

# Studying the Relationship between Human Resource Practice and Organizational Citizenship Behavior by Emphasizing the Role of Organizational Commitment in Agricultural Banks of Golestan Province

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## Abstract

Main goal of this research is studying the relationship between human resource practices with organizational citizenship behaviors by emphasizing the role of organizational commitment in Agricultural banks of Golestan province. The design of research is a definition of a sort of measurement and statistical population of 360 clerks of Agricultural Banks of Golestan province. The number of sample, according to the Krejcie and Morgan table is 186 people and for sampling the Stratified random sampling was used. Measurement tools containing three surveys which were used for measurement of human resource actions, Laafer survey (1986) and organizational commitment by measuring Meyer and Allen (1990) and consequently, for weighing the organizational citizenship of standard Podsakoff et al (1990). The findings showed that there is no meaningful relationship between the actions of human resources and organizational behaviors by pointing the role of organizational commitment in Agricultural Banks of Golestan province.

**Keywords:** Human resource practices, organizational commitment, Organizational citizenship behavior, Agricultural Bank

## Introduction

According to the alteration of the age and by entering the organizations to the Knowledge-based economic, today human power is considered as the most important strategic element and the most ba-

sically way for increasing the influence and efficiency of the organization. So, human power committed to the goals and values of the organization, not only is the reason for preference of one organization to other, but also, a constant computational advantage for many organizations. Organizations, especially organizations in third world countries, that demand a main leaping in increasing the efficiency, must provide the background in a way experiences, abilities and capacity try to improve their organizational goals, this would not happen; unless, the disciplines related to the organizational citizenizing behavior will be provided.

Recently, excitingly some of the practices of human resources for increasing the influence of organization had been offered which is a limited performance and does not have a heroic base. In most of the scientific books and articles there are two theories: first, Laafer model, four results (Empowerment, development of competence, Information sharing and procedural justice) are effective for occupational behaviors. Empowerment expresses the increase of authority or decision power of clerks. Development of competence expresses the plans such as Job Rotation, master – student relationship and education, that cause clerks feel they are considered as a computational advantage and organization tries to have a long time relationship with clerks. Information sharing means clerks are aware of the environment and grounds that they work in and procedural justice points to the withdrawal of the people from the justice of procedure in decision for compensating their service.

Second, the system model with high perfor-

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mance, offered by Billy which expresses clerks only act corresponding when they are given the opportunity to take part. Kahyr believes one strategy of complete human resources that has the goal of improving behaviors and positive view of clerks must pay attention to three terms: clerks must have encouragements to perform the behaviors and satisfactory views. Clerks must have necessary skills for making their procedures meaningful. Clerks must find necessary opportunities for taking part in different levels.

According to Laawer model, human resources practices that increase these three terms, causes the increase of perception of organizational commitment, perception of justice and organizational citizenship behaviors and decrease of leaving the organization, because people tend to give positive response to the support and commitment of managers. But the discussion that was propounded last two decades, in addition to Scientists Conduct, the psychologists and sociologists were attracted, is called organizational citizenship behaviors. Organizational citizenship behaviors are optional behaviors and are effective in increasing the organization's performance and it is not organized directly or indirectly by organization's formal reward system. According to that, increase of the manager's influence is one of the problems and struggles of managers, knowing the organizational citizenship behaviors and effective factors on it is an influential step in this direction. Lots of searches had been occurred in finding which factors can be effective in making and keeping these sorts of behaviors and many researchers studied the backgrounds and results of organizational citizenship behaviors. These researches showed that many factors such as point of views, occupational satisfactory, organizational support, organizational justice, trust between person and agreement Psychological ... can be explained as backgrounds of citizenship behaviors. But among the mentioned factors, human resources practices and organizational commitment are named as effective indignations in occurring of citizenship behaviors. For example, Samuel ary and Kens low found out the positive impressions of human resource practices on organizational citizenship behaviors. Moreover, Carmel and Rifai (1998) supported the role of organizational commitment in improving the citizenship behavior. Gryndr and Mvyn Han found out that human resource practices are a key factor in increasing the organization-

