



Impact of Human Resource Management Practices on Organizational Citizenship Behavior: An Empirical Investigation from Banking Sector of Sudan

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ABSTRACT

The study is specifically aimed to explore individual and joint effect of human resource management (HRM) practices on organizational citizenship behaviour (OCB) among Sudanese banking staff questionnaires were distributed to 298 respondents to three banks called Sudanese French Bank, Saudi Sudanese Bank and National Bank of Abu Dhabi. Pearson correlation analysis was used to investigate the relationship between various HRM practices and OCB while multiple regression analysis was used to find out the joint effect of various HRM practices against OCB. It was found that all HRM practices used in this study have positive effects on OCB. Some practices have a weaker effect in comparison to other practices against OCB whereas some practices show a strong correlation with OCB. Overall, the results of this research have been discussed and the recommendations for organizations have been suggested at the end of the study.

Keywords: Human Resource Management Practices, Organization Citizenship Behavior, Sudan, Banking Sector

JEL Classifications: M1, M10, M19

1. INTRODUCTION

Extra-role behaviour (Morrison, 1994) also called organizational citizenship behaviour (OCB) is critical for organizational effectiveness (Organ, 1988; Bateman and Organ, 1983). It is a concept that most of the organization wishes to have. However, only few of them can actually achieve it (Wengrzyn, 2003). An organization's ability to cultivate and to manage citizenship behaviour among employees can be a key asset for the organization (Bolino and Turnley, 2003). These key assets can potentially become the source of the firm's competitive advantages as it is not easily achieved or imitated by others.

Bolino and Turnley (2003) suggested, towards cultivating employee's citizenship behaviour, strategies to satisfy employees are needed. Hence, organizations, in practice, tend to implement a range of human resource management (HRM) practices to elicit citizenship behaviour among their employees. Therefore, we aim to examine linkages between various HRM practices and OCB.

This study's main intention is to look into the relationships among various HR practices with OCB.

2. LITERATURE REVIEW

2.1. OCB

In 1983, Bateman and Organ had introduced the "citizenship" term as "behaviours that include any of those gestures that lubricate the social machinery of the organization but that do not directly appear in the usual notion of task performance" (p. 654). Although OCB did not have a very old history, its roots can be found as early as in 1938 by Barnard (1938) who discovered that for organizational goals to be achieved, employees must have the willingness to make an effort in contributing to the cooperative system.

Both Katz (1964) as well as Katz and Kahn (1966) discovered the success of the functioning of an organization must be coupled with the constructive and cooperative behaviours that are beyond the traditional job requirements, similar to the discussion

which had taken place among Lester et al. (2008). Therefore, three fundamental behavioural types which were crucial to an organization to ensure survivability as well as well-functioning had been highlighted by Katz (1964). According to him, (i) people need to be persuaded to go into and to remain in the organization, (ii) it is a must for them to conduct given role assignments with that of a reliable manner, as well as (iii) activities which were of spontaneous and innovative must be present so that objectives of the organization which go beyond the specification of role can be achieved.

The third type of the fundamental behaviour suggested by Katz (1964) seemed to be describing OCB. Katz (1964) further stated that, sometimes, situations like environmental changes in an organization, human resource variability, as well as diverse conditions that take place in the operations may happen. These situations were situations that organizations failed to foresee. Hence, organizations may not in time to take the necessary actions needed. Therefore, innovative and spontaneous behaviours is a must have behaviours for employees to overcome such circumstances on time and to ensure that the organization's functioning is effective (Organ, 1988).

To emphasize importance of such behaviours, Katz (1964) further argued "If the system were to follow the letter of the law according to job descriptions and protocol, it would soon grind a halt" (Katz, 1964. p. 133). Hence, Smith et al. (1983) had paid attention to the last type of behaviour portrayed by Katz (1964) which was the "innovative and spontaneous activity" in which they then refer them to as "actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals" (Katz, 1964. p. 132).

With the introduction of OCB to the literature, OCB review had been extended by Organ (1988. p. 4) in which he defined OCB as "individual behaviour that is discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization." From this definition alone, three necessary OCB characteristics were obtained.

For the first characteristic, in nature, OCB is discretionary in which it exceeds the existing job demand. This is very different from the written contract which stated the formal job description among organization with employee and at the same time, stated employee is not confined to any pursue of OCBs in the organization. Instead, it depends on employees' willingness to show such behaviours in which such behaviours were not induced by any of the direction given by supervisor (Smith et al., 1983). Second, reward system does not formally or directly, recognized OCB. Although engaging in OCB might contribute to some increase in the salary or being promoted through boss's recommendation, the contract terms did not promise such rewards (Organ, 1997).

