

HRM Practices and Their Effect on Organizational Citizenship Behavior in Nepali Public Financial Sector

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Abstract

The aim of the study was to examine the impact of HRMP (such as selection, training and development, performance appraisal, performance-related reward, communication, and empowerment) on OCB. 340 have been regarded as the representative sample of officer-level employees in Nepali public financial sectors. Structural equation modeling was used to analyze the data. The result unveiled that HRMP had a positive and significant effect on OCB. Empowerment, communication, selection, performance appraisal, and selection insignificantly impacted OCB. OCB was influenced by performance-related reward. This study is anticipated to afford references for managers of Nepali public financial sector to design effective HRM practices for boosting employees' OCB.

Keywords: HRMP, OCB, Nepali Public Financial Sector

1. Introduction

The foundation of HRM is the belief that human resources are crucial for maintaining business success (Price, 2007). HRM practices (HRMP) (Basnet et al., 2024) in Nepal's public financial sectors were described as performance-related reward, empowerment, communication, training and development, selection, and performance appraisal. The organization can promote OCB by implementing the proper HRMP (Giancaspro et al., 2022; Demo et al., 2022; Taamneh et al., 2018; Thanigaivel et al., 2017; Cesario & Magalhaes, 2016; Ahmed, 2016; Ko & Smith-Walter, 2013). Effective selection practices, as an integral aspect of the organization, can enrich OCB (Ko & Smith-Walter, 2013). OCB can be improved by impartiality training and development practices (Khattak et al., 2018; Thanigaivel et al., 2017; Ahmed, 2016; Ko & Smith-Walter, 2013). OCB may be encouraged by equality performance appraisal practices (Khattak et al., 2018; Ko & Smith-Walter, 2013; Husin et al., 2012, Babaei et al., 2012). OCB can be motivated by successful performance-related reward systems (Ko & Smith-Walter, 2013; Babaei et al., 2012). Dynamic communication practices can enrich OCB (Cesario & Magalhaes, 2016; Ko & Smith-Walter, 2013; Gould-Williams & Mohamed, 2010). Transparent empowerment practices in the organization can improve OCB (Sreelakshmi, 2016; Ko & Smith-Walter, 2013; Pare & Tremblay, 2007). The Nepalese public finance sector can enhance organizational commitment through appropriate HRMP (Basnet et al., 2024a). Thus, this study was to identify the influence of HRMP on OCB in Nepali public financial sector.

2 Literature Review

Theoretical Review

Social exchange theory (SET), a theoretical structure that expounds human associations and social activities, is predicated on the notion of reciprocal transactions. It acclaims that people exchange resources with one another to build and preserve connections, with the aim of maximizing benefits and minimizing expenses (Blau, 1964). HRM practices refer to strategies and processes organizations use to manage and develop their workforce. These practices can foster OCB, which encompasses discretionary, extra-role behaviors that go beyond formal job requirements, such as helping coworkers, being proactive, and supporting organizational goals (Organ, 1988; Paauwe & Boselie, 2005). The HRMP described with SET can improve OCB (Ko & Smith-Walter, 2013).

HRM Practices and OCB

Human resource management practices set up human capital investments to attain the organizational goal (Flamholtz & Lacey, 1981). Citizenship behavior (Colquitt et al., 2018; Borman & Motowidlo, 1993) refers to charitable employee work that may or may not be remunerated but contributes to the organization. OCB (Podsakoff & MacKenzie, 1994) mentions to the extra-role behaviors of individuals that are not accepted by a recognized reward system in the place of work. As demonstrated by Giancaspro et al. (2022), Demo et al. (2022), Taamneh et al. (2018), Thanigaivel et al. (2017), Cesario & Magalhaes (2016), Ahmed (2016), and Ko & Smith-Walter (2013), HRMP positively and significantly impacted OCB. As a consequence, the first hypothesis is proposed.

H_1 : HRM practices have a positive impact on employees' OCB.

