



MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON HRM PRACTICES AND EMPLOYEE COMMITMENT AMONG PRODUCTION ENGINEERS

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Abstract

This current study investigates how production engineer's organizational citizenship behavior (OCB) mediates the relationships among human resource management practices (Retention-oriented compensation, Formalized training, Empowerment, Rewards & Recognition) on employees commitment. Using a sample of 408 respondents from various production units located in Tamilnadu, we found that retention-oriented compensation, formalized training and rewards & recognition are positively related to the engagement of OCB and also they are positively associated with employees commitment. In addition we also found that OCB mediates the effects of retention-oriented compensation, formalized training and rewards & recognition on commitment. We likewise discuss their implications in this study.

1. Introduction

In the present competitive world especially in production sectors the most crucial word that all HR managers come across is "commitment" of production engineers. Despite of challenges on several factors, shortage of production engineers in research & development, product design and quality checking departments of various production units is found to be decisive and thus the industries surging ahead. This issue is critically important because production engineers are often viewed as a core heart of organizations. They are autonomous who enjoy occupational advancement and mobility and resist a traditional command and control culture, with their commitment more occupationally than organizationally oriented. Since they often work in teams dealing with problems and issues as opposed to tasks, they are more critical to the long term success of the organization. It has been extensively discussed in the human resource management (HRM) literature that organizations manage and retain employees by instituting a variety of HRM practices (Yasemin Bal et al, 2013; Janet Chew et al, 2005; Janet Cheng, 2004; Mohamed et al, 2013; Faith, 2012). Such practices typically include providing formalized training, relative pay level (Victor et al, 2010), designing fair job, performance appraisal systems and developing incentive pay systems (Koch and McGrath, 1996). The past literatures revealed how HRM practices increased employee's commitment, but it seems that the past studies pay no heed to how production engineer's behavioral reactions affect these relationships (Guest, Michie, Conway and Sheehan, 2003). Therefore we squabble that the production engineer's organizational citizenship behavior (OCB) plays a vital role in explaining the HRM-performance relationship. OCB is a type of behavior that cannot be described formally in the job description of the employee but this type of behavior plays important role in organization effectiveness and performance (Organ 1988). Podsakoff and Mackenzie (1997) suggest that OCBs may improve performance because they could enhance co-worker or manage productivity, free-up resources, help to co-ordinate activities between employees, enhance attraction and retention of employees, reduce work performance variability and help an organization's ability to adopt to change. According to social exchange theory (Blau 1964), if employee enjoys benefit supported by their organizations, they may develop a sense of obligation to the organizations, which in turn would lead to reciprocation through extra-role behaviors that would benefit the organizations. Based on this effect, it has been recommended that organizations should focus more on facilitating employee OCB which, in turn, would increase production engineers' commitment level (Wing Lam et al, 2009). Therefore the three main purpose of this study is (1) to examine the impact of HRM practices (retention-oriented compensation, formalized training, empowerment, rewards & recognition) on OCB (2) to explore the effect of OCB on commitment (3) to further investigate the mediating role of OCB on HRM practices and Employee commitment. The central thrust of this paper is on organizational practices that ease employee OCB which, in turn, leads to higher level of production engineer's commitment.

2. Conceptual framework and hypotheses

The purpose of this study is to test an empirical model linking select HRM practices, production engineer's OCB and employees commitment. As shown in figure 1, the central variable of the model is OCB whose antecedents are HRM practices (i.e., retention-oriented compensation, formalized training, empowerment and rewards & recognition) of the



organization and its consequence is higher level of commitment. These variables, their interrelations and the hypotheses thereof are explicated in forth coming sections.