For the third characteristic, for an organization's functioning to be efficient and effective, OCB as a whole can encourage it. This characteristic had been clarified by Organ (1997) with the example of lending a hand to a co-worker. He pointed out that by helping a co-worker, it might contribute to employee's dysfunctional

condition. However, in the situation where many employees repeatedly engaged in this kind of behaviour, the effectiveness of an organization can be enhanced.

Finally, HRM practices were among the key organizational factors that are associated with OCB (Werner, 1994). Begum et al. (2014) investigated the relationship between recruitment and selection practices (RSP) with OCB of commercial banks in China. They concluded that recruitment and selection were positively related to OCB similar to other HR practices of performance appraisal (PA) (MacKenzie et al. 1993), training and development (Noor, 2009) as well as compensation and reward system (CRS) (Deckop et al., 1999) which had also been identified to have a positive association with OCB. All in all, HRM practices' implications were quite profound in the OCB articles.

2.2. HRM Practices

Researchers had clearly defined HRM concept in various ways. Quresh et al., (2010) defined HRM as "the policies and practices needed to carry out the people or human resource aspect of a management position including selection, training, PA, compensation, and encouraging employee participation in decision making" (p. 1282). Therefore, Quresh et al. (2010) stated that employees can be influence to take part in making decisions concerning organization through effective HRM practices (Wright and Kehoe, 2008).

Besides, Shahnawaz and Juyal (2006) stated that "HRM involves all management decision and practices that directly affects the people or human resources who work for the organization" (p. 171). Therefore, they highlighted HRM as "the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions where HRM focuses on congruence and commitment instead of compliance and control" (p. 177).

2.3. HRM Practices and OCB

Acquaah (2004) highlighted the reason behind HRM practices was to develop employees' skills and abilities, at same time, to enhance employees' motivation and to increase the retention of valuable employees (Snell and Dean, 1992). This researcher further stated that HRM practices can be viewed as an investment in human capital in which organizations can gain competitive advantage by investing reasonable fund in HRM practices (Collins and Clark, 2003; Huselid, 1995).

Morrison (1994) stated that HRM practices and OCB were significantly related to each other and these practices will lead to higher levels of OCB. Similarly, Chandrakumara (2007) also stated that organizations can decide various HRM practices as well as policies that match employees' preferences which might benefit them in a way that it can help to develop OCB among their employees. With this, the relationship between HRM practices and OCB constantly become a major research stream (Delery and Doty, 1996).

Wei et al. (2010) stated that high performance of HRM practices inclusion of extensive training, participation and communication,

as well as incentive compensation may help employees in showing their willingness to engage in extra-role (OCB) behaviours which were beneficial for their organizations. Similarly, Baptiste (2008) also found that positive attitudes and extra-role behaviours (OCB) of employees can be promoted through effective implementation of HR practices which in turn help to shape the culture and work environment of organization, strengthens positive attitude of employee towards organization as well as increases effort levels of individual that are in best interest of the organization (Noor, 2009).

Hypothesis 1: The relationship among HRM practices and OCB are positively correlated.

2.3.1. Recruitment and selection with OCB

Begum et al. (2014) had studied the relationship between recruitment and selection and OCB in banking industry. They intend to explain how recruitment and selection influence the four OCB dimension of altruism, courtesy, civic virtue and consciousness.

Begum et al. (2014) stated that organization should not include negative factor such as discrimination in the process of recruiting and selecting a new employee as these negative behaviour will lead to dissatisfaction among employee and potentially discourage employees to elicit OCB.

In contrast, a positive behaviour in the recruitment and selection process will help organization to choose and to select the best talented employees that suited the organization most. Therefore, an organization that practices.

Hypothesis 2: RSP have significant relationship with OCB.

2.3.2. Training and development practices (TDP)

Werner (1994) stated that it is nearly impossible for an organization to be able to hire an employee who had naturally possessed citizenship behaviour. Hence, Ahmad (2011) suggested that organization can have their employees motivated to bring about more citizenship behaviour through training and development. He then concluded that the key practice to encourage OCB was training and development because it is key practice that generates plenty of benefits for the overall employees and organization. Besides, Kelly and Caplan (1993) also stressed that training programs should be provided to employees by the organization so that the performance of team and organizational level can be raised. They also stated the difference between well-trained employees and non-well-trained employees in which well-trained employees often perform tasks beyond the call of duty.

At the same time, Bolino and Turnley (2003) had carried out almost the same study by concluding significant relationship was found among training and development with citizenship behaviour. Result shows that Bolino and Turnley's (2003) finding were consistent to Kelly and Caplan (1993) and Ahmad's (2011) findings. All of them found that the likelihood for organization's citizenship level to increase is through training and development program as this program will enhance employees' confidence, satisfaction and comfortableness.

