

THE EFFECT OF HUMAN RESOURCE PRACTICES  
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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## **ABSTRACT**

Many researchers conducted study in the area of organizational citizenship behaviour but there is little research and less focus on service organizations, particularly educational institution. The study is a replication of Veldhoven and Meijman (1996), Johnson (1996), Lytle, Hom and Mokwa (1998), Weer (2006), Podsakoff and Mckenzie (1994) which adapting 25 item instruments on participation in decision making, training and development and career development that will impact on the exhibition of organizational citizenship behaviour among administrative staff in the university. The study aims to understand the relationship of human resource practices on organizational citizenship behaviour within the context of university as educational institution. Based on the analysis it was found that career management and training made significant contributions to organizational citizenship behaviour. Recommendations and implications for future research and practice were also discussed.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the Study

Organizational citizenship behaviour has been a key construct in the psychology and management area. It has received an enormous deal of interest in the literature (Swaminathan & Jawahar 2013; Marshall, Moncrief, Lask & Shepherd 2012; Farhan & Mehboob 2012; Mohammad, Habib & Alias 2011; Javadi & Yavarian 2011; Wei, Han, & Hsu 2010; Kim & Gong 2009; Noor 2009; Sun, Aryee & Law 2007). Current research shows that not only in-role but also extra-role behaviours-organizational citizenship behaviour-are essential in employee performance. Organizational citizenship behaviour also important for an organization to survive. Several researchers found that employee satisfaction, organizational commitment, high performance human resource practices and motivation all impact and affect organizational citizenship behaviour (Swaminathan & Jawahar 2013; Marshall et al. 2012; Farhan & Mehboob 2012; Jahangir, Akbar & Haq 2004).

Organizational citizenship behaviour is important for employees in a university because they are working in a service organization. Bettencourt, Gwinner and Meuter (2001) have developed three dimension of service-oriented OCB: loyalty, participation and service delivery. Employees act as advocates to outsiders of organization's product, service and its image through loyalty. In participation service-oriented OCB, employees take individual initiative to develop service delivery to enable the organization to meet the rapid change of

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