

RELATIONSHIP BETWEEN HRM PRACTICES AND SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FEMALE EMPLOYEES': A PROPOSED MODEL FOR FURTHER STUDIES

Sarmin Sultana 

School of Business Management, Universiti Utara Malaysia

sarminuum@gmail.com

Husna Bt Johari

School of Business Management, Universiti Utara Malaysia

Abstract

In Bangladesh banking sector is a highly competitive sector compare to other sector. As bank is a pure service providing organization improved service quality has being the vital issue for survival in competitive environment by satisfying and retaining the old customers and attracting new customer. In banking sector services are provided in branch level by its customer contact employees who deal face-to-face and voice-to-voice with the customers. Therefore to improve high quality of service bank should ensure the positive service behavior of its customer contact employees. One such behavior is service oriented organizational citizenship behavior (SO-OCB) which is denoted as extra role pro-social behavior of employees demonstrated while providing services to customers. Among all of the employees it is empirically tested that, female employees show more OCB then male. Female employee's SO-OCB can be enhanced by anticipating different ways. One of the strong and mostly demanded ways is through improving organizational HRM practices. HRM practices works like as organizational commitment support to employees which will then reciprocated by citizenship behavior. Therefore the main purpose of this study is to develop hypothesis and propose a framework by linking HRM practices as a predictor of SO-OCB of female customer contact employees.

Keywords: Service oriented Organizational Citizenship Behavior, HRM Practices, Customer contact women employee, Banking sector

INTRODUCTION

During the 1980s and 1990s a wave of deregulation and privatization cross over developing countries with a series of neoliberal policies (Jones, Parker, & Bos, 2005). At that time there was an economic boost up in Bangladesh by increasing investment in privatized industries and service sector. As a result, privatized industries and service sector are becoming more popular regarding investment (Houtman, Jettinghof, & Cedillo, 2007). Reformation of banking sector occurs at that time (1982) with the government's initiatives to decentralize Nationalized Commercial Bank (NCB) and reform private commercial bank (PCB) to improve the performance and competitiveness among the banks.

At present there are a total of 66 banks in Bangladesh out of which 39 are private commercial banks (Bangladesh Bank, 2015). This sector plays a very important role in formatting capital, reducing poverty, standardizing human life and stimulating industrialization (Newaz, Ali, & Akhter, 2007). There is an increasing trend of banking sectors contribution to the nations GDP. In economic year 2009-2010 contribution of banks to the GDP was 2.30% where it increased to 3.21% in the year 2013-2014 (BBS, 2013-2014). On the other hand, Bangladesh is an overpopulated country with the curse of unemployment. Banking sector remove this problem slightly by employing on an above 110,000 male and female employees in different position all over the country (Ahmad & Khanal, 2007). For all of these reasons Teker, Teker, and Kent (2011) states that, countries economic and social condition enormously depend on the effectiveness of its banking system.

According to Kelly (2011) compare to other industries in Bangladesh banking sector is highly competitive. Indigenous private commercial banks are facing more and more competition from the foreign banks and other nationalized banks regarding income generation, liquidity collection, and operation. Due to the easy availability, significant growth and similar offerings of all banks customers are in strong bargaining position (Karim & Chowdhury, 2014). As bank is a pure service providing organization improved service quality has being the vital issue for satisfying and retaining the old customers and attracting new customer (Uddin & Bristy, 2014). As per the study of Parasuraman, Zeithaml, and Berry (1985) and Zeithaml, Parasuraman, and Berry (1990) survival and success of a business organization extremely depends upon the quality of service provided to the customers. Therefore, to succeed in the competitive environment and retain customer loyalty private commercial banks should ensure the unique quality of its services (Kheng, Mahamad, Ramayah, & Mosahab, 2010).