Hypothesis 3: Training and development has significant relationship with OCB.

2.3.3. CRS

Compensation is a key strategic area, impacting organization through ability of employer to attract and retain employees as well as in ensuring optimal performance level from employees to have organization's strategic objectives being met (Mello, 2014).

Wilson (1995), an expert in compensation, did not agree on strong connections individual performance with pay. Organ (1988) too did not agree on this, but later, he had lost the argument to MacKenzie et al. (1991) by acknowledging MacKenzie et al.'s correctness on the relationship among reward and citizenship behaviour. With this, CRS is then seen as a key factor which may help organization in cultivating employees' citizenship behaviour.

According to Ahmad (2013) there were several reasons that lead high compensation to higher organizational citizenship. High compensation may lead employee to feel that organization does value them, thus, enhancing their self-worth and feeling that they are important to the organization. With this, employee may put extra effort in doing their job, leading them towards OCB. Hence, among compensation and OCB, positive relationship can be found.

As mentioned above, to cultivate OCB, organization should design reward systems that can encourage cooperation instead of competition (Cloninger et al., 2011). Thus, it is necessary to investigate whether a significant relationship do exist between reward systems and OCB.

Hypothesis 4: CRS has significant relationship with OCB.

2.3.4. PA system

PA is among the most crucial HRM practices development (Levy and Williams, 2004) because long-term success of organization depend on its ability in managing employee performance by ensuring performance measures are align with organization's needs (Boswell and Boudreau, 2000). PA refers to identification, assessment as well as development of individuals' performances process to achieve individual and organizational goals (Dessler and Tan, 2006).

In past, a significant relationship among fair and equitable PA with OCB was found by Folger and Konovsky (1989). Hence, PA and OCB relationship has been evaluated by many including both researchers and scholars.

In past, a significant relationship among fair and equitable PA with OCB was found by Folger and Konovsky (1989). Hence, PA and OCB relationship has been evaluated by many including both researchers and scholars. Organ (1990) discovered that PA plays a crucial role in cultivating OCB as the criteria in PA will educate employees on which behaviour the organization valued highly. This will directly affect employees' attitude.

Ahmad (2011) argued that little evidence had been found on significant correlated PA to employee citizenship behaviour.

Ahmad et al. (2011) stated the relationship among PA and OCB is complicated, therefore, suggesting organization to understand PA system (PAS) deeply before forming any appraisal policy. The purpose behind this is to have an effective PAS developed within the organization.

Furthermore, Colquitt et al., (2001) highlighted that with a proper and clear appraisal policy, organization can make better appraisal report in measuring performance. In contrast, Wyer and Srull (1989) argued that with a clear appraisal policy, citizenship behaviour is impossible to be included in as it is discretionary and subjective in nature. Hence, organization can choose to include citizenship performance by having an unclear appraisal policy or to ignore citizenship performance by having clear appraisal policy in evaluating employees (Podsakoff et al. 2009).

According to Poursafar et al. (2014), the citizenship performance subjectivity in PA can be overcome by implementing “developmental” PA policy in an organization. This enables citizenship behaviour to be included in evaluating employees’ performance in an organization.

Hypothesis 5: PAS has significant relationship with OCB.

3. MEASURE AND METHODS

Figure 1 shows the theoretical model of the study, in order to collect the responses we used a structured questionnaire, which is consisting of a series of written questions coupled with a few developed answer choices to obtain appropriate responses from respondents in effort to carry out certain analysis. Close-ended questionnaire was used in this study. This study’s independent variables consist of recruitment and selection, CRS, PAS and training and development. To examine how OCB is affected by these variables, a series of questions had been designed using 5-point Likert scale as it can add to the validity and standardization of the results obtained later in this study.

3.1. Origin of Constructs

The first sub-section is on recruitment and selection questions designation. This variable was used in measuring the level of attention paid by organizations in developing an effective recruitment and selection system through the employment of best

applicants. This variable was measured using five items, with the first, second and fifth items adopted from Shahzad (2011) while the third and fourth items adopted from Orlowska (2011).

The second sub-section is on training and development variable, measuring to what level do the organization provide and organize training programs as well as opportunities to its employees and to what extent emphasize was made by organization on long-term development of employee training plans. This variable contains five items with the first, fourth, and fifth questions adapted from Teseema and Soeters (2006) as well as Pare and Tremblay (2007), second question adapted from Noor (2009) while third question adapted from Rurkkhum (2010).

Among the most crucial policies organization need to be attentive of is compensation policy. Hence, questions had been designed in order to obtain respondents’ views on this variable. Five items had been developed in which all of them had been adapted from Orlowska (2011), Teseema and Soeters (2006) as well as Pare and Tremblay (2007).