Selection and OCB

Selection (Mondy, 2010; Monday & Noe, 2006) is the technique of selecting the best-suited candidate from the collection of applicants for a specific position. Selection positively and significantly impacted OCB (Ko & Smith-Walter, 2013). Selection had an insignificant effect on OCB (Gould-Williams & Mohamed, 2010). Therefore, the second hypothesis is estimated.

H_2 : Selection has a positive influence on employees' OCB.

Training and Development and OCB

Training and development (TD) involve either the organization focusing on empowering employees to work their current jobs or organizing them for future employment, or both (Noe et al., 2015). TD are a continuous process that necessities to be organized regularly, which helps organizations to achieve strategic objectives (Malam et al., 2016). TD significantly and positively affected OCB (Khattak et al., 2018; Thanigaivel et al., 2017; Ahmed, 2016; Ko & Smith-Walter, 2013). Consequently, the third hypothesis is projected.

H_3 : Training and development have a positive effect on employees' OCB.

Performance Appraisal and OCB

Performance appraisal mentions to the official system of periodic assessment and evaluation of an individual's or team's job performance to provide feedback (Islam & Siengthai, 2010). Mondy (2010) defined performance appraisal as a suitable method for assessing single and team results. Performance appraisal positively and significantly influenced OCB (Khattak et al., 2018; Ko & Smith-Walter, 2013; Babaei et al., 2012; Husin et al., 2012; Gould-Williams & Mohamed, 2010). Performance appraisal practice had an insignificant influence on OCB (Cesario & Magalhaes, 2016). So, the fourth hypothesis is established.

H_4 : Performance appraisal has a positive impact on employees' OCB.

Performance-Related Reward and OCB

Performance-related pay remains the most common approach that is provided to employees based on organizational performance (Armstrong, 2006). Performance-related reward is a system of incentives provided to employees based on their performance (Guest, 1997). Performance-related rewards had a significant and positive impact on OCB (Ko & Smith-Walter, 2013). Performance-related pay had a significant and positive impact on employee’s OCB (Gould-Williams & Mohamed, 2010). OCB was significantly and positively impacted by reward (Babaei et al., 2012). Fair organizational rewards significantly affected OCB (Pare and Tremblay, 2007). Hence, the fifth hypothesis is recognized.

H₅: Performance-related reward has a positive effect on employees’ OCB.

Communication and OCB

Communication is a method that transfers information and meaning from a sender to a receiver (Langan-Fox, 2001). Communication ensures the organization’s internal communications that assist the employees in making the connection between positive aspects of their workplace and effective management policies (Walker, 2001). Communication positively and significantly affected OCB (Cesario & Magalhaes, 2016; Ko & Smith-Walter, 2013; Gould-Williams & Mohamed, 2010). Thus, the sixth hypothesis is renowned.

H₆: Communication has a positive influence on employees’ OCB.

