Exploration of the Relationship between Human Resources Practices and Organizational Citizenship Behavior in University Teaching Hospitals in South East, Nigeria

By

Eze Evaristus PhD
Department of Business Administration.
Hezekiah University, Umudi, Imo State
btecs@yahoo.com. 08033235425

Abstract

This study explored the relationship between Human Resources Practices and Organizational Citizenship Behavior. Human resources practices have to do with all practices aimed at making the employees participate actively in organizational life. The broad objective of this study was to investigate the nature of relationship between Human Resources Practices and Organizational Citizenship Behavior. On the basis of the cross-sectional survey performed on 372 persons employed in the University Teaching Hospitals in South Eastern part of Nigeria using structured questionnaire, It was discovered that significant relationship exist between human resources practices and organizational citizenship behavior in teaching hospitals in South East, Nigeria. It is recommended in this study that University teaching hospitals should redesign their human resources practices in a way that continuously invest in programs, processes, and systems, which target making its employees contribute to organizational life through putting voluntary, non remunerative and extra role functions . It was also recommended that University teaching hospitals should also set up Organizational citizenship behavior monitoring unit with a view to identifying such voluntary and non remunerative efforts from employees with a view to reinforcing and

managing such behaviors as part of human resources practices of the hospitals **.**

Keywords: Human resources practices, job satisfaction, organizational citizenship behavior,

Introduction

There is need for a competent and robust combination of human resources (the only resources abundant in Africa) practices that will boast employee satisfaction. With the increase in competition, rise in technology and sophistication of consumer tastes occasioned by globalization, it became obvious that performance of duties enshrined in the contract of employment alone cannot contribute to organizational effectiveness and competitiveness in the global market structure. Organizations now as means of sustaining themselves turn to effective utilization of various bundles of human resources practices to encourage employees not only to effectively carry out the assigned duties (in- role functions) but also go extra mile to carry out beneficial extra-role activities. These extra-role activities that is voluntary, and non-remunerative in nature and outside the assigned duty of the employee but do contribute to organizational effectiveness are called Organizational citizenship behavior (OCB). Several Studies have shown that this kind of behavior from employees benefits the organization (Purcell, Kinnie, Hutchinson., Rayton& Swart (2003),Podsakoff, Whiting, Podsakoff &Blume (2009), Xerri & Bruetto (2013), Podsakoff , Mackenzie, Maynes, and Spoelma (2014)). Most organizations will prefer to employ or retain staffs that show the potentiality and capacity to exhibit organizational citizenship behavior since this behavior have been shown to be beneficial and cost effective due to its non-remunerative nature and contribution to organizational success.

Researchers are not united in their findings on the influence of human resources practices on organizational citizenship behavior with some finding no significant relationships between Human resources

management practices and organizational citizenship behavior (Chen, Hui, and Sego, (1998)). Others like (Morrison (1994) showed the existence of direct relationship between Human resources practices and organizational citizenship behavior(Morrison (1994).There is need for further studies to confirm the nature of relationship between Human resources practices and Organizational citizenship behavior. In this study, we chose the university teaching hospitals in Nigeria as context of study because of the increasing need for human resources practices that will improve staff effectiveness there. Nigeria Health Development Plan(2009) in its preamble stated that Nigeria Health Sector is facing some human resource challenges that include: Inappropriate or inadequate training with curricula that are not needs-based; Inadequate numbers and skills of health workers; Poor motivation resulting in low morale; Unattractive conditions of service and remunerations; absence of effective staff performance management 'building-blocks' etc, (National Health Development Plan 2009).

Research Hypothesis

The sole hypothesis formulated to guide the study is**:**

Ha: There is significant relationship between Human resources practices and Organizational citizenship behavior in teaching hospitals in South East, Nigeria.