For PA system, it examine to what level do organization members are satisfied with the practice of PA policy in the organization. There were five items for this sub-section, with all items were adapted from Shahzad (2011) except the second item which was adapted from Orlowska (2011).

3.1.1. Citizenship behaviour measure

Nine items on OCB had been adopted from Organ (1990), Podsakoff et al. (2009), as well as Williams and Anderson (1991). According to Organ (1990), OCB contains five dimensions namely courtesy, altruism, sportsmanship, civic virtue and conscientiousness. Therefore, these nine items were designed to measure OCB’s five dimension.

The first and second items of our questionnaire, used in measuring altruism dimension, were adopted from Organ (1990) and Podsakoff et al. (1990). The third item, the only item used to measure conscientiousness dimension, was adapted from Organ (1990). The fourth, fifth and sixth items, used to measure sportsmanship dimension, were adapted from Organ (1990) and Podsakoff et al. (1990). The seventh item, designed to measure courtesy dimension, was adopted from Organ (1990). Finally, the last two items, adopted from Organ (1990), were designed to measure civic virtue dimension. Overall, all the well-defined OCB’s dimension had been covered by us in the questionnaire.

Figure 1: Model of study

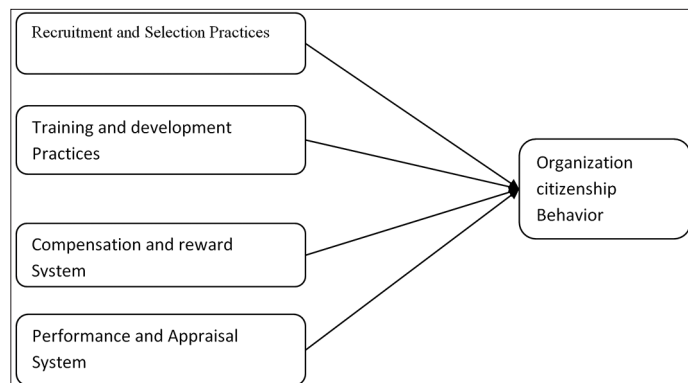


Table 1: Correlation analysis for Hypothesis 1

Variable	OCB	RSP
OCB		
Person correlation	1	0.437
Significant (two-tailed)		0.000
RSP		
Person correlation	0.437	1
Significant (two-tailed)	0.000	

OCB: Organizational citizenship behaviour, RSP: Recruitment and selection

4. HYPOTHESIS TESTING

Hypothesis 1 - RSP has significant relationship with OCB.

From Table 1 we can see that RSP have $r = 0.437$ correlations with OCB, meaning their relationship was positively correlated. Therefore, Sudan’s financial institutions can develop a better RSP to cultivate citizenship behaviour among their employees.

Hypothesis 2-TDP has significant relationship with OCB.

From Table 2 we can see that training and development was positive 0.465 correlated to OCB, representing positive relationship among them. This value was of ± 0.41 to ± 0.70 range, bringing moderate relationship among them. Their relationship was significant because TDP’ $P = 0.000$, lower than 0.01 alpha value. Thus, we accepted H2 by concluding TDP is positively correlated to OCB.

Hypothesis 3: CRS have significant relationship with OCB.

From Table 3 we can see that CRS have positive 0.399 correlations with OCB, meaning they were positively correlated to OCB. Besides,

Table 2: Correlation analysis for Hypothesis 2

Variable	OCB	TDP
OCB		
Person correlation	1	0.465
Significant (two-tailed)		0.000
TDP		
Person correlation	0.465	1
Significant (two-tailed)	0.000	

OCB: Organizational citizenship behaviour, TDP: Two training and development

Table 3: Correlation analysis for Hypothesis 3

Variable	OCB	CRS
OCB		
Person correlation	1	0.399
Significant (two-tailed)		0.000
CRS		
Person correlation	0.399	1
Significant (two-tailed)	0.000	

OCB: Organizational citizenship behaviour, CRS: Compensation and reward system

Table 4: Correlation analysis for Hypothesis 4

Variable	OCB	PAS
OCB		
Person Correlation	1	0.606
Significant (2-tailed)		0.000
PAS		
Person Correlation	0.606	1
Significant (2-tailed)	0.000	

OCB: Organizational citizenship behaviour, PAS: Performance appraisal system

Table 5: Correlation analysis for Hypothesis 5

Model	R	R ²	Adjusted R ²	SE of the estimate
1	0.624	0.389	0.381	0.31389

a. Predictors: (Constant) RSP, TDP, CRS, PAS, b. Dependent variable: OCB. SE: Standard error, OCB: Organizational citizenship behaviour, CRS: Compensation and reward system, PAS: Performance appraisal system, TDP: Two training and development, RSP: Recruitment and selection

this value was of ± 0.21 to ± 0.40 range, meaning their relationship was definite and small. Their relationship was significant because CRS’s P-value was of 0.000, lower than 0.01 alpha value. Thus, we accepted H3 by concluding CRS is positively correlated to OCB.

