Effect of Select HR Practices on Organizational Citizenship Behavior in Retail Sector of Odisha

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Abstract: This study is aimed to study the impact of HR practices on organizational citizenship behavior and find out various HR practices of organizations that help in employee retention. These days, a lot of companies are facing challenges regarding employee retention and engagement. In order to deal with these issues companies; should innovate their HR practices. In addition, there is research gap on the impact of those practices on Organizational Citizenship Behavior (OCB), especially in retail sector. In order to fulfill these objectives, survey questionnaire was sent to senior and mid-level employees in retail sector of Odisha, who are engaged in various organizations. SPSS software version 20 was used to analyze and interpret the data. Findings of the study suggested that there is a significant and positive impact of HR practices ($p<0.05$) analyzed in this study on 'Organizational Citizenship Behavior' of employees in the retail sector.

1. Introduction

Retail sector has become a booming industry in India. In terms of buying behavior and format, the concept of shopping has changed and revolutionized. Modern retail has made a spectacular presence in the form of ecommerce, shopping centers, shopping malls, and complexes offering food, entertainment and brand outlets under one roof. The retail sector in India is at inflexion point where organized retailing and buying behavior of Indian population has taken a huge growth route. There has been a huge change in demographics of India over the years. Retail giants have focused a lot on untapped middle class for the growth of retail industry. Retail sector of Odisha has seen tremendous growth over the years (Anand *et al.*, 2017).

When companies are engaged in innovation, innovative and creative workforce is needed who are willing to "take risks, flexible, and ready to deal with ambiguity and uncertainty (Chen and Huang, 2007)". Companies must adopt healthy HRM practices which can encourage and motivate team to be innovative and creative (Ling and Nasurdin, 2010). HR can inspire creativity and innovation in companies (Gupta and Singhal, 1993). Working environment has become more uncertain and complex than ever since the beginning of privatization, globalization, and liberalization (Kumari and Pradhan, 2014). There has been a great competition among companies due to excessive consciousness and knowledge of employees.

HR practices like training, development, selection, hiring, compensation, and rewards are very vital to boost work culture where employees are motivated to perform at their best and ahead of their optimum level with their "organizational citizenship behavior (OCB)" (Koster and Sanders, 2006). A lot of studies have been done to determine the relation between HR practices and employee behaviors. However, OCB is among the key characteristics of employees to improve their performance and company's efficiency.

HR practices play a vital role in improving success rate for a company with its discretionary efforts over the years (Sun *et al.*, 2007). HR practices have a great amount of flexibility to shape the attitude of employees in OCB for effectiveness of an organization (Mukhtar *et al.*, 2012). Organizational Citizenship Behavior refers to employees' behavior which is ahead of their own roles. It encourages employees to do something out of the way for the overall benefits of an organization in a constructive and positive way (Wright & Boswell, 2002). HR practices have played a vital role for adoption of OCB in order to achieve combined goals for an organization.

2. Literature Review

Detailed studies on OCB have discussed a lot of positive behaviors to improve organizational efficiency. These behaviors discuss the actions to encourage employees to go out of the way of their given roles to achieve their goals. OCB has been associated with company's success in different studies. Organizational Citizenship Behavior is the most cost-effective way to achieve company's effectiveness and competence. OCB has been one of the most effective predictors of success for an organization. There is a lack of study on backgrounds of OCB. Extensive studies have been done on the relation between creative HR practices and OCB. Shaikh *et al.* (2021) conducted a study on the "relation between OCB and HR practices". The study population includes 25 tech companies and 400 employees in Pakistan. Standardized questionnaire was used to gather responses. There is a significant impact of creative HR strategies on OCB. Innovative strategies play a vital role on courtesy, altruism, and civic morality in OCB.

Gupta and Tamhankar (2023) investigated the association between Organizational Commitment (OC) and Organizational Citizenship Behaviour (OCB). The elements of organizational commitment are categorized as affective, normative and continuance. All these three components has been considered and measured in this study. The Organizational Citizenship Behaviour scale used here measures all its five dimensions such as altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Results show that the elements of organizational commitment are significantly and positively related to the five dimensions OCB (p value < 0.01).

