



MODERATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE

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Abstract

Poor employee performance is costly to both organizations and employees as it drains productivity and contributes to employee failure and inability to achieve organizational goals and objectives. This study examines the moderating effect of Organizational citizenship behaviour on the Relationship between Human Resources Management Practices and performance of employee of Local Government in Kaduna state. The study employed cross-sectional Survey research design in which closed end structured questionnaire was administered on a sample of 476 staff of local Government in Kaduna state. Partial Least Square (PLS) software version 3 was employed to process the inferential of the study. The findings indicate that there exists relationship between human resource practices and employee performance. Specifically, the result of the test of hypotheses support significant effect of career development, compensation and job security on employee performance. On the contrary, there was an insignificant relationship between training and development and employee performance. More importantly, the result of the study further indicates significant moderating effect of organizational citizenship behaviour on the relationship between career development, compensation, job security and employee performance. However, organizational citizenship behaviour does not significantly moderate the relationship between training and development on employee performance. In the light of these findings, the study concludes that there is empirical support for the moderating effect of organizational citizenship behaviour on the relationship between human resources management practices and employee performance. It is therefore recommended that management of local government need to ensure that their management strategies are aimed at improving employee performance and to ensure continuous survivor and retention of high talented employees.

Key words: *Helping Behaviour, Sportsmanship, Civic Virtue, Organizational Citizenship Behaviour and Employee Performance.*

1. Introduction

The performance of employee is one of the most important objectives for organizations be it private, public, profit or non-profit. Higher levels of employee performance provide an organization and its employees with various advantages (Jalal, 2016). Higher productivity leads to favourable



economic growth, tasks efficiency and effectiveness, and better social progress (Sharma & Sharma, 2014). Employees who are more productive can obtain better wages or salaries, benefits, better working conditions, favourable career advancement and employment opportunities. Moreover, higher performance tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hill, Jones, & Schilling, 2014). Poor performance is costly to both organizations and employees.

The public sector is an institution of governance and administration established mostly to provide goods and essential services to the general public in efficient and effective manner (Inyang & Akaegbu, 2014). In modern governance, the public service is regarded as the nerve center of the machinery of government (Malik, 2017). The role of public sector organizations in the economic, political, and provisions of efficient social welfare goods and services are numerous (Ali, Ali, & Raza, 2011).

More also, previous empirical studies on employee performance are more prevalent in the context of private sector organizations like banks, telecommunication industries, pharmaceutical companies, cinema, deposit money banks and Private University (Ali, Rahman and, Shah, 2014; Mahmood, Iqbal & Sahu, 2014; Ringim & Abdulmalik, 2016; Kenny, 2019) among others. Therefore, public sector was neglected in the stream of academic literature. This indicated that studies on HRM practices and employee performance in the context of the public sector were scarce (Kenny, 2019). Therefore, more research is needed especially in the local government area of the public sector so as to address the aforementioned sectorial or contextual gap.

Human Resource Management (HRM) practices are important for employee performance, and there are several studies that have proven that. Nonetheless, there are also gaps in currently available literatures that need to be addressed. In relation to career development, previous studies revealed that career development have a significant positive link with employee performance (Hosseini, Sourati, & Kargar, 2015; Khan, Rasli, Yusoff, Ahmed, Abidur Rehman & Khan, 2014). However, these are amongst the few studies that were conducted in this area. Therefore, more studies are required to explore the predictive influence of career development on performance, especially by focusing on task, contextual and adaptive.

Also, studies have established that training and development are strong predictors of employee performance (Snape & Redman, 2010; Tiwari, 2011). Nevertheless, the mechanism through which training and development enhance performance of employee received little attention (Abubakar, 2017). In this regard, there is need for unlocking the so call black box (the missing link) to understand how training and development predict performance.