Hypothesis 4: PAS has significant relationship with OCB.

Table 4 shows that PAS has positive 0.606 correlations with OCB, meaning they were positively correlated to OCB. Besides, this value was of ± 0.41 to ± 0.70 range, meaning their relationship was moderate. Their relationship was significant because CRS’s P-value was of 0.000, lower than 0.01 alpha value. Thus, we accepted H4 by concluding PAS is positively correlated to OCB.

Hypothesis 5: The relationship among HRM practices and OCB are positively correlated.

From the Table 5 we can see that the degree to which independent variables can explain dependent variable’s variation was represented by $R^2 0.389$. With $R = 0.624$, independent and dependent variables’ correlation coefficients are positively correlated.

In this study, independent variables inclusion of RSP, TDP, CRS, and PAS have a positive relationship of 0.624 with OCB. The combination of these four HRM practices can explain 38.9% of OCB variation meaning, 61.1% still left unexplained in this study, containing other additional variables which had not been covered in this study, but which are important in explaining OCB.

Table 6 shows model 1 with the $P = 0.000$, lower than alpha value 0.05. Therefore, we accepted H1 stating that all four HRM practices are significant in predicting OCB variation.

From Table 7 it is clear that Among the four HRM practices, RSP and PAS can significantly predict OCB because both practices’ $P = 0.016$ and 0.000 respectively, less than alpha value 0.05. In contrast, CRS and TDP cannot predict OCB significantly because both practices’ $P = 0.851$ and 0.326 respectively, more than alpha value 0.05.

As generated results found TDP and CRS to be not significant in predicting OCB variables, therefore, we had investigated further on the contribution of variations among four HRM practices because we yearned to find out which variable can contribute most in explaining OCB variation. The result was shown below (Table 8).

Above Table 8 shows the model 2’s R^2 was 0.367. This indicates that PAS alone can explain 36.7% of OCB variations. For model 3, it has R^2 of 0.387. This indicates that combination of PAS and RSP can explain 38.7% of OCB variations. Meaning, RSP alone can explain 2% of OCB variations.

By comparing the results of model 1 (Table 7, Predictor: RSP, TDP, CRS, PAS) to model 3 (Table 8, Predictor: RSP, PAS), we concluded that TDP and CRS can only explain 0.2% of OCB variations (38.9-38.7%). With this, we decided to remove TDP and CRS variables from our model of this study in predicting OCB variations because these variables were of less important in explaining OCB variations among banking staffs.

Table 6: Table of ANOVA (RSP, TDP, CRS, PAS)

Model	Sum of squares	Df	Mean square	F	Significance
Regression	18.415	4	4.604	46.727	0.000
Residual	28.868	293	0.099		
Total	47.283	297			

CRS: Compensation and reward system, PAS: Performance appraisal system, TDP: Two training and development, RSP: Recruitment and selection

Table 7: Coefficients (RSP, TDP, CRS, PAS)

Model	Unstandardized coefficients		Standardized coefficients	t	Significance
	B	SE	Beta		
Constant	1.577	0.180		8.760	0.000
RSP	0.140	0.058	0.144 (2 nd)	2.432	0.016
TDP	0.055	0.056	0.063 (3 rd)	0.984	0.326
CRS	0.009	0.047	0.011 (4 th)	0.187	0.851
PAS	0.354	0.049	0.483 (1 st)	7.237	0.000

SE: Standard error, CRS: Compensation and reward system, PAS: Performance appraisal system, TDP: Two training and development, RSP: Recruitment and selection

Table 8: Model summary (RSP, PAS)

Model	R	R ²	Adjusted R ²	SE of the estimate
2	0.606	0.367	0.365	0.31794
3	0.622	0.387	0.383	0.31337
**Model 2			**Model 3	

a. Predictors: (Constant) PAS, b. Dependent variable: OCB, c. Predictors: (Constant) RSP, PAS, d. Dependent variable: OCB. **P=0.05. SE: Standard error, PAS: Performance appraisal system, RSP: Recruitment and selection, OCB: Organizational citizenship behaviour

Table 9: ANOVA (RSP, PAS)

Model	Sum of squares	Df	Mean square	F	Significance
2 Regression	17.361	1	17.361	171.748	0.000
Residual	29.922	296	0.101		
Total	47.283	297			
3 Regression	18.314	2	9.157	93.252	0.000
Residual	28.969	295	0.098		
Total	47.283	297			

PAS: Performance appraisal system, RSP: Recruitment and selection

Table 10: Coefficients (RSP, PAS)