Liu *et al.* (2022) investigated the "effect of HR practices on OCB and self-management" with "social exchange and signal theory" with a mediating role of transformational leadership of direct supervisor and moderating role of company support. Data was gathered from 571 employees from various companies in southwest China. There has been a positive impact of HR practices on OCB and self-management of employees partially mediated by transformational leadership of direct supervisor.

Anand and Kumar (2021) has investigated the perception of employees regarding the indulgence of their company in CSR initiatives. It also attempted to highlight the corporate citizenship behavior initiatives adopted and various thematic areas of CSR like education, health, environment protection, rural development, and community development, etc. their study CSR from an employee's point of view and investigated whether employees differ in perception regarding various CSR initiatives adopted by their company.

Whether humility of the leader encourages followers to serve customers beyond their given roles in tourism sector is a matter of concern. Tuan *et al.* (2021) drawn on the "conservation of resources theory" to argue that "humility of the leader promotes service-oriented OCB (SO-OCB) among employees in tourism sector with the mediating role of job assigned. This study further analyzed moderating role of socially responsible HR (SRHR) practices to find out the relation between employee job crafting and leader humility". They gathered data from 136 managers and 894 employees in tour agencies in Vietnam with a 2-wave research design.

Sultana and Johari (2022) conducted a study to determine the relation between SO-OCB and HRM practices. They focused on fair reward, training, and promotion opportunities as HRM practices. They determined the arbitrating role of "impersonal trust" on the "given relationship with social exchange theory". They have collected data with "purposive sampling from employees of 39 private banks in Bangladesh and analyzed with structural equation modeling-partial least square" method. Their findings abide by the "theory of social exchange". All of the HRM practices significantly impact SO-OCB. In addition, there is a mediating relation between "SO-OCB and HRM practices due to impersonal trust".

Nadeak *et al.* (2021) investigated whether more attention on training practices improve performance, while determining the mediating impact of OCB. The study population included 170 employees in MSMEs in Jabodetabek with confirmatory surveys and quantitative approach. They found significant and positive impact of training on performance with mediation of OCB, either directly or indirectly. There are significant implications of this study for decision-making of HR managers about the process of practicing and implementing training in MSMEs. The findings would also help HRM in MSMEs to assess investment plans for HR development.

There are different factors to determine employee performance, such as engagement, development policies, OCB, job creation, and task performance. Implementing various factors has been very important to improve job performance for achievement of organizational goals. However, these factors are interconnected with improvement in performance. Hutapea *et al.* (2021) implemented a quantitative method with survey to achieve leadership impacts on company innovation and learning to improve performance. They conducted survey on 300 banking sector employees in Bekasi City and analyzed with "PLS Structural Equation Modeling (SEM)" approach. These factors have a significant impact on employee performance in banking companies.

2.1. Research Gap

Limited studies have been conducted on the 'effect of HR practices on organizational citizenship behavior' in retail industry. There is even less research on retail sector in Odisha. Hence, this study will fill this knowledge gap.

2.2. Research Questions

- What are the most innovative HR practices in retail industry?
- Is there any impact of HR practices on OCB in retail sector in Odisha?

2.3. Research Objectives

- To determine the most innovative HR practices in retail industry in Odisha.
- To find out if there is any impact of HR practices on Organizational Citizenship Behavior of employees.

2.4. Hypotheses

H_1: There is a significant impact of HR practices on Organizational Citizenship Behavior in retail sector.

H_0: There is no significant impact of HR practices on Organizational Citizenship Behavior in retail sector.

3. Research Methodology

3.1. Research Method and Design

This study is based on primary data collected from an online survey through Google Form. Self-structured questionnaire was used to seek responses from senior and middle-level employees in retail sector in Odisha. The questionnaire was sent to 554 employees, out of which total 224 responses have been collected from targeted employees in retail industry due to time and resource constraints.

3.2. Research Approach

A self-structured questionnaire was used with 5-Point Likert Scale, which consists of responses like "5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree". In addition, data has been analyzed using Excel spreadsheet and SPSS version 20.0. It was used to have a detailed analysis of relation of given variables.

4. Analysis of the Study

In this study, total 224 responses were collected from senior and mid-level employees in retail sector in Orissa from various industries. Majority (27.7%) participants are aged above 45 in this study. In addition, 50 (22.3%) participants are 40 to 45 years old, 50 (22.3%) participants are 31 to 35 years old, 57 (25.4%) participants are 26 to 30 years old, and only 5 (2.2%) participants are 18 to 25 years old (Table 1).

