Strategic Human Resource Management and Organizational Citizenship Behavior: A Critical Review of the Relationship in the Presence of Employee Diversity

Anumeha Thakur
Faculty of Management Studies, University of Delhi, New Delhi, India
anumeha.1@gmail.com

[Abstract] One of the most challenging issues an organization faces in the current business environment revolves around its workforce. Ensuring staff availability and devising strategies for retaining, inspiring, and developing employees and encouraging individual behaviors enhancing the firm's efficiency are vital concerns for an organization that SHRM addresses. The effectiveness of a company is strongly influenced by the attitudes and behaviors of its employees. Organization citizenship behavior (OCB) is an extra-role behavior that an organization seeks as it substantially impacts organizational performance. This study's primary goal is to decipher the interaction between SHRM practices and organizational citizenship behaviors. In addition, organizations cannot disregard the internal challenges posed by the diverse nature of their workforce that is capable of modifying the outcome. So, analyzing the moderating effect of employee diversity on the link between SHRM and OCB was inevitable. The study was conducted in the select IT and ITES organizations in India through a survey using a structured questionnaire to assess this relationship. SHRM was found to have a significant influence on OCB. This influence was enhanced in the presence of the selected employee diversity factor as a moderator. This paper shares working employees' perspectives on maintaining a strong SHRM, which will directly influence sustaining OCB. This paper also talks about the components required for an efficient HRM. The findings can help practitioners determine the best ways to engage a diverse workforce to promote OCB.

Introduction

Organizations operating in today's competitive environment aim to be strategic in every aspect of business operations, including the management of its people. The strategic orientation of the human resource management functions gives rise to strategic human resource management (SHRM). Literature on SHRM views HR management systems and employee talent as components of a strategic architecture that substantially influences the firm's financial success (Becker, 2010). SHRM centers mainly on challenges pertaining to individuals over an extended period, such as aligning resources to future demands and addressing large-scale concerns like organizational culture, ethics, and loyalty. It aids in ensuring that the numerous facets of HRM work together to foster the behaviors and climates essential for generating value and exceeding employees' performance goals (CIPD, 2021). A growing body of empirical research (Korff, Biemann, & Voelpel, 2017) has shown that SHRM can be used to enhance personnel's behavioral outcomes. As a result, company management that adopts the SHRM system can expect an increase in individual performance, their commitment to the organization, and job satisfaction that contribute to organizational performance (Green, 2006). While studying the interconnectedness between SHRM with employee performance, the mediating function of employee attitudes has been examined in studies relating to organizational commitment (Kehoe & Wright, 2013) and citizenship behavior (Watty-Benjamin & Udechukwu, 2014).

SHRM centers around people-related issues and practices that directly impact the organization's strategic

goals, and OCB is one of the most critical aspects of an employee that can boost the performance of their fellow workers and improve the efficiency of the business.

The term OCB is a concept that has been rapidly expanding over the past several years; it examines how and why people contribute positively to their organizations outside the scope of their predefined key responsibility areas. The phrase "OCB" refers to anything friendly and constructive that employees perform of their own free will to support colleagues and firms. It is possible that employees engaging in OCB may not always be the best task performer, but they are known to "go the extra mile" to complete an assigned job effectively. According to (Bhatla, 2016), in today's increasingly competitive climate, it is critical for a company's success to have employees who are both content with their jobs and committed to the company. These actions, known as OCB, are performed by employees who are both productive and constructive for themselves and their employer. However, OCB cannot be compelled; instead, employees can be facilitated to demonstrate such behavioral aspects through organizational efforts. Employees exhibiting OCB can be identified through dimensions explained by Organ (1988): altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. These parameters reflect an employee's helping and supporting attitude. People's traits, or how they act and think, are their unique qualities because human behaviour is inherent in every individual. However, organizational behavior is an organization's culture distinct from what each individual has personally experienced and achieved. The idea that strategic human resource management (SHRM) can shape organizational behavior lies at the heart of the link between SHRM and organizational aspects and behavioral aspects like OCB.

An organization's workforce can be molded in terms of their views and actions through the strategic utilization of its human resources, leading to the achievement of a goal-oriented result in the employees' organizational behavior. One area that demonstrates this connection between OCB and SHRM is how employees feel about their work. Within an organization, the human resources department is tasked with overseeing concerns about the well-being of the company's employees. As a result, the employees will have a more positive outlook on their jobs and be more inclined to go the extra mile to accomplish their tasks. Both OCB and SHRM are fascinated by how individuals and groups act within the organizations. They look into ways to make an organization's human capital more efficiently to meet organizational goals and establish a competitive position.

In this competitive environment, the interaction between an individual's characteristics cannot be overlooked. Tan et al. (2014) emphasized how the interplay of OCB and demographic factors affects an employee's motivation and performance. OCBs varied widely across age groups, educational levels, marital statuses, status groups and management positions, according to the findings of Dwivedi et al. (2015). Therefore, an organization should consider the peculiarities that individuals inherent like gender, age, culture, and origin while framing the HR strategies, as well as regard the characteristics like education and work experience that an individual acquires. These characteristics can be regarded as significant to the organization's development and influence the behavioral outcome. For this study, human resource (HR) concerns include recruitment and selection (R&S), training and development (TD), payment system (PS) and performance management (PM). The OCB dimensions to be considered are directed towards the organization, named OCBO, which include sportsmanship, civic virtue (CV) and conscientiousness (CON). This aspect of OCB inspires employees to be more positive, defend the policies, adjust, and be more committed to the organization overall, exceeding the organization's expectations. The study examines whether SHRM practices positively influence OCB and whether employee diversity (experience and education) moderates the relationship between SHRM and OCB.

Review of Literature

SHRM is described by Wright and McMahan (1992) as the paradigm of specified human resource deployment and actions proposed to support the organizations in achieving its objectives. The four aspects of SHRM are as follows: (1) It highlights the workforce as the key source of an organizational competitiveness, (2) The actions place an emphasis on HR programs, policies, and practices regarding how the organization's human resources can be utilized to achieve a competitive advantage, (3) The structure and plan demonstrate that the HR strategy corresponds with the business strategy of addressing vertical fit,

and all HR activities are congruent to each other realizing the horizontal fit, and (4) the workforce, actions, structure and patterns of work are all meaningful, i.e., oriented toward the organization's objectives. According to CIPD (2021), SHRM, or people strategy, is about developing a unified framework for personnel to be hired, developed, and managed to meet an organization's long-term objectives. Such human resource practices and policies generate the desired employee attitudes and competencies to achieve the organization's strategic objectives (Dessler,2011). Competitive strategy implementation relies heavily on employee behavior. SHRM's relation to performance has been studied through various mediating elements, including employee well-being, organizational dedication, work engagement, commitment, employee well-being, performance, and citizenship behaviors. Employees' attitudes and behaviors can be elicited and controlled through various employment practices. Since strategic human resource management utilizes value congruence as an instrument to align multiple human resource management strategies within a company (Werbel & DeMarie, 2005), each of the mentioned HR practices should focus on the value alignment as a part of strategic orientation. The business requirement is translated to the HR strategy embedded in the HR policies and practices to fulfil the desired organizational goals.