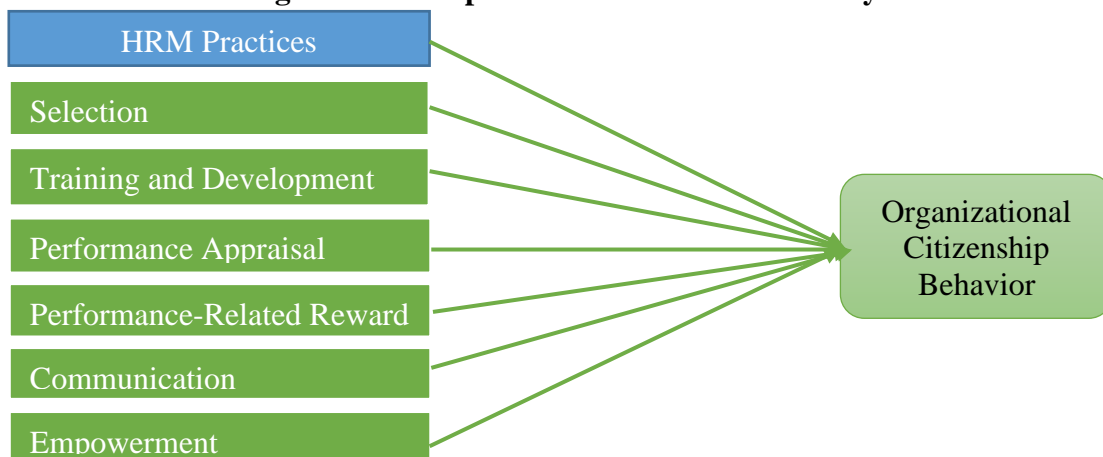
Empowerment and OCB

Ilias (2008) specified that empowerment facilitates workers’ ability to remove hierarchical levels and solve problems immediately. Empowerment can be understood as a set of practices and structures that enable the transfer of power and authority from the higher levels of the organization to the lower levels (Alkhazali et al., 2020). Empowerment positively and significantly impacted OCB (Sreelakshmi, 2016; Ko & Smith-Walter, 2013; Pare & Tremblay, 2007). For that reason, the last hypothesis is predicted.

H₇: Empowerment has a positive impact on employees’ OCB.

3 Conceptual Framework

Figure 1: Conceptual Framework of the Study



Source: Ko & Smith-Walter (2013)

4 Methodology

The descriptive and causal research designs have been used in this study. The frequency distribution has been used to identify respondents’ profiles of gender, marital status, age, and educational level. The tolerance and VIF have been used to test the multicollinearity of the variables. SEM to analyze the impact

of HRM practices explained by selection, training and development, performance appraisal, performance-related reward, communication, and empowerment on OCB.

The primary source of data was used in this study. The population of officer-level employees in Nepal's public financial sector was 2,251 (Ministry of Finance, 2079). The statistical technique suggested by Yamane (1967) was used to determine the 340-sample size. Consequently, the 340 have been regarded as the representative sample of officer-level employees. Among the public financial institutions in Nepal, the respondents were chosen using the purposive sample approach.

The selection related to five items has been taken from the study of Moideenkutty et al. (2011), Wei et al. (2010), and Tsaur and Lin (2004). The training and development have been measured with five items taken from the study of Al Damoe et al. (2017), Wei et al. (2010), and Tsaur and Lin (2004). The performance appraisal has been measured using four items adapted from the study of Gong et al. (2009) and Whiting et al. (2008). The performance-related reward has been measured using five items adapted from the study of Ko and Smith-Walter (2013), Wei et al. (2010), and Parida et al. (1990). The communication-related four items have been taken from the study of Nassar (2017) and Ko and Smith-Walter (2013). Empowerment has been measured with four items adapted from the study of Akhtar et al. (2014) and Boon et al. (2007). OCB has been measured using five items adapted from the studies of Ko and Smith-Walter (2013), Yang (2012), and Wei et al. (2010). All questions have been scaled by seven-point Likert Scale.

Reliability of Variables

Cronbach’s alpha value has been applied to measure the reliability of variables. Hu and Bentler (1999) recommended that a Cronbach’s alpha higher than .70 shows an acceptable level. The reliability of variables has been presented in Table No. 1.

Table 1: Reliability of Variables

Variables	Cronbach's Alpha		No. of Items	
HRMP		.747		27
Selection	.911		5	
Training and Development	.894		5	
Performance Appraisal	.886		4	
Performance-Related Reward	.926		5	
Communication	.873		4	
Empowerment	.879		4	
Organizational Citizenship Behavior		.884		5

The Cronbach’s alpha of all variables ranges from .747 to .926. The all-variables coefficient of Cronbach’s alpha is above .70. Thus, all variables are acceptable (Hu & Bentler, 1999).

Convergent and Discriminant Validities

The confirmative factor analysis has been used to test convergent and discriminant validities of variables. The convergent and discriminant validities are unveiled in Table No. 2.