Table 1: Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	5	2.2	2.2	2.2
	26-30	57	25.4	25.4	27.7
	31-35	50	22.3	22.3	50.0
	40-45	50	22.3	22.3	72.3
	Above 45	62	27.7	27.7	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

Majority (63.8%) of participants in this study are female, while 81 (36.2%) participants are male in this study (Table 2).

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	143	63.8	63.8	63.8
	Male	81	36.2	36.2	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

Majority (62.1%) participants are senior-level employees and 85 (37.9%) participants are medium-level employees in their organizations in retail sector (Table 3).

Table 3: Position in an Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medium Level	85	37.9	37.9	37.9
	Senior Level	139	62.1	62.1	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

In this study, 107 (47.8%) participants work in FMCG industry, 70 (31.3%) participants work in footwear organization, 22 (9.8%) participants work in electronics organization, 24 (10.7%) work in other organizations, and only 1 employee works in clothing organization (Table 4).

Table 4: Type of Retail Organization

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Clothing	1	.4	.4	.4
	Electronics	22	9.8	9.8	10.3
	FMCG	107	47.8	47.8	58.0
	Footwear	70	31.3	31.3	89.3
	Others	24	10.7	10.7	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

4.1. HR Practices in Retail Organizations

There are 147 (65.6%) employees and 55 (24.6%) who strongly agree and agree that "HR executives in their organization are fully aware of business needs and strategies" (Table 5).

Table 5: Awareness of Business Strategies

"HR Executives in your organization are fully aware of business strategies and needs"	*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	0.0	0.0	0.0
	Disagree	11	4.9	4.9	4.9
	Neutral	11	4.9	4.9	9.8
	Agree	55	24.6	24.6	34.4
	Strongly Agree	147	65.6	65.6	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 89 (39.7%) participants who agree and 55 (24.6%) participants strongly agree that HR takes full efforts to generate awareness about company's strength, financial position, customers' needs, and service/product quality. There are also 35.7% participants who neither agree nor disagree with that statement (Table 6).

There are 101 (45.1%) employees who agree and 84 (37.5%) employees strongly agree that their opinion is taken by the organization to develop performance standards, while 39 (17.4%) neither agree nor disagree with that statement (Table 7).

There are 140 (62.5%) employees who strongly agree and 60 (26.8%) employees agree that all members of the company can achieve appraisals for good performance, while only 12 (5.4%) employees disagree and same number of employees neither agree nor disagree (Table 8).

Table 6: Willingness to take Initiatives

HR *takes full efforts to generate awareness about company's strength, financial position, customers' needs, service/product quality, etc.*		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	00.0	00.0	00.0
	Disagree	00	00.0	00.0	00.0
	Neutral	80	35.7	35.7	35.7
	Agree	89	39.7	39.7	75.4
	Strongly Agree	55	24.6	24.6	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

Table 7: Giving Value to Employees' Opinion

Employees opinion is taken to develop performance standards		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	00.0	00.0	00.0
	Disagree	00	00.0	00.0	00.0
	Neutral	39	17.4	17.4	17.4
	Agree	101	45.1	45.1	62.5
	Strongly Agree	84	37.5	37.5	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

Table 8: Appraisals given for Good Performance

All members of the company can achieve appraisals for good performance		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	0.0	0.0	0.0
	Disagree	12	5.4	5.4	5.4
	Neutral	12	5.4	5.4	10.7
	Agree	60	26.8	26.8	37.5
	Strongly Agree	140	62.5	62.5	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 88 (39.3%) employees who agree that company has proper growth policy and career planning for employees, while 82 (36.6%) employees who neither agree nor disagree (Table 9).

Table 9: Career Planning and Growth Policy for Employees

Organization has proper career planning and growth policy for employees		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	0.0	0.0	0.0
	Disagree	00	0.0	0.0	0.0
	Neutral	82	36.6	36.6	36.6
	Agree	88	39.3	39.3	75.9
	Strongly Agree	54	24.1	24.1	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 97 (43.3%) employees who agree and 88 (39.3%) employees who strongly agree that company conducts employee satisfaction/behavior surveys on regular basis, while 39 (17.4%) employees neither agree nor disagree (Table 10).