With regard to compensation and employee performance, studies revealed mixed findings. Some of the studies indicated a significant positive relationship (Samuel & Esther, 2013; Sopiah, 2013), while others revealed no relationship (Rizal, Idrus, Djumahir, & Mintarti, 2014). This indicated that further research is needed to understand the real relationship. In addition, despite the importance of compensation in promoting higher employee performance, yet, only limited studies investigate this relationship (Cho & Yoon, 2009; Saragih, 2011). However, findings from the study of Rasul and Rogger (2013) on job security for Nigerian public sector employees provides support to the notion that public organizations ought to delegate some decision-making to employees. They



rely on senior officials' (management) professionalism and expertise to deliver public services. However, this provided more chance for senior officials to engage in corrupt activities leading to fewer service deliveries (Rasul & Rogger, 2013). Thus, the need for further studies became imperative. Based on the knowledge of the researcher, hitherto no empirical study have examined relationship between the four HRM practices and employee performance of task, contextual and adaptive performance with the interaction effect of Organizational Citizenship Behaviour.

Based on the aforementioned research questions that were also developed on the basis of the statement of the problem, as well as the background of this study, the following hypotheses were formulated:

- H₀₁:** Compensation has no significant effect on employee performance in Kaduna state local Government area.
- H₀₂:** Job security has no significant effect on employee performance in Kaduna state local Government area.
- H₀₃:** Career development has no significant effect on employee performance in Kaduna state local Government area.
- H₀₄:** Training and development has no significant effect on employee performance in Kaduna state local Government area.
- H₀₅:** Organizational Citizenship Behaviour does not significantly moderate the relationship between compensation and employee performance in Kaduna state local Government area.
- H₀₆:** Organizational Citizenship Behaviour does not significantly moderate the relationship between job security and employee performance in Kaduna state local Government area.
- H₀₇:** Organizational Citizenship Behaviour does not significantly moderate the relationship between career development and employee performance in Kaduna state local Government area.
- H₀₈:** Organizational Citizenship Behaviour does not significantly moderate the relationship between training and development and employee performance in Kaduna state local Government area.

2. Literature Review

This chapter presents a review of literature related to the study.

2.1 Concept of Employee Performance

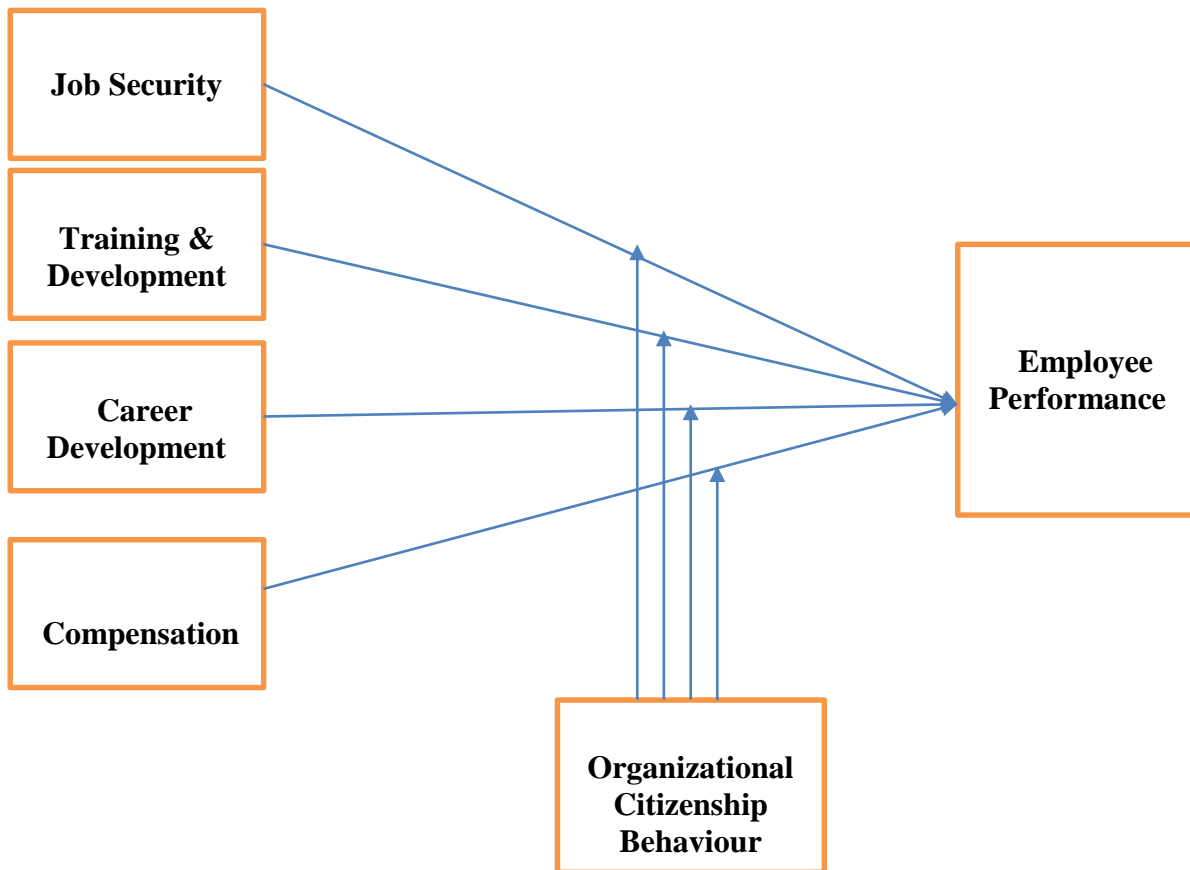
There is no universal definition of performance (Andersén, 2010). Performance has been viewed from different perspectives. For instance, performance from process perspective is viewed to involve the process of transformation from inputs to outputs in order to accomplish specific results.

