

# Effect of Strategic Human Resource Management Practice on Organization Citizenship Behaviors: *Study on Commercial Bank of Ethiopia Jimma District*

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**Abstract:-** The study conducted with the purpose of to scrutinize the effect strategic human resource management practice on organizational citizenship behaviors in commercial bank of Ethiopia Jimma district. The study used cross-sectional conclusive research design which includes both descriptive and explanatory research design. Questionnaire was the main method to collect data from 175 randomly chosen employees' of the targeted district. Both descriptive and inferential analysis was performed. From the data analysis, the study understood that as there is a high level of SHRM practice and OCB in commercial bank Ethiopia Jimma district. Further, it is revealed that the significant positive relationship between SHRM practices of training and growth, recruitment and selection, performance appraisal, and reward and benefits with organizational citizenship behavior. The study has both theoretical and practical implications for the bank in view of the fact that it has highlighted the importance of SHRM practices in predicting OCB.

**Keywords:-** Commercial Bank of Ethiopia, Organizational Citizenship Behaviors, and Strategic Human Resource Management Practice.

**Abbreviations:** CBE, Commercial Bank of Ethiopia; HR, Human Resource; HRM, Human Resource Management; SHRM, Strategic Human Resource Management; OCB, Organizational Citizenship Behavior; RBV, Resource Based View; CLRM, Classical Linear Regression Model .

## I. INTRODUCTION

Human resources of a company are supply of competitive advantage, providing the policies for managing individual's area unit integrated with strategic business coming up with and organizational culture (Karen, 2010). Luftim (2014) noted that human resources are one among the first sources of today's companies' competitive advantage. As a matter of it, human resources management, several words are expressed and lots of points of views are occurred within the literature (Rakowska & Babnik, 2015). Because it is wide best-known, there are radical and impossible changes over time to the world of human resource management following to the various changes or revolutions within the world.

With the introduction of strategic management in firms, many functions and departments of organizations have tried to match their ways, practices and processes with the business strategy. Human resource management is one in each of them and strategic human resource management (SHRM) appeared once the time of firms tried to link their human resource ways and practices with business strategy (Zehir et al., 2016). As noted by Armstrong (2009) business objectives are accomplished once human resource practices, procedures and systems are developed and enforced to support the organizations needs with adoption of strategic perspective to human resource management.

Strategic human resource management is also a relatively new transformation at intervals the sector of human resource management and anxious with the role human resource management systems play in firm performance, considerably specializing within the configuration or alignment of human resources as a technique of gaining competitive advantage (Esra, 2010). Which suggests it is the methodologies of linking the human resource perform with the strategic objectives of the organization therefore on boost performance. As cited by Armstrong (2009), from Boxall (1996) SHRM is that the interface between human resource management and strategic management. This takes the notion of human resource management as a strategic, integrated and coherent approach and develops that in line with the thought of strategic management.

Do strategic human resource management practices have an effect on organizational citizenship behavior? Joined to the current question several debates are flourishing among researchers in numerous countries and presently become position of research agenda. Some argue the achievement and fight of any organization rely mostly on workers as its backbone. With this respect, SHRM practices have been an important to boost the strategic abilities of organizations through provision of committed, actuated and skilled labor (Fahim, 2018).

A study by Sua & Nasurdin (2014) on the results of human resource management on employees' service-oriented organization citizenship behaviors showed that service reward, performance appraisal and knowledge sharing, service employment, performance appraisal and

knowledge sharing exerted positive and important effects on service-oriented citizenship behavior. Similarly, Krishnan, Liew & Koon (2017) investigated the results of human resource management in service-oriented organization citizenship behavior (OCB) in telecommunications and internet service suppliers and their results affirmed, employment and development, job security, supervisor support and overall perceptions of human resource management observes have positive and important result on service-oriented organizations citizenship behavior with the exception for pay practice. Other empirical investigation by Ahmed (2016) from banking sector in Sudan on the impact of human resource management practices on organizations citizenship behavior found that HRM practices have positive effects on OCB. A study on ICT firms by Fajar & Soeling (2017), on the results of HRM practices on employee organization citizenship behavior and their result assure each dimension of HRM practices, aside from of employment, have a positive significance impact to encourage OCB activities showed by staff inside the ICT Company. Conjointly Snape & Redman (2010) found that a positive relationship of human resource management practices and structure citizenship behavior, through a sway on perceived job influence/discretion.

In Ethiopian context, a trial was created by Dinka (2018) on the affiliation of organization citizenship behavior and employees' performance assessment in Dire Dawa University and his findings showed that employee's performance is expounded considerably to the OCB dimensions. With connected investigation by Mengesha, Chekole & Wedajo (2018), on their study of strategic human resource management practices on organizations performance with a mediating role of labor outcomes, found that the integrated SHRM practices were contributed to structure performance of manufacturing corporations in Ethiopia.

If empirical proof persuasively demonstrates the else value of the strategic human resource management for organizations capabilities in terms of enlarged productivity, higher profit, and lower turnover rates (Fahim, 2018; Ologunde, Mon & James-Unam, 2015; Alshuwairekh, 2016; Al- Raggad, 2014; Gurbuz, & Mert 2011), conjointly restricted empirical evidences (Sua & Nasurdin ,2014; Krishnan, Liew & Koon2017; Snape & Redman,2010; Fajar & Soeling, 2017; Ahmed ,2016) incontestable the result of HRM practices on organizational citizenship behaviors, and if in Ethiopian setting a shot was created solely by (Dinka, 2018; Mengesha, Chekole & Wedajo, 2018). However, nearly while not exception, the bulk of the studies has relied on either HRM observe on organizations citizenship behaviors or the mediate role of OCB with HRM practices and organization performance, nearly none of studies were examined the result of SHRM observe on organizational citizenship behaviors although large quantity of studies are done on the result of HRM practices on relations of OCB in numerous setting, there's a fragment empirical proof in local settings. Though, scholars argue that geographical and cultural variations would bring variations in OCB. Therefore, this study aimed to investigate the effect of

SHRM practices (recruitment and choice, coaching and development, performance appraisal, and compensation and edges (considering the strategic alignment) on organization citizenship behaviors in commercial bank of Ethiopia, Jimma district.

