

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5220 Cities in 187 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	DOES EXECUTIVES COMPENSATION STIMULUS FIRM INNOVATION? THE CASE OF TAIWAN <i>DUNG PHUONG TONG & HOA VAN NGUYEN</i>	1
2.	CORPORATE GOVERNANCE MECHANISMS IN INDIA: A CASE STUDY OF SELECTED FIRMS FROM TEN SECTORS <i>R. C. NAGARAJU & DR. P. PARAMASHIVAIAH</i>	5
3.	HUMAN RESOURCE MANAGEMENT- RECRUITMENT REWARD AND RETENTION <i>SUMAIYA FATHIMA</i>	11
4.	INCREASING INFLUENCE OF PRIVATE LABEL BRANDS IN ORGANIZED RETAIL <i>SANDEEP NANDRAM DIVE & DR. VIJAY AMBADE</i>	14
5.	COURTS' JURISDICTION FOR TAKING COGNIZANCE OF CRIMINAL COMPLAINTS FILED UNDER SECTION 142 OF NEGOTIABLE INSTRUMENTS ACT 1881 - THE NEGOTIABLE INSTRUMENTS (AMENDMENT) ACT 2015 – IT'S CAUSE AND CURE <i>DR. I. FRANCIS GNANASEKAR & S. M. MOHAMED MISKEEN</i>	20
6.	A STUDY ON CONSUMER'S ATTITUDE TOWARDS ADVERTISEMENTS THROUGH SOCIAL MEDIA WITH SPECIAL REFERENCE TO FACEBOOK <i>DR. M. SUMATHY & VIPIN.K.P</i>	24
7.	ILLEGAL ECONOMY Vs. SOCIALIST SOCIETY <i>DR. PRAMILA CHOUDHARY</i>	28
8.	RISK AND RETURN ANALYSIS OF SELECT PSBs <i>K.V.RAMESH & DR. A. SUDHAKAR</i>	33
9.	INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR <i>SEEMI AZAM & RASHMI KUMAR</i>	45
10.	WOMEN EMPOWERMENT IN INDIA THROUGH CORPORATE SOCIAL RESPONSIBILITY: POLICIES & CHALLENGES: A CASE STUDY OF NTPC LTD. <i>DR. AJAY AGRAWAL, DR. AMITABH PANDE & POORVA PANDE SHARMA</i>	50
11.	CONSUMERS' COGNIZANCE TOWARDS THE INDIAN POSTAL PRODUCTS AND SERVICES: A STUDY REPORT OF NORTH GOA DISTRICT <i>DR. GAJANAN MADIWAL</i>	53
12.	THE YOUNG SAUDI EMPLOYEE AND THE CURRENT LABOR MARKET DYNAMICS OF SAUDI ARABIA: A PARADIGM SHIFT <i>DR. DEEPANJANA VARSHNEY</i>	56
13.	MOBILE BANKING IN THE PRESENT SCENARIO <i>SEBIN GEORGE</i>	61
14.	A STUDY ON INVESTORS' SATISFACTION TOWARDS MUTUAL FUNDS RETURNS WITH SPECIAL REFERENCE TO CHITTOOR DISTRICT <i>DR. U. RAGHAVENDRA PRASAD</i>	64
15.	IMPACT OF GLOBALIZATION ON SELECTION PROCEDURE AND TRAINING PROGRAMMES IN BANKING SECTOR <i>ANAND T. DESHPANDE</i>	68
16.	RISK ATTITUDE: AN INVESTIGATION INTO RELATIONSHIP WITH PERSONALITY TYPE <i>AMIT KAPOOR</i>	73
17.	A STUDY ON CUSTOMER SATISFACTION OF HONDA ACTIVA AMONG WOMEN WITH REFERENCE TO KONNI TALUK, KERALA <i>SWATHY. P</i>	76
18.	THE FAVOURABLE DATA FOR THE IMPLEMENTATION AND DEVELOPMENT OF M-GOVERNANCE <i>BASAVARAJ NAGESH KADAMUDIMATHA</i>	80
19.	ROLE OF MICRO CREDIT PROGRAMME IN THE FINANCIAL AND SOCIAL EMPOWERMENT OF WOMEN ENTREPRENEURS <i>SANTHOSH KUMAR.K</i>	84
20.	IMPACT OF NATURAL DISASTER ON TOURISM IN JAMMU AND KASHMIR: A CASE STUDY OF FLOOD 2014 <i>NASEER AHMAD MAGRAY</i>	88
	REQUEST FOR FEEDBACK & DISCLAIMER	91

