always looking forward to what needs to be done and then doing it, rather than waiting to be told what to do about recruiting paying or training people, or dealing with employee relations problems as they arise.

Armstrong M (2006)<sup>1</sup> stated in his study that HRM was a strategic and of a piece approach which abetment the management to look at the organization most valuable assets as people i.e they may work as a single person or as a group who give of the objectives. HRM activities primarily consisted of formulating practices for the organization and making appropriate decisions which guide the people or get to the people who belong to the organization.

### **Role of HRM in IT industry**

The human resource department gives help and provides essential and required services to all the other departments such as finance, materials and store, production, marketing etc. on the personnel issues. HRM has acquired an important place in the modern organization. Therefore, an organization cannot be viewed in isolation, but as a part and parcel of the social system. In order to give better treatment to the work force in an organization, the appointment of human resource managers has become necessary.

### **HR Practices**

According to Arthur and Boyles (2007)<sup>2</sup>, HR practices refer to how an organization's HR programs are implemented for and experienced by lower-level employees and managers. Thus, HR practices capture the potential for variation in employees' perceptions and experiences of an HR program based on the quality of the HR program implementation.

**Budhwar and Boyne (2004)**<sup>3</sup> compared HRM practices in Indian public – and private sector organizations and found somewhat unexpectedly that many similarities existed in practices between these two sectors in (1) the structure of the HR department, (2) the role of the HR function in corporate change, (3) recruitment and selection, (4) pay and benefits, (5) training and development, (6) employee relations, and (7) emphasis on key HRM strategies. However, they also found that in several HR functional areas (for example, compensation, training and development), Indian private sector firms have adopted a more rational approach (e.g., the adopting of formal testing of job applicants, job evaluation, training needs analysis, training evaluation, and performance-related pay) than their public-sector counterparts. One of the conclusions of their study indicates that knowledge workers are mostly reacting positively in their attitudes to more rationalized HRM systems in India.

### **Review of Literature and Research Methodology**

**Guest, (1987)**<sup>4</sup> pointed out that HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. The need today, clearly, is to revamp and rejuvenate the existing people management (HR) systems. The HR Practices need to be made more dynamics, effective and in tune with the changing situation. It is also important to keep reviewing how HR systems are working. There is an increasing concern for assessing the contribution of HR practices to organizational effectiveness and bottom-line performance of the firm.

**Barney (1991)**<sup>5</sup> pointed out that Firms could develop tactical capability and also for accomplishing so, the tactical goal will probably be to generate firms, which can be somewhat more flexible and intelligent compared to their competitors. The human resource management work has emerged as a person that behave as differentiator among many firms.

**Amba Rao (1994)**<sup>6</sup> Continued a research to the particular HRM works considered beneath this analysis include: staffing, performance evaluation, compensation, training and motivation and worker relationships. In

examining the plans, numerous contingency variables were identified. All these comprised the business's external and internal factors.

**Meyer and Allen (1997)<sup>7</sup>**, in their book “commitment in the workplace: Theory, research and application” describe several empirical studies which have shown a positive relationship between organizational practices, organizational commitment and desirable outcomes such as performance, organizational citizenship behaviour, turnover, adaptability and job satisfaction.

**Veerankutty (2010)<sup>8</sup>**, for his research thesis studied about the human resource practices in the software industry in Kerala. The study revealed that employees' motivation and retaining the talents in the organization are the major challenges faced by the software companies in Kerala. The study recognized overall working conditions, a fair pay package, career growth, work life balance, participation in decision making process, motivational training etc as the important factors.

**Joseph & Dai (2009)<sup>9</sup>** in their article find that there are significant connections between HRM practices and firm performance; that the strategic alignment of HRM is also a driver for firm performance.

**Vanhala and Ahteela (2011)<sup>10</sup>** in their study have found that employee's trust in the whole organization is connected to perceptions of the fairness and functioning of HRM practices. Such practices can therefore be used in order to build the impersonal dimension of Organizational trust.