Brief literature review

Conceptual framework

Human Resources Practices

Recruitment and Selection

Recruitment and selection is the process by which actions are taken to ensure that an organization employs the most suitable person for the declared position. Recruitment refers to the arrangements made to ensure that potential applicants are made to know of the intention of the organization to make an appointment while Selection refers to the

procedures used to choose the most qualified candidate based on job specification .This involves collection of application, short listing from the applications, interviewing, selection and deployment as appropriate.
There is direct link between the rigor of the process for attracting and selecting the most appropriate employees and overall employee productivity (Huselid1995).

Training and Development.
McGhee and Thayer (1965) defined training as the formal programme or procedures which a company uses to facilitate employees learning so that their resultant behavior contributes to the attainment of the company's goals and objectives (McGhee and Thayer (1965). Ubeku (1975) citing Seymour and Humble defines operative training as the process of transforming skills from those who possess them to those who do not and management training as the process of developing managers' knowledge, skills and attitudes to meet the present and future needs of the business. Authors differentiated training and development efforts. Maxwell and Roberts (1969) stated that training refers to the means used to improve employees on the job while development is any method used to prepare a manager for his intended job. He went further to explain that their difference anchored majorly on the fact that one prepares employee for his present job and the other prepares him for his future job. The above definitions are supported by others like Nadler (1981), Evans (1981), and Johnson (1975).

Contingent Pay and Reward Schemes (Compensation System)
Compensation system is an important consideration if organization intends to procure, maintain and retain quality staff. Organizations must develop reward system and strategy that is clear enough in terms of how it is determined and paid. Within public sector institutions in Nigeria, this is determined nationally by the national wages and pay system unlike the private sector where there is flexibility on the part of the organization in

fixing their wages and pay which may incorporate other options like bonuses and incentives, employee benefits or performance-related pay. Organizations in the private sector in Nigeria develop its own framework for compensation with a set of basic principles guiding such compensation system.

Performance Appraisal.

All the formal process involved in monitoring and improving the productivity of workers is called performance appraisal (Brown& Heywood (2005). It is the process that includes determining and communicating to employees how they are performing their jobs and establishing a plan for improvement (Ezigbo (2011). Appraisal system begins with job analysis and specification, setting of expectations or targets, performance management , measurement of performance in line with set targets, provision of feedback and subsequent management of the under performers (Armstrong(2006).

Industrial/employee relations

Ezigbo (2011) citing Akpala(1982) stated that Industrial relation is the regulation of employment relation in an employment situation by the employer/management or their organizations, the workers organization and a third party, private and or government acting as an umpire, or controller and that the purpose of industrial relation is to establish job rules and co-operation of man power resources toward attaining the objective of the employee, the organization and the state through collective bargaining as a process whereby representatives of two parties meet and try to negotiate an agreement which states the nature of future relationship between them(Ezigbo (2011). Industrial relations play a great role of fostering and sustaining industrial democracy (Monappa (2004). Employee relations on the other hand consist of human resource management practices that involve relationships with employees either directly or through collective agreements where trade unions are recognized.

Employee relations are concerned generally with managing the employment relationship (Armstrong (2006)..Employee relation is broader in coverage than industrial relations, which are essentially about dealings between managements and trade unions.

Organizational Citizenship Behavior:

In 1983, Bateman and Organ introduced the term "citizenship "as form of behaviors that socially helps the organization reach its goal (Bateman and Organ (1983).

Katz (1964) stated that Smith and associates (1983) were guided by this idea of innovative and spontaneous behaviors in defining this type of behaviors as "actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals"(Katz (1964)). Organ (1988) put this succinctly when he defined such behaviors as "Behaviors that are discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective and efficiency functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment construct with the organization; the behavior is rather a matter of personal choice, such that, its omission is not generally understood as punishable"(Organ (1988).

Dimensions of organizational citizenship

Altruism refers to behaviors that help others with existing job-related problems. This behavior is directly intended to help a specific person in face-to-face situations. Examples of this behavior include: helping others; performing a task or solving a problem for others; standing in for others who are absent; helping others who have heavy workloads; and orienting new people even though it is not officially required (Organ, 1988; Podsakoff et al, (1990)). While these behaviors may be intended to benefit an individual, organization also benefits (Keir (2016).