Organizational citizenship behavior (OCB) is voluntary behavior displayed by an individual employee contributing to efficient operation of the organization as a whole without being literally awarded (Organ, 1988). In other words, OCB is a helpful employee behavior that is a matter of personal preference; management neither compensates the employee for engaging in it nor penalizes the employee for its oversight (Organ et al., 2006). Such behavior motivates employees to substantially contribute outside the scope of work, giving firms an advantage over competitors (Verghese, 2020). Therefore, the OCB could contribute to the company's overall performance (Bismala, 2019). Furthermore, there is a strong link between OCB and organizational effectiveness (Ehrhart, 2004). Organ (1988) lists five dimensions of OCB, which are further bifurcated by Williams and Anderson (1991) into organizational citizenship behavior individual (OCBI) and citizenship behavior organization (OCBO). OCBI is directed towards self and co-workers, which includes altruism and courtesy, and OCBO is directed toward the organization, which includes sportsmanship, civic virtue and conscientiousness. These OCBOs are dimensions that are considered for this study and are explained as follows:

- **Conscientiousness -** "Conscientiousness" is a phrase used to describe employees who go far above the basic requirements of their jobs. Such behaviors include being on time, attending mandatory meetings, keeping one's workspace tidy, and adhering to the rules, regulations, and customs (Organ, 1988). Conscientiousness is about doing things above minimum requirements in organizational norms, related to actions designated as general compliance (Smith et al., 1983).
- **Civic Virtue: –**. The civic virtue of employees is defined as their readiness to participate actively in the firm's activities (Lo et al., 2009; Khalid et al., 2009) such as checking one's mail, reading the notice board regularly, attending conferences, and being informed about the organization's broader challenges (Organ, 1988). Employees engage in this voluntary practice to show that they are interested in organizational issues and to display behavior that shows their complete dedication to the organization.
- **Sportsmanship -** Sportsmanship is defined as displaying a positive attitude even in times of adversity and being prepared to prioritize the needs of the team over one's own. Other examples include not nit-picking over utterly inconsequential matters or airing petty grievances and working in uncomfortable conditions without fretting (Organ, 1988; Podsakoff et al., 2000). This implies that sportsmanship denotes an employee's desire or willingness to endure unavoidable challenges and impositions at work without grumbling (Lo, 2009; Podsakoff et al., 2000).

Employee diversity (ED) is perceived differences among individual employees pertaining to their age, sexual preference, geographic location, lifestyle, position, tenure, occupation, functional specialty (Dobbs, 1996) making a workplace diverse. Managing a diverse workforce poses a substantial management problem. However, if the workforce's diversity is effectively handled, it has the potential to boost productivity (Ankita Saxena, 2014). Employees vary in their values and responses due to diversity. Though

demographic variables can influence the employees' attitudes and can pose a negative or positive influence on the workplace, it depends on the organizational practices and policies that can help create an inclusive culture that supports employees' performance and alignment with the goal and objective of the organization. Some aspects might encourage the OCB, while others can disrupt employees' behaviors.

Influence of Strategic Human Resource Management on Organizational Citizenship Behavior
Practices followed in HRM significantly influence employee behavior, particularly OCB (Mukhtar et al., 2012). For example, when a company's HR practices recognize the employees' talent, support it, help it develop and reward appropriately, and inspires them to perform beyond their job description, which is an attribute of OCB. As per the study conducted by (Paré et al., 2007), strategic HR practices and employees' other role behavior in exchange for strategic HR practices were strongly associated. This connection was revealed in organizations where employee showed higher levels of engagement. There is a positive and significant correlation between SHRM practices (recruiting and selection, training and development, performance appraisal, and compensation and benefits practices) and corporate citizenship behaviors in the banking firms (Ahmed, 2016; Mekonnen, 2021). Undesirable HRM practices that include hiring prejudice, lack of acknowledgement, insufficient employee training, concealed salary, unjust rewards, lack of financial incentives, and a hostile working atmosphere can adversely affect employee behavior. HRM issues can affect employee performance, productivity, and loyalty to their employer (Singh & Twalo, 2015). As a psychological state, employee loyalty describes the employee-organization relationship, influencing employees' decisions. (Prabhakar, 2016). A loyal individual may show extra-role behavior towards the organization.

> **Hypothesis 1: Strategic Human Resource Management (SHRM) has a significant positive influence on Organizational Citizenship Behavior (OCB)**

Through human resources practices, such as recruitment and selection, training and development, payment system and performance management, organizations can demonstrate their concern regarding employee well-being and career advancement, eventually motivating employees to display OCB in exchange.
Recruitment and Selection (RS) - According to (Mac Beath et al., 2006), recruitment strives to attract eligible applicants for a particular job, whereas selection intends to choose the best candidate. In order to boost employee morale and commitment, the company must hire qualified people through novel recruitment tactics. The recruitment process should attract employees that fit the job requirements and the organization's values. During the selection stage, the organization should discuss the essential organizational values they want in their prospective employees to ensure the person-organization culture fit. An effective recruitment and selection process aids in the talent management in the organization. Recruitment that is efficient and fair, followed by a system of employee recognition and motivation, a system of professional growth and development, and a system of job design, can boost employees' overall OCB fostering long-term working relationships (Begum et al., 2014).

> **Hypothesis 1a: Recruitment and Selection (RS) has a significant positive influence on Organizational Citizenship Behavior (OCB)**

Training and Development (TD) – One of the essential responsibilities of HR is to help employees improve their ability to carry out the organization's function. As per Thirunavukkarasu (2017), one of the significant ways to improve employees' abilities is through training and development activities. As per Sari (2009), organizing training programs aims to enhance the employee's technical and functional knowledge and inform them about the company's rules and regulations to execute the job assignment by eliminating possible flaws. Effective training and development opportunities can increase the overall quality of its workforce by improving employees' knowledge, abilities, attitudes and capacities to perform present and future work. The training program should focus on inculcating the organization's values in employees. The success of the training activities is determined by the organization's ability to achieve its goals. The training

seeks to improve business performance, operational efficiency, and talent growth in the workplace. Investing in training and development is widely accepted because it provides employees with the necessary strategic tools or system to attain the expertise and capabilities needed to perform a specific work.