al commitment. Thus, in bank discipline, which is one of the essential part of each country's economy and has responsibility in securing and making validity for economic levels, increasing the computational power by raising the quality level of services based on customer needs seems to be necessary. Agricultural Bank is a special bank and has important role in economic and agricultural and industrial development. Since, Agricultural bank worked as a learner bank for the first time in the country's Bank discipline and performed in strategic rotation form Hierarchical structures, traditional and Task-oriented toward Process-driven structures and based on team work, so, this new tendency in designing the organization can be as a way for attainment of the people to the knowledge and also one way for making the suitable conditions for knowledge management. In complex occupational situations, organizing the Bank in based structures of team work must emphasize on improving and making easy the knowledge management that cause the improvement in the developmental direction and getting the basic computational advantage.

Organizational commitment is a view that expresses the members of organization, to what extend identify themselves with the organization that they work in. The concept of organizational commitment has three different parts: affective commitment, continuance commitment and normative commitment means must stay in the organization. Organizational commitment can be one of the predictors of citizenship behavior. Bohlen (1997) found out those results of one affective commitment is the most important part in predicting the citizenship behavior. Krynd and Shal (2003) during a research found out that there is a meaningful relationship between the affective belonging of a person to the organization and organizational citizenship behavior. Also, Meyer and colleagues, in year 2000, got to the result that among the dimensions of organizational commitment, affective commitment has powerful powerful positive correlation with citizenship behavior. And continuance commitment has no meangful relationship with citizenship behavior. According to the explanations, in this research, for studying the human resource practices in Agricultural Banks of Golestan Province Laawer model that has 4 dimensions of human resource practices is used (empowerment, development of competence, information sharing and procedural justice) also, the relationship behavior increases the respect

of clerks to the organizational rules, performing their duties completely and performing their responsibilities based on the organizational resources and also the participating of clerks and their faithfulness. The effect of organizational commitment indignation on the relationship between them, the mean of organizational commitment is affective commitment (emotionally depending on organization) this research, tries during a structural model, study the relationship between these three indignations. In other words, research by the goal of knowing the effect of human resource practices on organizational citizenship behavior, by pointing to the organizational commitment as an average indignation. In this research, we are trying to find the response of the question "is there a meaningful relationship between the human resource practices with organizational citizenship behavior by pointing to the role of the organizational commitment in Agricultural Banks of Golestan province.

## Research objectives

### a) Primary objective

Clearing the relationship between the human resource practices with organizational citizenship behavior by pointing to the role of organizational commitment in Agricultural Banks of Golestan Province.

### b) Secondary objectives

- clarifying the relationship between the empowerment with organizational commitment in Agricultural Bank of Golestan Province.

- clarifying the relationship between development of competence with organizational commitment in Agricultural Banks of Golestan Province:

- clarifying the relationship between the procedural justice with organizational commitment in Agricultural Banks of Golestan Province.

- clarifying the relationship between the information sharing with organizational commitment in Agricultural Banks of Golestan Province.

- clarifying the relationship between the organizational commitment with organizational citizenship behavior in Agricultural Banks of Golestan Province.

- clarifying the relationship between the empowerment with the citizenship behavior in Agricultural Banks of Golestan Province.

- clarifying the relationship between the development of competence with the citizenship behavior in Agricultural Banks of Golestan Province.

- clarifying the relationship between procedural justice with citizenship behavior in Agricultural Banks of Golestan Province.

- clarifying the relationship between information sharing with citizenship behavior Agricultural Banks of Golestan Province.

- clarifying the relationship between human resource practices from the organizational commitment with citizenship behaviors, in Agricultural Banks of Golestan Province.

## The significance of the study

According to the changes and alteration of age, and entering of organizations to the Knowledge-based economy, today, human power is the most important strategic element and the most basic way for increasing the influence and performance of organizations. So, human power not only committed to the goals and values of organization but also there is a constant computational advantage for many organizations. Thus, benefiting and using human resources is one of the duties of Bank's human resources managers, and real investing in human capital and performing the human resource practices cause the increase of performance and the influence of Keshavarzmmmbbai Banks of Golestan province.