Table 2: Worth of Convergent and Discriminant Validities

	CR	AVE	MSV	SE	TD	PA	PR	COM	EM	OCB
SE	0.907	0.666	0.020	0.816						
TD	0.896	0.633	0.011	0.048	0.795					
PA	0.886	0.660	0.010	-0.030	0.057	0.813				
PR	0.926	0.715	0.017	-0.060	0.044	-0.023	0.846			
COM	0.878	0.644	0.015	-0.121	-0.018	-0.045	0.032	0.802		
EM	0.881	0.652	0.020	0.140	0.105	0.102	-0.068	0.017	0.808	
OCB	0.886	0.611	0.017	0.038	-0.002	0.020	0.129	-0.017	0.073	0.782

The composite reliability (CR) of all constructs' values are found to be within the range of 0.878 to 0.926. All constructs' composite reliability value is more than 0.70 (Collier, 2020). Therefore, all constructs are reliable. All construct values of the average variance extracted (AVE) are greater than 0.5 (Hair et al., 2017), and CR value of each construct is bigger than the AVE of each construct (Ahmad et al., 2016). Strong evidence of the constructs' convergent validity is therefore confirmed by the test's outcome. The individual construct value of AVE is greater than each construct's maximum share variance (MSV) (Chin, 1998), and the square root of AVE values at the diagonal of the individual construct are higher than the inter-construct correlation values of each off-diagonal construct (Chiu & Wang, 2008). Thus, the result of the test confirms strong evidence of the discriminant validity of the constructs.

5 Result

Respondents Profile

As 340 respondents have been received from officers-level employees within Nepalese public financial institutions, the respondents' profile have been presented in Table No. 3.

Table 3: Respondents' Profile

		Frequency	Percent
Gender	Male	204	60.00
	Female	136	40.00
Marital Status	Single	50	14.71
	Married	290	85.29
Age	Less than 25	10	2.94
	25-34	150	44.11
	35-45	152	44.71
	More than 45	28	8.24
Educational Level	Bachelor level	36	10.60
	Master level	292	85.90
	M.Phil.	12	3.50
N = 340			

The majority of 204 (60 percent) respondents are male in gender. The more significant part of 290 (85.29 percent) respondents are married in marital status. The majority of the 152 (44.71 percent) respondents are in the 35-45 years' age group. The maximum number of respondents are master level, i.e., 292 (85.90 percent) in educational level.

Variables' Multicollinearity test

Multicollinearity is measured through the tolerance and VIF values of variables unveiled in Table No. 4.

Table 4: Value of Tolerance and Variance Inflation Factors		
Variables	Collinearity Statistics	
	Tolerance	VIF
Selection	.965	1.036
Training and Development	.981	1.020
Performance Appraisal	.982	1.018
Performance-Related Reward	.983	1.017
Communication	.985	1.015
Empowerment	.957	1.044
Dependent Variable: Organizational Citizenship Behavior		

The array of tolerance value from .975 to .985 is not multicollinearity, so the tolerance value is not less than 0.10, and VIF values from 1.015 to 1.044 is not multicollinearity, as a result the VIF is not greater than 10 (Hair et al., 2006). Lastly, tolerance and VIF values of all variables specify that the data do not contain any issue of multicollinearity.