Rhee et al. (2011), through their study, found the training program's contribution to the OCB as most significant. In addition, Memon et al. (2017) emphasized that training satisfaction positively affects OCB. Even Fajar and Soeling (2017) and Ahmed (2016) found a positive link between training and OCB.

>**Hypothesis 1b: Training & Development (TD) has a significant positive influence on Organizational Citizenship Behavior (OCB)**

Payment System (PS)- Employees are motivated by the pay and benefits. People look for jobs that value their talents and compensate them appropriately in monetary terms and other perks. The payment system refers to the dispersal of compensation and benefits. Hence, a payment system is also known as compensation management. Armstrong (2005) defines compensation management as an essential aspect of human resources management that aims to fairly, equitably and consistently compensate individuals based on their value to the firm. Equitable payment systems engage employees to enhance performance linked with the firm's strategic goals, inspire and retain personnel with the essential talents, expertise, and abilities, and establish a beneficial organization culture, environment, and structure (Nadler & Tushman, 1988). These reward systems establish, implement, and recognize employees' financial and non-financial contributions (Armstrong & Murlis 1998). According to Armstrong (2005), it is about establishing a healthy working environment by fulfilling the psychological contract. Kang and Kim (2011) highlighted the role of compensation, other than training and career development initiatives of SHRM on OCB.

>**Hypothesis 1c: Payment System (PS) has a significant positive influence on Organizational Citizenship Behavior (OCB)**

Performance Management (PM)- The performance management method evaluates an employee's performance. As per Vural (2012), the purpose of performance evaluation is dual. The first is evaluating the employee's current performance to determine its goal accomplishment. The second is gauging the employee's future potential for career mapping. Thus, performance evaluation is vital for developing employee abilities and boosting performance. Rizvi & Ansari, N. G. (2021) opined that fairness in the PM framework would support employee OCB participation. Perceptions of performance management efficacy positively affect the psychological contract leading employees to display OCB in exchange for a better salary and additional benefits.

>**Hypothesis 1d: Performance Management (PM) has a significant positive influence on Organisational Citizenship Behavior (OCB)**

Interaction of Employee Diversity between Strategic Human Resource Management and Organizational Citizenship Behavior

Organizations today face a significant difficulty when it comes to managing employee diversity. Even though this is a critical issue, most models assume that all employees are similar and fail to consider individual characteristics and cultural differences. The SHRM system can contribute significantly to minimizing the negative consequences of diversity. Managing a diverse workforce necessitates a comprehensive reform of human resources policies and strategies (Alcázar et al.,2013). As per Cooke et al. (2010), increasing the efficiency and productivity of an organization is one of the primary benefits that can be gained from effectively managing an organization's diversity and promoting programs that encourage a good work-life balance. Ali et al. (2015) asserts that the probability of having more significant gender parity in management reduces profits for an organization without robust efforts to encourage work-life balance. As per Sezerel H. and Tonus (2014), managing diversity productively needs a good diversity climate for staff at all levels of firms to forecast employees' perceptions. Individuals' perceptions of diversity

climate are influenced by characteristics like managerial level and marital status (Bastos & Sérgio, 2020). HR practices have a favourable impact on workplace climate and workforce well-being and creating a conducive work environment for a diverse workforce is its responsibility. Diversity has beneficial and adverse effects on OCB (Tamunomiebi & Onah,2019). According to Tariq Khan et al. (2019), leaders strive to build a culture that recognizes the value of individual diversity and seeks to improve the labor force's overall effectiveness. His study shows that workforce diversity negatively affects organizational citizenship behavior; however, this link can be adjusted by employing the mediation function of inclusion. The decision-making authorities must figure out ways to engage a diverse workforce to influence employees' citizenship behaviors. Tan et al. (2014) expressed that demographic variables can influence the relationship between employee motivation and performance, mediated through organizational citizenship behavior (OCB).

As per Wen et al. (2020), research on the connection between workplace diversity and corporate citizenship shows that organizational citizenship behavior differs by gender, age, and level of education. Even level of education, marital status, grade, and managerial position can influence OCB (Dwivedi et al.,2015). It was emphasized that the working environment positively and significantly influences organizational citizenship behavior (Wen et al.,2020). In addition, the findings also supported that inclusion had both considerable, positive, and significant influences. OCB is even more desirable in the heterogeneous workplace were creating a supportive, harmonious environment is challenging. SHRM and OCB with gender, age, culture, tenure, and managerial position are extensively researched. Interaction of acquired diversity like education and experience with HR practices and OCB is considered, yet more contemplation is required. They are well-acknowledged competencies in the organization and can positively contribute to OCB. Individuals with higher education and greater experience may get better employment opportunities and monetary benefits, influencing them to show greater attachment towards the organization displaying citizenship behavior.

>   **Hypothesis 2: Employee diversity moderates the linkage between Strategic Human Resource Management (SHRM) and Organizational Citizenship Behavior (OCB)**

Education: In addition to core task performance, which is positively influenced by education level, creative and citizenship behaviors are also strongly associated with education (Ng, & Feldman, ,2009).

>   **Hypothesis 2a: Education moderates the linkage between Strategic Human   Resource Management (SHRM) and Organizational Citizenship Behavior (OCB)**

Experience: As people gain experience, their commitment to the company increases substantially. Many studies link this to co-worker interactions and leadership and HR practices. In addition, work and social ties improve with time and effort, leading to a psychological connection with the organization (Ibrar & Khan, 2015), and employee affective commitment can lead to citizenship behavior (Podsakoff et al.,2000).

>   **Hypothesis 2b: Experience moderates the linkage between Strategic Human Resource Management (SHRM) and Organizational Citizenship Behavior (OCB)**

