



HR Practices Beyond Compliance: Enhancing Organizational Citizenship Behavior in Nepalese Banking Sector

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Keywords

Career advancement, compensation, incentive and reward, recruiting and selection, job security

JEL Classification Codes:

M10, M12, M14, O15

Online Access



DOI:

<https://doi.org/10.3126/nccj.v8i1.63086>

How to Cite (APA Style)

Ghimire, B., & Magar, S. B. (2023). HR Practices beyond Compliance: Enhancing Organizational Citizenship Behavior in Nepalese Banking Sector. *NCC Journal*, 8(1), 32-44.

Abstract

Amidst the ever-changing ICT landscape, shifting employee demographics, and heightened global competition, the efficacy of human resource management (HRM) is an indispensable determinant of organizational success in the current dynamic business environment. In this context, this study investigates the impact of HRM practices on organizational citizenship behavior (OCB) within private commercial banks in Nepal. The study assessed nine HRM aspects, including hiring, compensation, job security, career development, training, performance evaluations, job design, motivation, and work environment, by conducting survey questionnaire with 308 banking employees. As a result, job security emerged as the primary determinant of OCB, as evidenced by a 0.298-unit increase in OCB for every one-unit increase in job security, all other variables being held constant. Additionally, the research unveiled the diverse effects of additional HRM elements, including performance appraisal, development and training, compensation and motivation, recruitment and selection, workplace conditions, and job design, all of which contributed to OCB in a decreasing order. With respect to strategic recruitment, meaningful job roles, conducive work environments, effective incentives, career advancement opportunities, fair compensation, comprehensive training, and structured performance evaluations, the research highlights the critical need for Nepalese private commercial banks to implement refined HRM strategies in order to promote OCB and achieve organizational goals.

Introduction

The Human Resource Management (HRM) approach is a novel approach to the management of employment that aims to achieve a competitive advantage by proactively cultivating a workforce that is both highly committed and equipped with the necessary skills. To do this, it is necessary to implement a wide variety of cultural, structural, and human strategies (Storey, 2007). Integrating effective human resource practices in firms positively impacts key performance indicators. Consequently, this promotes organizational citizenship behavior (OCB), which leads to positive customer OCB and the establishment of a favorable industry image (Rashidi & Rahman, 2019; Shahi et al., 2022). The success and efficiency of a company depends not just on financial resources or advanced technology but, more importantly, on the



skillful usage of dedicated, skilled, and efficient staff (Hosain, 2015).

Organizational Citizenship Behavior (OCB) is distinguished by members who willingly assist their peers without expecting compensation or recognition, thereby exerting additional effort to contribute to the advancement of the organization. Organizational citizenship, when viewed globally, encompasses all expected positive conduct among employees in the workplace, regardless of whether such conduct is explicitly delineated in their respective positions (Graham, 1991; Van Dyne et al., 1994). Organizational citizenship can facilitate performance enhancement and confer a competitive advantage to entities by inspiring personnel to exceed the prescribed duties of their positions. In the contemporary business landscape, organizations must adopt OCB to thrive. This behavior facilitates the progression of ideas and productive strategies (Nemeth & Staw, 1989). Any individual within an organization can learn, adapt, innovate, and be creatively driven (Dahal, 2022). Ensuring the organization's long-term viability relies on effectively motivating these elements.

The strategies utilized for HRM have a significant impact on different organizational results, notably in sectors such as banking. Key human resource management (HRM) practices that align with an organization's business strategy include recruitment and selection processes, compensation plans, job stability, career advancement opportunities, training initiatives, job design, role duties, incentives, and the work environment. There was a positive association amid effective HRM strategies and other desirable outcomes such as higher job and customer happiness, improved innovation, increased productivity, and a positive reputation in the community (Noe et al., 2019; Ghimire, 2019; Karki et al., 2023). Consequently, efficient HRM procedures emerge as a vital aspect in defining the progress and prospects of any firm. Comprehending and controlling human behavior in the workplace remains a paramount concern for banks and financial organizations. Modern banks are increasingly recognizing the importance of OCB in enhancing performance. OCB is influenced by the extent to which employees perceive that their employment adequately satisfies their essential needs and expectations. Voluntary work beyond official job responsibilities is encompassed, with the degree of specificity contingent upon job-related elements (Luthans, 2002). In this dynamics, the main research question of this study is:

“What is the influence of human resource management on employment-related OCB in Nepalese private commercial banks, taking into account the impact of employees' perceptions regarding the fulfillment of their essential needs and expectations in the workplace?”