Based on the problems examined, the objectives of the study were:

1. To investigate the key areas or activities of strategic human resource management practice in commercial bank of Ethiopia, Jimma district.
2. To look at the impact of assorted strategic human resource management practices on organizational citizenship behaviors in commercial bank of Ethiopia, Jimma district.
3. To indicate the extent of the chosen strategic human resource management practices impacts on organizational citizenship behaviors in commercial bank of Ethiopia Jimma district.

## II. LITERATURE REVIEW

### 2.1. Theoretical review

According to Mathooko (2007) a theoretical framework is that the base within which the complete analysis relies and this can be wherever major theories and ideas that exist on braving the issues are explained. Njue (2011) conjointly steered that theoretical framework could be a set of assumptions regarding the character of phenomena. Varied theories are advanced in a trial to clarify the importance of strategic human resource management practices and their effects to structure citizenship behavior. Consequently the researcher narrowed down on to some elite theories.

#### 2.1.1. Strategy

Strategy is printed as deliberately choosing a definite set of activities to deliver a completely unique mixture of worth and through this gaining competitive advantage (Porter, 1996). The deliberate selection of activities, however, is bound to varied internal and external influencing factors. As cited by Omalaja and Eruola (2011) Drucker define strategy as a result of the company's basic approach towards achieving its overall objectives. it is a careful, deliberate and systematic approach to informative company objectives, making strategic picks and checking progress toward the target. In line with Yarger (2006) expressed strategy within the least levels is that the calculation of objectives, concepts, and resources within acceptable bounds of risk to make further favorable outcomes than would otherwise exist unwittingly or at the hands of others.

#### 2.1.2. The Strategic Human Resource Management (SHRM)

Strategic human resource management is associate degree approach that defines how the organization's goals are going to be achieved through people by means that of human resource ways and integrated human resource policies and practices. Its two main objectives: initial to understand integration – the vertical alignment of time unit

ways in which with business ways in which and conjointly the consolidation of time unit ways in which. The second objective is to supply the way of direction in degree often-turbulent surroundings so as that the business needs of the organization and conjointly the individual and collective needs of its employees are going to be met by the event and implementation of coherent and smart unit of time policies and programmes (Armstrong, 2009). SHRM attached the role human resource management systems play in firm performance, notably specializing within the alignment of human resources as a technique of gaining competitive advantage (Esra, 2010).

Zehir et al. (2016) noted SHRM is emerged once human resource departments arrange to match their ways in which, processes and practices with firm ways. If you're doing not observe such a link between HRM and firm ways in which, HRM keep as a purposeful methodology inside the organization. For companies, strategic human resource management practices are going to be thought as a tool to understand competitive advantage. Walsh, Sturman & Longstreet (2010) in addition noted that SHRM is stock-still in basic concepts in strategy, that primarily is regarding the way to bring home the firms' objectives either in terms of profitability or and effectiveness.

### 2.1.3. *The Organization Citizenship Behaviors (OCB)*

OCB was introduced by Organ in 1988, as cited in Abdallah et al (2018) that outlined as individual behavior that's discretionary, circuitously or expressly recognized by the formal reward system which within the combination promotes the effective functioning of the organization. Organization citizenship behavior is associate degree evolving thought regarding however and why folks contribute completely to their organizations on the far side outlined work roles that have quickly expanded in recent years (Pickford & Joy, 2016). OCB encompasses something positive and constructive that employee do, of their own volition, that supports co-workers and benefits the company (Zhang, 2011).

Robbins & decide, (2016 p.66) outlined OCB as "discretionary behavior that contributes to the psychological and social atmosphere of the geographical point." structure citizenship could be a behavior that edges the organization however isn't needed as a part of the work description and is discretionary i.e., it refers to discretionary, non-required contributions by members to the organizations that use them (Armstrong, 2009). Typically these behaviors don't seem to be important to the work, however profit the team and encourage even larger structure functioning and potency. In step with Morrison (1996) the affiliation between a corporation and its staff may be primarily based for the most part on economic exchange, for the most part on social exchange, or on a mixture of the two. The chosen basic theories to deal with the topic.

### 2.1.4. *System theory*

System is prepared of interconnected elements that operate as a full to understand a customary purpose. Systems theory is that the angle that describes organizations

as open systems characterized by entropy, synergy, and theme reciprocity (Daft, 2008). A systems theory perspective will alter a deeper understanding of general nature and society as a full. Systems theory focuses on the relations between the elements, rather than reducing associate entity into its elements or elements. Every organized enterprise does not exist in vacuum. It's rather wonderful to rely on its external surroundings that might be a part of a bigger system, like the trade to that it belongs, the national economy and also the society (Chikere & Nwoka, 2015). Uysal (2016) noted strategic human resource management relies on system thinking as a result of, it explore the impact of HRM systems on firms' performance or different touching variables. As a results of HRM practices are interconnected in strategic HRM and firm applies SHRM in its organization through HR system.