Theoretical Model
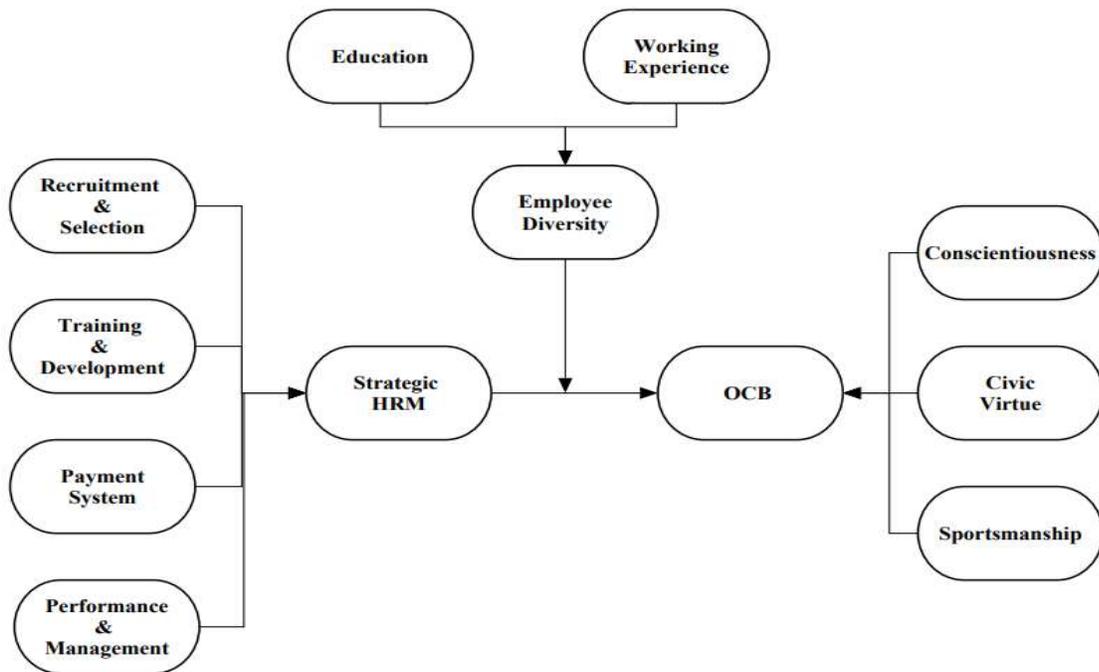
Research Methodology

This exploratory research is pragmatic because the results are derived from the working professional's perspective. Further, a structured survey form has been designed to gather the view of the working professionals in the service industry, particularly in India's IT and ITES sectors. Overall, 31 statements on SHRM and OCB have been asked from employees, along with five questions on employee diversity. All the questions on SHRM and OCB are based on a 5-point Likert scale, and employee diversity questions are categorical. Nineteen statements on SHRM and twelve on OCB have been taken from the literature (Eyupoglu, 2020; Sukhada Tambe et al., 2015). In addition, the convenience sampling method is adopted for data collection. Overall, 220 data points are used to answer the objectives, and the remaining data of 30 employees have been removed from the data source because of various reasons like incomplete or missing data and multicollinearity. As a result, the data collection and the user response rate are 88%. The study uses statistical methods like exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and hierarchical regression via software like IBM-SPSS and AMOS-SEM. Besides that, the actual data has been collected in different time zones to avoid common method biases (CMB).

Participants

In the study, participants are working professionals from all age groups, such as those below or equal to 25 years (19.5%), 26-35 years (35.5%), 36-45 years (23.6%) and more than 45 years 21.4%, Further, out of 220 employees, 167 (75.9%) are married, and the remaining 53 (24.1%) are not married. The majority (66.8%) of these employees are male, followed by females 33.2%. Qualification of 69.1% of employees is graduate followed by post-graduation and above (30.9%). Regarding working experience, 70.9% have less than 10 years of experience.

Table 1.1
Employees Profile Statistics

Employees Profile		Count	(%)
Age	<= 25 years	43	19.5%
	26-35 years	78	35.5%
	36-45 years	52	23.6%
	Above 45 years	47	21.4%
Gender	Male	147	66.8%
	Female	73	33.2%
Marital Status	Married	167	75.9%
	Unmarried	53	24.1%
	Others	0con	0.0%
Qualification	<= Graduate	0	0.0%
	Graduate	152	69.1%
	Post Graduate	43	19.5%
	> Postgraduate	25	11.4%
Total working experience	Less than 5 years	76	34.5%
	5-10 years	80	36.4%
	10-15 years	42	19.1%
	More than 15 years	22	10.0%

Measurements
Using tools such as SPSS and AMOS-SEM, research measurements have been evaluated. CFA is performed to assess the relationship between SHRM and OCB in moderating employee diversity. In total, 36 statements are employed to address the objectives. In the study, multiple goodness-of-fit has been measured, including the chi-square test, root mean square error of approximation (RMSEA, <=0.08), standardized root mean residual (SRMR <=0.09), and comparative fit index (CFI >=0.90), are used to determine the model fit (Hair et al., 2010). In addition, two-way approaches such as Cronbach's alpha coefficient (>=0.70; (Cronbach, 1951) and composite reliability (CR >=0.70; (Anderson et al., 1988)) have been used to test the reliability of the scale. Convergent validity (>=0.50) and average variance extracted (AVE>= 0.5) values have been analyzed for validity, along with discriminant validity, where MSV (maximum shared variance) and ASV (maximum shared variance) values have been reviewed. The association between SHRM and OCB has been investigated using the multiple regression method, and the moderate effect of employee diversity has been looked at via   the hierarchical regression method.

Data Analysis

Validity and Reliability
Internal consistency has been assessed via reliability (Cronbach alpha and CR) and validity via (factor loading (FL), AVE, MSV, and ASV). The collected data have dependability values ranging from 0.761 to 0.887, with a cut-off value of 0.70 and a KMO of 0.846, where the chi-square is 5717.448, and the significance level is 0.00. This infers that the identified factors are significant in all aspects. Further, the reliability values range from 0.881 to 0.936. These data values have exceeded the tolerance level of 0.70 established by the statistician (Cronbach, 1951). Furthermore, convergent validity, CR scores range between 0.882 and 0.936, whereas AVE values range between 0.715 and 0.785. CR and AVE readings are above the professor-specified dependence limit (Anderson et al., 1988). In addition, the DV values varies from 0.086-0.714 (MSV) and 0.041-0.202 (ASV). Since all the values are above the tolerance limit, it can be inferred

that the measuring method is supported by a validity and reliability check. Thus, none of the statements have been excluded from the study.

Table 1.2
Reliability & Validity Values at Factor Level

Factors	Sub-Factors	FL		Reliability	Convergent Validity		Discriminant Validity	
		Statement Level	Factor Level	ALPHA	CR	AVE	MSV	ASV
CON	CON-1	0.759	0.82	0.89	0.89	0.73	0.30	0.13
	CON-2	0.857						
	CON-3	0.847						
CV	CV-1	0.841	0.86	0.90	0.90	0.75	0.24	0.09
	CV-2	0.884						
	CV-3	0.862						
SS	SS-1	0.799	0.84	0.88	0.88	0.71	0.24	0.10
	SS-2	0.882						
	SS-3	0.846						
OCB	OCB-1	0.772	0.76	0.89	0.89	0.73	0.71	0.20
	OCB-2	0.797						
	OCB-3	0.715						
PM	PM-1	0.786	0.85	0.92	0.92	0.74	0.71	0.16
	PM-2	0.823						
	PM-3	0.896						
	PM-4	0.887						
PS	PS-1	0.849	0.88	0.94	0.94	0.78	0.19	0.07
	PS-2	0.865						
	PS-3	0.887						
	PS-4	0.899						
RS	RS-1	0.874	0.89	0.93	0.93	0.76	0.09	0.04
	RS-2	0.853						
	RS-3	0.911						
	RS-4	0.909						
TD	TD-1	0.810	0.86	0.92	0.92	0.75	0.22	0.08
	TD-2	0.851						
	TD-3	0.896						
	TD-4	0.886						
SHRM	SHRM-1	0.798	0.84	0.91	0.91	0.77	0.22	0.10
	SHRM-2	0.860						
	SHRM-3	0.860						

