

Impact of Selected Human Resource Practices on Organizational Citizenship Behavior: An Empirical Study of Lanka Jathika Sarvodaya Shramadana Sangamaya, Sri Lanka

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Lanka Jathika Sarvodaya Shramadana Sangamaya (LJSSS) is one of the largest Non-Governmental organization which has more than sixty years of experience as a civil society organization. As a community organization as well as a nonprofit oriented service organization LJSSS employees should work beyond their job description to provide a quality service to their beneficiaries. But the negative symptoms such as high absenteeism rates, high turnover rates, 'lower rate of their involvement to extracurricular activities within the organization' and 'low preference to human resource (HR) practices' leads to conduct this study. The study was conducted with a purpose of examining the impact of HR practices on Organizational Citizenship Behavior (OCB) among employees at LJSSS. The model developed by Ahmed (2016) was used as the conceptual Framework for this study and considered HR practices (Recruitment and Selection, Training and Development, Performance Appraisal and Compensation and reward) as independent variables while OCB as dependent variable. A 257 sample from a total population of 287 was selected using cluster and random sampling. Response rate was 78.2%. Pearson correlation analysis and multiple regression analysis were used respectively to investigate the relationship and impact of selected HR practices against OCB. Based on the analysis, it can be concluded that recruitment and selection process, compensation and reward system have a moderate positive impact on OCB while training and development, performance appraisal system have a weak positive impact on OCB. This study recommends the employers to ensure effective and fair recruitment process followed by good reward and motivation and career growth to enhance OCB among the employees in the workplace for long term employment relationships.

Keywords: Non-Governmental Organization, turnover, absenteeism, human resource practices