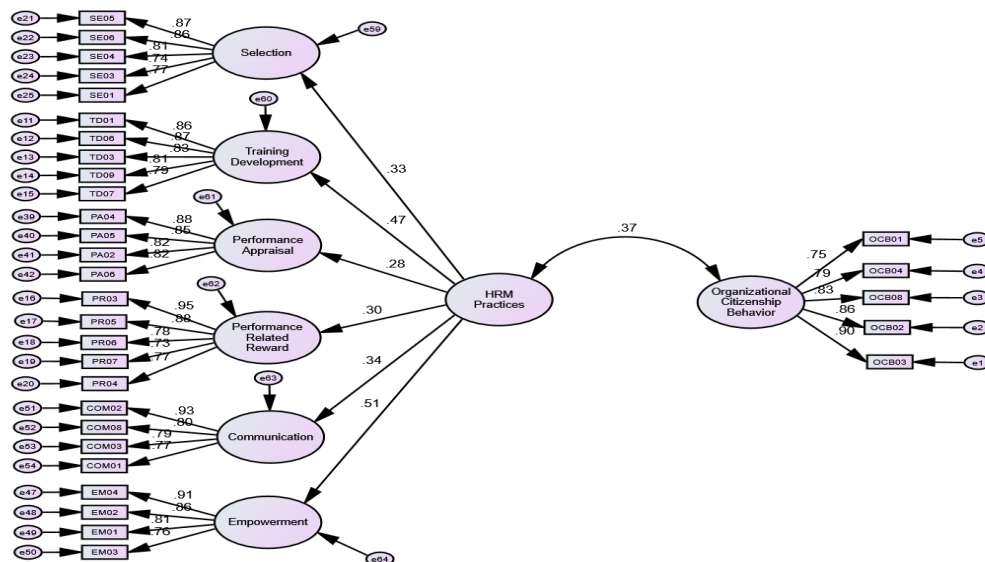
Impact of HRM Practices on Employees' OCB

The measurement model is utilized to reveal the measurement relationship between measured variables of HRM practices, employees' OCB and their constructs. Path analysis shows the structural relationship between HRM practices and the employees' OCB via composite constructs.

Measurement Model for HRM Practices and Employees' OCB

The goodness of fit indices is tested by measurement model. Figure No. 2 displays the model of the employee OCB's first-order construct and HRM practices' second-order construct.

Figure 2: Affiliation Between Constructs

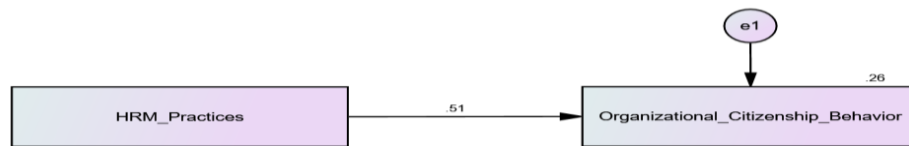


The Chi-square (χ^2) value with df (457) in this model is 886.892. A satisfactory fit is shown by the relative chi-square (χ^2/df) ratio, which is 1.941 lower than the suggested threshold (i.e., < 3) (Byrne, 2010). The GFI value of 0.889 indicates a satisfactory fit and falls within the suggested range of 0.80 to 0.90 (Byrne, 2010). The AGFI value of 0.871 indicates an acceptable fit because it falls between the recommended threshold (i.e., 0.85 and 0.90) (Dogan & Ozdamar, 2017). The CFI value of 0.959, which is greater than the recommended cut-off value of 0.95, indicates a satisfactory fit (West et al., 2012). The RMSEA value of 0.045, which is lower the recommended cutoff (i.e., < 0.05), indicates a good fit (Byrne, 2010). Consequently, the goodness-of-fit with the data is approved by every index.

Structural Relationship Between HRMP and Employees' OCB

In figure No. 3 revealed that the influence of HRMP on employees' OCB is exhibited using path diagram.

Figure 3: The Influence of HRMP on Employees' OCB



In Table No. 5 disclosed that the path model is used to reveal the hypothesized association.

Table 5: Hypothesized Association Between HRMP and Employees' OCB						
Hypothesized Relationship				Standardized Estimate	C.R. (t-value)	P-value
H_1	OCB	<---	HRM Practices	0.511	12.902	0.000

The result confirms that HRM practices positively and significantly influence employees' OCB ($\beta = 0.511$, C.R. = 12.902, P = 0.000). Hence, H_1 is supported.