In banking sector services are provided to customers at branch level. In all of the branches front line customer contact employees deal face-to-face and voice-to-voice with the customers. Therefore, customer contact employees are the key asset for a service organization

(Bienstock, DeMoranville, & Smith, 2003). These employees help customers in account opening, balance checking, cash depositing and withdrawing, foreign exchanging, loan taking and installment paying etc. Thus, effectiveness of these services determines the extent to which customers are satisfied or dissatisfied. As banking sector is a labor intensive service sector customer contact employees' positive behavior with customers play the most crucial role in delivering superior service to its customers.

For ensuring high quality of service one of the recognized positive behavior of employees' is service oriented organizational citizenship behavior (later denoted as SO-OCB) (Suan & Nasurdin, 2014). At first Bettencourt and Brown (1997) created the idea of SO-OCB that indicates the optional behaviors shown by customer-contact employees of service organization which is beyond the formal role requirements. Later on Bettencourt, Gwinner, and Meuter (2001) identified that, customer contact employee performed the SO-OCB targeted at customers.

There is a widespread interest of SO-OCB because it increases the organizational performance and develops organizational effectiveness (Podsakoff, Ahearne, & MacKenzie, 1997). One of the important contributions of SO-OCB is that it increases the social network and social relationship (Organ, 1988; Smith, Organ, & Near, 1983). For example, this behavior increases the employee's interaction with customers, leaders, co-workers and shows extra-miles to attract customer's attention. If employees show OCB during service delivery then customers will be pleased, satisfied and retain loyalty towards the organization. In addition to that, it reduces customer complaints, decreases the withdrawal behaviors and absenteeism of employees in organization (Coyne & Ong, 2007; Walz & Niehoff, 2000).

Employees of an organization are divided into two major parts male and female. As females are different from their male counterpart physically and psychologically, gender socialization theory recommended that, their attitudes and behaviors are also different from male (Yelkur & Chakrabarty, 2006). Regarding occupational success male employees are seen to be more propelled (for instance, autonomy, high salary, promotion, achievement etc) where women employees are more driven with a view to fulfill their interpersonal needs including fringe benefits, cooperation among colleagues and good working conditions (Gooderham, Nordhaug, Ringdal, & Birkelund, 2004; Hofstede, 2001). For showing OCB these sorts of behavior is more expected from women than men because most of the dimensions of OCBs consist of womanly qualities namely being courteous, helping others and providing high quality of service (Lovell et al., 1999). According to Heilman and Chen (2005), women have more helping behavior and civic virtue than their male counterpart. These sorts of extra service quality (OCB) are extremely needed for banking sector to survive in competitive environment.

Due to this service oriented behavior banks employ a mentionable number of women as a service provider (Abid, Jabbar, Sarwar, Akhtar, & Iqbal, 2013). Women employees also welcome this job as office jobs are treated to be more attractive in case of working women (Rahman, Gupta, & Moudud-UI-Huq, 2012). As women are calm, service oriented and have nurturing quality by born most of them are placed in frontline as a service provider. Hence, female employees are being the integral part of banking sectors success. As these female employees directly interact with customers, improvement of their service oriented OCB is crucial for increasing customer satisfaction and productivity of the banking sector.

For improving employees' service oriented OCB different scholars studied it from different perspective and propose numerous antecedents. Among the wide variety of its predictors some of the most commonly used predictors are organizational characteristics such as, HRM practices (Sun, Aryee, & Law, 2007), Perceived organizational support (Bettencourt et al., 2001), organizational justice ((Yung Chou & Lopez-Rodriguez, 2013) Individual characteristics such as, attitudes (Jiang et al., 2011; Payne & Webber, 2006), dispositional variables(Bettencourt et al., 2001; Payne & Webber, 2006) personal abilities ((Bettencourt et al., 2001), leadership characteristics such as, transactional and transformational leadership style (Tsai & Su, 2011) etc.