### 2.1.5. *Resource Based View*

Resource-based view states that valuable resources are exceptional and troublesome to copy and substitute, and so, getting such resources is crucial for the survival and competitive advantage of companies. Sajeevanie (2015) also noted that one in every of the most important parts of theoretical development in SHRM is related to the resource-based view.

With this regard Barney (2001) added that within the strategic management literature, resource based view is presently receiving a big quantity of attention. Armstrong (2009) additionally noted that the philosophy and approaches to strategic HRM are underpinned by the resource-based view. This states that varies of resources in a company, together with its human resources, that produces its distinctive character and creates competitive advantage. In accordance with the resource-based view, the strategic goal is going to be to create companies that are additional intelligent and versatile than their competitors (Boxall, 1996 as cited by Armstrong, 2009) by hiring and developing additional talented workers and by extending skills base.

As noted by Barney & Wright (1998) while analyzing competitive strength within the firm, the resource-based view is useful for unique sources of advantage. This approach to strategy considers the role that internal resources, like physical assets, structure systems, and human capital play in serving to a firm produce worth and become competitively distinct and profitable (Barney, 1991). In creation of sustained competitive advantage thus depends on the distinctive resources and capabilities that a firm brings to competition in its setting. These resources embrace all the expertise, knowledge, judgment, risk-taking propensity and knowledge of people related to a firm (Armstrong, 2009). SHRM worries with two varieties of resources. The primary resource is an organization's human capital—the information, skills, and talents of its workers. The challenge for time unit strategic call manufacturers is to rework human capital into a firm capability that's valuable, rare, and troublesome to imitate (Martin-de-Castro et al., 2006; Amit & maker, 1993; Barney, 1991). The second resource is an organization's systems specifically time unit policies and practices that serve to support the occurrence of human

capital. The challenge with this resource is to pick out the suitable cost-effective bundle which will facilitate workers perform best.

2.2. Empirical literature review

A limited amount of empirical investigations have attempted to understand the role of SHRM practices as a significant factor in determining the organizational citizenship behaviors. Amongst, Sua & Nasuridin (2014) examined the impact of human resource management practice on employees’ service-oriented organizational citizenship behavior evidence from the Malaysian hotel industry showed that among the selected human resource management practices i.e. service training, service reward, performance appraisal and information sharing, service training, performance appraisal and information sharing exerted positive and significant effects on service-oriented citizenship behavior. Abdallah, Abdallah & Hamzah (2018) also examined the possible impact of human resource management practice on firms’ performance and their findings revealed that the use of human resource practices have a significant impact on employee OCB and bank performance.

Noor et al (2011) also examined the impact of employee’s perception of organizational climate on organizational citizenship behavior and their finding indicated the positive relation between commitment and OCB. Additionally, employees who perceive justness in organization are more committed towards organization that influences the citizenship behavior in workforce for a particular organization. Other empirical investigation from banking sector in Sudan, on the impact of human resource management practice on organizational citizenship behavior found that a positive relationship between HRM practices and OCB (Ahmed, 2016). A study conducted by Lam et al (2009) if the organizational citizenship behavior mediates the relationships among perceived human resource management practices and the employees’ intention to leave their jobs in China, found that retention-oriented compensation and formalized training are positively related to the engagement of OCB, while they are negatively associated with intention to leave the organization. In

addition, they also discovered that OCB mediates the effects of retention-oriented compensation and formalized training on the said intention to leave. A study conducted by Krishnan, Liew & Koon (2017) on the effect of human resource management practices in service-oriented organizational citizenship behavior (OCB) in telecommunications and internet service providers in Malaysia. The results indicate that, job security, training and development, supervisor support and overall perceptions of HRM practices have positive and significant effect on service-oriented OCB with the exception for pay practice. Another study on ICT companies by Fajar & Soeling (2017), the results provide evidence that each dimension of HRM practices, with the exception of training, have a positive significance however their finding indicated no strong indication to encourage OCB activities showed by employees in the ICT Company.

Pratiwi & Salsabiela (2015) examined the SHRM, internal environmental orientation, and organizational citizenship behavior environment in manufacturing companies found that a significant positive influence of SHRM and IEO variables to organizational citizenship behavior for the environment. Abdallah, et al (2018); Fajar & Soeling (2017) also demonstrated the mediating role organizational citizenship behaviors the relationship between HRM practices and organizational performance.

Whereas, Noor et al (2011) investigated the employee’s perception of organizational climate on organizational citizenship behavior with the mediating role of organizational commitment and moderating impact of social network ties. The result obtained highlighted the positive relation between commitment and organizational citizenship behavior. Babaei et al (2012); Abdallah, Abdallah & Hamzah (2018); Krishnan, Liew & Koon (2017); Fajar & Soeling (2017), investigated the impact of human resource practices and meditating role of organizational citizenship behaviors on firm performance, their result affirmed organizational citizenship behaviors mediate the relationship between HRM practices and organizational performance.