Regarding the model fit (figure 1.2), the Chi-square value is 721.987, with degrees of freedom of 398 and a probability value of 0.000. The min and max correlation between the variable are 0.035 – 0.845. Further, the model fit values are as follows:

Table 1.3
Path Coefficients Model Fit Indices

Model	CMIN	DF	CMIN/DF	CFI	TFI	RMSEA	GFI	AGFI
Default	721.987	398	1.814	.942	.932	.061	.833	.792
Tolerance limit			< 0.50		> 0.90	< 0.080		> 0.80
				(Hair, J., Black, W et al.)				

Table 1.4
USRW & SRW Coefficients

DV		IDV	USRW	SE.	CR.	P	SRW
SHRM	<---	RS	0.121	0.063	1.93	0.054	0.126
SHRM	<---	TD	0.331	0.072	4.632	***	0.332
SHRM	<---	PS	0.192	0.071	2.71	0.007	0.197
SHRM	<---	PM	0.246	0.064	3.821	***	0.245
OCB	<---	SHRM	0.282	0.058	4.819	***	0.306
OCB	<---	SS	0.177	0.075	2.346	0.019	0.185
OCB	<---	CV	0.151	0.07	2.148	0.032	0.163
OCB	<---	CON	0.315	0.069	4.532	***	0.334
RS4	<---	RS	0.994	0.045	22.319	***	0.926
RS3	<---	RS.	1				0.915
RS2	<---	RS	0.764	0.047	16.088	***	0.798
RS1	<---	RS	0.842	0.046	18.264	***	0.848
TD4	<---	TD	0.975	0.051	19.245	***	0.905
TD3	<---	TD.	1				0.886
TD2	<---	TD	0.793	0.05	15.774	***	0.814
TD1	<---	TD	0.873	0.05	17.348	***	0.857
PS4	<---	PS	0.989	0.044	22.665	***	0.924
PS3	<---	PS.	1				0.916
PS2	<---	PS	0.824	0.046	17.963	***	0.838
PS1	<---	PS	0.876	0.046	19.141	***	0.862
PM4	<---	PM	0.967	0.05	19.25	***	0.905
PM3	<---	PM	1				0.891
PM2	<---	PM	0.797	0.051	15.746	***	0.812
PM1	<---	PM	0.84	0.051	16.55	***	0.834
SHRM3	<---	SHRM	0.939	0.053	17.647	***	0.865
SHRM2	<---	SHRM	1				0.91
SHRM1	<---	SHRM	0.95	0.055	17.343	***	0.857

CV1	<---	CV	0.942	0.059	16.081	***	0.851
CV2	<---	CV	1				0.89
CV3	<---	CV	0.972	0.06	16.271	***	0.858
CON1	<---	CON	0.909	0.062	14.76	***	0.82
CON2	<---	CON	1				0.887
CON3	<---	CON	0.965	0.062	15.495	***	0.853
SS3	<---	SS	0.968	0.066	14.701	***	0.832
SS2	<---	SS.	1				0.885
SS1	<---	SS	0.917	0.064	14.384	***	0.817
OCB3	<---	OCB	0.98	0.066	14.807	***	0.841
OCB2	<---	OCB	1				0.866
OCB1	<---	OCB	0.965	0.065	14.777	***	0.839

Evaluation of Measurement Model

Hair et al. (2010) directed the structural model examination. Initially, the multicollinearity problem was checked via VIF, and as per the results, VIF values are less than the threshold value of 10, thereby eliminating multicollinearity concerns. Further, all the assumed associations were evaluated using the unstandardized and standardized beta coefficients at 95% confidence intervals. According to the results, SHRM has a significant influence of 30.6% on OCB. Further, the correlation between the dimensions of SHRM is as follows: RS (12.6%), TD (33.2%), PS (19.7%), & PM (24.5%) (Table 1.4).