By studying these linkages, the study intends to provide light on OCB and expands the scope beyond human resource management practices to examine the impact of employee demands on human behavior within private commercial banks in Nepal. The literature review, which outlines relevant ideas, provides context, identifies the problem, and presents the hypothesis; the methodology section includes details on data sources, sampling methods, analytical methodologies, and research design. Results and discussions encompass correlation and regression analysis. The study's conclusions and implications provide valuable information for HR managers focusing on HRM methods to promote and sustain OCB.

Literature Review

OCB includes voluntary actions and behaviors outside of job duties. Job attitudes reflect organizational citizenship depending on the occupation. Employees' opinions of how well their job meets their wants and aspirations affect this occurrence (Luthans, 2002; Dahal et al., 2023). OCB represents employees' discretionary efforts and is closely linked to meeting personal needs and expectations at work. In this context, Herzberg et al. (1960) noticed specific elements that affect job satisfaction and dissatisfaction. These factors include Hygiene elements and motivation factors. Hygiene considerations encompass elements of the work environment, such as compensation, corporate rules, supervision methods, and other working circumstances. On the other hand, motivational factors consist of accomplishments, autonomy, acknowledgment, and prospects for advancement. Maslow's hierarchy of human needs is a significant theory that recognizes the variation in individuals' need ranges or levels of satisfaction, even within the same occupational group. This hierarchy categorizes requirements into lower and higher categories, emphasizing that people may differ greatly in the fulfillment of these needs. The study suggests that the majority of individuals tend to prioritize higher-level wants, such as those related to self-actualization. Therefore, individuals

who possess a strong need for job satisfaction are only content when they have a job that offers ample opportunity to fulfill their needs (Hackman & Lawler, 2021; Joshi et al., 2023). OCB refers to the voluntary actions and behaviors exhibited by individuals inside an organization that goes beyond their formal job responsibilities. The level of organizational citizenship in job attitudes towards one's job can differ depending on specific aspects of the profession. Organizational citizenship pertains to the voluntary actions and behaviors demonstrated by individuals inside an organization that surpass their official job duties. The degree of organizational citizenship in job attitudes towards one's employment may vary based on certain facets of the profession. OCB is influenced by employees' sense of the extent to which their job fulfills their important needs and expectations (Luthans, 2002; Dahal et al., 2023).

Recruitment is the process of assembling a pool of competent persons who are eligible to apply for employment vacancies inside a business. Selection, on the other hand, involves the use of specific tools by managers and others to choose the most suitable candidate(s) from the pool of applicants based on the organization's management objectives and legal obligations (Bratton and Gold, 2017). Recruitment and selection is the method by which an organization looks for potential employees and tries to identify individuals with the required knowledge, skills, abilities, and other qualities that will contribute to the achievement of its goals. Recruitment, as described by Umphress et al. (2007), refers to the process in which candidates choose their employment. The reasons why individuals choose to join an organization might differ, including aspects such as the characteristics of the organization (such as its hierarchy, work environment, and reputation) as well as remuneration components including performance-based salaries, benefits, and rewards.

The process of recruitment and selection is mutually beneficial since both the individual and the employer have the opportunity to choose each other. It is a technique for facilitating the interaction between job seekers and employers. The most effective aspects of human resource practices are recruiting and selection, socialization, work design, training, communication and involvement, career development, performance management, job reward, and job security (Huselid, 1995). When employees regard their firm as equitable and supportive in terms of advancement chances, sufficient compensation, and high-quality supervision, it is probable to elicit favorable emotions of well-being. This, in turn, is likely to foster loyalty towards the organization and decrease employee turnover. The user's text is incomplete. According to Wayne et al. (1997), HRM activities that indicated the organization's commitment to job investment, such as providing developmental opportunities and training, resulted in increased levels of affective organizational commitment.