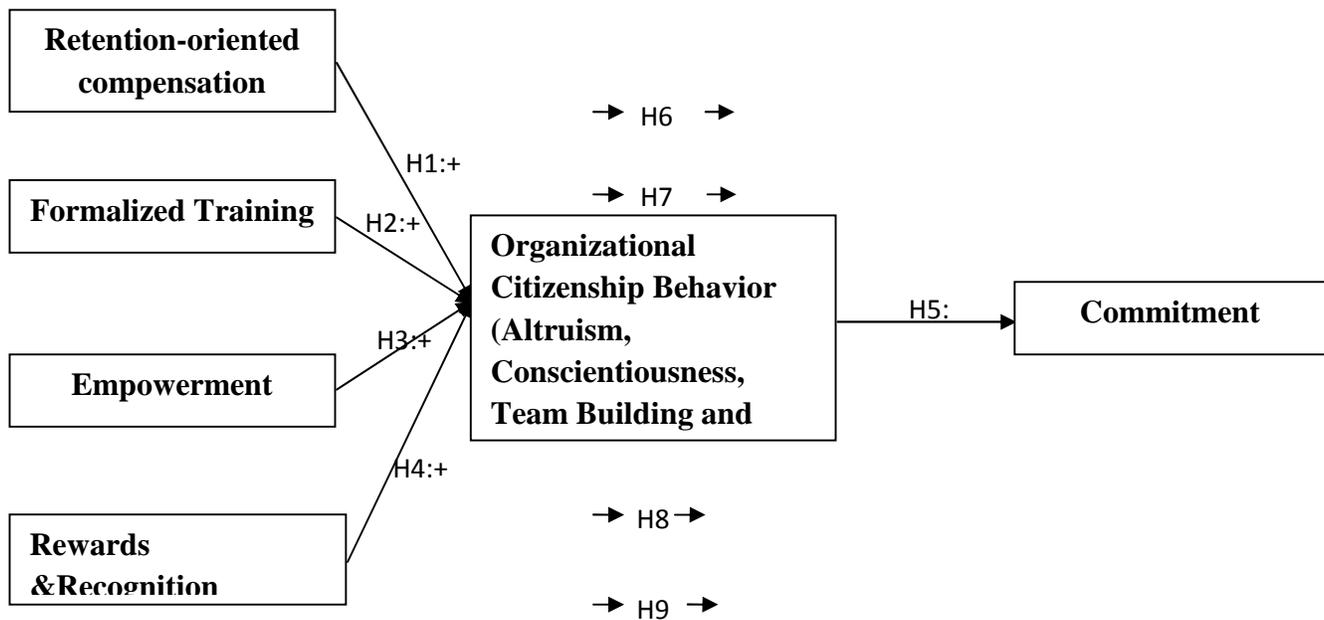


Figure1. Research model and hypotheses

3. Review of Literature

3.1 Organizational Citizenship Behaviors

Organizational citizenship behavior concentrate on constructive and co-operative employee behaviors that contribute to the organization, but do not fall within the domain of mandatory in-role behaviors nor they are directly compensated by the organizations formal reward system (Organ, 1988; Organ and Konovsky 1989; Podsakoff and Mackenzie, 1994; Podsakoff, Ahearne and Mackenzie, 1997). Four domains of altruism, loyalty, conscientiousness and loyalty were selected to capture the concept of OCB in this study.

Altruism is inquisitive about intending beyond job expectations to lend a hand to others with whom the individual turns up into contact. Pare and Tremblay (2000), explain behaviors such as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects other's jobs and providing help and support to new employee's represent clear indications of an employee's interest for its work environment.

Conscientiousness is designating behaviors such as compliance to rules, being punctual and using resources proficiently (Koster and Sanders, 2006).

Loyalty is the extent to which the personnel are faithful to the organization, having feelings of bonding, inclusion, care, responsibility and devotion towards it (Gorge and Brief, 1992).

Teambuilding is an ability to identify and motivate individual employees to form a team that stays together, works together and achieve together (Piercy et al, 2006).

3.2 The effect of HRM practices on OCB

3.2.1 Retention-oriented compensation

Compensation practices are the essential elements, which play a vital part in the retention of the production engineers. Employees typically depend on wages, salaries and so forth to provide a large share of their income and on benefits to



provide income and health security. Ibok Nkanikpo et al, 2012; Bilal Jamil and Naintara, 2011; mark William, 2003 have stated that compensation practices affect OCB and performance of employees to a greater extent. Since, production engineers are unique and the demand for them is high in job market, organizations have to concentrate more on compensation practices which in turn they will engaged more in in-role and extra-role behaviors.

H1: Retention-oriented compensation practices have a significant relationship with OCB.

3.2.2 Training

Employee training has been recognized as a significant determinant of both employee and organizational performance (Chand and Ambardar, 2010; Buella, 2000; Chand and Katou, 2007). Training should be mandatory not merely to intensify productivity but also to stimulate and manipulate employee by making it possible for them to expertise how important their jobs are and rendering them all the assistance they need to accomplish those jobs. Training also conveys the message to employees that the organization is committed to enhance their competence and well-being (Elmadag et al, 2008) and it treats them as valuable assets. Such perceptions do spur the employees to engage more fully in in-role and extra-role behaviors.

H2: Formalized training practices have a significant relationship with OCB.

