

Effect of Human Resource Practices on Organizational citizenship behaviour in Indian Hospitals

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India is a developing country with an urgent need to provide the best possible medical facilities for the patients. In today's technologically advanced world, highly skilled and technical human resources are required to cater and manage the needs of patients. The provision of such human resources to medical industry of a country is only possible through universities with a high level of education and medical staff with strong organizational citizenship behaviour. This research aims to probe the effects of HRM practices, namely promotion, performance appraisal, and compensation on the organizational citizenship behaviour of medical staff of Hospitals in India. 200 medical staff from various Indian Hospitals were selected and data was gathered utilising a questionnaire. The results show that organizational citizenship behaviour is strongly and positively influenced by the remuneration practices and promotion practices adopted by Hospital. However, it was found that performance appraisal did not have a significant relationship with organizational citizenship behaviour.

Keywords: HR practices, Performance evaluation, Promotion policies, Compensation, Organizational Citizenship behaviour.

1. Introduction

In recent years, the healthcare sector in India has undergone significant expansion and transition, with a primary emphasis on enhancing patient care, quality, and efficiency (Wongsansukcharoen & Thaweepaiboonwong, 2023). The attainment of these objectives requires the presence of proficient healthcare professionals, as well as a staff that demonstrates a dedication to surpassing their prescribed job responsibilities in order to improve both the overall patient experience and organisational effectiveness. Organisational citizenship behaviour holds significant importance in fostering employee engagement and enhancing performance within healthcare institutions, such as hospitals. Organisational citizenship behaviour is discretionary along with extra-role behaviours that exceed the formal job necessities of employees. These behaviours include assisting colleagues, volunteering for additional responsibilities, and demonstrating a favourable attitude towards organisational goals (Papademetriou et al., 2023). These behaviours play a crucial role in enhancing the

overall effectiveness and productivity of healthcare organisations.

The significance of human resource practises in influencing organisational citizenship behaviour as gained prominence within the Indian healthcare sector.

Human resource practises' influence on employee attitudes and behaviours, such as remuneration, promotion, and performance appraisal, has been well acknowledged in academic literature (Zumrah et al., 2022). These practises have the potential to either enhance employees' motivation to engage in Organisational Citizenship Behaviour or impede their inclination to do so. Hence, it is vital to comprehend the correlation between these practises and Organisational Citizenship Behaviour within the distinct setting of Indian hospitals, with the aim of enhancing human resource strategies and subsequently enhancing patient care.

This investigation aims to examine the influence of three primary human resource practises, namely compensation practises, promotion practises, and performance appraisal, on organisational citizenship behaviour within the context of Indian hospitals. Through the analysis of these associations, our objective is to provide a valuable contribution to the expanding corpus of scholarly work on Human Resource Management (HRM) within the healthcare sector. Additionally, researcher seek to offer practical perspectives and recommendations that can be utilised by hospital administrators and HR practitioners.

The study examines compensation practises inside organisations. It explores the various strategies and approaches employed by companies to determine employee compensation, including salary structures

- **Compensation Practices**

Compensation practises cover a range of tactics implemented by organisations to provide financial rewards and incentives to their employees, with the aim of enhancing motivation and performance. These practises may manifest in the shape of remuneration frameworks, performance-based rewards, and comprehensive employee benefits. The acquisition and retention of highly trained medical personnel in the healthcare industry is contingent upon the provision of equitable and competitive remuneration. According to Taiko et al. (2022) research findings, a positive correlation exists across employees' perception of their salary as fair and competitive and their likelihood to engage in Organisational Citizenship Behaviour .

- **Promotion Practices**

Promotion practises refer to the strategies and techniques employed by organisations for the employees to enhance the efficiency and also to provide the right position. Promotion practises encompass the set of criteria and procedures employed to facilitate the upward mobility of people within an organisation, enabling them to attain higher positions. In the domain of healthcare, promotions frequently correspond to the progression of one's career and the assumption of greater responsibilities. Nevertheless, the influence of promotional strategies on organisational citizenship behaviour may exhibit variability. According to Tziner et al. (2013), empirical evidence indicates that the perception of fair and merit-based promotion possibilities can benefit organisational citizenship behaviour by fostering employee motivation to enhance corporate contributions. On the other hand, when there is a lack of openness and the perception of favouritism in the process of making promotion decisions, it

can result in a decline in Organisational Citizenship Behaviour (Hasanati & Anisa, 2023).