2.2 Concept of Human Resource Management (HRM)

According to Boxall and Purcell (2003), the term HRM simply refers to “all those activities associated with the management of employment relationships in the firm” (Boxall & Purcell, 2003). While on the other hand, HRM is a term used to represent “that part of an organization’s activities concerned with the recruitment, development and management of its employees” (Wood & Wall, 2002).



Research Framework



2.3 Review of Empirical Studies

Probst (2002) created a conceptual model of job security's antecedents and implications. Worker characteristics, task characteristics, organizational change, and job technology change are all antecedents. Psychological wellbeing, physical health, organizational withdrawal, unionization activity, organizational dedication, and work stress are all consequences. Job protection expectations and behaviors are moderated by Job interest, cultural beliefs, and procedural justices. A study of Buitendach and Witte (2005), assessed how job insecurity, job satisfaction and affective organizational commitment of maintenance workers in a parastatal in Gauteng. Results indicated that small but significant relationships between job insecurity and extrinsic job satisfaction and job insecurity and affective organisational commitment. Job satisfaction was also found to mediate the relationship between job insecurity and affective organisational commitment. Today's business environments, on the other hand, do not provide job security to their employees. For example, Givord and Maurin (2004) found evidence that technological changes lead to decreasing the motivation to retain jobs for long periods of time and rising job insecurity in a study of changes in the risks of involuntary job loss in France between 1982 and 2002.

Kraimer, Seibert, Wayne, and Bravo (2005) used psychological contract and social cognition theories to explore the role of full-time employees' perceived job security in explaining their reactions to the use of temporary workers by using a sample of 149 full-time employees who



worked with temporaries. Kraimera, Seibert, Wayne, and Bravo (2005) study a sample of 149 full-time employees to investigated the effect of full-time employees' perceived job security in understanding their reactions to the use of temporary staff. Results have shown that employees' perception of job security is negatively linked to their perception that temporary work poses a threat to their jobs. On the one hand, there has been a positive relationship between benefit perceptions and performance for those with high job security. There was a negative correlation between threat perceptions and performance for those with poor job security.

2.4 Social Exchange Theory (SET)

The influences of modern day social exchange theory have been attributed to the work of some sociologist (Blau, 1964; Emerson, 1972; Homans, 1950). They argued that the modern social exchange theory comprises five central elements which behaviour is predicated upon the notion of rationality, relationship is based on reciprocation, Social exchange is based on a justice principle, individuals will attempt to minimize their costs and maximize their gains in the exchange relation and individuals take part in a relationship because of a mutual benefit rather than coercion.