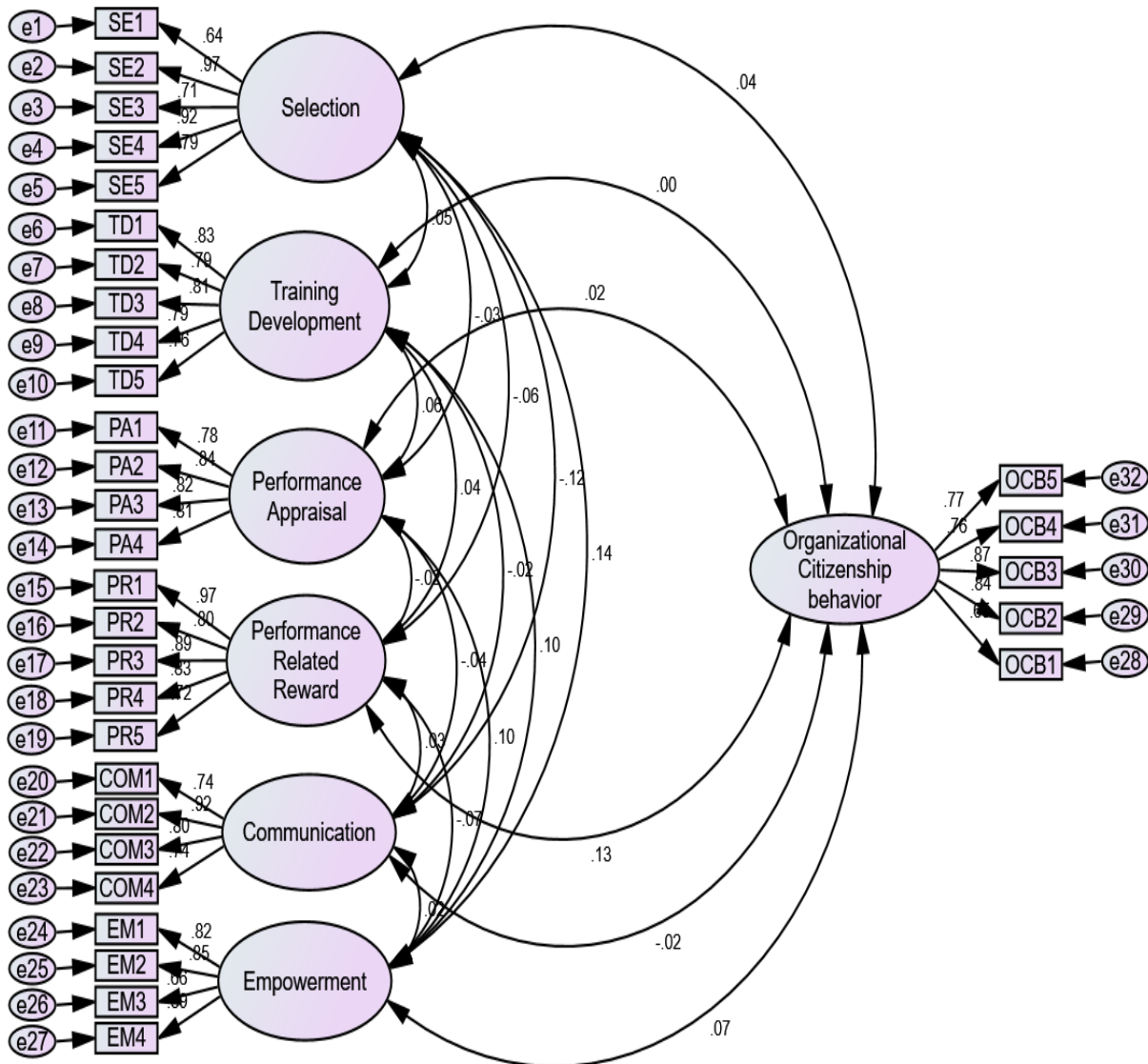
Impact of Selection, Training and Development, Performance Appraisal, Performance-Related Reward, Communication, Empowerment on Employees' OCB

The measurement model is used to exhibit the measurement relationship. The structural relationship is shown using path analysis.