Further goodness-of-fit has been evaluated via CFA. According to (Hair et al., 2010), the model's fitness is satisfactory if the tolerance limit of the absolute fit indices CMIN/DF & RMSEA, incremental fit indices (CFI & TLI), and parsimony fit index (AGFI & GFI) are within the acceptable range. All goodness-of-fit parameters are more significant than their recommended values (Table 1.5). Hence it can be assumed that the concluded measurement model provides an adequate level of model fit.
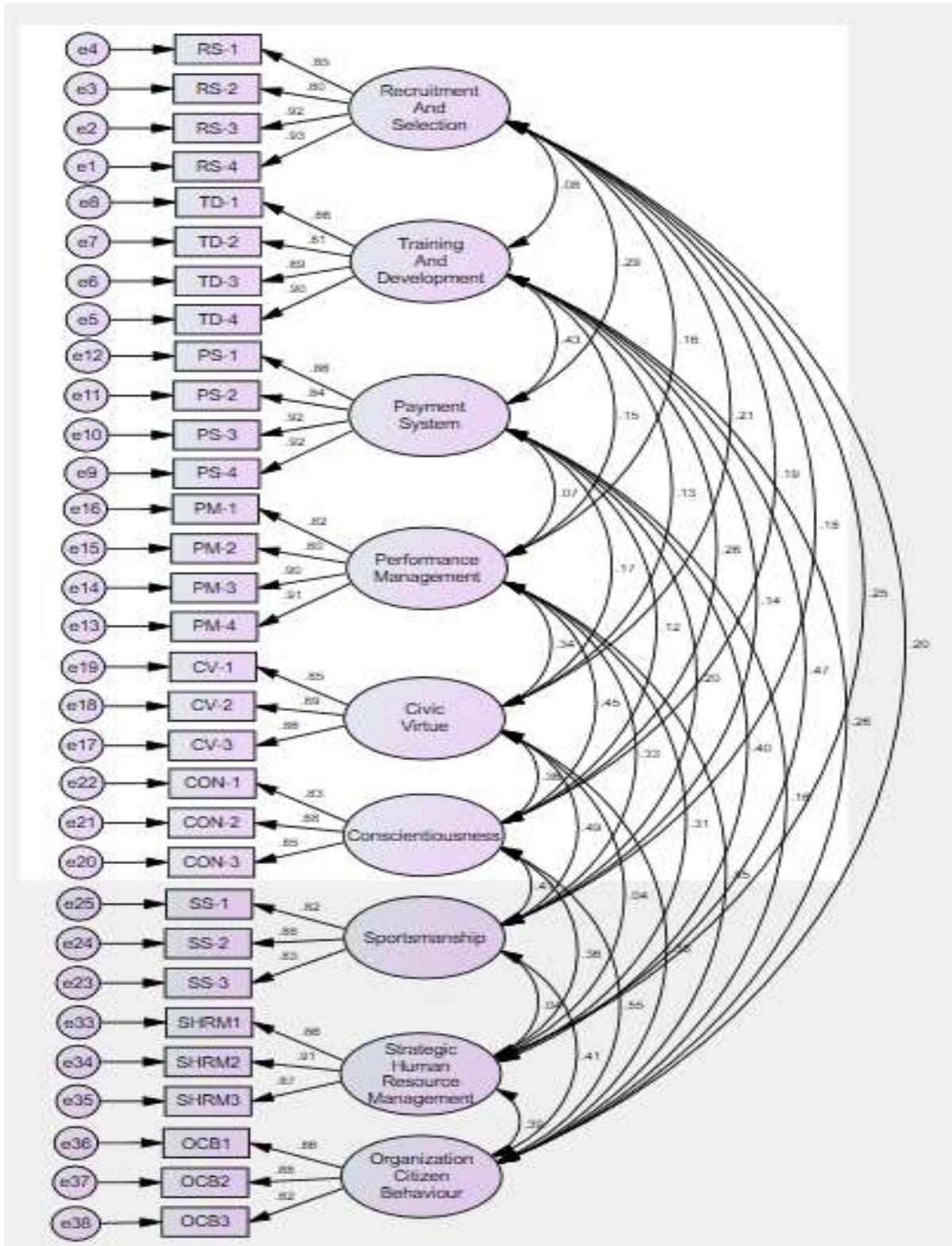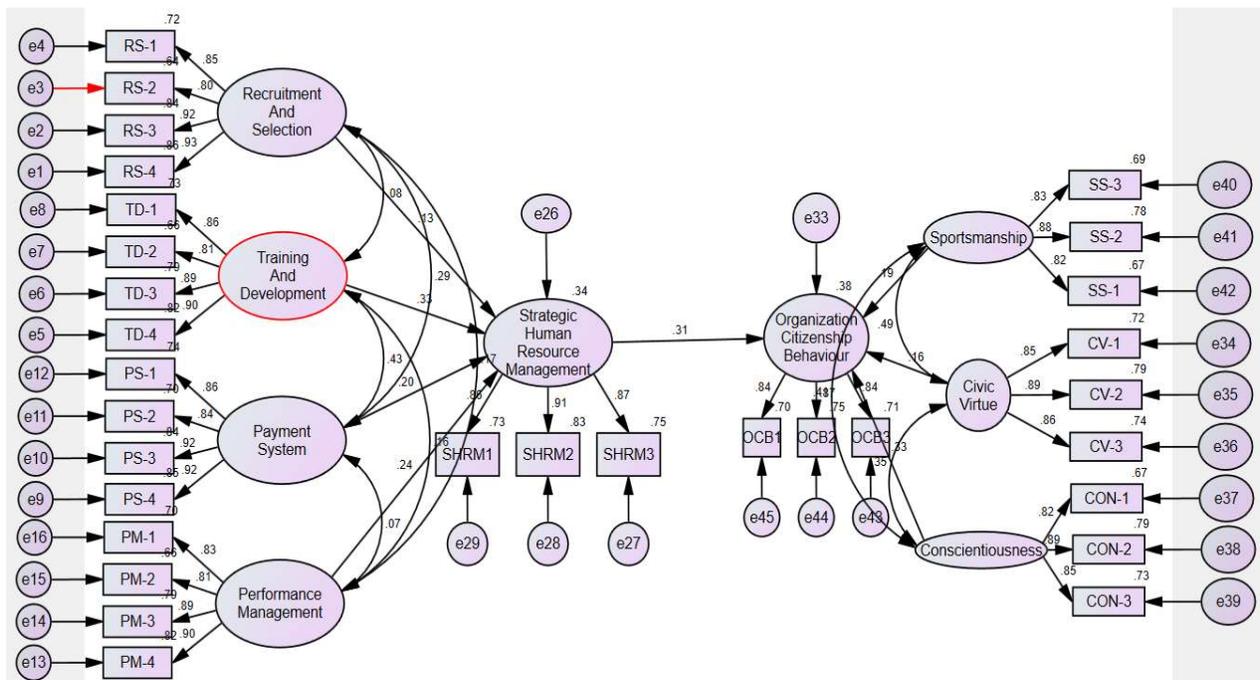
Figure 1.1
Path Coefficients for all the Nine Factors

Table 1.5

Model Fit Indices for Relationship between SHRM & OCB

Model	CMIN	DF	CMIN/DF	CFI	TFI	RMSEA	GFI	AGFI
Default	949.221	417	2.28	.904	.892	.076	.803	.766
Tolerance limit			< 0.50	> 0.90		< 0.080	> 0.80	
				(Hair, J., Black, W et al.)				

Figure 1.2

Standardized Model for the Relationship Between SHRM & OCB

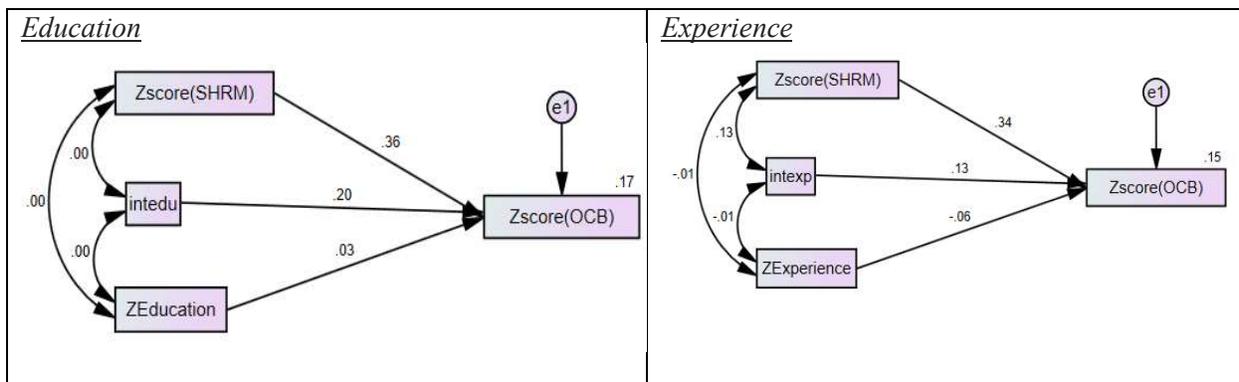***Employee Diversity Moderation on SHRM & OCB***