- **Performance Appraisal**

The course of gauging an employee's job performance, commonly known as performance appraisal, is a crucial component of organisational management. It involves the process of performance appraisal entails a systematic evaluation conducted by organisations to assess and offer feedback on the job performance of employees. Performance appraisal is a crucial component in the healthcare sector as it serves the purpose of evaluating the calibre of patient treatment and guaranteeing that healthcare practitioners adhere to elevated benchmarks (Khan & Sarwar, 2023). The correlation between performance appraisal and organisational citizenship behaviour exhibits a multifaceted nature. The perception of fairness and constructiveness in performance appraisal systems can have a beneficial impact on organisational citizenship behaviour. This is achieved by offering employees explicit expectations and developmental feedback. Nevertheless, if individuals perceive appraisal procedures as being unfair or punishing, it is likely to impede their engagement in organisational citizenship behaviours due to feelings of discontent and disengagement.

This study seeks to analyse the human resource practises implemented in Indian hospitals in order to ascertain their impact on organisational citizenship behaviour. The objective is attaining a better grasp of the specific effects of these practises on organizational citizenship behavior, hence offering valuable insights that can guide human resource strategies and enhance patient care results.

This paper presents the empirical research findings, encompassing hypothesis testing conducted by correlation and regression analyses. The research looks to elucidate human resource practises' impact on organisational citizenship behaviour within hospital settings in India.

2. Review of Literature

The concept of organizational citizenship behavior has garnered considerable interest within the realm of organizational psychology and management, primarily because of its notable impact on organizational performance and effectiveness (Guest, 2015). Organisational citizenship behavior (OCB) is the voluntary and discretionary actions displayed by employees that exceed their formal job duties while offering additional contributions to the overall welfare and success of the organization. Gaining a comprehensive understanding of the various elements that exert effect on organizational citizenship behavior is of utmost importance, particularly within the healthcare sector. This is due to the direct impact that organizational citizenship behavior may have on both patient care and the overall success of the business. The influence of human resource procedures, including as remuneration methods, promotion policies, and performance appraisal, on employee attitudes and actions is significant (Khan et al., 2023). The implementation of these principles holds significant importance in the realm of attracting, keeping, and inspiring healthcare personnel within Indian hospitals. The establishment and maintenance of competitive and equitable compensation systems play a pivotal role in the attraction and retention of highly competent healthcare workers (Fachrurazi et al., 2023). A positive correlation exists across employees'

perception of equal compensation and their engagement in organizational citizenship activities. Nevertheless, it is important to note that the association between compensation and organizational citizenship behavior in the healthcare sector may not follow a linear or direct pattern due to the distinctive obstacles and work requirements inherent in this particular industry. The correlation between promotion methods in the healthcare sector and career progression as well as heightened job duties has been established. According to Jrad (2020), when promotions are regarded as equitable and based on merit, they have the potential to exert a beneficial impact on organizational citizenship behavior by fostering employee motivation to enhance their contributions to the organization. Nonetheless, the absence of transparency and the perception of favoritism in the process of making promotion decisions might result in a decline in organizational citizenship behavior. The evaluation of promotion methods and their impact on organizational citizenship behavior is of particular significance in Indian hospitals, where hierarchical systems are widely widespread. The assessment of performance is a crucial aspect in the healthcare industry, as it allows for the evaluation of the quality of patient care and the assurance that healthcare personnel adhere to rigorous standards (Alonso et al., 2015). According to Ramos and Ellitan (2023), the perception of assessment systems as fair and constructive has the potential to exert a beneficial influence on organizational citizenship behavior. This influence is achieved through the provision of clear expectations and developmental feedback to employees. On the other hand, if assessment systems are perceived as biased or punitive, they have the potential to impede organizational citizenship behavior by generating discontentment and disconnection (Ompusunggu & Rifani, 2023). The healthcare sector in India has experienced significant expansion and reformation, with a primary emphasis on enhancing patient care and operational effectiveness. In the present setting, the significance of human resource practices (HRPs) in influencing organizational citizenship behavior is heightened. India encounters distinct healthcare issues, such as a scarcity of healthcare specialists and disparities in healthcare facilities across different regions. Consequently, the examination of organisational citizenship behavior holds particular significance in this context.