3. Research Methodology

This section describes the method that was employed to carry out this study. This involves the research design, population, sampling techniques, survey materials to be used in the study. Procedure for collecting data and the research measures are described. The section includes the strategies for analyzing the data.

This study adopted cross-sectional survey method, whereby all the data will be collected at one point of time. Compared to longitudinal survey design, a cross-sectional survey design is simple, inexpensive and allows for the collection of data in a relatively short period (Sekaran & Bougie, 2013).

3.1 Population of the Study

In this study, the major focus is the public sector employees of 23 local governments of Kaduna state. Kaduna state local government senior staffs are chosen as the population of the study. The study excludes senior officers occupying management positions like the head of departments, head of units, and other political office holders. These classes of officials are not included in the study because the objective of the study is to get the perception of employees not the management. In addition, junior staffs are also not included because they are just supporting staffs that are not responsible for the direct provision of services to the general public.

The total population of senior staff working in the 23 local governments of Kaduna states as at year 2020 based on the statistics obtained from the Kaduna State Local Government Service Commission annual report (2020) is 4,255 employees.

3.2 Sample Size and Sampling Techniques

In determining the appropriate sample size, this study used Dillman (2007) formula. The formula is shown below:

$$n = \frac{(N)(P)(1-P)}{(N-1)\left(\frac{B}{C}\right)\left(\frac{B}{C}\right) + (P)(1-P)}$$



Where;

n= the computed sample size needed for the desired level of precision.

N= the population size.

P= the proportion of the population expected to choose. In this study, the proportion of 0.5 will be used because; the chance of respondents to agree in participating is not known yet. In support of this, (Dillman, 2007) posited that 50/50 chances are more justifiable for a more homogenous sample.

B= acceptable amount of sampling error or precision. This can be positioned at 0.01, 0.03 or 0.05 which are plus or minus 1%, 3% or 5% of the true population value, respectively. This study accepts amount of sampling error or precision at 0.05, which is 5%.

C= Z statistic associated with the confidence level; 1.96 corresponds to the 95% level.

Thus, if N=4,255, P=0.5, B=0.05 and C=1.96, then

$$n = \frac{(4255)(0.5)(1-0.5)}{(4255-1)\left(\frac{0.05}{1.96}\right)\left(\frac{0.05}{1.96}\right) + (0.5)(1-0.5)}$$

$$n = 1063.75/4254(0.026)(0.026) + (0.5)(0.5)$$

$$n = 1063.75/2.88 + 0.25$$

$$n = 1063.75/3.13$$

$$n = 340$$

In addition, in order to get the required response of the minimum sample size for this study, the minimum sample calculated was increased by 40% (40/100 * 340= 136). This will make up for incorrect filling of questionnaire or failure to return the questionnaire as suggested by (Israel, 2013). Also, Cochran (1962) notes that the amount of non-response can be handled by increasing the sample size. Thus, this brings the final sample size of this study to 476.

Furthermore, this study utilized stratified sampling technique. The stratified sampling simply refers to a technique of sampling in which the researcher divided the entire population of the study into different stratum and then randomly select subject from each stratum (Sekaran & Bougie, 2013; Wilson, 2010). Therefore, considering that the population of the study comprises employees from 23 different local governments of the state, stratified sampling is considered the best technique in order to ensure that all the employees in the 23 local governments are fully represented. Another reason for the selection of stratified sampling technique is that it minimizes the sampling errors. Additionally, stratification allows homogeneity within the stratum (i.e local government employees in Nigeria), and also heterogeneity across groups (i.e different local governments with different departments, sections and units).

Based on the above calculations, it shows that this study employed proportionate stratified sampling. The selection of proportionate stratified sampling in this study is considered appropriate because it allows stratum with large number of employees to have high number of representation over stratum with small number of employees (Sekaran & Bougie, 2013). Additionally, proportionate stratified sampling technique have been used and proved to be very effective in previous similar studies (Bambale, 2013a; Johari, 2010; Abubakar, 2017).