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of I.T., Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

DR. JASVEEN KAUR

Asst. Professor, University Business School, Guru Nanak Dev University, Amritsar

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB.**
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised.**
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document. However, you can mention short notes to elucidate some specific point,** which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- 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.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

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

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

SEEMI AZAM

**PH. D. RESEARCH SCHOLAR
DEPARTMENT OF PSYCHOLOGY
UNIVERSITY OF ALLAHABAD
ALLAHABAD**

**RASHMI KUMAR
PROFESSOR**

**DEPARTMENT OF PSYCHOLOGY
UNIVERSITY OF ALLAHABAD
ALLAHABAD**

ABSTRACT

Literature suggests that certain Human Resource Management practices have the potential to promote Organisational Citizenship Behaviour. The purpose of this study was to investigate the relationship between Human Resource Management practices (Recognition, Empowerment, Fair rewards, Competence development and Information-sharing practices) and Organisational citizenship behaviour. Precisely, it addressed two research questions: What is the relationship between Human Resource Management practices and Organisational Citizenship Behaviour and, whether Organisational commitment mediates the relationship between Human Resource Management practices and Organisational Citizenship Behaviour. It was hypothesized that Human Resource Management practices would have a positive correlation with Organisational Citizenship Behaviour and would predict it as well. Secondly, Organisational commitment would mediate the relationship between the two. Data from 295 respondents belonging to three different sectors – bank, construction company and school was collected by survey method. All of the Human Resource Management scales but one (Recognition, Empowerment, Fair rewards and Competence development) were developed by Tremblay, Rondeau and Lemelin (1998). Information-sharing practices were measured using a scale developed by Lawler, Mohrman and Ledford (1992). Organisational Citizenship Behaviour scale comprising of five dimensions- Helping, Compliance, Loyalty, Initiative and Sportsmanship was developed by the researcher. Organisational commitment was measured using an 18-item scale developed by Meyer, Allen and Smith (1993). Correlation, regression and mediation analysis were performed. Results indicated positive correlation among all variables taken in the study and that Human Resource practices significantly predicted Organisational Citizenship Behaviour. However, Organisational commitment was found to mediate only a few Human Resource Management practices and Organisational Citizenship Behaviour relationship.

KEYWORDS

human resource management practices, mediation, organisational citizenship behaviour, organisational commitment, prediction.

INTRODUCTION

Successful organisations are those the employees of which do more than just their usual job duties and give out performance that is above expectations. Perhaps this is the reason why organisational citizenship behaviour has been the focus of organisational behaviour researchers (George and Battenhausen, 1990; Organ and Ryan 1995; Organ 1997; Podsakoff, Mackenzie, Paine and Bachrach, 2000). It has been the most extensively studied topic in Organisational Behaviour research (Chahal & Mehta, 2011, Lievson & Anseel, 2004;) owing to its importance and its implications in the organisations. These researchers also proposed that OCB could positively influence individual and organisational performance. All this lead researchers to engage in studies to find out the antecedents of citizenship behaviour. Hence, this piece of research plans to study the determinants of OCB, particularly organisational level factors. In order to do this, we must first understand the concept of OCB.

The term Organisational Citizenship Behaviour was coined by Organ in 1988. He defined OCB as "Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role of the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishment" (Organ, 1988).