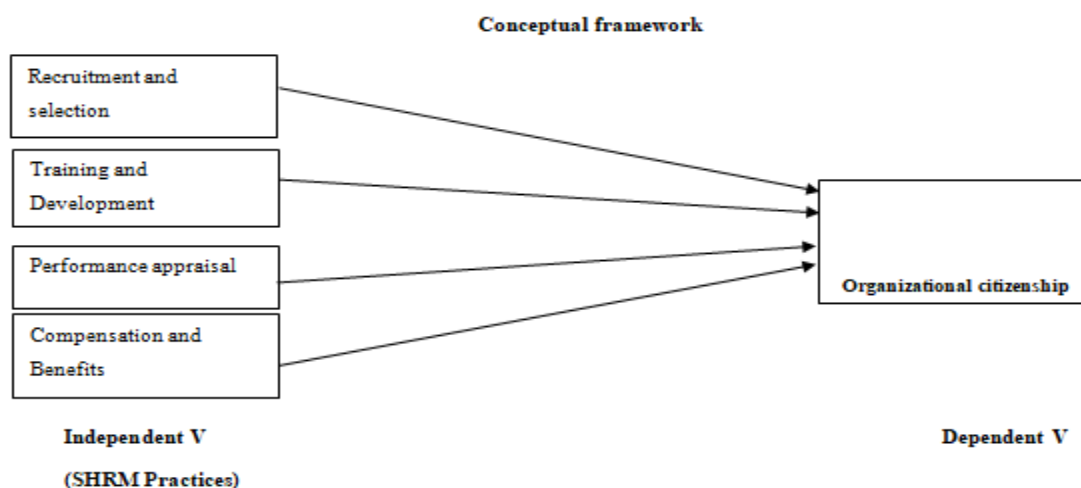


Fig. 1 Conceptual Frame developed based on the review of literatures.

### III. MATERIALS AND METHODS

Cross-sectional conclusive research design which includes both descriptive and causal methods was employed. The target populations of this study were the district manager, human resource manager and 308 employees. The sample size of employees was determined using sample size formula for finite population. Accordingly 175 sample size was determined. Purposive sampling was used to target the district manager and human resource manager and the employees were selected using simple random sampling. A survey instrument which includes self-administered questionnaire was used for the purpose of collecting primary data. A close ended pre-tested questionnaire was adopted from different previous studies (such as Wen et al., 2017; Nyambu, 2017); Dinka, 2018; Kittilertpaisan et al., 2014; Shanker, n.d) as a data collection tool which was filled by non-managerial employees. All data were measured using five-point Likert scales ranging from strongly disagree. Three types of validity assessment were conducted such as internal, external, and construct. The content was assured well explanation of the independent variables directly responsible for the effect of the dependent variable in the literature review section while external validity was reached

using well known sampling technique and collection instrument like questionnaire. In addition, validity was attained thorough analysis of both theoretical and empirical literatures; consequently the study variables were developed and clear operational definition of the dependent and independent variables of the study was made.

Furthermore, the questionnaire was tested for consistency, using Cronbach's Alpha test. Regarding the alpha value, regardless of many authors follows a rule-of-thumb that alpha should reach 0.70 for an instrument to have an acceptable level of self-consistency; there are limited grounds for adopting such a heuristic Taber (2018). For instance Hair et al (2006) suggested that the item score to total correlation can be accepted if it is above 0.60. Mallick et al (2014) also suggested that an alpha value of 0.60–0.70 or above is considered to be the criterion for demonstrating internal consistency of new scales and established scales, respectively. As the value exceeded the minimum requirement, it is thereby demonstrated that the measures are reliable. The study considered the alpha value of 0.60- 0.70. Thus, the reliability test that uses Cronbach's alpha is seen on table 1 below.

**Table 1. Alpha values of test instruments**

Variables	Number of items in the scale	Scale reliability coefficient	Decision
Recruitment and Selection	5	0.7879	Reliable
Training and Development	6	0.7082	Reliable
Performance Appraisal	6	0.6657	Reliable
Compensation and Benefits	5	0.7624	Reliable
Organizational Citizenship	11	0.7276	Reliable

Source: Researcher's Computation (Stata 14.1)

As indicated above table, almost all the items values or loading suggested value of many scholars as stated by Taber (2018) threshold value of 0.70 except for performance appraisal with a loading of 0.6657. Since the loading for this specific item is close to 0.70, the researcher determined to retain it as the suggestions by Hair et al (2006) and Mallick et al (2014). As it seen almost all items loadings were above suggested threshold value, therefore it can be inferred that the measurement model are reliable. In order to achieve the purpose of this study, both data analysis i.e. descriptive analysis and inferential analysis were used in this study. Descriptive statistics including mean and standard deviations and the inferential analysis including correlation between variables and their effect using multiple regression analysis were computed. STATA version 14.1 was used to perform this analysis.

### IV. RESULTS

#### ➤ Summary of Descriptive statistics

Before inferential analysis it is suggested to conduct descriptive analysis to check some characteristics of the data such as outliers and possible errors prior to analysis. However, as each latent variables or dimensions are measured by different observable variables or items using Likert scale questions, it better to have the sum of each

dimension. Meaning as the target respondents were asked to indicate their level of conformity on each of the selected four dimensions of SHRM practices and OCB on their bank. For instance, the dimension recruitment and selection was measured by five items describing the practice of recruitment and selection in the bank, training and development was measured by six items describing the practice of strategic training and development in the bank, performance appraisal was measured by six items describing the practice of strategic performance appraisal in the bank considering the strategic alignment, and compensation and benefits was measured by items describing the practice of strategic compensation and benefits practice in the bank. On the other hand organizational citizenship behavior was measured by eleven items that can measure the different dimensions of OCB such as altruism, conscientiousness, courtesy, sportsmanship and civic virtue. In a case several Likert-scored items that make up a scale, it is advisable by scholars to compute the mean score on the scale, rather than concentrating on the individual items for the reasons that the as scale is more consistent than the individual items, the mean of the items were computed by summing items, and then dividing by the number of items. Accordingly, the mean results of each SHRM practices and OCB are summarized in table 2 below.