According to the organizational citizenship behavior, as a factor that cause respect of clerks to the organization rules, performing the duties completely and performing the responsibilities based on organizational resources and also participating of clerks and their organizational faithfulness, are very important. And according to the problems that increase the sort of behavior of clerks in Banks of Golestan province, since bank clerks are directly in relationship with costumers, discussing organizational citizenship behavior is more essential than ever. Influence on citizenship behavior such as organizational commitment is being studied.

## Hypotheses

- There is a meaningful relationship between the human resource practices with organizational citizenship behavior in Agricultural Banks of Golestan Province.

- There is a meaningful relationship between the human resource practices with organizational commitment in Agricultural Banks of Golestan Province.

- There is a meaningful relationship between

with Empowerment with organizational commitment in Agricultural Banks of Golestan Province.

- There is a meaningful relationship between developments of competence with organizational commitment in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between procedural justices with organizational commitment in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between Information sharing with organizational commitment in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between organizational commitments with organizational citizenship behavior in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between with Empowerment with citizenship behavior in Agricultural Banks of Golestan Province.

- There is a meaningful relationship between developments of competence with citizenship behavior in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between procedural justices with citizenship behavior in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between Information sharing with citizenship behavior in Keshavazi Banks of Golestan Province.

- There is a meaningful relationship between human resource practices from organizational commitment with citizenship behavior in Keshavazi Banks of Golestan Province.

### **Definition of key terms**

**Organizational citizenship behavior:** all the people who are in the organization and act in one expand enclosure cause paying attention to some matters such as demand for controlling the activities in group, and relationship between people and groups in order to response the social, psychological and environmental needs and making satisfactory trust.

**Human Resource Practices:** human resource practices are the original tools and styles by which organizations can have influence on skills, point of views and behavior of people for doing their works and achieving to their goals.

**Organizational Commitment:** organizational commitment is a point of view that expresses the members of organization, based on how they identify themselves by the organization they work in.

**Empowerment:** empowerment, means giving

power, it means helping people improve their self-confidence and also overcome to their feeling of disability. Moreover, it means making interest in people and improving their eternal motivation for doing a duty. Empowerment expresses the increase of optional or decision power of clerks

**Development of competence:** Development of competence expresses the plans such as occupational rotation, Master- Student relationship, and education. That cause clerks feel they are considered as a computational advantage and organization tries to have a long time relationship with clerks.

**Procedural Justice:** it means the rules and the methods identified by disciplines in all cases are followed as the same. Procedural justice studies the positive and negative effects and justifying decisions. Procedural justice points to withdrawal of the people from the justice of procedure in decision for compensating their service.

**Information Sharing:** Information Sharing means when clerks are aware of the environment and grounds their work in. information sharing by Mac Dr. Matt (1999) explained like this when we say a person shares his knowledge, it means that person, guides another person by use of his knowledge and thinking in order to help him for better look of his occasion.

### **Methodology**

This research is a sort of applicational and it is descriptive. It is descriptive because the finding was identified in the way that they have been gathered. The relationship between variables is studied and the relationship between independent variable and dependent variables is evaluated. And also, the matter and goal of the search is considered as applicational because it is done for solving the individual and group social matters.

### **Research population**

Branches of Agricultural Banks of Golestan Province.

### **Results**

The main goal of the research is answering the important question “is there any meaningful relationship between human resource practices with organizational citizenship behavior by pointing to the role of organizational commitment in Agricultural Banks of Golestan Province or not?”. Two original

and ten minor hypotheses were studied. According to the results of the surveys from different branches of Agricultural Banks in the Province, among the present theories, the relationship between the indignations of human resource, organizational commitment and organizational citizenship behavior had been studied.