Recruitment, as defined by Bratton and Gold (2012), refers to the process of assembling a pool of competent persons who are eligible to seek employment opportunities within an organization. The implementation of staffing and orientation procedures is essential in promoting service-oriented organizational citizenship behaviors inside hotels. This highlights the need for hotels to review and enhance their policies to increase employee engagement (Nasuridin et al., 2016). According to Verquer et al. (2003), the process of selectively hiring individuals leads to a higher level of job satisfaction and commitment (Ghimire, 2018). Furthermore, Bettencourt et al. (2001) emphasized that service-oriented organizational citizenship behaviors (OCBs) are more probable when employees have a favorable disposition towards their organization. Tsaour and Lin (2004) presented empirical data that supports the beneficial influence of staffing elements, such as recruiting and selection, on the attitudes and actions of hotel personnel working directly with customers.

HI: *Recruitment and selection systems have a significant relationship with OCB.*

Compensation refers to the comprehensive remuneration, encompassing both monetary and non-monetary rewards, provided to an employee in return for the services rendered to your enterprise. Compensation exceeds the standard remuneration for a job. Additionally, it encompasses several forms of compensation and perks, such as basic pay (hourly or salary), sales commission, overtime pay, tips, bonuses, recognition or merit-based rewards, insurance coverage, standard vacation policies, retirement plans, stock options, and other non-monetary advantages. Dessler (2008) provided a comprehensive definition of job compensation, encompassing all types of remuneration associated with employment. Compensation decisions have a significant impact on an employer's

competitiveness in the labor market, affecting their capacity to attract and retain employees. Additionally, these decisions also influence the attitudes and actions of employees during their tenure with the company. [Hussain and Khan \(2019\)](#) posited that human resources play a crucial role in the prosperity and success of an organization. Without offering appropriate salaries, rewards, and benefits that align with job requirements and employee preferences, the organization will not be able to achieve optimal efficiency and competence in its operations. In their study, [Darma and Supriyanto \(2017\)](#) investigated the influence of compensation on both OCB and job performance. The study also found that income had a significant influence on both OCB and job performance.

H2: Compensation policies have a substantial impact on OCB.

Job security refers to the likelihood of an individual retaining their employment. Greater employment probability directly correlates with increased work security. Job security refers to the assurance that a job will provide continuous and financially rewarding employment throughout one's working life. Job security is usually derived from the conditions specified in the employment contract, a collective bargaining agreement, or labor regulations that prevent arbitrary termination, layoffs, and lockouts. The state of the economy as a whole can also have an impact. Individuals employed in occupations characterized by high job security sometimes demonstrate a greater inclination to invest in their respective organizations, either due to a sense of loyalty or a perception of their employment as a long-term commitment. Global competition has compelled organizations to cut production costs and enhance flexibility using less labor-intensive technologies. External factors such as mergers and downsizing can heighten job insecurity ([Ashford et al., 1989](#); [Brockner et al., 1992](#); [Shrestha et al., 2023](#)). [Ghimire et al. \(2023\)](#) explored the impact of job security on organizational commitment in Nepalese academic institutions, emphasizing interventions to enhance both quantitative and qualitative job security. [Mahmoud \(2021\)](#) introduced a generational perspective, revealing that job insecurity, especially in Generation X, can diminish intrinsic motivation and decrease OCB. From a social exchange standpoint, employees may reduce loyalty to organizations lacking job security, maintaining a sense of balance in the exchange relationship ([Ghimire et al., 2023](#)).

H3: Job Security has a significant relationship with OCB.

Career development refers to the strategic planning and management of one's professional activities and engagements to achieve greater fulfillment, advancement, and financial security throughout one's life. Furthermore, career development refers to the ongoing process of effectively managing one's education, employment, recreational activities, and changes to progress toward a self-determined and ever-changing desired future. Implementing a career development program helps to mitigate the risk of losing important and talented employees, resulting in increased retention and productivity. According to [Al-Shawabkeh \(2017\)](#), the differences in organizational citizenship behavior within the greater Amman municipality can be attributed to the development of career paths, specifically in terms of career planning and career management. This, in turn, promotes skill growth and advances the organization. The key elements of career development encompass education, proficiency, networking, and experience. It involves designing programs that effectively match an individual's strengths with the demands and rewards of the job.

