

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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**A STUDY ON IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE ENGAGEMENT  
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR  
(WITH REFERENCE TO SOFTWARE EMPLOYEES OF HYDERABAD CITY, TELANGANA STATE)**

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**ABSTRACT**

*Jim Collin in his book "Good to Great" has explained the significance of human resource management practices in an organization. According to Jim Collin, right kind of employees can make the organization from good to great by engaging in the organization and voluntarily doing the job roles beyond their job description (organizational citizenship behaviour). Hence, an attempt is made in this article to explore the impact of human resource management practices especially recruitment & selection and training & development on employee engagement and organizational citizenship behaviour regarding software employees.*

**KEYWORDS**

employee's engagement, organisational citizenship behaviour, recruitment & selection, training & development.

**JEL CODES**

M53, J23, J24, J53, J81.

**INTRODUCTION**

The human resource of the organization decides the efficiency of other resources. The span of recruitment and selection is extremely broad and comprises of no. of activities. Errors-free recruitment and selection supplement the other functions of human resource management and vice versa. Thus, a competent policy of recruitment and selection gets the right employee into the organization and adds success to an organization. Every company devises its strategy and course of action for recruitment and selection, nevertheless, the regular activities in recruitment and selection are:

- Recognition of future and current requirements of the workforce.
- Formulation of plans, strategies, and procedures to enlist the workforce for future and current needs.
- Selection of communication media to communicate the requirement to prospective employees.
- Getting the right amount of applications for further scrutiny.
- Design and implementation of selection process (interviews/group discussions/ referrals etc.)
- Dispersion of the offer letter.

According to Drucker (1966), "to be effective is the task of the executive" is a statement in his popular book "The effective executive". Since the industrial era, training has been recognized as critical activity of human resources to increase the output. However, at the present training is not only meant for increasing the output, nevertheless it is also intended to acquire organizational and management expertise. There exist diverse methods for training. Choice of method depends on objectives of training, trainee learning capabilities, content, time limitations, and so on. However, the training techniques are classified into two types: on the job and off the job training methods. On-the-job learning is fast and learns through real-time exposure. Off-the-job training happens through workplace away or simulations. Due to the limitations of both kinds of training methods choice depends on the objective of the organisation. <sup>2</sup>Indian Information Technology (IT) is one industry that contributes to the economy. It is also one of the highest employments providing industry in India.

**REVIEW OF LITERATURE**

Erez Yaakobi and Jacob Weisberg's (2020)<sup>3</sup> article titled "Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies" found a positive influence of organizational citizenship behaviour on employee performance. Pascal Paille's (2011)<sup>4</sup> research article on "Stressful work, citizenship behaviour and intention to leave the organization in a high turnover environment: Examining the mediating role of job satisfaction" has established the negative relationship between organizational citizenship behaviour and job satisfaction. <sup>5</sup>Bakker (2011) defines employee engagement as positive emotional with distinct features that are employee engagement and involvement. According to Organ (1988)<sup>6</sup>, the construct of organizational citizenship behaviour consists of five dimensions "altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

<sup>1</sup> Aswathappa, Human Resource Management 6E, Tata McGraw-Hill Education, 2010

<sup>2</sup> Statistics are obtained from [www.nasscom.org/template/itindia.htm](http://www.nasscom.org/template/itindia.htm) ([https://shodhganga.inflibnet.ac.in/bitstream/10603/19330/6/06\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/19330/6/06_chapter%201.pdf))

<sup>3</sup> Erez Yaakobi and Jacob Weisberg (2020), Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies, *Front. Psychol.*, 24 April 2020

<sup>4</sup> Pascal Paille (2011). "Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction", *Journal of Management Research*, ISSN 1941-899X 2011, Vol. 3, No 1, pp 1-11

<sup>5</sup> Bakker, A. B. (2011). An evidence-based model of work engagement. *Current directions in psychological science*, 20(4), 265-269. <https://doi.org/10.1177/0963721411414534>

<sup>6</sup> D. W. Organ. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington (1988).