Among these antecedents HRM practices (organizational characteristics) play the most crucial and demanding role in enhancing employees service oriented OCB (Sun et al., 2007). According to Wu and Xiao (2014), in modern society business enterprises should proactively invest in human capital because it is essential to improve the OCB of employees as well as encourage the employees to voluntarily contribute and improve organizational performance. According to Snape and Redman (2010), the function of HRM practices is to increase outcome of employee through offering intrinsic motivation as well as opportunity to accomplish through greater levels of perceived job effect and discretion.

Given the crucial role of HRM practices in enhancing employees OCB it is surprising that, little attempt has been taken yet to identify the role of HRM practices in enhancing specially service oriented OCB. Although some researchers has taken initiative most of the studies were conducted and proposed in hotel and restaurants of Malaysia, Taiwan and China (Nasuridin, Ling, & Fun, 2011; Nasuridin, Ahmad, & Ling, 2012, 2015; Suan & Nasuridin, 2014; Sun et al., 2007; Tang & Tang, 2012; Yang, 2012). As far the researcher knowledge still there is no initiative taken by the researcher in Bangladesh in identifying the need for service oriented OCB in finance and banking sector. Given the importance of HRM practices in enhancing employees service oriented OCB and role of female employees in performing more OCB focus of the

present study is to propose a model in identifying the relationship between HRM practices and service oriented OCB of female employees in private commercial banks of Bangladesh.

LITERATURE REVIEW

Service Oriented OCB

OCB is non-mandated behavior which is not included in stipulated job performance and it depends on the employees' willingness to demonstrate in the workplace (Bateman & Organ, 1983). Organ (1988) defines OCB as person's behavior which is discretionary in nature, indirect or not expressively documented, rewarded informally but promotes the appropriate execution of the organization. Most of the extra role behavior studies have been conducted by using five dimensions of OCB namely altruism, sportsmanship, conscientiousness, civic virtue and courtesy developed by Organ (1988). These common form of OCB are needed and used by all forms of organization including manufacturing, service and social organization.

Thereafter, Bettencourt et al. (2001) redesign a different form of OCB commonly known as SO-OCB especially for service organization. They define SO-OCB as behavior which is discretionary in nature and accomplished by customer-contact employees in a service setting which beyond the formal role requirements. Jiang, Sun, and Law (2011) stated that features of service organization are commonly different from other organization studying SO-OCB is more appropriate in service context. Borman and Motowidlo (1993) investigated that service organization have greater emphasis on dimensions linked to communicate with customers and presenting the institution to the outermost. The intangibility and non-standardized characteristics of services make it different from others and customers contact employees in organization need some specific role to act as a boundary-spanner. Customers contact employees are playing an important role for maintaining the long term relationship with customers and develop the organization as a sustainable one. Therefore, Borman and Motowidlo (1993) recommended that, service concern organization have specific form and dimension of OCB to cope with their working environment.

Bettencourt et al. (2001) discussed three-dimensional SO-OCB typology in the literature. Particularly, these three dimensions of SO-OCB include loyalty, participation and service delivery. Loyalty is related with disseminating the image of the organization by employees as an organizational representative. Service delivery is related to the quick delivery and feedback of service provider employees to the customers in responsive, accurate and courteous way (Bettencourt & Gwinner, 1998). Finally, participation refers to the involvement and recommendation of customers contact employees for improving customer service. Wang (2009) asserted that these three dimensions of service related OCB are highly appropriate in

anticipating customers' views of service quality and customer satisfaction in service organization.

HRM Practices

During few decades Human resource management has being one of the important areas of study. HRM was previously known as personnel management. Dessler (2007) stated that HRM is the advanced form of outmoded personnel management because technological alteration occurs in the work setting and changes social values. De Cieri et al. (2008) defined human resource management as the practices, systems and policies of organization that affect the individuals attitudes, behavior and performance. Many scholars and practitioners have focused on the importance of managing human resources during the last few decades, because human resource practices can improve individual and organizational effectiveness and motivate employees to develop their attitude and behavior.