A two-step procedure has been followed to test the moderation effect between SHRM and OCB in research. In the first step, the significance of the interaction effect has been viewed via R^2 *included*, and in the second step, the significance is viewed when there is no interaction effect, i.e., R^2*excluded*. Later on, F^2 is calculated to identify the moderation effect. Overall employee diversity is looked at education and experience and their R^2*included,* R^2*excluded* & F^2 values are as follows: education (0.17, 0.13, 0.046), and experience (0.15, 0.13, 0.023). Hence, it can be inferred that the study assessed the moderating role of employee diversity on the relationship between SHRM and OCB. Without the inclusion of the moderating effect, i.e. (SHRM*INTEXP), the R^2 value for OCB is 0.13, and with the inclusion, the OCB value is 0.15. This shows an increase of 2.3% variance explained in OCB (dependent variable). On the other hand, employees' education has shown an increase in the variance of 4.6%.

Further, the significance of moderating effect has been analyzed, and the results revealed the positive and significant moderating influence of employee diversity on the association between SHRM and OCB. The coefficient values for education (β=0.201, t=3.251, sig=0.001) and experience (β=0.120, t=2.033, sig=0.042).

Table 1.6
FBI Unstandardized & Standardized Regression Coefficients

			USRW	SE.	CR.	P	SRW
ZOCB	<---	ZSHRM	0.362	0.062	5.889	***	0.362
ZOCB	<---	ZEducation	0.031	0.062	0.496	0.62	0.031
ZOCB	<---	Intedu	0.201	0.062	3.251	0.001	0.2
ZOCB	<---	ZSHRM	0.344	0.063	5.465	***	0.344
ZOCB	<---	ZExperience	-0.056	0.062	-0.898	0.369	-0.056
ZOCB	<---	Intexp	0.12	0.059	2.033	0.042	0.128

Figure 1.3
Moderating Effect of Employee Diversity on SHRM & OCB

Discussion

The current study pragmatically examined the linkage between SHRM and OCB among working professionals. In addition, the study also critically analyzed the moderating effect of employee diversity on OCB in the presence of SHRM. According to the findings, the correlation between SHRM and OCB is just 30.6%. This indicates that organizations have immense scope to improve their HRM practices concerning their policies, action plans, and commitments. The study considers four SHRM factors for assessing the influence on OCB. The first factor of SHRM is recruitment and selection, wherein employees expect organizations to be impartial and hire the best talent. They also expect organizations to have a rigorous selection process for hiring. In addition, employees prefer the manager to discuss the organizational values and beliefs with potential employees apart from job duties and responsibilities at the time of an interview, promoting person-job fit and person-organization culture fit.

The second considered factor of SHRM is training and development. Here, working professionals need sufficient training opportunities regarding their roles and responsibilities. Employees' opinions regarding the choice of the training program should be considered. Timely feedback from their managers about their career paths and growth is also desirable. The third influence factor of SHRM is payment system management. According to the employees, they are fairly paid for their work. However, they expect the organization to give unbiased pay packages to employees and treat them with respect and dignity. The last measured factor is performance management, wherein employees expect a fair evaluation of their performance. They also want the business to give employees the opportunity to voice their thoughts and opinions during their performance appraisal. Overall, the influence of these factors on SHRM is as follows: TD (33.2%), PM (24.5%), PS (19.7%) and RS (12.6%).

According to Turek et al. (2015), all the identified factors of SHRM are essential for a successful organization, especially recruitment and selection (RS) because this factor is more inclined toward a

company's reputation. If employees are satisfied, they will talk positively about their company; hence, good talent will join the organization. This research reinforces Noor et al. (2013) statement regarding the recruiting and association with OCB. It means when a person is employed as a consequence of a "fair" recruitment procedure or a sound HR strategy, he or she is more likely to commit to the job and bestow trust in the organization. Therefore, OCB ideally should have a strong and favorable relationship with SHRM's recruitment and selection practices. Still, this study failed to identify such a strong association in India's IT and ITES sector and highlights that organizations should work on the selection procedures to improve employees' perceptions of fairness and meticulousness.

As suggested by many authors, if, for example, in the process of post-recruitment adaptation, the new employee is aided by other employees and supported by the organization system, they will probably better connect with the organization and may return the favor in future. A properly conducted induction program as part of the training function will influence both employees' excellent perceptions of the company (which may increase their motivation towards work) and willingness to do OCB. Identifying the training needs regularly and designing a suitable program can help improve employees' performance, grow, and drive employees towards OCB. In this study, training and development practices stimulate employees most to demonstrate OCB (33.2%). This result is in accordance with Rubel and Rahman's (2018) findings that highlighted a positive relationship between training and development and OCB at the individual level. Performance management is found to be significantly connected to OCB (24.5), which is in line with the finding of Ahmed (2016) and Fajar and Soelin (2017). Performance evaluation is vital for an organization since compensation and promotion decisions depend heavily on it.

The payment system (remuneration and benefits) is also significantly connected with OCB. Fajar and Soelin (2017) and Ahmed (2016) also revealed that pay is favorably connected to OCB. In addition, employees who perceive organizational fairness are more devoted to the organization, influencing workforce citizenship.

In the study, employee diversity has been assessed via employees' education and working experience. According to the results, employee diversity has a positive influence on OCB. Here, results infer that education as a moderator positively influences 4.6% of OCB. Therefore, if the organization follows effective HRM policies, there would be an increased chance of 4.6% of talent to exhibit OCB. On the other hand, having working experience has an additional influence of 2.3% on OCB. Hence, the results demonstrated the moderating influence of employee diversity on OCB in the presence of SHRM.

Conclusion

The contribution of essential components of SHRM and practices is critical to an organization's survival. OCB is undoubtedly significant for an organization, since employees represent the organization to the external world, so employees' behaviors have the potential to either improve or malign a company's image. Also, OCB encourages employees to put extra effort into realizing the organization's goal. To meet and exceed employees' expectations, an organization must have a strong HRM with a strategic intent, which should focus on recruitment and selection strategies and processes, training and development objective and execution, a payment system relatedness to fairness and motivation, and a performance management method that is effective and justified. These four essential pillars of HRM support OCB significantly. According to the study results, SHRM practices driving 30.6% of the OCB. However, when employee diversity plays a moderator role, there is an increment of 4.6%. This infers that if the HRM policies and strategies are competitive and employee-friendly, there is a chance of a 4.6% more talent pool, affecting OCB. Similarly, employees' working experiences also increases 2.3% the chances of spreading a positive influence toward OCB. Therefore, it can be concluded that organizations should focus on the four pillars of SHRM to make a significant contribution toward OCB in the presence of employee diversity.