**Table 2. Tool Characteristics**

Variables	Obs	Mean	Std. Dev.	Alpha
Recruitment and Selection	175	4.300571	.4822716	0.7879
Training and Development	175	4.368571	.4029697	0.7082
Performance Appraisal	175	4.444762	.3588814	0.6657
Compensation and Benefits	175	4.136	.6510963	0.7624
Organizational Citizenship B.	175	4.305455	.2803125	0.7276

Source; Researcher’s Computation (Stata 14.1)

As indicated on the table 2 above, the average and standard deviation of recruitment and selection is 4.30 and 0.48, training and development 4.36 and 0.40, performance appraisal 4.44 and 0.35, compensation and benefit 4.13 and 0.65 respectively which indicates that as there is a high level of SHRM practice in commercial bank Ethiopia Jimma district. Besides organizational citizenship behavior produced a mean of 4.30 and standard deviation = 0.28, implies that employees in the CBE of Jimma district exhibit a high level of organizational citizenship behavior. Therefore, we can infer that none of the items were detected for possible outliers and errors. In addition we can possibly infer that almost the majority or all of the respondents agree with the SHRM practices and OCB in the bank, because the mean value each dimension is above the mean value (4.1). Al- Sayaan *et al* (2006) suggested that the mean range value that lay [3.50 -4.20] considered as agree.

➤ *Summary of Inferential analysis*

The correlation analysis and regression analysis were performed in order of assessing the objectives of the study. Hence the conclusions are drawn with regard to the sample. As the correlation analysis enable to have an idea about the degree and direction of the relationship between the two variables under study, because of the four independent variables under the study, Pearson correlation analysis was performed which show the coefficient, r, strength and direction of the association between the study variables. Accordingly the correlation matrix of the dependent variable (organizational citizenship behaviors) against each independent variable (recruitment and selection, training and development, performance appraisal, and compensation and benefit) is presented in table 4.2 below and the interpretations of each coefficient are also made accordingly.

**Table 3 Pearson Correlation matrix**

	Organizational Citizenship B.	Recruitments & Selections	Training & Development	Performance appraisal	Compensation & Benefit
Organizational Citizenship B.	1.0000				
Recruitment & Selection	0.3620* 0.0000	1.0000			
Training & Development	0.2827* 0.0002	0.3819* 0.0000	1.0000		
Performance Appraisal	0.2916* 0.0001	0.1651* 0.0290	0.6946* 0.0000	1.0000	
Compensation & Benefit	0.5606* 0.0000	0.3706* 0.0000	0.2277* 0.0024	0.2537* 0.0007	1.0000

Source; Researcher’s Computation (Stata 14.1)

From analysis of the Pearson correlation coefficients, r, of above, revealed that there is a significant positive correlation among the entire study variable. As it seen the relation between OCB and training and development, and performance appraisal shows that significant weak positive realtion with (r = 0.283, p =0.0002) and (r = 0.293, p =0.0001) respectively. Whereas, the relation between OCB and recruitment and selection is significant moderate positive relation with (r = 0.362, p = 0.0000) and the relation between OCB and compensation and benefit is significant

strong positive relation with (r = 0.561, p =0.0000). Thus, in general we can infer that organizational citizenship behavior increases as SHRM practices are performed in fine by the bank or increases.

Furthermore, the regression analysis was performed to know by how much the independent variable explains the dependent variable. The results of regression analysis is shown table 4 below.

**Table 4. Regression analysis I**

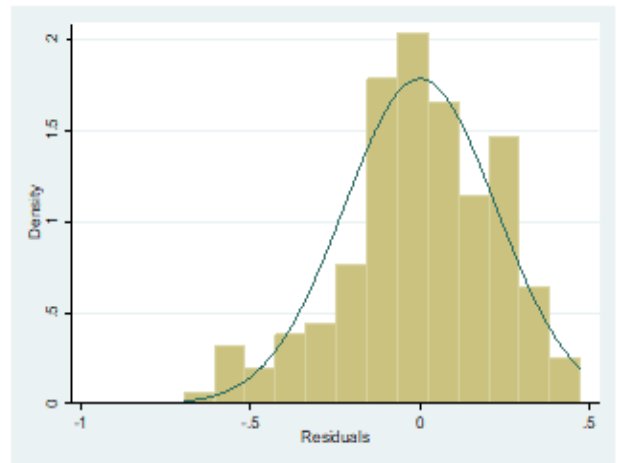
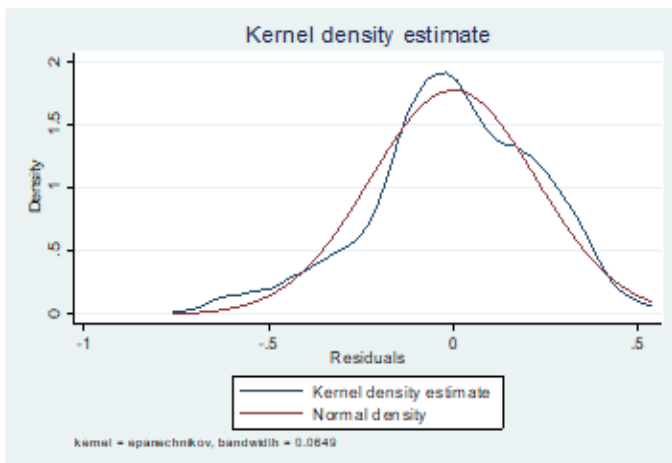
Source	SS	df	MS	Number of Obs	=	175
<b>Model</b>	4.95283579	4	1.23820895	F(4, 170)	=	24.14
<b>Residual</b>	8.71922678	170	.051289569	Prob > F	=	0.0000
<b>Total</b>	13.6720626	174	.07575072	R-squared	=	0.3623
				Adj R-squared	=	0.3473
				Root MSE	=	.22647
<b>Organizational Captainship behavior</b>	<b>Coef.</b>	<b>Std. Err.</b>	<b>t</b>	<b>P&gt; t </b>	<b>[95% Conf.</b>	<b>Interval]</b>
<b>Recruitment &amp; Selection</b>	.0923721	.0414764	2.23	0.027	.0104969	.1742472
<b>Training &amp; Development</b>	.0185948	.0640658	0.29	0.772	-.1078721	.14506
<b>Performance Appraisal</b>	.1010582	.068601	1.47	0.143	-.0343613	.2364777
<b>Compensation &amp; Benefit</b>	.1992462	.0290986	6.85	0.000	.1418051	.2566874
<b>_cons</b>	2.553707	.2453653	10.41	0.000	2.069352	3.038062