In conclusion, existing scholarly evidence indicates that human resource policies, including but not limited to salary, promotion, and performance appraisal, exert a substantial impact on organizational citizenship behavior within the healthcare industry. Nevertheless, it is vital to consider that the link across these variables is intricate and can be influenced by various factors, including the perception of justice and the distinct obstacles present in the Indian healthcare system. Gaining a comprehensive understanding of these dynamics is crucial for hospital administrators and human resource professionals who aim to optimize human resource strategies and improve patient care results.

Objectives of the Study

- To examine the relationship across compensation practices and organisational citizenship behavior in Indian Hospitals.
- To analyze the bearing of promotion practices on organisational citizenship behavior
- To gauge performance appraisal's influence on organisational citizenship behavior

3. Research Methodology

The research methodology for this investigation, which looked to explore the "Effect of Human Resource Practices on Organizational citizenship behaviour in Indian Hospitals," and focused on understanding the relationship across HRP along with organisational citizenship behavior within the context of Indian hospitals. The chosen research design was exploratory, as it was well-suited for investigating relationships and patterns in data when little was known about the topic. This design allowed for an in-depth exploration of the impact of HRP on organisational citizenship behavior in Indian hospitals. The variables of the study taken were OCB as a dependent variable and promotion compensation practices, practices, and performance appraisal as the independent variables. The primary research method employed was a survey, which enabled the collection of data directly from individuals within the target population. This approach provided a structured and systematic way to gather insights into the research objectives. The investigation utilized primary along with secondary data sources. So, primary data was then acquired from employees working in Indian hospitals, including nurses, paramedical staff, and administrative personnel. Data collection was carried out through a structured close-ended questionnaire administered in person. Secondary data was obtained from various sources such as the internet, annual reports, magazines, newspapers, online journals, Human Resource journals, and managerial journals. The sampling method chosen was stratified random sampling. This method entailed categorizing the populace into separate strata per specific features and then choosing samples randomly right from each stratum. This approach ensured representation from various employee groups within Indian hospitals. The research aimed to collect data from a sample of 200 employees working in Indian hospitals. This sample size was determined to provide a robust dataset for analyzing the relationship across HRP and OCB. The primary data gathering tool was a structured questionnaire designed to acquire responses from participants regarding their perceptions of HRP and their engagement in organisational citizenship behavior. It employed a Likert 5-point scale for respondents to express their views. The collected data were analyzed using various statistical tools, including measures of reliability and validity to ensure the questionnaire's accuracy and consistency. Bivariate Pearson Correlation was employed to examine the degree and direction of relationships between variables, and regression analysis was used to quantify these relationships' strength along with significance. The data analysis was done utilising SPSS-WIN version 21, a widely used software tool for statistical analysis. In conclusion, this research adopted a systematic and structured approach to investigate the impact of HRP on OCB in Indian hospitals. By employing a combination of primary and secondary data sources, a stratified random sampling method, and rigorous statistical analysis, the study aimed to provide valuable insights into the relationship across HRP and employee behavior, contributing to the field of HRM in healthcare.

4. Results and Discussion

Discoveries of Hypotheses Testing Utilising Correlation

Variables	Covariance	Correlation	Composite Result
Compensation practices	organizational citizenship behaviour	0.897**	High degree +Correlation accepted 1 st H1

Promotion practices	organizational citizenship behaviour	0.796**	High degree +Correlation accepted 2 nd H2
Performance appraisal	organizational citizenship behaviour	0.223**	Mild degree +Correlation accepted 3 rd H3

The bivariate correlation coefficient of 0.897** shows that compensation practises and organisational citizenship conduct are positively correlated. This suggests a strong relationship between the variables. The first alternative hypothesis was accepted and the first null hypothesis rejected.