**METHODOLOGY OF STUDY****RESEARCH QUESTIONS**

The article gives emphasis to subsequent research questions; What explores the employee engagement and organizational citizenship behaviour in software employees?, Do recruitment & selection and training & development influence the software employees' employee engagement and organizational citizenship behaviour?, and Does impact of recruitment & selection and training & development on software employees' employee engagement and organizational citizenship behaviour differs with employees' socio-economic profile?

**OBJECTIVES OF THE STUDY**

The specific objectives formulated for the study include:

1. To explore the employee engagement and organizational citizenship behaviour construct in the software industry.
2. To study the influence of recruitment & selection and training & development on employee engagement and organizational citizenship behaviour in the software industry.

**HYPOTHESIS**

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement doesn't differ along with the socio-economic profile of the employees.

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement differs along with the socio-economic profile of the employees.

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour doesn't differ along with the socio-economic profile of the employees.

H<sub>2</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour differs along with the socio-economic profile of the employees.

**SOURCES OF DATA AND DATA COLLECTION**

The research uses both primary data and secondary data. Primary data collected with questionnaire, and journals, websites form the secondary source.

**Sampling**

Based on Glenn method the sample size is fixed to 400 because the population size is greater than 1, 00,000 (Telangana State). Further, through convenience sampling, 298-software executives, 84-team leaders, and 18-managers are included in the sample.

**Tools of data analysis**

The primary data is analyzed with descriptive statistics like frequencies, mean, standard deviation, ANOVA, t-test, Kruskal Wallis test, and Factor analysis.

**ANALYSIS & DATA INTERPRETATION****SOCIOECONOMIC PROFILE OF THE RESPONDENT EMPLOYEES**

In the research, the lion share of the respondent employees is male (262). Out of 400 respondents, nearly half i.e.171 of respondent employees have their age between 26 years and 35 years. The highest 174 respondents have experience of 6-10 years.

**TABLE 1: SOCIO-ECONOMIC PROFILE OF THE RESPONDENT EMPLOYEES**

		Percentage
Gender	Male	262
	Female	138
Age	25 Years and below	98
	26 Years- 35 Years	171
	36-45 Years	94
	46 Years above	37
Experience	Less than 5 Years	108
	6-10 years	174
	11-15 Years	88
	16 above years	30
Marital Status	Single	203
	Married	173
	Divorced	24
Educational Qualification	Under Graduation	249
	Post-Graduation	135
	Above Post Graduation	16
Income	30,000 Rs and below	151
	30,001-60,000 Rs	148
	60,001-90,000 Rs	54
	90,001 Rs above	47

Source: Primary data

Among the 400 respondent employees, married employees are 173, unmarried employees are 203, and 24 respondents are divorced. The majority of the employees have their educational qualifications as under graduation (249). When it comes to income, 151 respondent employees have income 30,000 Rs and below, and 148 employees have their income between 30,001-60,000Rs.

**EMPLOYEE ENGAGEMENT**

Utrecht Work Engagement Scale is widely used to measure employee engagement (Schaufeli & Bakker, 2003) and it includes three dimensions that are vigor, dedication, and absorption. To explore the employee engagement of software employees the research applied the Utrecht Work Engagement Scale. Exploratory factor analysis has replicated vigor, dedication, and absorption (Table-2).

<sup>7</sup> Schaufeli, W. B., & Bakker, A. B. (2003). UWES – Utrecht Work Engagement Scale: Test Manual. Unpublished Manuscript: Department of Psychology, Utrecht University

TABLE 2: FACTOR ANALYSIS-EMPLOYEE ENGAGEMENT

Variable	Factor Loading		Kaiser-Meyer-Olkin test = 0.757 Bartlett's Test of Sphericity =0.00 Varimax Rotation
Variable -1	.502	Vigor	
Variable -2	.669		
Variable -3	.820		
Variable -4	.831		
Variable -5	.737		
Variable -6	.487	Dedication	
Variable -7	.794		
Variable -8	.576		
Variable -9	.479		
Variable -10	.560	Absorption	
Variable -11	.777		
Variable -12	.616		

Source: Primary data

Kaiser-Meyer-Olkin test value 0.757 and Bartlett's Test of Sphericity 0.00 supported the data suitability for factor analysis. The research has applied Varimax rotation.