Source; Researcher’s Computation (Stata 14.1)

Here before working with the results of the regression analysis, as is mandatory to check for sum assumption of Classical Linear Regression Model (CLRM).

*i. Checking for Zero mean value of disturbance ui*

The normality is mainly used for validation of assumptions/hypothesis testing. After regression analysis, commands such as kdensity, qnorm and pnorm or alternatively ttest r and hist r can be used to check the normality of the residuals.



**Fig.2.** normality of the residual  
Source: Researcher’s Computation (Stata 14.1)

As it shown on the above figure estimates of kernel density, the residuals show signs the sign of abnormal distribution. In addition as it is observed from the histogram it can be said the residuals are not symmetrically normally distributed and the data are somewhat positively skewed. Therefore it is suspected as the residual have the issue normality. To correct, we may follow options such as checking for omitted variables, model specification, linearity, and functional forms. The first option is, if there are missing variables, adding more data or observation. The second option may to make the natural log of independent, dependent or both. Also the third option may to make quadratic form the independent or dependent variable i.e.

squared terms. Accordingly let’s try the second or third option as it is sure that there is no omitted or missed variable. Therefore, first to create the natural log of independent, dependent or both, it is decided to crate log variables for the variables suspected for the normality. Accordingly, the normality assumption has been tested for all variables. The dependent variables OCB and the independent variables recruitment and selection and training and development are highly suspected for the normality issue, and then the log is created for these variables and then the regression analysis was made again and the test of the rest assumptions made by new analysis. The result of the new regression model is shown below.

**Table 5. Regression analysis II**

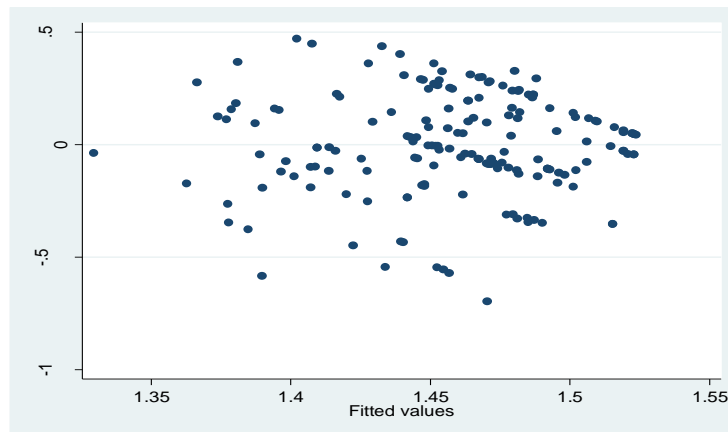
Source	SS	df	MS	Number of Obs	=	175
Model	.276429506	4	.069109876	F(4, 170)	=	23.43
Residual	.501406843	170	.002949452	Prob > F	=	0.0000
Total	13.6720626	174	.07575072	R-squared	=	0.3554
				Adj R-squared	=	0.3402
				Root MSE	=	.05431

Organizational Captainship behavior	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
Recruitment & Selection	.05694663	.0325114	1.75	0.082	-.0072319 .1211244
Training_ & Development	.0204191	.0581143	0.35	0.726	-.0942996 .1351378
Performance Appraisal	.0233741	.016045	1.46	0.147	-.0082991 .0550473
Compensation & Benefit	.0502648	.0068036	7.39	0.000	.0368343 .0636952
_cons	1.033325	.0654028	15.80	0.000	.9042184 1.162431

Source; Researcher’s Computation (Stata 14.1)

ii. Checking for Homoscedasticity or equal variance of ui,



**Fig. 3.** homoscedasticity of residuals

Source; Researcher’s Computation (Stata 14.1)

As we see that in the above figure the outline of the data points is getting narrower towards the right end, which is not an indication of heteroscedasticity hence, there no strong evidence for heteroscedasticity assumption.

iii. Checking for multi-collinearity

Multi-collinearity is formed when some single predictor variable is highly correlated with a set of other predictor variables. Ways of detecting multicollinearity is using tolerance values (1/VIF) and variance inflator factor (VIF) value. The cutting value for 1/VIF is more than 0.1 and the VIF fewer than 10. As it shown on the below table 6, the 1/VIF of independent variables are greater the expected threshold 0.1 and the VIF values are also less than 10. Therefore, there is no multicollinearity problem among each independent variable.

**Table 6. multicollinearity**

Variable	VIF	1/VIF
Recruitment & Selection	2.18	0.459095
Training_ & Development	1.96	0.511221
Performance Appraisal	1.34	0.745588
Compensation & Benefit	1.16	0.863815

Researcher’s Computation (Stata 14.1)

iv. Checking for model specification

The linktest and ovtest performs a model specification. Here in model specification we look at for the non-significance of \_hatsq for linktest and p-value of ovtest. The assumption is that there is no specification error. If the p-value of \_hatsq and ovtest is not significant, then we fail to reject the assumption and conclude that the model is correctly specified.