**Table 3.1: The Proportionate Stratified Sampling of Respondents**

S/N	Name of Local Government	No. of Respondents	Percentage (%)	Proportionate Sample
1	Birnin Gwari	190	4.50%	21
2	Chikun	180	4.20%	20
3	Giwa	190	4.50%	20
4	Igabi	195	4.60%	22
5	Ikara	192	4.50%	21
6	Jaba	160	3.80%	18
7	Jema'a	197	4.60%	22
8	Kachia	182	4.30%	20
9	Kaduna North	240	5.60%	28
10	Kaduna South	224	5.30%	26
11	Kagarko	146	3.40%	16
12	Kajuru	179	4.20%	20
13	Kaura	168	3.90%	19
14	Kauru	170	4.00%	19
15	Kubau	183	4.30%	20
16	Kudan	172	4.00%	19
17	Lere	175	4.10%	20
18	Makarfi	200	4.70%	22
19	Sabon Gari	213	5.00%	25
20	Sanga	145	3.40%	16
21	Soba	196	4.60%	22
22	Zangon Kataf	148	3.50%	17
23	Zaria	210	4.90%	23
Total		4255	100%	476

Source: Author's Computation, 2020

3.3 Method of Data Collection

The primary source and method of data collection was employed. The data was collected through administration of questionnaire by the researcher and through the use of some volunteer employees in each of the local Government area. The copies of questionnaire were distributed based on the proportion of the population in each of the sampled LGA.

3.4 Techniques of Data Analysis

This study used SPSS Version 23 for coding data, screening, testing for normality, detecting and treating outliers, detecting and replacing missing values, descriptive statistics for demographic data such as frequency, mean, and standard deviation and other preliminary analyses. In addition, to test the sets of hypotheses and to examine the complex relationships in the model, the study employed the use of SmartPLS 3.0 in order to compute the two basic models of PLS path modelling which includes measurement model and structural model (Anderson & Gerbing, 1988).



4. Results and Discussions

This section presented the results of data analyzed using SPSS and Smart PLS-SEM.

Response Rate

Response Rate of the Questionnaires

Questionnaire	Frequency	Rate (%)
Questionnaires distributed	476	100
Questionnaires returned	379	79.6
Questionnaires not returned	97	20
Questionnaires invalid	27	6
Usable questionnaires	352	74

Source: Author’s Computation, 2020

Partial Least Square Structural Equation Modelling (PLS-SEM)

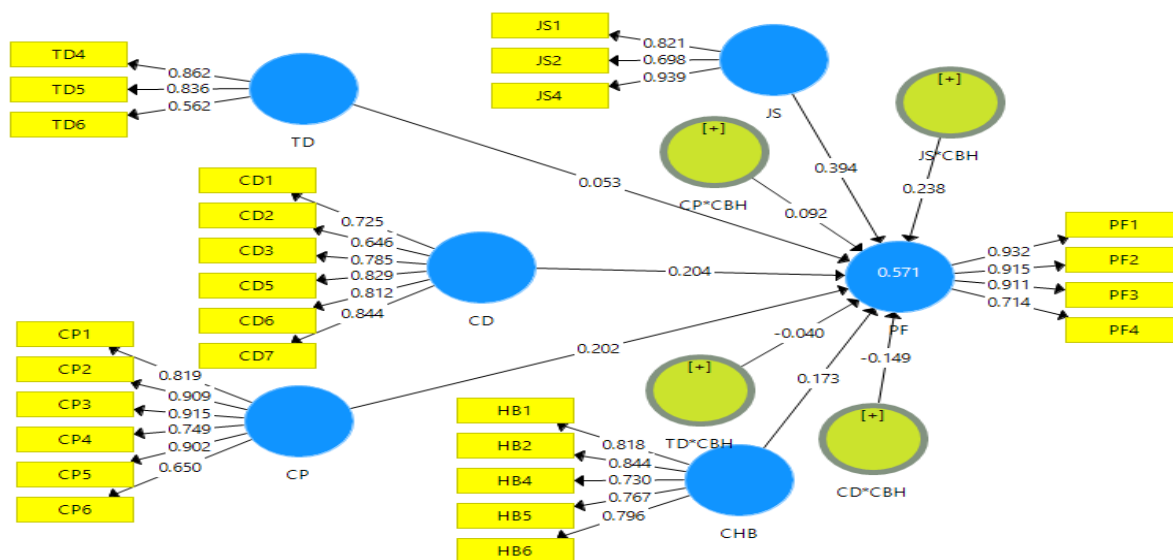
The present study adopted a two-step process to evaluate and report the results of PLS-SEM path, as suggested by Henseler, Ringle and Sinkovics (2009). This two-step process adopted in the present study comprises the measurement model and the structural model (Hair et al., 2014; Hair et al., 2012; Henseler et al., 2009). Furthermore, having subjected the data to the screening stage and cleansed the data, the data is therefore ready for path modelling. SmartPLS 3.0 was employed to assess the measurement model and structural model for model fit and test of hypotheses.