Previously a number of evident demonstrated that there is a positive connection between HRM practices and organizational performance (Delery & Doty, 1996; Huselid, Jackson, & Schuler, 1997). Good HRM practices provide long term competitive advantage to the organization and generate specific knowledge and skill for better working environment. Therefore, HRM practices play a dominant role for motivating and retaining employees for highest performance (Huselid, 1995).

A review of the literature identified that, generally three approaches of HRM practices are used by different researchers while theorizing it named as 'universalists' 'contingency' and 'configurational' (Delery & Doty, 1996). Universalistic approach states that, some practices are universal across all organization which is also denoted as best practice where Contingency theory argued that an organization's HR policy must be persistent with its features. Configurational approach indicates that multiple distinct configuration of pertinent factor can leads to maximum performance which is often grounded on typologies of classic forms. Among these three approaches, current study supports the universalistic or best practice approach because previous studies provide stronger support on behalf of universalistic approach (Delery & Doty, 1996; Guest, 1997). As some HRM practices are better than others for increasing organizational performance universalistic approach is effective then other two approaches (Delery & Doty, 1996). Five most commonly used HRM practices such as, Training, Promotion opportunity, performance appraisal, employment security, and fair reward are used in this study as HRM practices.

HRM Practices and Service Oriented OCB

Generally HRM practice is the way by which the organization creates a positive working environment that motivates the employees to show organizational citizenship behavior. Morrison (1996) argued that, HRM practices inspire the workforce to show greater level of OCB if reciprocal relationship present between employees and employer. Earlier researchers have identified that HRM practices is also an important predictor of SO-OCB (Sun et al., 2007; Zerbe, Dobni, & Harel, 1998). In this regard, Bienstock et al. (2003) recommended that, service providing organization should promote HRM practices to inspire service provider employee's OCB for organization's success. Organ (1990) also supported that, there is a positive relationship exists between HRM practices and OCB and he argued that employees demonstrate extra role behavior when social exchange relationship exist between employees and employer rather than economic exchange.

As discussed earlier the review of the literature specially highlighted five important HRM practices. These practices are, training, promotion opportunity, performance appraisal, employment security, and fair reward. In the following section a short review of the relationship between these five HRM practices and SO-OCB will be discussed.

Horgan and Mühlau (2006) define training as a planned and organized endeavor that shape and increase the skills, attitudes and knowledge of each employees by their learning proficiencies. Service organization should arrange training for their customer-contact employees with a view to provide a clear idea about their job duty (Hartline & Jones, 1996). Suan and Nasurdin (2014) conducted an empirical study in Malaysia and found that, service training, has significant and positive relationship with three dimension of service oriented OCB. In another study carried out by Sun et al. (2007) among employees from Chinese hotels, training was seen to be positively associated with service oriented OCB. With the same expectation present study proposed that:

H1a: Employee perception of training is positively related with female employee's loyalty OCB

H1b: Employee perception of training is positively related with female employee's service delivery OCB

H1c: Employee perception of training is positively related with female employee's participation OCB

Generally, promotion refers to the gradual movement of employees from one position to immediate higher position (Delery & Doty, 1996). A healthy and fair promotion policy creates positivity in employee's perception towards the organization and employees may reciprocate it by showing service behavior to their customers. Kehoe and Wright (2013) conducted a group level study which revealed that, High performance HRM practices including promotion

opportunities positively affect employee's service behavior. In addition to that, study of Wu and Xiao (2014), found that, promotion opportunities have significant and positive correlation with OCB. In line with this current study also proposed that:

H2a: Employee perception of promotion opportunity is positively related with female employee's loyalty OCB

H2b: Employee perception of promotion opportunity is positively related with female employee's service delivery OCB

H2c: Employee perception of promotion opportunity is positively related with female employee's participation OCB