Hence, we can understand OCB as behaviours which are not a part of an individual's job profile, neither do their presence guarantee rewards nor their absence ensure punishment. However, they help to improve the overall performance of the organisation.

Scholars hold different views with respect to the dimensionality of OCB. Smith, Organ, and Near (1983) conceptualized OCB with two dimensions: altruism (behaviour targeted specifically at helping individuals) and generalized compliance (behaviour reflecting compliance with general rules, norms, and expectations). Later Organ (1988) identified five dimensions belonging to OCB: Altruism, Courtesy, Civic Virtue, Conscientiousness and Sportsmanship.

A factor considered to be an important determinant of OCB in some studies is Human Resource Management practices. HRM practices are the measures taken by the organizational authorities to manage their human resources in a better way so as to enhance their potentials and increase their productivity. There are various kinds HRM practices adopted by organisations, for example; recognition (giving recognition to its employees apart from monetary rewards), empowerment (enhancing the responsibilities and decision making power), competence development (through training, mentoring, etc.), work-life policies (cooperating with employees to manage work with personal life), etc. Some of the HRM practices are high on involvement while others are low on it.

Another variable of interest over here, which is also considered to be an important determinant of OCB is Organisational Commitment. It is conceptualized as the psychological attachment of the employee to the organisation. Scholl (1981) suggested that commitment helps in maintaining behavioural direction in the absence of rewards. Thus, employees who are committed to the organization are likely to be eager to contribute to the organization's goals and are more likely than others to extend their efforts beyond their required task performance to enhance the effectiveness of the organization. Mayer and Allen (1984), proposed a three-component conceptualization of organizational commitment: affective commitment (AC), continuance commitment (CC) and normative commitment (NC)

REVIEW OF LITERATURE

The way an organization manages its human resources, determines the employees-employer relationship. Employee favouring work practices may convey to employees that their organization promotes humanistic values, cares about their well-being and is willing to trust them. On the basis of reciprocity norms, employees will be inclined to increase their personal contributions and efforts and ultimately their extra-role behaviour (Tsui, Pearce, Porter, & Tripoli, 1997). The positive association between high-involvement HR practices and citizenship behaviours is also supported by Organ (1990).

Empirical research supports a strong positive relationship between commitment and OCB also. Organisational commitment has been regarded as an important predictor of OCB since long (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Scholl (1981) argued that organisational commitment is responsible for behaviour

that is not primarily reinforcement or punishment driven. Thus, OCB which represents a personal involvement in the life of organisation is also assumed to be influenced by commitment.

Organisational commitment not only shares a strong relationship with OCB, it also has a relationship with organisational factors of culture, structure and HRM practices. A number of studies have shown that individual or a group of HRM practices play a positive role in developing employees' attachment to the organisation (e.g. Gaerten & Nollen, 1989; Gould-Williams, 2003; Meyer & Smith, 2000).

NEED/IMPORTANCE OF THE STUDY

As stated above, OCB holds importance because of its ability to influence organisational performance. Certain other reasons make this study worthwhile and important. Firstly, not many attempts have been made to study OCB in India. Secondly, Podsakoff et al (2000) opined that the relationship between organisational characteristics (one of which are HRM practices) and OCB is not very clear. However, some studies hint that certain HRM practices may help in building the employee-employer relationship from a humanistic and social exchange perspective. Such a relationship promotes extra-role behaviour like OCB. However, this relationship may be mediated by organisational commitment. This study may provide useful insights into the dynamics of organizational citizenship behaviour.

STATEMENT OF THE PROBLEM

This study will attempt to find out what relation HRM practices share with OCB and whether organisational commitment mediates the relationship between these two variables.