Measurement Model for Selection, Training and Development, Performance Appraisal, Performance-Related Reward, Communication, Empowerment, and Employees' OCB

The goodness of fit indices is tested using the measurement model. Figure No. 4 show the model of six first-order constructs and first-order construct.

Figure 4: Affiliation Between Constructs

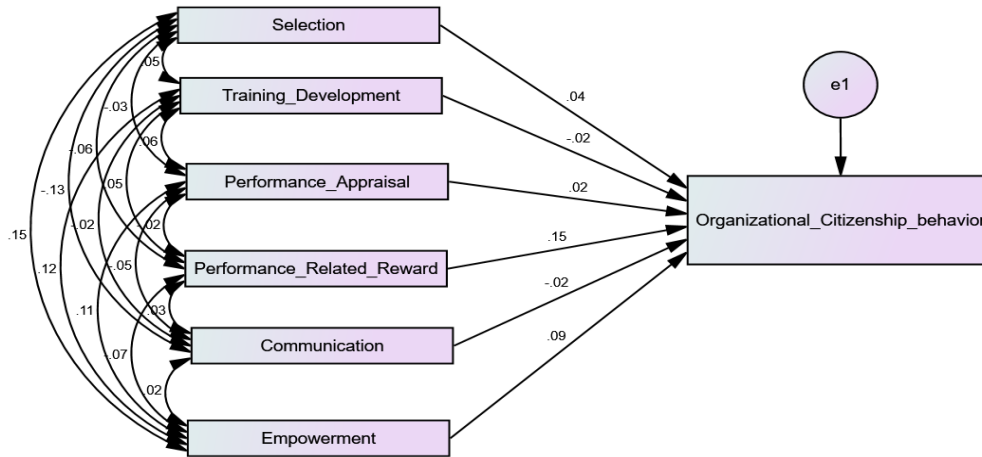


This model shows the goodness-of-fit with the data. The Chi-square (χ^2) value is found to be 736.994. A satisfactory fit is shown by the relative chi-square (χ^2/df) ratio, which is 1.664 lower than the suggested threshold (i.e., < 3) (Byrne, 2010). The GFI value of 0.881 indicates a satisfactory fit and falls within the suggested range of 0.80 to 0.90 (Byrne, 2010). The AGFI value of 0.859 indicates an acceptable fit because it falls between the recommended threshold (i.e., 0.85 and 0.90) (Dogan & Ozdamar, 2017). The CFI value of 0.957, which is greater than the recommended cut-off value of 0.95, indicates a satisfactory fit (West et al., 2012). The RMSEA value of 0.044, which is lower the recommended cutoff (i.e., < 0.05), indicates a good fit (Byrne, 2010). As a result, the goodness-of-fit with the data is approved by every index.

Structural Relationship Between Selection, Training and Development, Performance Appraisal, Performance-Related Reward, Communication, Empowerment on Employees’ OCB

The effect of variables is revealed using path diagram in Figure No. 5.

Figure 5: The Influence of Selection, Training and Development, Performance Appraisal, Performance-Related Reward, Communication, Empowerment on Employees’ OCB



The path model is used to reveal hypothesized association is shown in Table No. 6.

Table 6: Hypothesized Association Between variables

Hypothesized Relationship				Standardized Estimate	C.R. (t-value)	P-Value
H_2	OCB	<--	Selection	0.036	0.648	0.517
H_3	OCB	<--	Training and Development	-0.023	-0.417	0.676
H_4	OCB	<--	Performance Appraisal	0.017	0.319	0.750
H_5	OCB	<--	Performance-Related Reward	0.149	2.760	0.006
H_6	OCB	<--	Communication	-0.021	-0.381	0.703
H_7	OCB	<--	Empowerment	0.086	1.568	0.117