Table 10: Employee Satisfaction/Behavior Surveys

Company conducts employee satisfaction/ behavior surveys on regular basis		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	00	00.0	00.0	00.0
	Disagree	00	00.0	00.0	00.0
	Neutral	39	17.4	17.4	17.4
	Agree	97	43.3	43.3	60.7
	Strongly Agree	88	39.3	39.3	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 158 (70.5%) employees who strongly agree and 54 (24.1%) employees who agree that employees are encouraged to suggest improvements in policies, process, etc. (Table 11).

Table 11: Employees Suggesting Improvements

Employees are encouraged to suggest improvements in policies, process, etc.		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	0	0	0	0
	Disagree	6	2.7	2.7	2.7
	Neutral	6	2.7	2.7	5.4
	Agree	54	24.1	24.1	29.5
	Strongly Agree	158	70.5	70.5	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

4.2. Organizational Citizenship Behavior

There are 103 (46%) employees who agree and 59 (26.3%) employees strongly agree that they follow company's rules even when they are not being watched, while 62 (27.7%) neither agree nor disagree with that (Table 12).

Table 12: Following Company Rules Every Time

I follow company's rules even when I am not being watched		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0	0	0
	Disagree	0	0	0	0
	Neutral	62	27.7	27.7	27.7
	Agree	103	46.0	46.0	73.7
	Strongly Agree	59	26.3	26.3	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 135 (60.3%) employees who agree and 54 (24.1%) employees strongly agree that they believe in giving full value to their organization for what they get paid (Table 13).

Table 13: Giving full Value for Work

I believe in giving full value to my organization for what I get paid		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0	0	0
	Disagree	0	0	0	0
	Neutral	35	15.6	15.6	15.6
	Agree	135	60.3	60.3	75.9
	Strongly Agree	54	24.1	24.1	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 125 (55.8%) employees who strongly agree and 63 (28.1%) employees who agree that they are aware that their behavior affects co-workers' performance (Table 14).

There are 90 (40.2%) employees who agree and 92 (41.1%) employees strongly agree that they don't abuse others' rights, while 42 (18.8%) neither agree nor disagree (Table 15).

Table 14: Awareness of Impact of Behavior

I am well aware that my behavior affects co-workers' performance		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0	0	0
	Disagree	3	1.3	1.3	1.3
	Neutral	33	14.7	14.7	16.1
	Agree	63	28.1	28.1	44.2
	Strongly Agree	125	55.8	55.8	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

Table 15: Taking Care of Others' Rights

I don't abuse others' rights		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0	0	0
	Disagree	0	0	0	0
	Neutral	42	18.8	18.8	18.8
	Agree	90	40.2	40.2	58.9
	Strongly Agree	92	41.1	41.1	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 100 (44.6%) employees who strongly agree and 48 (21.4%) employees who agree that they help their coworkers at the time of heavy workloads, while 74 (33%) employees were neutral (Table 16).

Table 16: Helping Others in Need

I help my coworkers at the time of heavy workloads		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0	0	0
	Disagree	0	0	0	0
	Disagree	2	.9	.9	.9
	Neutral	74	33.0	33.0	33.9
	Agree	48	21.4	21.4	55.4
	Strongly Agree	100	44.6	44.6	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 86 (38.4%) employees who strongly agree and 83 (37.1%) employees who agree that they help new employees to be familiar with the organization and work culture, while 55 (24.6%) neither agree nor disagree (Table 17).

Table 17: Supporting New Employees

I help new employees to be familiar with the organization and work culture		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	0	0	0	0
	Disagree	0	0	0	0
	Neutral	55	24.6	24.6	24.6
	Agree	83	37.1	37.1	61.6
	Strongly Agree	86	38.4	38.4	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

There are 98 (43.8%) employees who agree and 83 (37.1%) strongly agree that they willingly help their coworkers who have problems in their work, while 43 (19.2%) employees were neutral (Table 18).