OBJECTIVES

1. To study the relationship between HRM practices of Empowerment, Competence Development, Information sharing, Recognition, Fair Rewards and OCB
2. To assess the mediating role of Organisational Commitment in the relationship between HRM practices and OCB

HYPOTHESES

HRM practices of Empowerment, Competence Development, Information sharing, Recognition and Fair Rewards would be significantly positively related to OCB such that, higher the degree of perception of HRM practices in the organisation by the employees, higher will be their level of OCB
Organisational Commitment will mediate the relationship between HRM practices of Empowerment, Competence Development, Information sharing, Recognition and Fair Rewards and OCB. HRM practices would contribute significantly to Organisational Commitment, which in turn would contribute significantly to OCB

RESEARCH METHODOLOGY

SAMPLE

295 employees belonging to three different types of organisations– bank, construction company and school, from both government and private sectors participated in the survey.

MEASURES

HRM PRACTICES

All of the HRM scales but one (Recognition, Empowerment, Fair rewards and Competence development) were developed by Tremblay, Rondeau and Lemelin (1998). Information-sharing practices were measured using a scale developed by Lawler, Mohrman and Ledford (1992). The HRM practices measure had a total of 27 items. Following is the way these practices were conceptualized-

Recognition, which has been conceptualized in this study as the non-monetary rewards, appreciation and feedback given to employees by organisation for their valuable contributions, efforts and their quality work

Empowerment which is the process by which the employees of an organisation become capable enough to be in charge of their own growth and development and solve their problems on their own

Fair rewards which refer to the perceived fairness of job outcomes for the employees, such as compensation, promotion job assignments, performance evaluations, etc.

Competence development which had been described as employees' skill enhancement

Information sharing which refers to sharing of information by the organisation with the employees on future policies and programmes, profit, loss costs, output, customer feedback, etc.

ORGANISATIONAL COMMITMENT

Organisational Commitment was measured using the scales developed by Mayer, Allen and Smith (1993). It measured three dimensions of organisational commitment- Affective, Normative and Continuance commitment. It had a total of 18 items. The three kinds of commitment were conceptualized as-

Affective commitment-members remained in the organisation because they want to

Normative commitment- members remain with the organisation because they feel they ought to do so

Continuance commitment- members remain with the organisation because they need to remain with the organisation

OCB

This scale comprising of five dimensions- Helping, Compliance, Loyalty, Initiative and Sportsmanship was developed by the researcher. It had a total of 23 items. These dimensions were conceptualized as-

Helping- discretionary behavior by employees, aimed at helping, supporting or favouring a specific other- coworker or client in the context of organization

Compliance- discretionary behavior on the part of the employee that go beyond the minimum role requirement of the employee including putting extra effort in completing tasks and obeying rules and regulations even when no one is watching.

Loyalty-includes concern for organisation's objectives, staying with the organization during hard times, representing the organization favourably to others, attempts to protect and conserve organizational resources

Initiative-includes voluntary acts of creativity and innovation designed to improve one's task or organisation's performance, volunteering to take on extra responsibilities and attempts to enhance growth of the organization.

Sportsmanship-willingness to tolerate the inevitable inconveniences and impositions of work without complaining; also maintaining a positive attitude when things don't go ones way

PROCEDURE

First of all, the organisations where data collection was to be conducted were identified. Then the permission of the heads of these organisations was taken for conducting the surveys. The respondents were personally contacted and after their informed consent to participate in the study was taken, they were explained how the questionnaire was to be filled out. They were allowed to take their own time to complete the questionnaires. After they returned the questionnaire, they were thanked for their co-operation.

RESULTS AND DISCUSSION

The data obtained were in the form of responses made on Likert scales which were entered into SPSS software, cleaned and prepared for analysis. Presented here are the findings after analysing the data and hypotheses were tested sequentially. In order to test the first hypothesis, i.e. "HRM practices of Empowerment, Competence Development, Information sharing, Recognition and Fair Rewards would be significantly positively related to OCB such that, higher the degree of

perception of HRM practices in the organisation by the employees, higher will be their level of OCB”, zero order correlations were found between OCB dimensions and HRM practices.