H4: Career development has a significant relationship with OCB.

Job training or development is a purposeful and organized effort by a company to equip employees with specific knowledge, improve their skills and talents, and change their attitudes ([Elnaga and Imran, 2013](#)). Training is a purposeful effort designed to facilitate the development of job-specific knowledge, skills, and habits. Development, on the other hand, pertains to the acquisition of knowledge, abilities, and behaviors that improve an individual's ability to adjust to changes in job requirements and fulfill the requirements of clients and consumers. Training and development encompasses all endeavors focused on improving the performance of individuals in their current or future employment by expanding their ability to acquire new knowledge and skills.

This usually happens by the modification of their attitudes or the augmentation of their current abilities. Training is a systematic process that focuses on improving an individual's professional or functional behavior. Its purpose is to provide the individual with knowledge, expertise, and missing information, as well as to develop appropriate behavioral patterns, skills, attitudes, and habits. The primary objective is to optimize individual efficacy and bolster production, thereby fulfilling the essential prerequisites for efficient work (Bosninih and Al-Farsi, 2003). The objective of training is to augment the behavior and expertise of individuals. A range of training programs, including orientation, job-specific, safety, promotional, refresher, and remedial training, are offered to enhance job skills (Choudhary and Lamba, 2013).

H5: There is a strong correlation between training and development and OCB.

Job performance appraisal is the methodical assessment of a job's performance and its potential for growth over a specific period by supervisors or individuals knowledgeable about its performance. Performance evaluation is an essential tool for organizations as it gives valuable information that is crucial for decision-making on matters such as promotion, merit increases, transfers, discharge, training, and development. Performance appraisal can be divided into two categories: informal appraisal, which involves the ongoing assessment of an individual's job success based on intuitive feelings, and formal appraisal, which relies on objective facts. It is an inherent consequence of the continual association between a work and its management. A formal appraisal is a scheduled occurrence that involves the evaluation of an individual's performance using evidence. During this event, the employee's progress is addressed with their superior, typically to employment objectives and priorities. Ramous et al. (2016) assessed the impact of performance appraisal on corporate citizenship behavior and commitment to organization in the microfinance sector in Ghana. The study discovered a direct and favorable relationship between organizational citizenship conduct and fairness in the appraisal system. These findings suggest that evaluations, development prospects, explicit job responsibilities, and feedback on performance all influence corporate citizenship behavior. The study also found that the correlation between performance reviews and pay, the willingness to comply with training requirements, the clarity of the purpose of performance reviews, and the participation of employees in the development of appraisal tools all positively influence the level of professional commitment.

H6: Performance appraisal has a significant relationship with OCB.

Mansoor et al. (2012) offer further detail on the connection between job characteristics, employee engagement, and organizational citizenship behavior (OCB) and propose that task diversity, identity, importance, and autonomy are important factors in encouraging a favorable effect on OCB. Task diversity, identity, and importance enhance employee engagement and foster a feeling of purpose, thereby motivating people to beyond their designated duties. Among OCBs, autonomy stands out as a crucial factor that affects conscientiousness and kindness. Work autonomy gives workers the freedom to tackle assignments on their own, which immediately improves conscientiousness and task motivation. Even if job autonomy and OCB are positively correlated, it's important to be aware of any potential downsides. Jinyue (2013) draws attention to the possibility of resource misuse in the context of job autonomy. When given autonomy, employees may abuse corporate resources; therefore, accountability and autonomy must be carefully balanced. These results highlight the complex relationship that exists between job features, employee engagement, and OCB, highlighting the necessity for firms to carefully craft their strategies to optimize benefits and minimize drawbacks.

H7: Job design has a significant relationship with OCB.