3.2.3 Empowerment

Empowerment is a strategy through which employee's spotlight their skills to manage their unique development and perhaps ascertain the solutions to the problems. Agarwal and Ferratt (1999), have indicated that companies are now investing in employee empowerment for helping them in function of decision making and work. Through the utilization of such practices employees are convinced that the organization accommodate significance to them consequently employees exhibit commitment towards organization. Seyyed, 2012; Zahra, 2013; Boglera and somech, 2004 stated that there were strong and positive relationships between OCB and employee's empowerment.

H3: Empowerment practices have a significant relationship with OCB.

3.2.4 Rewards & Recognition

Rewards & recognition are given when an organization wants to motivate employees in achieving a goal nor employees have accomplished an organizational objective. When properly implemented, rewards & recognition aid a company in the pursuit of strategic and operational goals. Maslach et al (2001), stated that when organization gives rewards & recognition to employees, they show greater intensity of loyalty with the organization.

H4: Rewards & Recognition practices have a significant relationship with OCB.

3.3 The Effect of OCB on Commitment

Employee retention will find it possible to manipulate organizational performance because of the fact that well-qualified employees have an overabundance of knowledge of organizational goals (Boselie and WWiele Van Der, 2002). Shore, Bark Sdale and Shore (1995), argued that managers use OCB as a signal of the extent in which an employee feels he or she belongs to the organization. Ian Coyne and Tanya Ong, 2007; Nathan Podsakoff et al, 2009; Parveen Kumar, 2011; Pascal Paille, 2013; Yafang and Shih, 2010 particularly showed that OCB is positively related to employee commitment. Employees who had stronger commitment towards their work were more likely to show OCBs at work. This provides some support for the notion that OCBs may enhance the organization's ability to retain employees (podsakoff and Mackenzie, 1997) and that lower OCB levels relates to unwillingness on the part of an employee to be involved and remains in the organization (Chen et al, 1998).

H5: OCB have a significant positive relationship with production engineer's commitment.

3.4 Mediation of OCB

Dyer and Reeves (1995) stated that HRM practices have an impact on employee way of thinking and behavioral patterns which in turn interfere with organizational performance. They also pointed out that the most desperate consequence of HRM



practices is on employee pertinent behaviors accompanied by organizational productivity and ultimately organizational financial outcomes. Nurita Juhdi et al, 2013; Priyanka and Soeonghee, 2010; Mahmoud Manafi, 2012; had shown that some workforce attitudinal characteristics mediates the relationship between HRM practices and individual outcomes. The above clearly supports the idea of a mediator of the HRM performance relationship. Accordingly we propose that OCB is such a mediator, and thus the hypotheses to be tested are:

H6: OCB mediates the relationship between retention-oriented compensation and commitment.

H7: OCB mediates the relationship between formalized training and commitment.

H8: OCB mediates the relationship between empowerment and commitment.

H9: OCB mediates the relationship between rewards & recognition and commitment.

4. Research Methodology

4.1 Sources of Data

This study is based on primary and secondary data. The primary source was a direct personal interview through a survey instrument administered to the respondents by the investigator. The secondary data was collected from the previous research articles, books and internet resources.

4.2 Construct Development

The interview schedule has been divided into four parts. The first part of the interview schedule deals with the demographic profile of the respondents. The second part deals with HRM practices (i.e.) Retention-oriented compensation (7 variables) Janet and Christopher (2008) (1 item) and Wing Lam et al (2009) (6 items) , Training (7 variables) Wing Lam et al (2009) (5 items) and Solha et al (2012) (2 items), Empowerment (7 variables) Jeannette Taylor (2013) (1 item), Lee et al (2000) (3 items), Asim mukhtar et al (2012) (2 items) and Paula et al (1992) (1 item) and Rewards & recognition (7 variables) Alam Saks (2006) (4 items) and Yi-chun yung (2012) (3 items). The third part deals with the OCB dimensions (i.e.) Conscientiousness (5 variables) solha et al (2012) (3 items) and Asim et al (2012) (2 items), Altruism (5 variables) Solha et al (2012) (4 items) and Asim et al (2012) (1 item), Team building (5 variables) solha et al (2012) (4 items) and Piercy et al (2006) (1 item) and Loyalty (5 variables) Caryl et al (1988) (4 item) and Solha et al (2012). The fourth part of the questionnaire measured the production engineer's commitment (4 variables) Farh et al (1998). All the variables taken up for the consideration in this study were measured with 5 point likert scale with the range of 1 – Strongly disagree to 5 – Strongly agree.