TABLE 1: ZERO-ORDER CORRELATION BETWEEN OCB AND HRM PRACTICES

	RECOGNITION	EMPOWERMENT	FAIR REWARDS	COMPETENCE DEVELOPMENT	INFORMATION SHARING
HELPING	.4108**	.475**	.092	.479**	.210*
COMPLIANCE	-.072	.056	.533**	.439**	.458**
LOYALTY	.237**	.317**	.170**	.448**	.278**
INITIATIVE	.237**	-.169*	.345**	.124*	.285**
SPORTSMANSHIP	-.203**	-.078	.358**	.232**	.231**

**value is significant at 0.01 level, * value is significant at 0.05 level

To further test this hypothesis, i.e. to see if HRM practices predict OCB, regression analysis was carried out.

TABLE 2: SHOWING HRM PRACTICES AS PREDICTOR OF OCB

	RECOGNITION	EMPOWERMENT	FAIR REWARDS	COMPETENCE DEVELOPMENT	INFORMATION SHARING	ADJUSTED R ²	F
HELPING	.4108**	.238**	-.053	.433***	-.105	.312	27.631***
COMPLIANCE	-.383***	.166*	.338***	.303***	.115	.392	38.985***
LOYALTY	-.093	.203*	-.025	.393***	.022	.207	16.340***
INITIATIVE	-.393***	.080	.205**	-.004	.253**	.215	17.149***
SPORTSMANSHIP	-.379***	.062	.286***	.282***	-.053	.214	17.051***

Note: Cell values are Beta coefficients, except for adjusted R² and F;***value is significant at .001 level, **value is significant at 0.01 level, * value is significant at 0.05 level

In the end mediation analysis was conducted using the method of Preacher & Hayes (2008). Here, HRM Practices (Recognition, Empowerment, Fair rewards and Competence development and Information sharing) were taken as Independent Variables. Organisational Citizenship Behaviour (Helping, Compliance, Loyalty, Initiative and Sportsmanship) was taken as the Dependent Variable and Organisational Commitment (Affective, Normative and Continuance commitment) was taken as the Mediating Variable.

Only those set of Independent, Dependent and Mediating Variable which could significantly predict each other (as per mediation analysis method) were chosen for testing mediation.

MEDIATION ANALYSIS

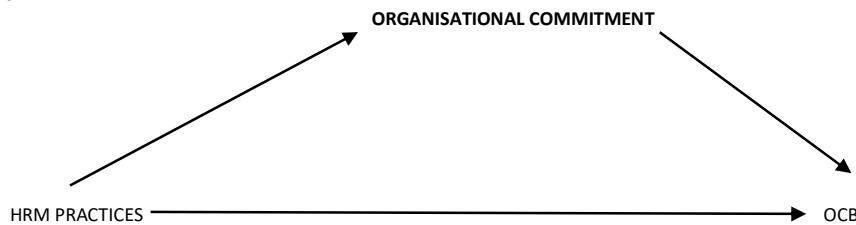


TABLE 3 (A & B): SHOWING THE RELEVANT VALUES DERIVED FROM THE PROCESS OF MEDIATION ANALYSIS

A

	FAIR REWARDS		
MEDIATOR↓	COMPLIANCE	INITIATIVE	SPORTSMANSHIP
NORMATIVE COMMITMENT	Beta=.3168*** R ² =.5225 F=159.7458***	Beta=.2065*** R ² =.3548 F=80.2998***	Beta=.2181*** R ² =.3434 F=76.3730***
IE(SE) (LL,UL)	.1132(.0253) (.0650,.1647)	.1131(.0319) (.0584,.1815)	.1099(.0284) (.0570,.1688)