Table 18: Willingness to Solve Others' Problems

I willingly help my coworkers who have problems in their work		*Frequency*	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	0	0	00	0
	Disagree	0	0	00	0
	Neutral	43	19.2	19.2	19.2
	Agree	98	43.8	43.8	62.9
	Strongly Agree	83	37.1	37.1	100.0
	Total	224	100.0	100.0	

Source: Authors' Own Compilation

In order to find out the impact of HR practices on organizational citizenship behavior, we have conducted one sample t-test using SPSS tool version 20. It is observed that the value of significance is $p<0.05$ for all variables (Table 19). It means there is a "positive and significant impact of HR practices on Organizational Citizenship Behavior", which approves alternate hypothesis and rejects null hypothesis, i.e., there is "no significant impact of HR practices on Organizational Citizenship Behavior".

Table 19: One-Sample T-test on Responses

					Test Value = 0	
	t	*df*	*Sig. (2-tailed)*	*Mean Difference*	*95% Confidence Interval of the Difference*	
					Lower	*Upper*
HR Executives in your organization are fully aware of business strategies and needs	83.984	223	.000	4.509	4.40	4.61
HR takes full efforts to generate awareness about company's strength, financial position, customers' needs, service/product quality, etc.	75.581	223	.000	3.888	3.79	3.99
Employees opinion is taken to develop performance standards	87.951	223	.000	4.201	4.11	4.30
All members of the company can achieve appraisals for good performance	81.006	223	.000	4.464	4.36	4.57
Organization has proper career planning and growth policy for employees	75.239	223	.000	3.875	3.77	3.98
Company conducts employee satisfaction/behavior surveys on regular basis	87.439	223	.000	4.219	4.12	4.31
Employees are encouraged to suggest improvements in policies, process, etc.	103.111	223	.000	4.625	4.54	4.71
I follow company's rules even when I am not being watched	81.014	223	.000	3.987	3.89	4.08
I believe in giving full value to my organization for what I get paid	97.661	223	.000	4.085	4.00	4.17
I am well aware that my behavior affects co-workers' performance	83.716	223	.000	4.384	4.28	4.49
I don't abuse others' rights	85.163	223	.000	4.223	4.13	4.32
I help my coworkers at the time of heavy workloads	68.301	223	.000	4.098	3.98	4.22
I help new employees to be familiar with the organization and work culture	79.106	223	.000	4.138	4.04	4.24
I willingly help my coworkers who have problems in their work	85.663	223	.000	4.179	4.08	4.27

Source: Authors' Own Compilation

5. Results and Discussion

In this study, some of the best HR practices that most organizations followed are awareness of business strategies, willingness to take initiatives, giving value to employees' opinion, rewarding them with

appraisals for good performance, career planning and growth policy for employees, taking employee satisfaction/behavioral surveys from time to time, and encouraging employees to suggest improvements in policies process, etc. In addition, it is observed that there is a significant impact ($p<0.05$) of those practices on employees' "Organizational Citizenship Behavior (OCB)" in retail organizations in Odisha. So, organizations are suggested to improve their HR practices regularly to boost morale of employees to go beyond their job roles when meeting combined goal for organizational growth.

HRM practices like extensive benefits, reasonable compensation, and job security can be helpful to retain and attract potential employees in companies, and practices like teamwork, employee engagement, and flexible schedule may provide opportunities to employees for share knowledge and gain new skills (Jiang *et al.*, 2012). There are some limitations of this study. First of all, conducting research on single method has a risk of bias. "Self-administered questionnaire" was used in this study to collect data. The primary data can reveal the overall impact of predictor variable for a specific scenario only at a given time (Cavana et al., 2001). Secondly, longitudinal study must be conducted for more useful data from the participants because cross-sectional data cannot give specific causal outcome. The research has provided important findings on the "impact of HR practices on OCB of employees in retail sector".

Third, the study is focused only on a few companies in retail sector of Odisha to find out the impact of some HR practices on OCB among senior and mid-level employees. We suggest expanding this research to non-retail employees too. All in all, longitudinal study would be ideal for future research, which may bring significant results and findings.

6. Conclusion

The main objective of this study was to find the best HR practices and their impact on OCB of retail sector employees in Odisha. This study has successfully addressed the given research objective. The findings will hopefully help improve the performance of organizations in retail sector by understanding the attitudes and behaviors of employees. Hopefully, organizations in Odisha would make improvements in their HR processes considering the findings of this study. Hence, we suggest retail organizations in Odisha to be more focused towards organizational citizenship behaviors of their employees. Future studies may have findings which may contradict this study. There is still hope that this study will add further knowledge to research academia related to HRM and retail sector.

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