Model	Unstandardized coefficients		Standardized coefficients	t	Significance
	B	SE	Beta		
2 (Constant)	2.030	0.114	0.606	17.805	0.000
PAS	0.444	0.034		13.105	0.000
3 (Constant)	1.628	0.171		9.510	0.000
PAS	0.381	0.039	0.519 (1 st)	9.734	0.000
RSP	0.162	0.052	0.166 (2 nd)	3.115	0.002

PAS: Performance appraisal system, RSP: Recruitment and selection, SE: Standard error

Table 9 demonstrates the model 3's $P = 0.000$, < 0.05 alpha value. Therefore, Model 3 is a significant model with RSP and PAS combination can significantly predict OCB variations

In Table 10 the model 3 variables of PAS and RSP were the key predictor variables in explaining OCB variations among Sudanese banking staffs. Therefore, based on model 3's RSP and PAS beta value of unstandardized coefficients, a multiple regression equation was formulated.

PAS contribute more to OCB variation with 36.7% in comparison to RSP which contributed only about 2% out of 38.7%. Besides, PAS's beta value was higher than RSP's, with 0.519 and 0.166 respectively. Thus, PAS contributed most in explaining OCB variation given all other variances of this model's predictor variables is controlled for.

In contrast, RSP contributed only a slight variation to explain OCB because it has a smaller beta value of only 0.166 under standardized coefficients as compared to PAS. Hence, RSP contributed the least in explaining OCB variation given all other variances of this model's predictor variables is controlled for.

5. DISCUSSION

5.1. Recruitment and Selection (RSP) and OCB

Results show that RSP is significantly correlated to OCB ($r = 0.437$, $P = 0.000$, < 0.01). The result is similar to Begum et al. (2014), Noor et al. (2013), and Bolino et al. (2003) findings.

Begum et al. (2014), in his research on China commercial bank sector's financial institutions, found that RSP of the institutions

were positively correlated with OCB. Noor et al. (2013) noted that RSP is a key practice in helping organization to manage OCB. Both of their these findings match Bolina et al.'s (2003) finding, whereby Bolina discovered RSP can help an organization to identify the right candidate in terms of skills, abilities and their predisposition towards OCB. In return, organization can reduce training cost while having ease in cultivating and managing employees' OCB.

5.2. TDP and OCB

Results show TDP and OCB are of moderate positive relationship ($r = 0.465$, $P = 0.000$, <0.05), which is similar to Werner (1994), Kelly et al. (1993), Bolino et al. (2003) and Ahmad's (2011) findings.

Werner (1994) and Kelly et al. (1993) argued that it is almost impossible for organization to have employee who naturally possessed citizenship behavior being hired. Therefore, they concluded that TDP plays a supporting practice role to motivate employees to elicit citizenship behavior or to "activate" already predisposed behavior towards OCB's employees.

Bolina et al. (2003) and Ahmad (2011) had performed similar and concluded that TDP is a key practice used to generate many benefits for employees and organization, meanwhile, contributing towards OCB. Hence, all of the above researchers agreed that TDP can increase the possibility of employees engaging in OCB, by enhancing their confidence and comfortableness.

5.3. CRS and OCB

Results show that CRS having a small but definite positive relationship with OCB ($r = 0.399$, $P = 0.000 < 0.05$), contributing to significant relationship. This finding was of same to Ahmad's (2013) who stated high compensation can contribute to higher OCB, by creating a sense to employees that they are being valued by the organization and are important to the organization. This can encourage employees to contribute extra effort in their job, thus contributing toward OCB.

Although CRS is related to OCB significantly, this study's results show CRS to be of least correlation and low significant value with OCB. According to Organ (1988), the pioneer of OCB, OCB does "not need to be directly recognized by the formal reward system" (p. 4). This argument is somewhat compatible with our finding. Hence, CRS was of less effective in encouraging OCB as results shows weak relationship between these two variables. With this, we concluded that if improvement were made on organization's CRS, only slight effect can be seen on banking staffs' citizenship behavior.

5.4. PAS and OCB

Results show a positive significant correlation among PAS and OCB, which supports the past studies by Organ (1990), Folger et al. (1989), Ahmad et al. Colquitt et al. (2001), Srull et al. (1989), and Poursafar et al. (2014). OCB pioneer, Organ (1990), agreed PAS to be positively correlated to OCB. He highlighted that through PA criteria, employee will know which behavior the organization valued highly, thus, directly affecting employees' behavior.

Folger et al. (1989) found employees who perceived their organization to be having fair and equitable appraisal tends to show more OCB. In return, organizations performance and effectiveness can be enhanced. Furthermore, Ahmad et al. (2011) also discovered similar relationship between CRS and OCB in his study. With this, valuable evidences were there to prove PAS do have strong and significant relationship with OCB in banking industry.