B

	COMPETENCE DEVELOPMENT			
MEDIATORS↓	HELPING	COMPLIANCE	LOYALTY	SPORTSMANSHIP
NORMATIVE COMMITMENT		Beta=.3020*** R ² =.5011 F=146.6263***	Beta=.3028*** R ² =.3914 F=93.9038***	Beta=.1629*** R ² =.3244 F=70.1019***
IE(SE) (LL,UL)		.1004(.0249) (.0501,.1497)	.0775(.0199) (.0408,.1192)	.0963(.0264) (.0463,.1512)
CONTINUANCE COMMITMENT	Beta=.3151*** R ² =.2776 F=56.1111***		Beta=.3028*** R ² =.2382 F=45.6803***	
IE(SE) (LL,UL)	.0493(.0216) (.0161,.1059)		.0445(.0212) (.0109,.0995)	

It can be seen in table no. 1 that the overall pattern of correlation between HRM practices and OCB shows positive relationship between the two. The result of Regression analysis also shows that all the values of F are highly significant. This implies that the HRM practices taken in the study, together strongly predict Organisational citizenship behaviour. HRM practices explain 20.7% to 39.2% of variance in citizenship behavior.

However, certain exceptions were also observed. Some practices do not contribute significantly in prediction of OCB. For example, Empowerment does not contribute significantly in predicting Initiative dimension of OCB. Another point of difference here, is that some beta values in table no. 2 are in negative direction. This denotes that though those HRM practices predict OCB, these citizenship behaviour tend to decrease with the increase in perception of HRM practices in the organization.

However, after looking at results of correlation and regression analysis, it may be concluded that Hypothesis 1 has been accepted; i.e. “HRM practices of Empowerment, Competence Development, Information sharing, Recognition and Fair Rewards would be significantly positively related to OCB such that, higher the degree of perception of HRM practices in the organisation by the employees, higher will be their level of OCB”

Coming to mediation analysis, it can be seen in table no. 3A and B that normative commitment mediates the relationship between Fair Rewards and OCB dimensions of Compliance, Initiative and Sportsmanship. On the other hand, both Normative and Continuance Commitment mediate the relationship between Competence Development and OCB dimensions of Helping, Compliance, Loyalty and Sportsmanship. Hence, it may be said that organisational commitment did mediate

the relationship HRM practices and OCB, but only for two of the HRM practices-Fair Rewards and Competence Development. It may be concluded that hypotheses no. 2 "Organisational Commitment will mediate the relationship between HRM practices of Empowerment, Competence Development, Information sharing, Recognition and Fair Rewards and OCB. HRM practices would contribute significantly to Organisational Commitment, which in turn would contribute significantly to OCB", was partially accepted.

Such findings were well expected in advance. HRM practices indeed have been considered important for eliciting OCB (Morrison, 1996). They help in building employee-employer relationship and employee trust in the organisation. In Huselid's (1995) opinion, HRM practices shape the attitude and behaviour of the employees. Gupta & Singh (2010) also state that HRM practices are potential antecedents of OCB. It is indeed logical that if an organisation pays attention to the employees, invests time and resources in them, the employees would certainly develop positive feelings and attitude towards the organisation and would be driven to engage in activities beneficial to the organisation often in the form of citizenship behaviour.

This relationship of antecedents and consequents (HRM practices and OCB here) may not be direct always. As seen in the result of mediation analysis, organisation commitment mediates between the two.

A number of studies have shown that individual or a group of HRM practices play a positive role in developing employee's attachment to the organisation e.g. Gaetren & Nollen, 1989; Gould-Williams, 2003; Meyer & Smith, 2000). Shah Nawaz & Juyal (2006) also conducted a study on two different types of organisation. The results of regression analysis show that HRM practices significantly predict organisation commitment. Organisation commitment in turn manifests itself in the form of Organisational citizenship behaviour.

Employee training and development practices have been found to have significantly positive relationship with OCB (Ahmad, 2011; Noor, 2009). These studies support the findings of this study.

A surprising finding here is that Affective commitment played no role as a mediator. This is opposite to the popular belief and general finding that Affective commitment holds substantial importance in mediating the relationship between HRM practice and OCB. It points to the possibility that the role of emotions has decreased in organisation. However, further study is needed to understand this change.

FINDINGS

Overall significantly positive correlation between all three variables taken in the study, i.e., HRM practices, OCB and Organisational commitment.