**Table 7. Linktest**

Source	SS	df	MS	Number of Obs	=	175
<b>Model</b>	.277398458	2	.138699229	F(4, 170)	=	47.67
<b>Residual</b>	.50044891	172	.002909581	Prob > F	=	0.0000
<b>Total</b>	.77846349	174	.004470381	R-squared	=	0.3566
				Adj R-squared	=	0.3491
				Root MSE	=	.05394
Organizational Captainship behavior	Coef.	Std. Err.	t	P> t	[95% Conf.	Interval]
<b>_hat</b>	4.34302	5.824003	0.75	0.457	-7.1527	15.83874
<b>_hatsq</b>	-1.155157	2.012131	-0.57	0.567	-5.126806	2.816492
<b>_cons</b>	-2.416715	4.212255	-0.567	0.567	-10.73108	5.897654

Researcher’s Computation (Stata 14.1)

As it is shown on the above table 7, the linktest, the test of \_hatsq is not significant. Here the assumption is that there is no specification error and the p-value of hatsq is not significant then we fail to reject the assumption and conclude that the model is correctly specified. But, it better to further see at another test before jumping to the decision which is ovtest which is very similar to linktest.

The ovtest also indicates if there is/are an omitted variable. Here also the assumption is that the model does not have omitted-variables, as it seen the p-value is higher than the usual threshold of 0.05 (95% significance), so it is failed to reject the assumption and concluded that it do not need more variables, therefore it possible to do further analysis.

**Table 8. Ovtest** Ramsey RESET test using powers of the fitted values of Organizational Citizenship

<b>Ho: model has no omitted variables</b>
<b>F(3, 167) = 0.15</b>
<b>Prob &gt; F = 0.9293</b>

Source: Researcher’s Computation (Stata 14.1)

As the test assumptions of CLRM completed and as all assumptions are correct, now let’s interpreted the coefficients of the regression results by re-running the regression analysis again for its convenient.

Source	SS	df	MS	Number of Obs	=	175	
<b>Model</b>	.276429506	4	.069109876	F(4, 170)	=	23.43	
<b>Residual</b>	.501406843	170	.002949452	Prob > F	=	0.0000	
<b>Total</b>	13.6720626	174	.07575072	R-squared	=	0.3554	
				Adj R-squared	=	0.3402	
				Root MSE	=	.05431	
Organizational Captainship behavior	Coef.	Std. Err.	t	P> t	[95% Conf.	Interval]	Beta
<b>Recruitment &amp; Selection</b>	.05694663	.0325114	1.75	0.082	-.0072319	.1211244	.1249118
<b>Training &amp; Development</b>	.0204191	.0581143	0.35	0.726	-.0942996	.1351378	.0319319
<b>Performance Appraisal</b>	.0233741	.016045	1.46	0.147	-.0082991	.0550473	.1254623
<b>Compensation &amp; Benefit</b>	.0502648	.0068036	7.39	0.000	.0368343	.0636952	.4894819
<b>_cons</b>	1.033325	.0654028	15.80	0.000	.9042184	1.162431	

Statistical significance of the model, as it shown in the F-ratio tests/ ANOVA F-statistics, the whole regression model is a fine well for the data. As indicated the result showed that the independent variables statistically significantly predicted the dependent variable, with F (4, 170) = 23.43, p < .01 which implies as there is relationship between the predictors and the outcomes of the regression variables. Additionally, the model is best in explaining the effect of SHRM practices on OCB.

The R<sub>2</sub> and adjusted R<sup>2</sup>, the value of R<sup>2</sup> =0.36 that is the independent variables explain almost 36% of the variability of the dependent variable, OCB. To accurately report the result the Adjusted R-squared (adj. R<sup>2</sup>) is 0.34. It implies that 34 percent of the total variability of the dependent variable (OCB) is explained by the independent variables i.e. SHRM practices. In other word, 34% of the dependent variable (OCB) is explained by log of recruitment and selection, log training and development, performance appraisal, and compensation and benefit of independent variables. The rest 66 % of the variability of the dependent variable is explicated by other factors.

The constant is 1.03, and this can be interpreted as meaning that if all the OCB predictor for this particular model were to be zero, the model predicts that the OCB by nearly 1.03. From the output, the statistical significance of the independent variables, if consider 5% significance level is considered i.e.  $p < .05$ , it can be inferred that the coefficients of compensation and benefits is the only statistically significantly different to 0 (zero). However, the coefficients of lrecruitment and selection, ltraining and development and performance appraisal are non-significant at 5% significance level.

Unstandardized Vs Standardized (Beta) coefficients of statistically significant coefficients, as the unstandardized coefficients point to how much the dependent variable varies with independent variables, when all other independent variables are held even. The statistically significant coefficients of the regression results showed that, if the effect of compensation and benefits is taken, the unstandardized coefficient, for compensation and benefits is equal to 0.05. Meaning it would expected an increase of 0.05 in the OCB for every one unit increase in compensation and benefits practice, considering that all other variables in the model are held steady. As the study is about organizational citizenship behavior, a unit increase in compensation and benefits practice would lead an increase of 0.05 in the OCB may not give us exact meaning, therefore it may be wondering what a 0.05 change in compensation and benefits practice really means, and how it might compare the strength of that coefficient to the coefficient for another variable. Now it is better to apply the standardized (beta) coefficient, because of the coefficients in the beta column are all in the same standardized units it is possible to compare these coefficients to assess the relative strength of each of the predictors. Therefore, compensation and benefit practice has the largest beta coefficient and statistically significant, 0.49,  $p=0.0001$  and ltraining and development have the smallest beta value, 0.032. Thus, a one standard deviation increase in compensation and benefit practice would lead to a 0.49 standard deviation increase in predicted OCB, with the other variables held even, also a one standard deviation increase in ltraining and development, in turn, leads to a 0.032 standard deviation increase in predicted OCB with the other variables in the model held constant.