4.3 Proposed Research Model

A projected research model for measuring the mediating role of organizational citizenship behavior on Human Resource Management (HRM) practices and Turnover intention among production engineers are shown in figure 1.

4.4 Sampling Procedure

The primary objective of this study is evaluating the mediating role of OCB on HRM practices and turnover intention among production engineers especially working in research & development, product & design and quality checking departments from various manufacturing industries such as auto components, textile machineries, home appliances and electric & motor pumps in Tamilnadu state. A total of 430 respondents were considered and purposive sampling was used to assess the opinions of production engineers regarding HRM practices, OCB and Turnover intention. Out of the above, only 408 questionnaires were returned and found to be in reusable level resulting in a response rate of 95%. Data collected through the questionnaire has been analyzed to fulfill the objectives of the study.

4.5 PRE-TEST

As the items were drawn from several scales, a pilot study was carried out to ensure that each subscale was internally consistent. Data collected from the sample of 100 production engineers were tested. The analysis of these responses showed that the internal consistency estimated (Cronbach's Alpha) for the 10 scales of the study ranged from 0.67 to 0.86. The inspection of the item-to-total correlation showed all items correlated highly with their own totals except 4 items which were dropped (1 item from each of training, empowerment and commitment).

5. Results

5.1. Preliminary Analyses



Table 1. Demographic Profile of the sample respondents: (N = 408)

S. No.	Demographic Variables	Number of respondents (N=200)	Percentage
1.	Age		
	1. 20-30 years	250	61.3%
	2. 31-40 years	120	29.4%
	3. Above 40 years	38	9.3%
2.	Gender		
	1. Male	408	100%
	2. Female	-	-
3.	Marital Status		
	1. Married	253	62%
	2. Unmarried	155	38%
4.	Educational Qualification		
	1. Graduate	329	80.6%
	2. Post graduate	79	19.4%
5.	Experience in the present organization		80.1%
	1. 1- 5 years	327	15.9%
	2. 6-10 years	65	3.9%
	3. Above 10 years	16	
6.	Total Experience		
	1. 1- 5 years	93	22.8%
	2. 6-10 years	275	67.4%
	3. Above 10 years	40	9.8%
7.	Monthly Salary		
	1. Below Rs. 10,000	18	4.4%
	2. Rs.10,000-15,000	60	14.7%
	3. Rs.15,000-20,000	142	34.8%
	4. Above Rs. 20,000	188	46.1%

Table 1 shows that all respondents identified were under Male category with 100%. Regarding age criteria, it is found that maximum respondents were found between the age limit of 20-30 years with 61.3%. Out of 200 respondents, 62% of them are married and in view of educational qualification, it is seen that most of them are having graduate education level (80.6%). While considering the experience, it is seen that 80.1% of employees are having experience between 1-5 years in the present organization and 67.4% of employees having total experience between 6-10 years. 46.1% of employees having monthly salary of above Rs.20, 000.

In order to examine whether the factors are having significant positive association, bivariate correlation analysis were carried out and the results are presented in Table 2

Table 2. Means, Standard deviations and Inter-Correlation Analysis of studied variables

Variables	Mean	SD	1	2	3	4	5	6
1.Retention-oriented compensation	30.66	4.675	-					
2.Formalized training	26.13	3.988	.358**	-				
3.Empowerment	22.13	5.044	.050	.101*	-			
4. Rewards & Recognition	30.28	4.285	.493**	.525**	.052	-		
5.OCB	88.32	8.359	.452**	.586**	.032	.526**	-	
6.Commitment	5.06	2.229	-.353**	-.331**	-.028	-.459**	-.229**	-



- ** Correlation is significant at the 0.01 level (2-tailed).
- * Correlation is significant at the 0.05 level (2-tailed).

Table 2 shows the means, standard deviations, correlations of all variables used in this study. The inter-correlation result showed that retention-oriented compensation was positively related to organizational citizenship behavior (OCB) ($r=0.45, p<0.01$) and commitment ($r=-0.35, p<0.01$), formalized training was positively related to OCB ($r=0.59, p<0.01$) and commitment ($r=-0.33, p<0.01$) and rewards & recognition was positively related to OCB ($r = 0.53, p<0.01$) and commitment ($r = - 0.46, p<0.01$). OCB was also found positively related to commitment ($r = -0.13, p<0.01$). The inter-correlation results preliminarily supported the proposed relationship between variables in Figure 1.