Except for a few correlations, there is an overall significantly positive relationship between HRM practices and OCB.

Overall, HRM practices significantly predicted OCB as well as Organisational commitment; and Organisational commitment significantly predicted OCB.

The indirect effect of Fair rewards and Competence development HRM practices through normative and continuance commitment (mediator), accounted for the significant variation in OCB (helping, compliance, loyalty, initiative, sportsmanship).

Contrary to previous findings, affective commitment was not found to mediate the HRM practices-OCB relationship.

RECOMMENDATIONS/SUGGESTIONS

More HRM practices could be included in studying as antecedents of OCB. Also, organisations may be differentiated on the basis of HRM practices first, and then it may be seen how OCB differs in them.

CONCLUSION

There is a significant positive relationship between HRM practices and OCB.

HRM practices significantly predict OCB.

Normative and continuance commitment mediate the fair rewards and competence development HRM practices and OCB relationship, which implies that Fair rewards and competence development practices increases normative and continuance commitment which in turn elicits OCB.

LIMITATIONS

Like every other research this study also had certain limitations. The self-developed OCB scale had not gone through factor analysis hence, was not a very valid measure. Also, as commitment and OCB scales were self-report measures, social desirability element could have entered the data.

SCOPE FOR FURTHER RESEARCH

Organisational factors other than HRM practices may also be taken in relation to OCB like organisational culture, organisational structure, etc. Role of normative and continuance commitment may be further probed in promoting OCB as these were considered to be less important till now. Also, the role of affective commitment may be revisited in relation to OCB.

REFERENCES

- Ahmad, K.Z., 2011. The association between training and organisational citizenship behaviour in the digital world communication of the IBIMA, pp:1-17.
- Chahal, H & Mehta, S. (2011). Antecedents and consequences of organizational citizenship behavior: A conceptual framework in reference to health care sector, *Journal of services research*, 10, 25-44.
- Gaertner, K., & Nollen, S. (1989). Career experiences, perception of employee practices, and psychological commitment to the organization. *Human Relations*, 42, 975-991.
- George, J., & Bettenhausen, K. (1990). Understanding prosocial behavior, sales performance, and turnover: A group level analysis in a service context. *Journal of Applied Psychology*, 75, 698-7
- Gould-Williams, J. (2003). The importance of HR practices and workplace trust in achieving superior performance: A study of public-sector organisations. *International Journal of Human Resource Management*, 14(1), 28-54.
- Gupta, V.& Singh, S. (2010) Developing a set of high performance HRM practices and exploring its relationship with OCB and organisational justice.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38, 635-662.
- Lievens, F., & Anseel, F. (2004). Confirmatory Factor Analysis and Invariance of an organizational citizenship behaviour measure across samples in a Dutch-Speaking Context. *Journal of Occupational and Organizational Psychology*, 77, 299-306.
- Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17, 319-331.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551.
- Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolnytsky, L. (2002), 'Affective Continuance, and Normative Commitment to the Organizational: A Meta-Analysis of Antecedents, Correlates, and Consequences', *Journal of Vocational Behaviour*, Vol. 61, No. 1, pp. 20-52.
- Morrison, E. W. (1996). OCB as a critical link between HR practices and service quality. *Human Resource Management*, 35, 493-512.
- Noor, A., 2009. Examining organisational citizenship behaviour as the outcome of organisational commitment. A study of university teachers of Pakistan. *Proceedings 2nd CBR, Lahore, Pakistan, November, 14.*
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.

15. Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (pp. 43-72). Greenwich, CT: JAI.
16. Organ, D. W., & Ryan, K. 1995. A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48: 775-802.
17. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
18. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513-563.
19. Scholl, R.W. (1981) 'Differentiating Organisational Commitment from Expectancy as a Motivating Force', *Academy of Management Review*, Vol. 6, No. 4, pp. 589-599.
20. Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of Management Journal*, 40, 1089-1121.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