Only three hypotheses were accepted referring to the relationship between Development of competence of clerks with organizational commitment, relationship between Development of competence and organizational citizenship behavior and relationship between procedural justice and organizational commitment. Except these three hypotheses, others were rejected. So, it can be explained that in Agricultural Banks of Golestan Province, there is not a remarkable relationship between human resource practices and organizational citizenship behavior of clerks. This is not true about all of the branches of Bank, some of the branches such as management of central province Gonbad and central Azadshahr, that had been put in the fourth level in each branch of the research theories, there is a fundamental relationship but, generally, we can claim that predicted human resource practices is not powerful for organizational citizenship behavior of clerks, and organizational commitment cannot have influence on the relationship between human resource practices and organizational citizenship behavior of the clerks in Agricultural Banks of Golestan Province. This situation is not the same for all the branches and results show in some branches of Agricultural Banks of Golestan Province there is a meaningful relationship between human resource practices and organizational citizenship behavior of clerks and organizational commitment indignation in it plays an effective role, in increasing the relationship between them.

## Conclusion

According to the results of the gathered surveys from different branches of Agricultural Banks in Province, among the present theories, the relationship between the indignations of human resource practices, organizational commitment and organizational citizenship commitment had been studied. Only three theories had been accepted that point to the relationship between Development of competence of clerks and organizational commitment, relationship between Development of competence and organizational citizenship behavior and rela-

tionship between Procedural Justice and organizational commitment. Except these three theories, others had been rejected. So, for increasing other indignations such as; Empowerment, Knowledge sharing, and also Procedural Justice and Development of competence of clerks in Agricultural Banks of Golestan Province for each of indignations.

a) Related to the Empowerment indignation:

Empowerment provides potential capacities for getting benefit from human capital abilities, and the organization manager can use it for the benefit of clerks and the organization's improvement. Empowerment is a complex and same dimensional thing and for its performance, there must be some backgrounds provided. In other words, by making the education of Empowerment, it can be performed. And by the support of management masters and their belief, Empowerment Programs, must consider two dimensions: "paying attention to management style and Leadership human resource "and" paying attention to the growth of individual abilities and organizational improvement."

## Recommendations

For improving the condition, it is suggested that:

1) Cooperation management practices, optional submission and giving independence to clerks, provides the occasion in a way that clerks do their duties with interest and eternal motivation.

2) Respect the clerks as the people who have different need, point of views, abilities and creativities.

3) By making an open relationship in the organization (Bank) expand the morale of cooperation and team work.

4) Providing a condition that clerks are able to talk about their ideas and thoughts openly.

5) Holding classes, conferences, educate the creativity techniques and solving the matters in an influential way.

6) By deleting troublesome rules, reducing the controls, and limitations, and letting the clerks act freely and providing the backgrounds of ideas and creativity.

7) Encouraging and supporting the creative ideas and new designs of clerks.

8) Providing the information and knowledge which is needed for the clerks' decisions. Manager, instead of deciding individually, provide the necessary information for the clerks and let them decide



themselves. So, they can perform in their responsibilities more comfortably.

b) Related to Development of Competence, it is suggested:

1) Designing and performing the educational plans for clerks based on their work and occupation.

2) Designing and performing the improvement plans of creativity techniques for clerks.

3) Designing and performing clerks' plans in order to be able to get the most recent scientific and specific backgrounds related to their work.

4) Providing the systematic thinking and organizational learning periods.

5) Compiling educational cooperation agreements for increasing the knowledge level of clerks and using the common experiences.

6) Recovery and development of management relationship with customer in order to use the ideas, suggestions, and critics of customers for improving the individual Development of competence of clerks.

c) Related to Procedural Justice Indignation for compiling the condition, it is suggested:

1) Organizational decisions related to clerks must be taken by thinking and consulting. Its results must be evaluated to have the least Implications for clerks. By doing this, wrong decisions reduce and best results appear.

All in all, Planning order studies by justice and result in the high goals of researcher and Customer Satisfactory.