Estimated model coefficients

$$Y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$$

Where, Y= dependent/ outcome variable

$a$ = intercept

$\beta_{1-4}$ =slope

$X_{1-4}$  = independent variables

$e$ = error

Therefore, the equation to predict OCB from recruitment and selection, training and development, performance appraisal, and compensation and benefit is predicted as  $OCB = -1.03 + 0.057 * \text{recruitment and selection} + 0.02 * \text{training and development} + 0.023 * \text{performance appraisal} + 0.05 * \text{compensation and benefit} + e$ . Generally, multiple regressions were performed to predict

organizational citizenship behaviors from recruitment and selection, training and development, performance appraisal, and compensation and benefit. The variables are statistically significantly predicted OCB,  $F(4, 170) = 23.43, p < .0005$ ,  $\text{adj. } R^2 = 0.34$ . Only compensation and benefit is statistically significant variable at,  $p < .05$ .

## V. DISCUSSIONS

From descriptive analysis it is understood the presence of SHRM practices and OCB because the majority or all of the respondents agree with the SHRM practices and OCB in the bank, as the mean value each dimension practices of SHRM and the explained OCB is above the mean value of 4.1. From the correlation analysis, it is revealed that the significant positive correlation between SHRM practices and OCB i.e. SHRM practices positively affect the organizational citizenship behaviors of commercial bank of Ethiopia Jimma district.

In particular, the findings revealed recruitment and selection practice of SHRM is positively and significantly related with OCB. This finding concurs with Ahmed (2016) a study on study on the impact of human resource management practices on organizational citizenship behavior from banking Sector in Sudan. Training and development practices were positively and significantly related to OCB. This finding is similar to Rubel & Rahman, 2018; Fajar & Soeling 2017; Ahmed, 2016; Noor et al., 2013 findings. Rubel & Rahman (2018) on their study on the impact of training and development on organizational citizenship behavior (OCB from private commercial banks, indicated that training and development and OCB at specific individuals were also positively interrelated. Fajar & Soeling (2017) training and development were positively and significantly related to OCB. Ahmed (2016) result showed training and development and OCB of a moderate positive relationship. Noor et al (2013) also found that as recruitment and selection is the practice that would help organization to manage OCB.

In addition the findings revealed that greater practice of compensation and benefit were positively and significantly related to OCB. These findings agree with Fajar & Soelin (2017) study of the effect of HRM practices on employee organizational citizenship behavior in ICT firms in Indonesia found as compensation is significantly and positively related with OCB. Ahmed (2016) study on the impact of human resource management practices on organizational citizenship behavior from banking Sector in Sudan, found that a positive and significant relationship of compensation and OCB. The appraisal practice was positively and significantly related to OCB. These findings also concur with Fajar & Soelin (2017) and Ahmed (2016).

## VI. CONCLUSIONS

The findings of the proposed study specified that a high level of SHRM practices and organizational citizenship behavior in commercial bank Ethiopia Jimma district. From which, the recruitment and selection, training and development, performance appraisal, and compensation and benefit practices are positively and significantly related to organizational citizenship behaviors. This is clearly to mean that the SHRM are aimed to achieve individual performance, positive organizational attitude and behaviors, HR governance, and employee satisfaction.

## VII. IMPLICATIONS, FUTURE RESEARCH SUGGESTIONS AND LIMITATION

### ➤ Implication

The findings of study would have both theoretical and practical implication for the bank as it's tinted the significance of SHRM practices in predicting OCB. The main theoretical implication brought by this study is important correlation between SHRM practices and OCB.

From the multivariate analysis, solely compensation and benefits is statistically significant to the prediction of OCB and also the solely strongest relationship with OCB in commercial bank Jimma district. This could offer some insights still because feedbacks to the banks' human resource personnel and directors for crafting ways and techniques to encourage their staffs to elicit a lot of OCB, significantly in planning higher compensation and benefit ways for their staff. Besides because the rest SHRM practices i.e. recruitment and selection, training and development, performance appraisal has a positive correlation with OCB, the bank ought to design clear hiring, training and assessment policy.

### ➤ The Future Research Suggestions

The study has contributed valuable findings to existing SHRM and OCB findings. The study simply scrutinized SHRM practices from perspective of recruitments and selections, trainings and development, performance appraisal, and compensation and benefits on OCB. However, additional analysis continues to be required for alternative possible OCB antecedents to be investigated additional, like leadership trend and behavior, employee characteristics, nature of employment, task characteristics, structure politics, and emotional contract. Additionally the researcher inspired as this investigation extended to the result of SHRM practices on organizational performance and thereafter the intercede role of OCB between SHRM practices and organizational performance.

Besides, the study focused solely centered on commercial bank of Ethiopia Jimma district where the relationships among SHRM practices and OCB are investigated, the researcher inspire as the analysis to be extended into alternative commercial banks in Jimma likewise as in country level.

### ➤ Limitation

The result of the study can't be generalized to the whole commercial banks of Ethiopia since the study was restricted to single district solely. Moreover, the study is conducted victimization cross-sectional data and so, solely inferences will be drawn. Thus others may conduct a longitudinal study to gauge the impact of SHRM on OCB. And data was collected mainly using questionnaire and self-reported information which will result in the difficulty of common methodology bias. Future studies might think about collection data from multiple sources.

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