Conscientiousness refers to behavior which benefits the organization. It is performing one's role in the organization in a manner that is far above the norm of the organization.

Civic virtue refers to the extent to which one contributes to political issues in organizations in a responsible manner. Civic virtue is defined as 'responsible participation in the affairs of the organization' (Graham (1986), Podsakoff et al, (1990). Examples include Keeping up with matters that affect the organization, attending meetings, participating in organizationally sponsored community development, and expressing positive emotions about one's organization to outsiders {Organ (1988), Keir (2016)}.

Sportsmanship refers to the willingness of an employee to tolerate less than ideal circumstances and temporary personal inconveniences without making a fuss, 'to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes' (Organ, 1988). Being a good sport includes not only the absence of complaint when faced with unfavorable conditions or behaviors from others, but also maintaining a positive attitude and tolerance of the rejection of one's ideas (Podsakoff et al, (2000). Examples include not consuming a lot of time complaining about trivial matters and not always finding fault with what the organization is doing (Keir (2016).

Courtesy refers to actions taken to help prevent problems of work. It involves preventing problems by keeping others informed of your decisions and actions which may affect them, and passing on information to those who find it useful. Examples include consulting with others before taking action, not abusing the rights of others, giving advance notice, reminders, passing along information, and being mindful of how one's behavior affects other peoples' jobs (Organ 1988, Podsakoff et al 1990). Organ's (1988) five-dimension framework described above has been the

subject of vigorous empirical research (Keir (2016). We used Organ's five dimensions of organizational citizenship behavior in our research study for the basic reasons that it is often being used in most organizational citizenship Behavioral research.

Control variables

Control variables are variables that may also influence the dependent variables. In a research it has to be controlled to avoid exaggerating the influence of the independent variables on the dependent variables. In the current study, the following control variables were taken into consideration: age and job tenure since these variables could affect organizational citizenship behavior. Holding these variables constant was necessary in order to see whether there is a relationship between employees' perception of the HR practices and extra-role performance towards the organization. It is expected that older employees and employees working longer in a firm are more likely to engage in OCBs. These variables were chosen based on earlier research which investigated extra-role performance Organ and Konovsky (1989)

Theoretical framework

Social Exchange Theory

According to Organ (1990), the basis of the relationship between job satisfaction and OCB is social exchange theory. This theory states that the existence of certain conditions in an organization predisposes people to reciprocate those who benefit them. Belau (1964) argued that the relationship between employee and organization is based on exchange relationship that is both social and economic in form. The key to social exchange theory lies with the norms of reciprocity according to Shapiro (2002) to which people feel obligated to respond positively when treated favorably by others. Social exchange theory emphasizes the socio-emotional aspects of the Relationship between employee and organization, including feelings of obligation (Shore, Tetrick, Lynch& Barksdale, 2006;

Song, Tsui, & Law 2009). Reciprocity is seen as the key component of this exchange. At high level of social exchange relationships employees are motivated to engage in behaviors that have favorable consequences for their organizations by feeling obligated to support their organization's well being (Lavelle, Rupp, & Bruckner, (2007). The norms of reciprocity manifest in employees behavior when he or she feels satisfied with the human resources practices of his organization. When people are satisfied with their jobs, they will reciprocate with positive behaviors to benefit the organization in return ,most times ,far beyond their in -role activities and engage in extra role behaviors(organizational citizenship behavior) .

Empirical Review.

Human Resources Practices and Organizational Citizenship Behavior.

A study by Ghafoor (2016) in Punjab, Pakistan involving school teachers titled "Linkage between human resources practices and organizational citizenship behavior through mediation of perceived organizational support found that there is significant and positive relationship between dimensions of human resources practices and organizational citizenship behavior. The study further showed that perceived organizational support mediated the relationships mentioned above among teachers in Punjab, Pakistan (Ghafoor (2016).

Green, Wu, Dwayne &Medin (2006) in their study of 'Work Attitude and Work performance' conducted a survey which involved 269 HR professionals employed by large US manufacturing firms discovered that HR practices that were well integrated with the organization's strategic plans bring about high levels of satisfaction and enhanced commitment in employees. (Keir (2016), Green et al (2006).