The results show that promotion practices negatively affect organizational citizenship behavior ($r = -0.796^{**}$). This correlation value rejected the second null hypothesis and accepted the second alternative hypothesis.

A 0.223** correlation value suggests a little positive relationship between performance appraisal and organizational citizenship. This confirms the alternative hypothesis (H3) and rejects the null hypothesis (Ho).

Findings of Hypotheses Testing Through t-test

- High degree positive linear regression between Compensation practices and OCB.
- High degree positive linear regression between promotion practices & OCB
- Mild degree positive linear regression between performance appraisal & OCB

Discoveries of Hypotheses Testing Utilising Regression

Variables	Covariance	Value of R2	The significant level of Regression	Composite Result
Compensation practices	organizational citizenship behaviour	0.804**	0.000	Rejected 1 st null hypothesis & accepted 1 st Alternative hypothesis
Promotion practices	organizational citizenship behaviour	0.633**	0.000	Rejected 2 nd null hypothesis & accepted 2 nd Alternative hypothesis
Performance appraisal	organizational citizenship behaviour	0.049**	0.000	Rejected 3 rd null hypothesis & accepted 3 rd Alternative hypothesis

- The above table displays Regression Test in the first pair to the third pair. Here, all pairs show that $p = 0.000$, i.e., lower than 0.05 as such variation across mean is noteworthy and also all three null hypotheses were rejected and then accepted all the three alternative hypotheses.

Managerial Implications

The findings of this research on the "Effect of Human Resource Practices on Organizational Citizenship Behaviour in Indian Hospitals" have significant managerial implications for healthcare administrators and HR professionals in Indian hospitals. Firstly, the high degree of positive correlation between compensation practices and organisational citizenship behavior (OCB) underscores the importance of fair and competitive compensation packages in motivating employees to engage in OCB. Hospital managers should prioritize transparent and

Nanotechnology Perceptions Vol. 20 No. S15 (2024)

equitable compensation structures that align with industry standards to attract and retain skilled healthcare professionals. Additionally, offering performance-based incentives can further encourage organisational citizenship behavior among employees. Secondly, the high degree of negative correlation between promotion practices and organisational citizenship behavior highlights the need for fair and merit-based promotion processes in Indian hospitals. Hospital administrators should ensure that promotion opportunities are transparently communicated, and decisions are made based on employees' qualifications and performance rather than favoritism. This can boost employee morale and their willingness to contribute beyond their formal job roles. Thirdly, the mild degree of positive correlation between performance appraisal and organisational citizenship behavior suggests that constructive and fair appraisal systems can foster a culture of organisational citizenship behavior. Human Resource departments in hospitals should focus on providing regular and constructive feedback to employees, setting clear expectations, and offering opportunities for skill development and career growth. These practices can enhance employee engagement in organisational citizenship behavior and improve overall organizational performance. Moreover, the study's statistical analysis has revealed the relative strength of each HR practice's influence on organisational citizenship behavior, allowing healthcare managers to prioritize their HR strategies. Given the vital role of compensation practices and the negative impact of promotion practices on organisational citizenship behavior, administrators should consider allocating more resources and efforts towards optimizing compensation structures and promoting transparent promotion processes. Furthermore, the utilization of a stratified random sampling method and a sample size of 200 employees in Indian hospitals demonstrates the importance of representative sampling when conducting HR-related research. Healthcare organizations should invest in robust data collection techniques and ensure that their HR decisions are based on a comprehensive understanding of their workforce.

Therefore, this research underscores the significance of HRPs in shaping employee behavior within Indian hospitals. By emphasizing fair compensation, transparent promotion processes, and constructive performance appraisal, healthcare administrators and Human Resource professionals can create a conducive environment for organisational citizenship behavior. These findings offer practical guidance for healthcare organizations seeking to enhance employee engagement, improve patient care outcomes, and drive organizational excellence.