2) Using the trusty, thoughtful managers and dismissing the post form cheater and treacherous rulers. By doing this, unable managers would not be used in the organization and organization managers try to compile the organization condition and reduce its and clerk's problems. Choosing order based on justice; increase the sense of motivation in clerks.

3) Ignoring the small slips of clerks. By doing this, clerks became more hopeful, and they do not feel spite. And clerks are indebted to organization. And finally do their best. Treating order related to justice, causes behavior reformation and producing reformed acts, in the organizational active behaviors of clerks.

4) Paying attention to below clerks, and giving their incomes generously. By doing this, below clerks be indebted to organization and they forget their annoying because of the delayed incomes and do their best for the organization goals. Income order related to Justice in organization contains pay-

ing the incomes to clerks in organization and increases Job satisfactory, organization identity, and performance in clerks.

5) Evaluating the incomes in Banks must be done and the incomes should be given to clerks according to that. By subtle evaluating the works of clerks, active and inactive clerks should not be seen the same way, the value of insignificant services must be counted, and consider each person's procedure, and not exaggerating one's act because of his high standing post. So, Performance in clerks will be increased.

6) Compensating the clerk's services who receive low income by their educational degree. By doing this, educational troubles of clerks are considered, their act must be reformed and their rights must be given to them. Job satisfactory, faithfulness, and motivation in clerks must increase and avoid the leaving of service.

d) Related to the Information Sharing for increasing the condition of knowledge sharing, it is suggested:

1) Holding educational periods, getting familiar of managers and clerks with Knowledge Sharing and its benefits and advantages that cause these behaviors for the individuals and organization.

2) Procedure of the organization management for encouraging the clerks for having friendly relationship by pointing to the national culture to share individual knowledge.

3) Making Friendly and firmly atmosphere, by encouraging the cooperation between management and personnel in the organization for improving elegance and generosity of people in order to avoid problematic behavior for organization and other colleagues.

4) Cooperation with research scientific centers like scientific association in order to make Knowledge able atmosphere and up to date the individual knowledge and encourage the clerks to take part in Knowledge-based researches and knowledge management.

5) Making clear in informing and improving occupational conscience and making trust for increasing participation in organization knowledgeable affairs.

6) Using flexible structures and management Systems and suitable relationship based on different work groups to make easy the reciprocal informal relationships among the organization members.

7) Using modern relationship tools to make easy knowledge-based activities of clerks and to share knowledge.

8) Documentation industry knowledge and transforming decisions.

9) It is suggested to omit the rules that limit

people's access to the knowledge and information and to increase the organization like using Automation

10) It is suggested, by period dislocating of people in different posts and different unites of organization, provide the possibility of transferring knowledge and individual ability.

11) It is suggested, organization, by participating the clerks in educational periods Outside Organizational provide the possibility of getting knowledge from the organization's outside for clerks.

e) For increasing the organizational commitment in clerks and appearing organizational citizenship behavior in them, it is suggested:

- Managers must try to hold informal meetings and inform the clerks about organization information, performance, goals.

- Clerks and managers must have positive views about their organization and colleagues, this cause improvement of Fealty and faith fullness of clerks about the organization.

- Managers and clerks must try to make trust in work atmosphere because it leads to the improvement of organizational citizenship behavior and finally the improvement of organizational performance and benefiting.

- Managers must clear the rules and disciplines which Cause reeducation of organizational citizenship opposite behavior.

- Making organizational citizenship needs a culture based on common values. Organizational citizenship behavior expands and develops in an atmosphere in following organizational rules and disciplines. Tolerating daily hardships and problems and showing faithfulness to the organization. Clarify the meaning, organizational citizenship behavior is considered as a culture and pattern.

According to this, the importance of Agricultural Bank's work and its role in economic activities must include organizational citizenship behavior to avoid opposite citizenship behaviors of the human powers working in the organization.

It is better before improving the person to the management posts, special tests given for measuring his commitment. When the commitment of managers is not more than clerks, there is little possibility that the manager thinks about organizational goals more than cleks.

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