The impact of recruitment & selection and training & development practices on employee engagement are explored (Table-3). Employees are disagreed with to impact of recruitment and selection on vigor (2.16). At the same time, employees are neutral to dedication (3.04) and are agreed to absorption (3.53).

TABLE 3: IMPACT OF RECRUITMENT & SELECTION AND TRAINING & DEVELOPMENT PRACTICES ON EMPLOYEE ENGAGEMENT

	N	Minimum	Maximum	Mean	Std. Deviation
Training and Development -Dedication	400	4.00	5.00	4.3325	.47170
Training and Development -Absorption	400	4.00	5.00	4.3300	.47080
Recruitment and selection - Vigor	400	1.00	4.00	2.1575	.88863
Training and Development -Vigor	400	3.00	4.00	3.4750	.50000
Recruitment and selection -Dedication	400	1.00	4.00	3.0400	.93036
Recruitment and selection -Absorption	400	1.00	5.00	3.5250	1.10790

Source: Primary data

Employees are agreed to the impact of training and development on dedication (4.33), absorption (4.33), and vigor (3.47).

**Hypothesis-1**

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement doesn't differ along with the socio-economic profile of the employees.

H<sub>1</sub>: The impact of human resource management practices (recruitment & selection and training and development) on employee engagement differs along with the socio-economic profile of the employees.

TABLE 4: IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES (RECRUITMENT & SELECTION AND TRAINING AND DEVELOPMENT) ON EMPLOYEE ENGAGEMENT ALONG WITH THE SOCIO-ECONOMIC PROFILE

Recruitment and selection practices				
	Vigor	Dedication	Absorption	Statistical test
Gender	.204	.001	.000	T-test
Age	.339	.000	.000	ANOVA
Experience	.342	.000	.000	ANOVA
Marital Status	.008	.000	.003	ANOVA
Income	.598	.000	.000	ANOVA
Educational qualification	.152	.073	.000	ANOVA
Training and development				
	Vigor	Dedication	Absorption	Statistical test
Gender	.028	.521	.440	T-test
Age	.049	.504	.181	ANOVA
Experience	.010	.449	.088	ANOVA
Marital Status	.116	.736	.280	ANOVA
Income	.034	.728	.055	ANOVA
Educational qualification	.015	.960	.861	ANOVA

The impact of recruitment and selection on vigor is significant to marital status (.008) and for gender (.204), age (.339), experience (.342), income (.598), and educational qualification (.152) it is not significant. When it comes to dedication, it is not significant to educational qualification (0.73) and for the rest of the variables it is significant. For absorption, the impact of recruitment and selection on all socio-economic variables such as gender, age, experience, income, educational qualification, and marital status are significant. Significant means t-test and ANOVA test 2-tail values are less than 0.05 and vice versa. If it is significant we need to accept the alternative hypothesis and vice versa (For t and ANOVA of training and development also applies the same)

**ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

This research explored Organ (1988)<sup>8</sup>, the construct of organizational citizenship behaviour that is "altruism, conscientiousness, sportsmanship, courtesy and civic virtue" with exploratory factor analysis on software employees. It replicated the same dimensions of Organ (1988)<sup>9</sup>, however, altruism and civic virtue are merged and reduced the total dimensions of organizational citizenship behaviour to four. The impact of recruitment and selection practices on organizational citizenship behaviour (Altruism and Civic Virtue, Conscientiousness, Sportsmanship, and Courtesy) are explored (Table-5).

<sup>8</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

<sup>9</sup> D. W. Organ. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington (1988).

TABLE 5: THE IMPACT OF RECRUITMENT AND SELECTION PRACTICES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment -Conscientiousness	400	1.00	5.00	4.3075	.77747
Recruitment -Sportsmanship	400	1.00	5.00	4.4575	.67775
Recruitment -Courtesy	400	1.00	5.00	4.3100	.86358
Training and Development –Altruism and Civic Virtue	400	4.00	5.00	4.5800	.49418
Training and Development -Conscientiousness	400	1.00	5.00	4.5775	.65196
Training and Development -Sportsmanship	400	2.00	5.00	4.5075	.57075
Training and Development -Courtesy	400	1.00	5.00	4.5200	.67879
Recruitment- Altruism and Civic Virtue	400	1.00	5.00	2.4975	.54381

Source: Primary data

Recruitment and selection would show a strong impact on sportsmanship, conscientiousness and courtesy, and are neutral to altruism and civic virtue. Training and development have a very strong impact on altruism and civic virtue, conscientiousness and courtesy, and sportsmanship.