Motivation is a psychological characteristic that stimulates an individual to take action to achieve a certain objective and maintain behaviors that are aimed at reaching that goal. Motivation can be categorized into three distinct levels: individual, organizational, and social. People are motivated by their goals and ethical principles,

which can originate from either an external influence (extrinsic motivation) or an internal influence (intrinsic motivation). Organizational motivation strongly influences an individual's intrinsic motivation towards their employment. The rewards management strategy is an essential component that businesses employ to recruit and retain their most valuable and deserving assets. A wide range of demands that depend on numerous factors and vary depending on the person and the situation has an impact on human motivation. While basic requirements encompass necessities such as food, clothes, and shelter, workplace needs extend to include the crucial aspects of acceptability and self-esteem. Each individual will encounter these variables in varying degrees, resulting in the bestowal of prizes when their job performance meets expectations. To foster job motivation, leadership must possess a comprehensive understanding of the existing demands of employees and effectively utilize these needs to enhance workplace enthusiasm. HRM practices are essential for enhancing job satisfaction because they increase job influence, which raises self-confidence and intrinsic motivation. In a study conducted by Lopez (1981), it was discovered that an intrinsic reward has the potential to effectively fulfill and inspire employees to enhance their job performance.

H8: Reward and motivation have a significant relationship with OCB.

According to Lamm et al. (2015), the notion of a task's completion encompasses more than just the time of completion; it also refers to the larger context of the work environment. Within the context of employment, the work environment includes the actual site as well as the immediate surroundings in which work is performed, such as an office building or a construction site. It includes a variety of factors that affect workers' overall work experience, such as noise levels, air quality, and extra perks like coffee makers, daycare centers, or easy parking. Additionally, the workplace is a dynamic web of connections between employers, employees, and the external factors that shape the work environment. The results of Bhattarai et al. (2020) and Lamm et al. (2015) highlight the importance of perceived organizational support for environmental activities by showing that it positively correlates with increased levels of psychological empowerment, organizational affiliation, and work satisfaction. Concurrently, a favorable correlation was noted with reduced intents to leave, highlighting the critical influence of the workplace on workers' views and dedication inside the framework of the business.

H9: The working environment has a significant relationship with OCB.

Methodology

This study utilizes descriptive and causal-comparative research techniques to investigate key issues on HRM practices and OCB in private commercial banks in Nepal. The descriptive study design was selected to acquire factual information and investigate the impact of HRM practices on OCB. The causal-comparative research design facilitates the examination of cause-and-effect links between HRM variables and organizational citizenship behavior by evaluating current outcomes and identifying potential influencing factors. The survey instrument was divided into three sections. Six demographic questions made up the first section of the survey, and 36 questions covering the CP, JS, CD, TD, PA, JD, RM, and WE variables asked participants about their attitudes toward HRM methods. In the third segment, six questions focused on the idea of OCB. The research variables in the survey instrument were created using a 5-point Likert-type scale, where 5 points indicated strong agreement and 1 point indicated severe disagreement.

The study population consisted of all private Nepalese commercial banks (NCBs) and their designated working representatives. Table 1 displays the demographic information from six banks and their 308 working representatives that were included in the study as respondents based on the purposive and convenient sample technique. In this study, convenience sampling techniques were used to gather information from banking employees via survey questions. In this study, 308 participants' cross-sectional data were used. During the 25-day study period from November to December 2023, 400 working representatives of personnel were questioned in the field to collect the required information. The study utilized 308 fully completed questionnaires, which accounted

for 77% of the planned sample size. This decision is consistent with typical practices in applied psychology research, where the median sample size ranged from 1995 to 2008 was 173 individuals (Shen et al., 2011). The increased sample size in this study improves statistical reliability and is consistent with wider patterns in the field.

Table 1 categorized participants based on their marital status, age, job title, gender, years of experience, and employment levels in a study examining the impact of HRM practices on OCB. The distribution within each group is depicted, unveiling that the majority of participants are married, in their middle age, and hold a bachelor’s degree. A higher percentage of females were actively involved, contributing diverse perspectives from various age groups and professional levels, including both newcomers and experienced personnel. The majority of participants possessed professional experience ranging from 2 to 4 years, and a considerable proportion occupied operational roles within their respective organizations.