Result of multiple linear regression is adequate and significant. Overall, PAS is the most crucial HR practices for OCB, followed by RSP. In contrast, TDP and CRS are found to be not significant in predicting OCB in banking industry PAS being the most crucial HR practices for OCB, had been supported by several studies. One of it was from Organ (1990), who highlighted that through PA criteria, employee will know which behavior the organization valued highly, thus, directly affecting employees' behavior.

Ahmad et al. (2011) is another one, who stated that PAS and OCB owned a very complex relationship. Hence, before developing appraisal policy, organization must understand deeply on appraisal criteria that can elicit OCB. Only effective appraisal system can contribute towards OCB.

Cloninger et al. (2011) was of same opinion as Ahmad et al. (2011), stating that appraisal system must be able to encourage cooperation instead of competition for OCB to take place. Cooperation appraisal system evaluates performance based on team, therefore encouraging employees to carry out task as a team. In contrast, competition appraisal system evaluates individual performance which encourages competition and discourages OCB as employees will be reluctant to help each other.

On the other hand, RSP is another critical contributor towards OCB, as agreed by Begum et al. (2014), who had also conducted a study on banking industry. He found RSP to be positive correlated with OCB. Hence, this research's finding is able to provide valuable evidence to Begum et al.'s (2014).

For TDP, it only has slight effect on OCB, making their relationship insignificant, as shown in multiple regression analysis result. This finding is different from some researchers' findings. Kelly et al. (1993) in her study on engineers discovered that trained engineer can transform into superior performer from average performer. Hence, to Kelly, TDP plays an important role in cultivating OCB among employees.

Furthermore, in Shahzad (2011) study of construction industry, construction staffs became more confident and productive in performing jobs after continuous training was provided to them as training helps them to reduce work difficulties. Thus, to Amin, TDP can significantly contribute to OCB.

With the contrasting findings, the only thing that we can conclude about TDP and OCB relationship is TDP may be useful in other sector but it may not be significant enough in explaining banking industry's OCB, as proven in multiple regression analysis's result.

Lastly, multiple regression analysis result shows CRS and OCB is of insignificant relationship as CRS contribute only slight or almost no effect against OCB. This finding is compatible to Organ's (1988), who stated OCB "does not need to be directly recognized by formal reward system" (p. 4).

Yes, Organ (1997) had indeed; acknowledge the rightness of criticism made by Mackenzie et al. (1991), who argued that OCB can be encouraged by compensation and reward. However, our study shows that OCB is not really affected by either compensation or reward. Although positive relationship do exist between CRS and OCB, however, it is not significant enough to use monetary or reward strategy to cultivate OCB as this strategy has only little effect on OCB.

All in all, PAS affects OCB most among banking staffs followed by RSP. Slight or no contribution is found in TDP as well as CRS.

6. IMPLICATIONS

6.1. Theoretical Implications

Theoretical implications were brought by this study's findings and contributions. Firstly, this study's findings confirm the validity of the relationships between variables. It verifies the significant relationship among PAS and RSP to OCB.

Secondly, past studies mostly focus on examining the relationship among HRM practices and OCB in academic staffs and others. However, the relationship among HRM practices with OCB in banking staffs have yet to be tested, or only has little evidence concerning this type of study. Thus, this research's findings have filled the gap. Thirdly, this study's findings revealed that TDP and CRS were not significant in explaining OCB variation. Therefore, further research may be conducted on these variables to test their significance

6.2. Practical Implications

In this study, only two out of four independent variables, namely PAS and RSP, have the strongest relationship with OCB among Sudanese banking staffs. This can provide some insights as well as feedbacks to Sudanese banks' human resource personnel and administrators for drafting methods and strategies to encourage their staffs to elicit more OCB. Based on model 3 of multiple regression analysis, some of the HRM practices can be applied onto Sudanese financial institution to manage OCB. Through findings, PAS and RSP can be used to predict an organization's OCB. This is especially true for PAS that has the highest contribution in explaining OCB variances as compared to RSP.

TDP and CRS were found to be contributing only slight or almost nothing at all in explaining OCB variances. Therefore, through this finding, we suggest Sudanese financial institutions to be more attentive on their PAS by designing a better assessment policy as well as providing greater performance feedbacks to banking staffs as so to manage and establish OCB among their staffs.

6.3. PA System

Through findings, banks should have a fair and healthy appraisal practices as this practices is more preferable by staffs. Banks should take note on customizing the PA standard according to each staffs' position level such as senior, middle, or junior staffs. This is important because with the same evaluation criteria applied on all level, staffs may be of less committed to the organization as their performance is not judged accordingly.