Measurement Model (outer model)

Analysis of a measurement model involves determining individual item reliability, internal consistency reliability, convergent validity and discriminant validity (Hair et al., 2014). Below is the measurement model of the study.

Reliability and Convergent Validity

Below is the result of internal consistency reliability and convergent validity of this study.



PLS Algorithm



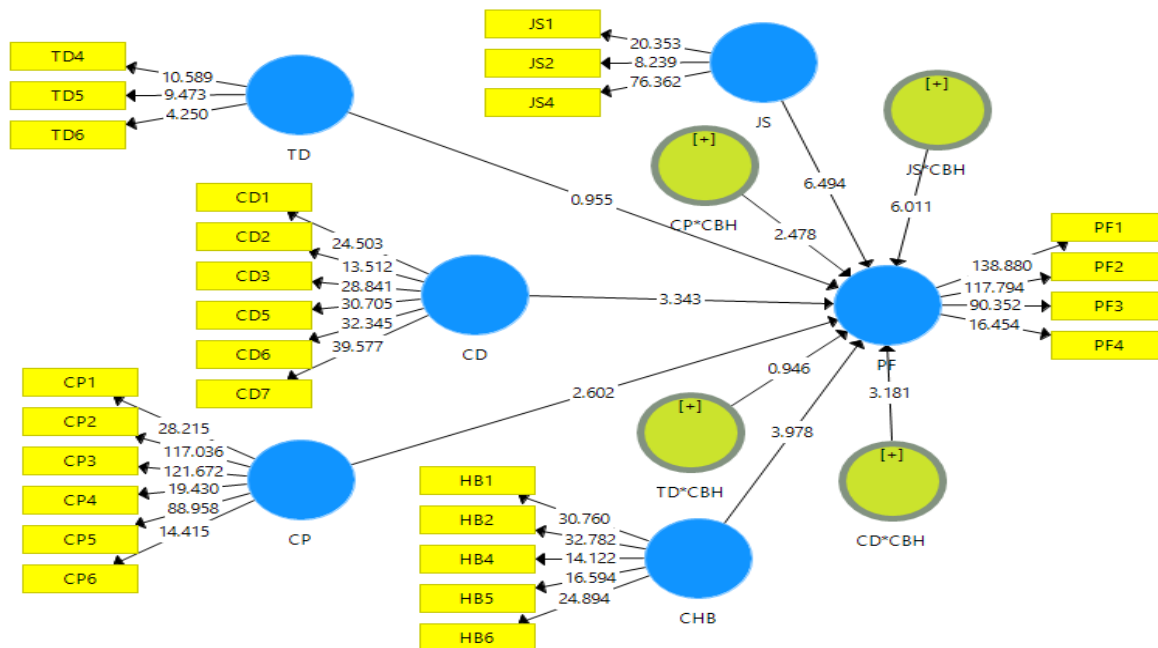
Internal Consistency

Construct	Composite Reliability	AVE
CD	0.900	0.603
CHB	0.894	0.627
CP	0.929	0.689
JS	0.863	0.681
PF	0.927	0.761
TD	0.805	0.586

From Table 4.5, all the constructs in the study met the composite reliability benchmark of 0.7 and average variance extracted of 0.5. As shown in Table 4.5, the composite reliability coefficient of each constructs ranged from 0.805 to 0.900, with each exceeding the minimum acceptable level of .70, suggesting adequate internal consistency reliability of the measures used in this study (Bagozzi & Yi, 1988; Hair et al., 2011).