**Hypothesis-2**

H<sub>0</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour doesn't differ along with the socio-economic profile of the employees.

H<sub>2</sub>: The impact of human resource management practices (recruitment & selection and training and development) on organizational citizenship behaviour differs along with the socio-economic profile of the employees.

TABLE 6: IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES (RECRUITMENT & SELECTION AND TRAINING AND DEVELOPMENT) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ALONG WITH THE SOCIO-ECONOMIC PROFILE OF THE EMPLOYEES

	HR Practices	Socio-economic profile	Statistical test	Significant level	H <sub>0</sub> /H <sub>1</sub>		
Altruism and Civic Virtue	Recruitment and selection	Age	Kruskal Wallis test	.899	H <sub>0</sub>		
Conscientiousness				.000	H <sub>1</sub>		
Sportsmanship				.178	H <sub>0</sub>		
Courtesy				.000	H <sub>1</sub>		
Altruism and Civic Virtue	Training and development			Experience	Kruskal Wallis test	.072	H <sub>0</sub>
Conscientiousness						.633	H <sub>0</sub>
Sportsmanship						.859	H <sub>0</sub>
Courtesy						.393	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Marital Status	Kruskal Wallis test			.689	H <sub>0</sub>
Conscientiousness						.001	H <sub>1</sub>
Sportsmanship						.113	H <sub>0</sub>
Courtesy						.002	H <sub>1</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.084	H <sub>0</sub>
Conscientiousness						.886	H <sub>0</sub>
Sportsmanship						.866	H <sub>0</sub>
Courtesy						.570	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Educational Qualification	Kruskal Wallis test			.806	H <sub>0</sub>
Conscientiousness						.052	H <sub>0</sub>
Sportsmanship						.067	H <sub>0</sub>
Courtesy						.015	H <sub>1</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.073	H <sub>0</sub>
Conscientiousness						.902	H <sub>0</sub>
Sportsmanship						.989	H <sub>0</sub>
Courtesy						.571	H <sub>0</sub>
Altruism and Civic Virtue	Recruitment and selection	Educational Qualification	Kruskal Wallis test			.889	H <sub>0</sub>
Conscientiousness						.397	H <sub>0</sub>
Sportsmanship						.021	H <sub>1</sub>
Courtesy						.104	H <sub>0</sub>
Altruism and Civic Virtue	Training and development			Educational Qualification	Kruskal Wallis test	.154	H <sub>0</sub>
Conscientiousness						.775	H <sub>0</sub>
Sportsmanship						.632	H <sub>0</sub>
Courtesy						.036	H <sub>1</sub>

Source: Primary data

The impact of recruitment and selection, and training and development on Altruism and Civic Virtue, Conscientiousness, Sportsmanship, Courtesy along with the socio-economic profile of employees is explored through Kruskal Wallis Test. H<sub>0</sub> in the table represents the acceptance of the null hypothesis and H<sub>1</sub> indicates the acceptance of the alternative hypothesis (It is based on significance value: If significance value is less than 0.05 accept the alternative hypothesis and vice versa).

**CONCLUSION**

Exploratory factor analysis has replicated the vigor, dedication, and absorption theory of employee engagement. However, no. of variables in vigor, dedication and absorption would diverge. There exists an impact of recruitment and selection, and training and development on vigor, dedication, and absorption dimensions of employee engagement but their impact differ. The influence of recruitment and selection, and training and development on vigor, dedication, and absorption also change along with socio-economic variables of employees. The research also replicated the same dimensions of Organ (1988)<sup>10</sup> on organizational citizenship behaviour; however, altruism and civic virtue are merged and reduced the total dimensions of organizational citizenship behaviour to four. Parallel to employee engagement, human resource management practices (recruitment and selection, and training and development) and socio-economic variables of employees influence the organizational citizenship behaviour.

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