Beside promotion opportunity, performance appraisal also plays an important role in enhancing employee OCB. Performance appraisal is a set of organized predetermined interactions between supervisors and followers, often in the way of periodic interview, in which the performance of the employees is reviewed and analyzed, for promotion and skill development (Latham & Wexley, 1994). Husin, Chelladurai, and Musa (2012) in Malaysian golf courses found the positive and direct relationship between these two variable with 50% of variance in OCB. Besides, Suan and Nasurdin (2014) also found the significant positive relationship between performance appraisal and all of the dimensions of SOCB. Therefore, with the same line the following hypothesis is being proposed:

H3a: Employee perception of performance appraisal is positively related with female employee's loyalty OCB

H3b: Employee perception of performance appraisal is positively related with female employee's service delivery OCB

H3c: Employee perception of performance appraisal is positively related with female employee's participation OCB

In addition to fair performance appraisal employment security arrange stable and secure jobs for workforce in order to ensure the continuousness of their employment. According to Meltz (1989) job security means individuals remains engaged within the specific organization with no decline of seniority, pay, pension, rights etc. When Employees feel secure in their jobs, they will eager to engage in extra role behavior (Lam, Liang, Ashford, & Lee, 2015). Judeh (2012) found the stronger positive association between job security and OCB in banking sector of Jordan. In addition to that, study of Sun et al. (2007) also identified the positive link between job security and service oriented OCB. With the same expectation present study propose that:

H4a: Employee perception of employment security is positively related with female employee's loyalty OCB

H4b: Employee perception of employment security is positively related with female employee's service delivery OCB

H4c: Employee perception of employment security is positively related with female employee's participation OCB

Finally, rewards refer to all monetary compensation and benefits given by the organization to employees in return for their dedication to the organization. When employees perceived that they are getting fair treatment from employer, they will engage in OCB (Organ, 1990). Husin et al. (2012) found the direct and significant relationship between reward system and OCB from Malaysian context. In addition to that, study of Yang (2012) and Sun et al. (2007) also concluded that, fair reward positively affect all dimensions of employee's SOCB. With the same expectation present study propose that:

H5a: Employee perception of fair reward is positively related with female employee's loyalty OCB

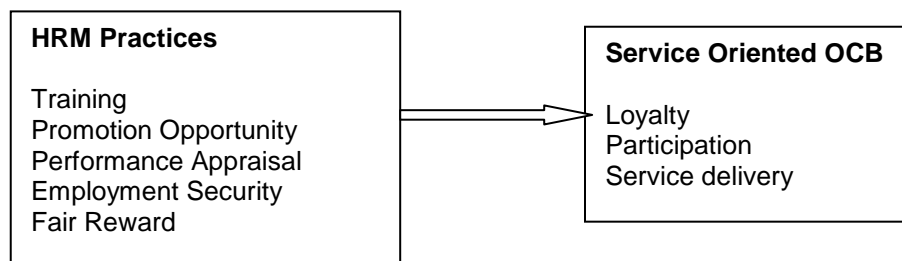
H5b: Employee perception of fair reward is positively related with female employee's service delivery OCB

H5c: Employee perception of fair reward is positively related with female employee's participation OCB

PROPOSED RESEARCH MODEL

Based on the above mentioned literature and discussion the following research model (Figure 1) is proposed. This model is proposed based on the social exchange theory with the expectation that, if organization show generosity and support through different practices of HRM employees will be inclined to return the organization by showing SO-OCB (Alfes et al., 2013; Gong et al., 2010).

Figure 1. Conceptual Framework



CONCLUSION

Improving quality of service is the only way of service organization to survive in competitive environment. Banking sector employs a number of female employees as a service provider because women have certain innate qualities that fit in with the job requirements as they are calm and have nurturing quality by born. For this reason, improving these female employees service oriented OCB is crucial for the organization. Literature suggests that HRM practices play a crucial role in developing OCB in employees' behavior. Therefore, for improving female employee's service oriented OCB through HRM practices in private commercial banking sector of Bangladesh a model is being proposed.

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