Gaps in the literature.

Organizational citizenship behavior has not been well studied as shown by few published work on it in Africa and in Nigeria in spite of the need for it if organizations in Africa are to survive intense competition in the global

market structure. There is glaring dearth of research works on Human Resources Management practices and organizational citizenship behavior in Nigerian university teaching hospitals that may prove helpful in improving the performance of these hospitals and engender public trust and patronage while diminishing the human capital flight overseas.

Methodology

The aim of this study is to explore the nature of relationship between human resources practices (HRP) and employee organizational citizenship behavior (OCB). This study is a survey st
udy. We applied structured questionnaire survey. The research was undertaken with teaching hospitals in South East (the University of Nigeria Teaching Hospital at Ituku Ozalla, ESUTH Teaching Hospitals at Parklane, Enugu, and Imo State Teaching Hospital AT Orlu, Imo State Respectively). Our main source of data collection was the primary source. The population of study is the employees of the three hospitals numbering 12000.

Statistical formula from Cochran (1963) was used to determine the appropriate sample size for this study(n=zxzNpq/ (Nexe+zxzpq).A total of 372 copies of Questionnaires were produced and administered on the respondents proportionally according to population of each case organizations. The Purposive sampling technique that uses researcher's prior knowledge of the population was used to select respondents based on their ability to understand and respond to the questionnaire items, Educational level, nature and length of service of employees.

In this current study, the use of previous instrument satisfied as valid and reliable by experts and frequently used by researchers in similar experiments has satisfied both the validity and reliability requirements.
Human resources practices were measured using questionnaire items adapted from previous studies. It contains 33 items covering various dimensions of human resources practices adapted from the work of Keir

(2016) .The five key dimensions of human resources management practices identified through various literatures were used in this study. They were recruitment and selection, training and development, performance appraisal, compensation and employee involvement. Respondents responded to the posed questionnaire items in likert scale ranging from strongly agree (5) to strongly disagree (1). Recruitment and selection had 5 questions, Training had 5 questions, and Compensation had 8 questions, Performance appraisal had 7 questions and employee involvement had 8 questions.

Organizational citizenship behavior measuring instrument used was adapted from the work of Podsakoff& colleagues (1990) based on the original measurement from Organ (1988) that comprised the five dimension of organizational citizenship behavior of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Podsakoff et al.'s (1990) organizational citizenship behavior measurement scale was created to measure related dimensions of employees' discretionary and voluntary extra work efforts. Five dimensional organizational citizenship behavior measurement scales appears to be an adequately reliable and valid construct that can address the important elements of extra employee role behaviors. The scale contains 24 questions covering all the five dimensions of OCB thus; conscientiousness 5, sportsmanship 5, civic virtue 4, courtesy 5, altruism 5. Respondents responded to question items in likert scale of 5 ranging from very strongly agree (5) to strongly disagree (1).

Data collected were analyzed and presented in tables while the corresponding values were expressed in percentages. Hypothesis was tested using multiple correlation analysis technique. Hypothesis was tested at 5% error or 95% level of confidence. We computed and used each respondent totals each constructs of independent, dependent and control variables.

Data analysis for relationship was done using multiple correlation analysis. This is statistical technique for testing the linear relationship or association

between two or more variables Onodugo et al (2010). Here it was deployed to test for the degree of association between human resources practices, organizational citizenship behavior.

Results ,discussion and conclusion

The result of this study showed that there is significant relationship between Human resources practices and organizational citizenship behavior in university teaching hospitals in South East, Nigeria(R=.171, p= .005).