5.2 Hypotheses testing

To test the mediation model (Hypotheses 6, 7, 8 and 9), we followed Baron and Kenny’s (1986) three-step procedure. First, the independent variables should be significantly related to the mediating variables. Second, the independent variables should be related to the dependent variables. Third, the mediating variables should be related to the dependent variables when the independent variables are controlled for in the model. If the unstandardized beta weights of the independent variables are still significant in the last step, partial mediation is present. If the unstandardized beta weights of the independent variables are not significant, full mediation is present. Many methodologies (Wing Lam et al 2009; Mackinnon, Lockwood, Hoffman, West and Sheets 2002; Shrout and Bolger 2002) consider Baron and Kenny’s method to be one of the most conservative tests for mediation.

Table 3. Results of the hierarchical regression analyses on HRM practices, OCB and commitment.

Model	Model 1 OCB				Model 2 Commitment				Model 3 Commitment
	B	Std.Err	Beta	T	B	Std.Err	Beta	T	
Constant	43.51	2.88		15.10	13.93	0.89		15.56	
Retention oriented Compensation	0.36	0.08	0.20	4.69***	-0.07	0.02	-0.15	-3.06**	
Formalized training	0.84	0.09	0.40	9.08***	-0.06	0.02	-0.10	-2.02*	
Empowerment	-0.05	0.06	-0.03	-0.81	.003	0.02	-0.008	0.172	
Rewards & Recognition	0.42	0.09	0.22	4.55***	-0.171	0.03	-0.33	-5.94***	
R ²				0.43				0.24	0.23
OCB									-2.28**
R ²									0.25

F= 79.167, df= 4, 403, P = .000 F= 79.167, df= 4, 403, P = .000

***P<0.001, **P<0.01, *P<0.05

Note: B= Un-standardized beta; SE= Standard error

Table 3 presents the results of hierarchical regression analyses using SPSS 16. The results showed that in model 1, retention oriented compensation (=0.20, $p<0.001$), training (=0.40, $p<0.001$) and rewards & recognition (=0.22, $p<0.001$) was found to be positively related to OCB ($R^2 = 0.44, p<0.001$). In model 2, retention oriented compensation (= -0.15, $p<0.01$), training (= -0.10, $p<0.05$) and rewards & recognition (= -0.32, $p<0.001$) were positively related to commitment ($R^2 = 0.24, p<0.001$). In model 3, the result revealed a significant effect of OCB on commitment (= -0.23, $p<0.001$) ($R^2 = 0.25, p<0.01$), while the un-standardized beta weights of the independent variables (retention-oriented compensation, formalized training and rewards & recognition) was found to be still significant on commitment. Therefore from the results of the above 3 models it was suggested that OCB partially mediates the following relationships (1) between retention-oriented



compensation and commitment, (2) between formalized training and commitment and (3) between rewards & recognition and commitment.

6. Managerial Implications

The core heart of production units are the technical engineers, working in research & development, product & design and quality checking because these professionals possess specific skills that are mandatory for the economic development of the organizations. These professionals are implementing lot of new innovative production techniques to facilitate a sustainable development besides their competitors. The lower commitment level arises from the heavy demand for them in the job market. The findings suggested that the universalistic proposition for the relationship of HRM on commitment is not that simple. Indeed, it requires the intervention (mediation) of the behavioral reactions. Thus, manufactures have to enhance OCB through HRM practices in order to retain the skilled employees and to motivate the workforce and hence be successful in the business.

7 Limitations and Scope for Future Research

The present study has three major limitations which should be focused in future study. First, the study was limited to production engineers along with relatively small sample size which was preferred through purposive sampling method confined with small geographic area. Second, since the data was collected from a few production sectors located in Tamilnadu, we may not know the generalizability of the findings. Future research is thus; recommend collecting data from other states, nations, public enterprises or non-profit organizations to investigate the effect of HRM practices on commitment. Third, we examined OCB as the only behavioral mediator in the model. Thus, we still do not confirm much about other behavioral reactions mediate the relationship of HRM on commitment. Future studies may therefore further investigate a variety of behavioral mediators such as job satisfaction and flexibility on the relationship.

8. Conclusion

The current research work tries to answer the questions of how and why high performance HRM practices reinforce desirable individual consequences. In particular we found that: (1) Retention-oriented compensation, Formalized training and Rewards & Recognition were positively related to OCB (2) OCB increase production engineer's commitment level (3) OCB partially mediated the effects of retention-oriented compensation, formalized training and rewards & recognition on commitment.

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