Structural model (Inner model)

The second part of the model is the structural model or inner model which Hair et' al. (2013) identified four key criteria for assessing the structural model in PLS-SEM. These criteria include assessments of significance of the path coefficients, coefficient of determination (R^2), the effect size (f^2), and predictive relevance (Q^2). However, to ascertain the effect of independent variables on the dependent variable, it is important to carry out a bootstrapping analysis. Bootstrapping was done by using 5000 subsamples using 476 cases. Figure 4.3 presented the structural model of the effects.



Structural model



Path Coefficient for Direct Relationship

This section presents the structural model results in which both the direct as well as the moderating hypotheses were analysed. This is related to evaluating the predictive power of external models and the relationship between their constructs. This study therefore applied the standard bootstrapping procedure with 5,000 bootstrap samples with 212 sample data to assess the significance of the path coefficients (Hair *et al.*, 2017; Sarstedt *et al.*, 2014).

Hence, the moderation analysis was performed using the PLS two stage approach in order to estimate and detect the interaction effects involving a continuous predictor and moderator variable (Helm *et al.*, 2010; Henseler & Fassott, 2010). According to Hair *et al.* (2017), the test for moderation involved testing for the main effects of the independent constructs on the dependent constructs to obtain the latent variables scores; then the multiplication of latent variable scores of the independent constructs and moderator construct to form one item used to measure the interaction term. The moderating effect therefore occurs only if these terms of interaction are significant (Hair *et al.*, 2017). Therefore, Table 4.8 present the results of path coefficient of the study.

Path coefficient of the structural model

Hypotheses	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CD -> PF	0.204	0.061	3.343	0.001
CD*CBH -> PF	-0.149	0.047	3.181	0.002
CHB -> PF	0.173	0.043	3.978	0.000
CP -> PF	0.202	0.077	2.602	0.010
CP*CBH -> PF	0.092	0.037	2.478	0.014
JS -> PF	0.394	0.061	6.494	0.000
JS*CBH -> PF	0.238	0.040	6.011	0.000
TD -> PF	0.053	0.055	0.955	0.340
TD*CBH -> PF	-0.040	0.043	0.946	0.344

Source: Author’s Computation, 2020

It can be seen that career development has a positively significant effect on employee performance ($\beta = 0.204$, $STD = 0.061$, $t\text{-value} = 3.343$ and $p\text{-value} = 0.01$). This means as career development increases by one unit, employees’ performance increases by 20.4%. Hence, hypothesis three (H_3) that states that career development has no significant effect on employee performance is rejected. Additionally, the result further revealed that organizational citizenship behaviour moderate the relationship between career development and employee performance ($\beta = -0.149$; $STD = 0.047$; $t = 3.181$, $p = 0.002$). This also implied that as employees of local government experience consistent career development, they tend to reciprocate by improving their performance even if it means helping one another with work related problems. Thus, hypotheses seven that stated that organizational citizenship behaviour does not moderate the relationship between career development and employee performance was rejected.



Furthermore, compensation has positively significant effect on employee performance ($\beta=0.092$; $STD=0.037$; $t = 2.478$; $p = 0.014$). Hence, hypothesis one (H_1) that states that compensation has no significant effect on employee performance is rejected. This implied that good compensation practice can influence performance of employee in local government area. In addition, the result further revealed that organizational citizenship behaviour moderate the relationship between compensation and employee performance ($\beta=0.092$; $STD=0.037$; $t = 2.478$, $p = 0.014$). This also connote that good compensation package can greatly enhance the performance of employees of local government. Thus, hypotheses five that stated that organizational citizenship behaviour does not moderate the relationship between compensation and employee performance was rejected.