Table 1: The Respondents

	Respondents in			Respondents in	
	Nos	%		Nos	%
<i>Marital Status:</i>			<i>Respondent's sex:</i>		
Single	74	24	Male	128	39.4
Married	234	76	Female	197	60.6
<i>Age group:</i>			<i>Years of experience:</i>		
Below 31 Yrs	98	32	2 years and below	98	32
31 to 40 Yrs.	138	45	2 to 4 years.	125	40
41 Yrs. and above	72	23	4 years and more	85	28
<i>Occupation:</i>			<i>Work level:</i>		
Inter level	70	23	Managerial level	88	28
Bachelor level	140	45	Supervisory level	98	32
Masters/Above	98	32	Operational level	122	40
	308	100		308	100

The aim of the reliability assessment in this study was to appraise the internal reliability and consistency of the assessment items within each dimension. Cronbach’s alpha was employed to evaluate the internal consistency of the test variables and ascertain the extent to which the observed variables exhibited correlation among themselves. Table 2 displays the internal consistency statistics of the variables.

Table 2: The Reliability Assessment of the Study Variables

Constructs	Alpha Value
Org. Citizenship Behaviour	0.714
Recruitment and Selection	0.702
Compensation	0.722
Job Security	0.786
Career Development	0.801
Training and Development	0.761
Performance Appraisal	0.802
Job Design	0.724
Reward and Motivation	0.706
Work Environment	0.719

Based on reliable data, a selection of 28 factors was made for future analysis. These variables displayed alpha values that were above the recommended cut-off value of 0.70, as suggested by Hair et al. (2006), for the respective constructs. In addition, the study employed the Heterotrait-Monotrait (HTMT) ratio of the correlations

to assess the distinctiveness of the components before examining the importance of the proposed directions.

Table 3: HTMT Ratios of Correlations of the Constructs

Variables	RS	CP	JS	CD	TD	PA	JD	RM	WE	OCB
RS	1									
CP	0.602	1								
JS	0.643	0.703	1							
CD	0.453	0.651	0.742	1						
TD	0.564	0.608	0.612	0.705	1					
PA	0.592	0.610	0.798	0.687	0.632	1				
JD	0.719	0.678	0.460	0.604	0.712	0.689	1			
RM	0.558	0.652	0.638	0.612	0.750	0.781	0.713	1		
WE	0.642	0.754	0.675	0.690	0.734	0.606	0.782	0.733	1	
OCB	0.702	0.512	0.587	0.612	0.713	0.724	0.788	0.754	0.701	1

The HTMT criterion is used to assess the average correlations between indicators and their respective constructs. Henseler et al. (2015) established that a value below 0.90 is considered the acceptable level for discriminant validity. The HTMT values, as presented in Table 3, were all less than 0.90, showing discriminant validity among the reflective components.

Furthermore, Pearson’s correlation coefficients have yielded valuable information regarding the extent and nature of correlations among the variables being examined. The study employed regression analysis to evaluate the influence of independent variables on the dependent variable being examined. The following represents a multiple linear regression model using organizational citizenship behavior (WP) as the dependent variable:

$$OCB = \alpha + \beta_1 * RS + \beta_2 * CP + \beta_3 * JS + \beta_4 * CD + \beta_5 * TD + \beta_6 * PA + \beta_7 * JD + \beta_8 * RM + \beta_9 * WE + e_t$$

Where, $\beta_1, \beta_2, \beta_3, \beta_4$ are partial regression coefficients, OCB = Organizational Citizenship Behaviour (Dependent Variable), RS=Recruitment and Selection, CP=Compensation Policy, JS=Job Security, CD=Career Development, TD=Training and Development, PA=Performance Appraisal, JD=Job Design, RM=Reward and Motivation, WE=Work Environment

Results and Discussions

The study employed Pearson correlation coefficients to measure the linear relationships between the variables’ direction and magnitude. A correlation analysis of the factors influencing the OCB and HRM practices in private Nepalese commercial banks was shown in Table 3. It suggested that recruiting and selection had a beneficial relationship with OCB. This indicated that the better the recruitment and selection practices, the higher would be OCB. Compensation policy was positively correlated to OCB. This indicated that the higher the compensation package, the higher would be the OCB. Similarly, there was a positive relationship between performance appraisal and OCB indicating that better performance appraisal practices lead to increased OCB. Reward and motivation are positively correlated to OCB. This indicated that the higher the job reward and motivation practices, the higher would be the OCB. Likewise, there was a positive relationship between job security and OCB. This indicated that better job security results in higher OCB. Career development opportunity was positively correlated to OCB. This indicated that the higher the career development practices, the higher would be the OCB. Similarly, training and development were positively correlated to OCB. This indicated that the higher the training and development practices, the higher would be the OCB. Similarly, the working environment is positively correlated to OCB. This indicated that good working environment practices increase the OCB.