5. Conclusion

In conclusion, this study has shed light on the critical relationship between HRPs and OCB within the unique context of Indian hospitals. The findings and analyses presented in this research provide valuable insights and have several implications for healthcare administrators, HR professionals, and policymakers. The study confirmed a great degree of positive correlation across compensation practices along with OCB. This underscores the significance of fair and competitive compensation structures in motivating healthcare professionals to go above and beyond their formal job roles. Hospital administrators should prioritize transparent compensation strategies and consider performance-based incentives to encourage OCB among their workforce. Conversely, the research revealed a high degree of negative correlation between promotion practices and OCB. This highlights the need for hospitals to ensure that

promotion opportunities are merit-based and transparent, as opaque and biased promotion processes can hinder OCB. Clear communication regarding promotion criteria and opportunities is essential to maintain employee morale and foster a culture of OCB. Additionally, the study found a mild degree of positive correlation between performance appraisal and OCB. This suggests that fair and constructive performance appraisal systems can contribute to a work environment where employees willingly engage in OCB. Hospitals should focus on providing regular feedback, setting clear expectations, and offering opportunities for skill development to enhance OCB. The research also provided insights into the relative strength of each HR practice's influence on OCB, allowing healthcare managers to make informed decisions about where to allocate resources and efforts. By considering the specific impact of compensation, promotion, and performance appraisal practices, hospitals can tailor their HR strategies to maximize employee engagement and organizational success. Furthermore, the study emphasized the importance of representative sampling and robust data collection techniques when conducting HR-related research. Healthcare organizations should invest in comprehensive data collection methods to ensure that HR decisions are evidence-based and aligned with the needs and expectations of their workforce. In sum, this research contributes to the growing body of knowledge on human resource management in healthcare, specifically in the Indian hospital context. The results offer practical guidance for healthcare organizations seeking to enhance employee engagement, improve patient care outcomes, and drive overall organizational excellence. By implementing fair and transparent HR practices, hospitals can foster a culture of OCB, ultimately benefiting both their employees and the patients they serve.

After conducting the research study it has been concluded that-

1. Better the compensation practices higher would be organizational citizenship behaviour.
2. Better the promotion practices more would be organizational citizenship behaviour.
3. If there are proper performance evaluation practices then there would be more organizational citizenship behaviour.

6. RECOMMENDATION

Recommendations for reward and motivation compensation practices and promotion practices.

The active participation of employees in the expansion, implementation, and modification of reward programmes will facilitate effective communication between employees and management regarding the process of providing rewards. It is imperative that nurses, paramedical personnel, and administrative staff are placed on an equal footing in order to enhance the effectiveness of the reward system and pay practises.

The award must be important to employees and proportionate with their contributions to the company. Thus, awards must be carefully chosen to match employee efforts. When an employee believes the reward matches the work, they are more likely to achieve the company's goals..

Recommendations for successful implementation of performance appraisals

In order to enhance the performance appraisal system for both hospital-level and employee workplace needs, the manager can enhance the system of performance evaluation by applying the recommendations outlined in these performance appraisals.

Periodical performance appraisals are essential in evaluating employee growth. It is recommended that these appraisals occur throughout the year, with a minimum frequency of quarterly assessments. Performance evaluation documents serve as valuable conversation starters. It provides a comprehensive overview of staff performance throughout the year.

FUTURE SCOPE OF RESEARCH

To establish causality, it would be valuable to conduct a longitudinal study to ascertain whether the perception of investment in employee development activities, positive work attitudes towards HR practises, and organisational citizenship behaviours are necessary for the maintenance of employee-employer relationships.

Furthermore, examining various industries and firms beyond the scope of hospitals can contribute to enhancing the generalizability of the findings. Furthermore, in order to enhance the scope of this study, conducting comprehensive interviews with employees would be advantageous, particularly due to the potential variation in organisations' commitment. In conclusion, it is recommended that future research endeavours employ diverse organisational settings to further investigate the framework employed in this study, while also exploring its implications for other significant organisational outcomes.

LIMITATION OF DATA

- The study focused on Indian hospitals to maximize efficiency and funds.
- Many respondents cited busy professional schedules as a reason for not completing surveys immediately.
- The research findings are implemented assuming respondents provided accurate information. Note that some respondents may be unwilling to fully reveal information within each stratum due to human nature. The conclusion assumes the reaction was positive..
- The conclusion is predicated on the supposition that the reaction provided was predominantly positive in nature.

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