Control Variables			HRP	OCB
age & tenure	HRP	Correlation	1.000	.173
		Significance (2-tailed)	.	.005
		Df	0	257
	OCB	Correlation	.173	1.000
		Significance (2-tailed)	.005	
		Df	257	0

Table 6: measure of correlation between HRP and OCB

This finding is in line with earlier research findings on the relationship between human resources practices and organizational citizenship behavior (Ghafoor (2016), Green et al (2006), Keir (2016). This can be explained by the fact that employee perception of human resources practices of an organization determines how he feels about the organization. For instance, employee who feels fairly treated by the organization's human resources practices will feel a sense of belonging, recognition, motivation and satisfaction with his job. With this positive emotional state, such employee may not only strive to satisfy his in-role functions but also exhibit extra-role functions in reciprocity. This is line with the Social Exchange Theory that states that the norms of reciprocity

play its part when employee positively perceives that he is treated well in his organization. Such employee will be obligated not only to do his assigned duty by the contract of employment but will also go extra mile to exhibit organizational citizenship behavior in a reciprocal fashion

Recommendation, contribution to knowledge and suggestion for further studies

Recommendation.

We recommend for University Teaching Hospitals, new HR practices that make employees display OCB. Statutory duties alone cannot help organizations improve in their performance. OCB is needed as a powerful lever for shaping and improving organizational performance. Therefore, to foster Teaching hospitals performance in a sustained manner, there is need to review the current HR practices and upgrade them to the level that will foster organizational citizenship behavior. The results showed that human resources practices in place have significant positive relationship with employee organizational citizenship behavior. We recommend a human resources practices that continuously invest in programs, processes, and systems, which target job satisfaction in a way that will elicit organizational citizenship behavior from its employees

We also recommend the creation of OCB unit within the human resources department to monitor contributions to organizational performance through group or individual spontaneous, voluntary and non-statutory efforts (OCB behaviors).This can be done by making it an item in the annual performance appraisal (APA) forms and including it as one of the factors to be considered in promotion of Teaching hospital employees.

Contribution to Knowledge.

i. The study broadened the knowledge of the term Organizational citizenship behavior construct in Human Resources Management and laid the foundation for further research studies on it in Africa.

ii. Study of the relationship between human resources practices and organizational outcomes were done more in the developed countries than in Africa. This study closed this gap by contributing to the literature on the relationship between human resources management practices (HRP) and organizational citizenship behavior (OCB) in Africa. This will further awaken research interest on them in the continent.

Suggestion for Further Studies.

I. The present study has the limitation of methodical bias in that data collection involved self-reporting by the respondents on their perception of the HRP and OCB constructs. The choice of collecting data with self-reported measures may lead to the common method variance and thus inflation of the reported relationships between independent and dependent variables. The respondents may distort the results to maintain consistency in their responses to the questions or to present themselves in a favorable light, regardless of their true feelings or to avoid being punished by the authority (Podsakoff, Mackenzie, Lee, &Podsakoff, 2003). Therefore, to ensure reliability, data collection sources should be multiple. This researcher is recommending that future research of this type should source for data through multiple ways such as from supervisors or secondarily from preexisting data from establishments to increase its reliability.

II. The researcher obtained data from all segments of the employees of the case organizations by considering the perceptions of both the lower and managerial level staff. Because the perceptions of managerial staff might differ substantially from those of lower level non-managerial employees on various dimension of HRP and OCB constructs, Future research of this type should consider perceptions by rank and status of University teaching hospitals staff.

Conclusion.

This study centered on exploring the relationship between human resources practices and organizational citizenship behavior in teaching hospitals in south East zone of Nigeria. Organizational citizenship being a new concept in human resources management has not been well investigated even when it is crystal clear that such behavior is urgently needed by organizations, both public and private. The increasing globalization with its attendant stiffer competition makes this kind of behavior imperative. The teaching hospitals highly needed these to wriggle out of the brain drain problem facing them and to improve performance. Statutory in-role functions alone can no longer lead organizations to greater productivity. Extra-role functions that are mostly spontaneous, voluntary and non-remunerative but do contribute to organizational effectiveness are complementarily in dare need if organizations are to survive the negative effect of globalization, stiffer competition and increasing sophistication in consumer taste, and for teaching hospitals, the increasing menace of human capital flight overseas by doctors and nurses.

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