Table 4: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change
0.842	0.708	0.702	2.862	18.784	0.00

Predictors: (Constant), RS, CP, JS, CD, TD, PA, JD, RM, WE

Dependent variable: OCB

Table 4 demonstrated a model summary indicating how well the independent variables reflect the variation in the factor that was dependent and found significant variables with other variables. The regression model, which included the predictors’ RS, CP, JS, CD, TD, PA, JD, RM and WE demonstrated a higher level of explanatory ability (R square = 0.708). The model had statistical significance (Sig. F Change = 0.000), indicating that at least one predictor substantially impacts the dependent variable. The predictors jointly accounted for 70.8% of the variance. The adjusted R square (0.702) considers the number of predictors. The F value of 18.784 demonstrated the overall relevance of the model. To fully understand the relationship, it was necessary to carefully analyze the coefficients and p-values to determine the importance of each predictor.

Table 5: Regression Results

Model	Unstandardized		t-statistics	Sig.	Variance Inflation Factor	Observations on the hypotheses
	Coefficients ^a					
	B	St. Error				
(Constant)	0.386	0.102	3.784	0.000		
RS	0.208	0.059	3.525	0.012	2.088	Accepted
CP	0.101	0.046	2.195	0.020	2.136	Accepted
JS	0.298	0.079	3.772	0.014	2.212	Accepted
CD	0.126	0.059	2.135	0.012	2.088	Accepted
TD	0.097	0.046	2.108	0.020	2.136	Accepted
PA	0.093	0.057	1.631	0.014	2.212	Accepted
JD	0.196	0.059	3.322	0.012	2.088	Accepted
RM	0.194	0.056	3.464	0.021	2.136	Accepted
WE	0.201	0.054	3.722	0.012	1.039	Accepted

Dependent Variable: OCB

The regression analysis conducted on organizational citizenship behavior (OCB) demonstrated the presence of highly influential factors. The model’s coefficient was 0.386. The coefficients indicated the magnitude and direction of their impact on OCB, assuming a linear relationship between these variables and the behavior being measured. The equation was derived using the results of regression analysis.

Organizational Citizenship Behaviour (OCB) = 0.386 + 0.298 Job Security + 0.208 Recruiting and Selection + 0.201 Work Environment + 0.196 Job Design + 0.194 Reward and Motivation + 0.126 Career Development + 0.101 Compensation Policy + 0.097 Training and Development + 0.093 Performance Appraisal

This model suggests that various factors including Job Security, Recruiting and Selection, Work Environment, Job Design, Reward and Motivation, Career Development, Compensation Policy, Training and Development, and Performance Appraisal contribute to the overall level of Organizational Citizenship Behavior (OCB). These findings underscore the diverse effects of HRM on OCB, offering valuable insights for firms seeking to enhance it. Among these factors, job security exerts the most significant influence on OCB, as indicated by the linear equation of the study. Increasing one unit in job security would lead to a rise of 0.298 units in OCB, while holding all other independent variables constant. Subsequently, there were increments of 0.208 units in recruiting and selection, 0.201 units in the workplace, 0.196 units in job design, 0.194 units in rewarding and motivation, 0.101 units in remuneration, 0.097 units in development and training, and 0.093 units in performance appraisal. Job security, with the greatest standardized beta value of 0.298, has the most significant effect on OCB. This finding aligns with research by Mahmoud (2021), who suggested that job instability can reduce intrinsic motivation and OCB,

especially for Generation X members. Regarding recruiting and selection, the findings are consistent with [Tsauro and Lin's \(2004\)](#) research, which empirically supported the beneficial effects of staffing elements on the attitudes and actions of frontline hotel employees in Taiwan.