Similarly, job security reported a significant positive relationship with employee performance ($\beta = 0.394$, $STD=0.061$, t -value = 6.494, p -value > 0.1). This implied that employee's job security can improve performance in local government area of Kaduna state up to 39.4% ($\beta= 0.394$). Thus, the study also rejects the second hypothesis (H_2) that states that job security has no significant effect on employee performance. Furthermore, organizational citizenship behaviour moderate the relationship between job security and employee performance ($\beta=0.238$; $STD=0.040$; $t = 6.011$, $p = 0.000$). This also means that employees tend to reciprocate by improving their performance when their job is secured. That is no fear of loss of employment. Thus, hypotheses six that stated that organizational citizenship behaviour does not moderate the relationship between job security and employee performance was rejected.

Lastly, training and development reported an insignificant positive relationship with employee performance ($\beta = 0.053$, $STD=0.055$, t -value = 0.955, p -value= 0.340). This implied that training and development of employees of local government in Kaduna state cannot influence their performance. However, there exist positive relationship between the variables suggesting that the higher the training and development, the better the performance of employees in local government area of Kaduna state. That is employee performance will increase up to 5.3% ($\beta= 0.053$). Thus, the study failed to rejects the fourth hypothesis (H_4) that states that training and development has no significant effect on employee performance. Furthermore, organizational citizenship behaviour does not moderate the relationship between training and development and employee performance ($\beta=-0.040$; $STD=0.043$; $t = 0.946$, $p = 0.344$). Thus, hypothesis eight that stated that organizational citizenship behaviour does not moderate the relationship between training and development and employee performance was accepted.

5. Conclusions and Recommendations

Based on the findings of this study, it is concluded that the present study has provided additional evidence to the growing body of knowledge concerning the moderating effect of organizational citizenship behaviour on the relationship between human resource management practices and employee performance. Results from this study lend support to the key theoretical propositions. In particular, the current study has successfully answered all the research questions and tested all the hypotheses formulated for this study. Even though several studies have investigated the relationship between HRMP and employee performance, the present study addressed the theoretical gap by incorporating OCB as an important moderating variable.

Conclusively, the study disclosed that the influence of HRM practices on performance do not confined only to the organizational level of analysis and private sector organizations in Western and Asian countries alone, but is also empirically evident at the employee level of analysis and



public sector organizations across different cultures including Nigeria. Also, the present study has added valuable theoretical, practical and methodological ramifications to the growing body of knowledge in the field of industrial and organizational psychology, particularly human resource management. Based on the findings of this study, the following recommendations are made:

- i. Management of local Governments in Kaduna state should look at their employees' compensation packages and redesign them to catch the attention of their employees who can assist them in achieving the goals of the organization. This will make employees to be more committed to any job assigned to them even if it is outside their official responsibilities. It will also reduce employees' attitude to poor performance.
- ii. This study further recommends that frequent and continuous employees' training and development should be instituted in each local Government area. This will make the employees to be more relevant to their assigned job performance and the local Government.
- iii. Staff of local Government should be encouraged through sponsorship to go for higher qualification, professional courses, conferences, workshops, training and development that will make them grow in their career and become more relevant to their jobs and the local government in general. This will increase their commitment to work performance.
- iv. This study further recommends that employees should develop an internalized level of citizenship behaviour to their local Government by assisting their co-workers with work related problem and promoting the true and favourable image of their organization. That is they should develop not only the sense of belonging but passion to belong to the organization as this will reduce if not eliminate poor performance attitude to work. To achieve this, the management needs to be committed to the implementation of human resource practices with fairness so that employees can be encouraged to elicit good citizenship behaviour.
- v. This study finally recommends that the management of local government need to ensure that their management strategies are aimed at improving employee performance and sustainability to ensure continuous survivor and retention of high talented employees.

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