Furthermore, seminar can be conducted to educate staffs on how the rewards are associated to their PA. Although in this study rewards is not significant in affecting OCB, according to some researcher as mentioned above, reward can play its role as supportive practices to support organization's appraisal system. Knowing that they will be rewarded and appraised by bank, staffs will be more motivated intrinsically when it comes to develop OCB in their institution.

6.4. RSP

It is also necessary for banks to have improvement made on recruitment and selection policy. They must have a clear hiring policy to screen out unqualified applicant, at the same time, to select the right candidates in terms of skills, knowledge and capabilities.

With this, only candidates with right skills, abilities and capabilities to perform the job will be hired. A recruitment and selection process is said to be successful once it can help bank to maintain its market position and contribute towards organizational performance. Subsequently, with these changes, OCB among banking staff can potentially be improved.

7. LIMITATION OF THE STUDY

This research contains several limitations. Firstly is bias found in single-method research. In this study, self-administered questionnaire method, meaning self-reported questionnaire, had been used to collect data. There is some concern regarding this method.

For the measuring instrument, yes, no doubt that it was of well-established reliability and validity, taken from other well-known researchers. This helped to lessen self-reported bias's disadvantage. However, each variable measurement only contains a single version. Meaning, although more than one measure can be found in a particular variable (OCB, RSP, TDP, CRS and PAS), if same method (self-administrative questionnaire) were used on all variables, the variables cannot be measured correctly and sufficiently, causing strong evidence to be of non-existence.

Secondly, this study is conducted using cross-sectional data. This data can only at a specific time, reveal the total impact that predictor variable has towards a particular criterion variable (Cavana, et al. 2001). Thus, a longitudinal study should be carried out instead, to provide more data which are useful from respondents.

Besides, cross-sectional data also did not allow or provide strict causal conclusion. Hence, it is difficult to determine cause and effect relationship. Variable that causes a change on another variable was not shown. For instance, there were several studies on causal relationship among CRS and OCB. However, these studies often yield inconsistent results. Some found that CRS causes a change in OCB (MacKenzie et al., 1991; Kelly et al., 1993) while some discovered contradicted results (Organ, 1990). Thirdly, is survey itself. Some banks may be doubtful on surveys about their staffs' performance to the extent that they may discourage the staffs from taking part in the survey regarding the bank by imposing several restrictions. Hence, we find it difficult to collect valid responses from respondents on the survey. Although this study had collected quite a sufficient number of responses, these responses contained bias regarding relationships of variables. Therefore, result's reliability and validity of this study may be affected.

8. SUGGESTIONS FOR FUTURE RESEARCH

The research has contributed valuable findings to existing OCB findings. We not just examined predictors of RSP, TDP, CRS and PAS toward OCB, we also examined personal factors inclusion of age, gender, length of services, and job title of banking staffs towards OCB. However, research is still needed for other potential OCB antecedents to be investigated further, such as leadership style and behaviour, employee characteristics, nature of employment, task characteristic, organizational justices (distributive and procedural justices), organizational politics, psychological contract, impression management and organizational cynicism.

Besides, this study focuses mainly on Sudanese financial institutions' banking staffs whereby relationships among HRM practices and OCB have been investigated. Therefore, we encouraged this research to be extended into non-banking staffs' research.

In addition, we suggest comparative study to be performed between banking staff and non-banking staff across different sectors in Sudan. With new knowledge and contribution generated from comparative study, it can assist HR department and management of an organization in enhancing its performance and reputation.

Moreover, longitudinal study is encouraged to be carried out in future research. This may bring significant findings and results, capturing perception change on the temporal dynamics that affect the determinants of banking staffs toward OCB. Furthermore, various constructs' cause and effect relationships can be determined.

9. CONCLUSION

This study's objective is to examine relationships among HRM practices and OCB in banking staffs of Sudanese financial institution. With this, it has successfully addressed the research problem of this study that is how to improve Sudanese financial

institutions' performance by understanding the behaviours and attitudes of banking staffs. Hopefully, with this research, Sudanese financial institution can become better institutions.

Our recommendations are solely based on the findings of this research. Therefore, we recommended financial institutions in Sudan to be more attentive on the significant factors of OCB, which are PAS and RSP, without neglecting the other two variables, TDP and CRS. Other researches may generate different results which may be contradicted to our findings. However, we believe our study will somehow; be useful to the world of literatures.

Hopefully, this study will enhance banking staffs' performances towards their institutions, by developing the OCB that the organization has always yearned for. If the findings of this study cannot help much, we hope that, at least there will be somewhat a little contribution to the corporate world, in this case, the banking industry, through our study of "HRM Practices as a Determinant of OCB: A Study among Banking Staffs."

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