The results on the work environment align with [Dahal \(2021\)](#), [Ghimire \(2020\)](#), and [Lamm et al. \(2015\)](#), who reported a positive relationship between perceived organizational support for environmental activities and several outcomes such as increased job satisfaction, organizational identity, psychological empowerment, and reduced turnover intentions. Regarding work design, the results corroborate the study conducted by [Mansoor et al. \(2012\)](#), which suggested that job characteristics and engagement among workers had a favorable influence on OCB. However, the effect of employee commitment on OCB remains uncertain. In the realm of rewards, the findings support [Lopez \(1981\)](#), suggesting that intrinsic rewards can effectively fulfill and motivate employees to enhance job performance. The findings confirm [Al-Shawabkeh's \(2017\)](#) assertion that professional path development, which encompasses career planning and management, is responsible for the differences in OCB within the greater Amman municipality.

The findings of this study are consistent with the research conducted by [Darma and Supriyanto \(2017\)](#), which investigated the influence of compensation on both organizational citizenship behavior (OCB) and job performance. The results of the study align with [Elnaga and Imran's \(2013\)](#) claimed that organized efforts to offer employees specialized information, improve skills, and change attitudes have a positive impact on OCB. The results of the performance appraisal align with the assessment conducted by [Ramous et al. \(2016\)](#) on the impact of performance appraisal on OCB and commitment to organizations in microfinance organizations in Ghana. Collectively, these findings indicate that HRM practices play a significant role in OCB, further supported by [Nemeth and Staw's \(1989\)](#) assertion that OCB can enhance performance and provide a competitive edge by motivating employees to exceed formal job requirements. In today's competitive environment, OCB accelerates innovation and productive approaches, contributing to organizational success.

Conclusion

This study highlights the significant impact of HRM practices on shaping organizational citizenship behavior (OCB) in a corporate setting. The complex relationship between HRM methods and employee behavior is explained, taking into account many aspects that impact OCB. The determinants include job security, recruitment and selection procedures, workplace conditions, job design, incentives, motivation, career growth prospects, payment policies, training and development initiatives, and performance assessments.

Job security is the most important aspect of motivating employees to make gratuitous and productive contributions to the firm. It emphasizes the need to instill confidence and stability. The study highlights the importance of cultivating an organizational citizenship behavior (OCB) culture by implementing rigorous recruitment procedures, establishing favorable work conditions, designing jobs thoughtfully, implementing effective incentive systems, providing opportunities for career advancement, ensuring fair compensation policies, implementing comprehensive training and development programs, and conducting systematic performance evaluations. Fostering an OCB culture not only improves the overall performance and competitiveness of a company but also has a beneficial influence on employee satisfaction, engagement, and retention. Given the current intricate and competitive business landscape, it is essential for firms to prioritize HRM practices in order to initiate and maintain OCB. This will help organizations align with their strategic objectives and ensure long-term success.

For companies aiming to succeed in the ever-changing business environment, it is crucial to allocate resources to HRM initiatives. This will help foster corporate citizenship behavior, which is essential for attaining long-term success. The study highlights the importance of fostering an OCB culture by implementing systematic recruitment processes, providing favorable working conditions, designing considerate job roles, offering effective incentives, creating opportunities for career advancement, implementing fair compensation policies, providing comprehensive training, and conducting systematic performance evaluations. These results highlight the need for improved HRM practices to support OCB and improve the general performance of Nepal's private commercial

banks in accordance with evolving demands of the modern organizational environment.

Long-term causal links between organizational citizenship behavior (OCB) and human resource management (HRM) practices are difficult to establish using cross-sectional data. To better understand these interactions' dynamic properties over time, longitudinal approaches can be used in future investigations. The relationship between HRM and OCB in other industries may not be properly represented in this study because it focuses on banking. Investigating these linkages across several businesses may help clarify the issues. Further, the current study uses quantitative methods; however, qualitative methods may help better understand employees' HRM and OCB experiences.

Acknowledgements:

The authors would like to sincerely thank the University Grant Commission (UGC) of Nepal for providing research grants to finish the study. The authors acknowledge UGC for providing funding for this study (FRG-78/79-Mgmt 02).

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