Selection has an insignificant but positive effects on employees’ OCB ($\beta = 0.036$, C.R. = 0.648, $p = 0.517$). Therefore, H_2 is not supported. Training and development negatively and insignificantly impact employees’ OCB ($\beta = -0.023$, C.R. = -0.417, $p = 0.676$). Thus, H_3 is rejected. The effect of performance appraisal on employees’ OCB has positive and insignificant ($\beta = 0.017$, C.R. = 0.319, $p = 0.750$). Therefore, H_4 is not supported. Performance-related reward has a positive and significant impact on employees’ OCB ($\beta = 0.149$, C.R. = 2.760, $P = 0.006$). Thus, H_5 is supported. The effect of communication on employees’ OCB has negative and insignificant ($\beta = -0.021$, C.R. = -0.381, $p = 0.703$). Therefore, H_6 is not supported. Empowerment positively but insignificantly impacts employees’ OCB ($\beta = 0.086$, C.R. = 1.568, $P = 0.117$). Thus, H_7 is rejected.

6 Discussion

This result shows that HRMP positively and significantly impact employees' OCB. This result is consistent with the previous findings found that HRM practices positively and significantly impacted OCB (Giancaspro et al., 2022; Demo et al., 2022; Taamneh et al., 2018; Thanigaivel et al., 2017; Cesario & Magalhaes, 2016; Ahmed, 2016; Ko & Smith-Walter, 2013). Social exchange theory (Blau, 1964) defines that HRM practices enhance employees' OCB (Ko & Smith-Walter, 2013). Thus, this result supports social exchange theory. This finding confirms that selection has a positive but insignificant impact on employees' OCB. This study results stable with the prior finding of Gould-Williams and Mohamed (2010), who found that OCB was not significantly impacted by selection. However, this result is inconsistent with the previous finding of Ko and Smith-Walter (2013), who found that selection positively and significantly impacted organizational citizenship behavior. This result shows that training and development negatively and insignificantly affect employees' OCB. This finding is inconsistent with the previous research findings that OCB (Khattak et al., 2018; Thanigaivel et al., 2017; Ahmed, 2016; Ko & Smith-Walter, 2013) were positively and significantly impacted by training and development.

This finding reveal that performance appraisal and communication insignificantly influence employees' OCB. This result is in line with earlier study by Cesario and Magalhaes (2016), which showed that OCB was not significantly impacted by performance appraisal. However, this finding is inconsistent with the results that OCB had been a positive and significant influence on performance appraisal (Khattak et al., 2018; Ko & Smith-Walter, 2013; Husin et al., 2012; Babaei et al., 2012; Gould-Williams & Mohamed, 2010) and communication (Cesario & Magalhaes, 2016; Ko & Smith-Walter, 2013; Gould-Williams & Mohamed, 2010). The finding exhibit that performance-related reward positively and significantly impacts employees' OCB. This result is consistent with the finding of Ko and Smith-Walter (2013), who established that performance-related rewards had been a significant and positive effect on OCB. Similarly, this result is consistent with the prior research of Gould-Williams and Mohamed (2010), who found that performance-related pay had been a significant and positive effect on OCB. The result exhibits that empowerment positively but insignificantly influences employees' OCB. This result is inconsistent with the previous findings that empowerment had been a positive and significant impact on OCB (Sreelakshmi, 2016; Ko & Smith-Walter, 2013; Pare & Tremblay, 2007).

7 Conclusion

HRM practices manage the employees in an organization through practical training and development programs, a fair performance-based reward practices, and a transparent empowerment system, which enhance employees' OCB. The unfair selection criteria and job-related tests assist in choosing unqualified employees, which reduce organizational citizenship behavior. Organization does not provide training and development program to the employees, which decline the employees' OCB. The unfair and favoritism performance appraisal report does not support the employees' career paths, thus declining the employees' OCB. The effective performance-related reward provides paid holidays, wages and cash incentives to the employees based on their performance, which improves the employees' OCB. An unclear communication structure is used by the organization, which decreases the employees' OCB. Organization do not allow the employees to participate in job-related decisions, thus decline the employees' OCB. This study is anticipated to afford references for managers of Nepali public financial sector to design effective HRM practices for boosting employees' OCB.

8 References

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