### Objectives of the Study

- To analyse the different HR Practices in Indian IT industry
- To examine the impact of HR Practices on Employee Commitment
- To examine the impact of HR Practices on organisational citizenship behaviour

### Hypothesis of the Study

**H<sub>0</sub>**: There is no significant impact of HR practices on affective employee commitment.

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**H<sub>0</sub>**: There is no significant impact of HR practices on OCB.

**H<sub>1</sub>**: There is significant impact of HR practices on OCB.

### Research Design

The researcher carry out the research issues very carefully and typically drawn a decision that the study has an inclusion of both descriptive and explanatory research.

### Universe

Encompasses Male and Female employees at various hierarchical levels of selected MNC organizations in IT Industry at Bangalore.

### Sampling Technique

Non-Probability convenience sampling approach- In non-probability sampling, there is a presumption which is certainly to be happen that there is a flat and smooth distribution of characteristics occurring inside the population.

### Sample Unit

Sample unit defines the single unit of the sample, in the pre-decided sample which is to be drawn from the selected IT organizations, a respondent who finds a place will be a male or female, in the age group of three categories 20-30 years, 30-40 years ,40-50 years with any occupational title or hierarchical position, and with academic qualification they have passed.

### Sample Size

The researcher distributed 1539 questionnaires out of which, researcher received 1045 filled in questionnaires from the respondents who worked in IT companies in Bangalore. So, 1045 sample size was used for the study.

### Statistical tools for data analysis

Though the study made use of both exploratory and descriptive as it make effective use of scoring of the variables. Gathered data was qualitative in nature. So the researcher used T-test to analyse the collected data.

### Data Analysis

**H<sub>0</sub>:** There is no significant impact of HR practices on affective employee commitment.

**H<sub>1</sub>:** There is a significant impact of HR practices on affective employee commitment.

**Table 1 Impact of HR Practices on Employee commitment**

Variables	Low	High	Total	df	Sig
	Mean				
The organization has a great deal of personal meaning for me.	1.5049	3.7778	2.64	672	.000
I feel emotionally attached to this organization.	1.5196	3.7543	2.63	672	.000
I would be very happy to spend the rest of my career with this organization.	1.6029	3.8419	2.724	672	.000
I feel “part of the family” in this organization.	1.6176	3.8269	2.72225	672	.000

### T Test Results For Innovative Hr Practices And Affective Commitment

The above table presented the T-test results for the difference between mean scores on affective commitment across high and low which established that innovative HR practices influenced. The results showed that the values are lesser than significance level. Hence null hypothesis rejected and alternate hypothesis accepted. Thus, it concluded that there was a significant impact of HR Practices on affective employee commitment.

**T- test results for innovative hr practices and organisational citizenship behaviour (OCB)**

**H<sub>0</sub>:** There is no significant impact of HR practices on OCB.

**H<sub>1</sub>:** There is a significant impact of HR practices on OCB.

**Table 2 Impact of HR Practices on organisational citizenship behaviour**

Variables	Low	High	Total	df	Sig
	Mean				
I am willing to take time out of my busy schedule to help with recruiting or training new employees.	1.5000	3.9209	2.71	689	.000
I consider the impact of my actions on others.	1.4804	3.6731	2.57	689	.000
I “keep up” with developments in the company.	1.5539	3.8761	2.71	689	.000
I attend functions that are not required, but that help the company image.	1.5784	3.7970	2.69	689	.000

**T Test Results for Innovative Hr Practices And Organisational Citizenship Behaviour**

From the table it revealed that the T- test results depicted the difference of mean scores on organizational citizenship behaviour across high and low scores on innovative HR practices. The t test results depicted that the significant differences between the four groups on the dimensions of organizational citizenship behaviour.

Innovative HR practices had an impact on organizational citizenship behaviour because higher level tend to enhance the supportive environment which enhance organizational citizenship behaviour.

Spread of the scores on the questions related to organizational citizenship behaviour were thought to have significant impact on selected outcome of HR variables.

**Conclusion**

The researcher proved that in this research article there is an impact of human resource practices on human resource out comes (employee commitment and organizational citizenship behaviour)

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