Limitations and Future Scope of Studies

The scope of the study is restricted to examining the moderating factors, such as education and experience in association with SHRM and OCB, respectively. Many additional aspects of employee diversity can be considered in future studies. SHRM is extensive, and the study could only capture four of many factors. In

addition, because of time and resource restrictions, the sampling design is limited to 220 responses. Since the investigation was confined to the IT and ITES sector, the study's findings cannot be directly extended to other industries.

Furthermore, the data was gathered predominately through questionnaires with their own set of restrictions, and information was self-reported, making it impossible to avoid common method bias. Therefore, collecting data from various sources in subsequent investigations may be necessary. In addition, because the investigation is based on cross-sectional data, formed conclusions are inferential. Therefore, other researchers may like to conduct a longitudinal study to evaluate the effect of SHRM on OCB.

References

Ahmed, N. O. A. (2016). Impact of human resource management practices on organizational citizenship behavior: An empirical investigation from banking sector of Sudan. *International Review of Management and Marketing*, 6(4), 964-973.

Alcázar, F. M., Fernández, P. M. R., & Gardey, G. S. (2013). Workforce diversity in strategic human resource management models: A critical review of the literature and implications for future research. *Cross-Cultural Management: An International Journal.*

Ali, M., Metz, I., & Kulik, C. T. (2015). The impact of work–family programs on the relationship between gender diversity and performance. *Human Resource Management*, *54*(4), 553-576.

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, *103*(3), 411.

Armstrong, M.. & Murlis, H. (1998). Reward management. *London: Biddles Ltd*.

Armstrong, M., & Baron, A. (2005). Managing performance: performance management in action. *CIPD Publishing*.

Bastos, Sérgio. (2020). The Impact of Human Resource Practices on Organizational Climate and Employee *Well-Being. Management and Business Research Quarterly*, *15,* 11-28. 10.32038/mbrq.2020.15.02

Becker, B. E., & Huselid, M. A. (2010). SHRM and job design: Narrowing the divide. *Journal of Organizational Behavior*, *31*(2/3), 379-388.

Begum, S., Zehou, S., & Sarker, M. A. H. (2014). Investigating the relationship between recruitment & selection practice and OCB dimensions of commercial banks in China. *International Journal of Academic Research in Management*, *3*(2), 146-154.

ZX　　Bhatla, N. (2016, April). Organizational citizenship behaviour-literature review and theoretical framework. *International Journal of Human Resource Management and Research* (IJHRMR), *6(2*), 1-12.

Bismala, L. (2019). Factors Affecting Organizational Citizenship Behavior: A Literature Review. *Proceedings of the 1st International Conference on Economics, Management, Accounting and Business*, ICEMAB 2018, 8-9 October 2018, Medan, North Sumatra, Indonesia.

CIPD. (2021, June 3). Chartered Institute of Personnel and Development, Retrieved from https://www.cipd.co.uk/knowledge/strategy/hr/strategic-hrm-factsheet grief

Cooke, F. L., & Saini, D. S. (2010). Diversity management in India: A study of organizations in different ownership forms and industrial sectors. Human Resource Management: Published in Cooperation with the School of Business Administration, *The University of Michigan and in alliance with the Society of Human Resources Management*, *49*(3), 477-500.

Cronbach, L. J. (1951). Coefficient Alpha and the Internal Structures of Tests. *Psychometrika*. *16*(3), 297-333.

Dobbs, M. F. (1996). Managing diversity: Lessons from the private sector. *Public personnel management*, *25*(3), 351-367.

Dwivedi, S., & Kaushik, S. (2015). Organizational citizenship behaviors and demographic variables of employees in Indian business process outsourcing (BPO) sector. *IUP Journal of Organizational Behavior*, *14*(1), 39.

Eyupoglu, S. Z. (2020, June). The relationship between human resource management practices and

organizational citizenship behavior. *South African Journal of Business Management*. doi:10.4102/sajbm.v51i1.1726

Fajar, A. P., & Soeling, P. D. (2017, December). The effect of HRM practices on employee organizational citizenship behavior in ICT companies. *In 1st International Conference on Administrative Science, Policy and Governance Studies* (ICAS-PGS 2017) (pp. 82-94). Atlantis Press.

Green, K. W., Wu, C., Whitten, D., & Medlin, B. (2006). The impact of strategic human resource management on firm performance and HR professionals' work attitude and work performance. *The International Journal of Human Resource Management*, *17*(4), 559-579.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) *Multivariate Data Analysis. 7th Edition*, Pearson, New York.

Ibrar, M., & Khan, O. (2015). The impact of reward on employee performance (a case study of Malakand Private School). *International Letters of Social and Humanistic Sciences*, *52,* 95-103

Kang, M. W., & Kim, H. J. (2011). Influence of Strategic Human Resource Management on Organizational Culture and Organizational Citizenship Behavior of Private Facility Security Guards. *The Journal of the Korea Contents Association*, *11*(4), 389-403.

Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behavior's. *Journal of Management*, *39*(2), 366-391.

Khalid, S. A., Ali, H., Ismail, M., Rahman, N. A., Kassim, K. M., & Zain, R. S. (2009). Organizational citizenship behavior factor structure among employees in hotel industry. *International Journal of Psychological Studies*, *1*(1), 16.

Khan, K. T., & Jabeen, S. (2019). Investigating the impact of workplace diversity on organizational citizenship behavior: the mediating role of inclusion. *Journal of Management and Research*, *6(2*),18-50.

Korff, J., Biemann, T., & Voelpel, S. C. (2017). Human resource management systems and work attitudes: The mediating role of future time perspective. *Journal of Organizational Behavior*, *38*(1), 45-67

Lo, C. (2009). The dimensionality of Organizational Citizenship Behavior (OCB) in a Multicultural Society: The Case of Malaysia. *International Business Research*, *9*(2), 1.

M.G. Ehrhart. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, *57*(1), 61-94.

Mekonnen, Z. K., Ashraf, D. C., Jankowski, T., Grob, S. R., Vagefi, M. R., Kersten, R. C., & Winn, B. J. (2021). Acute invasive rhino-orbital mucormycosis in a patient with COVID-19-associated acute respiratory distress syndrome. *Ophthalmic plastic and reconstructive surgery*, *37*(2), e40.

Memon, M. A., Sallaeh, R., Baharom, M. N. R., Nordin, S. M., & Ting, H. (2017). The relationship between training satisfaction, organizational citizenship behaviour, and turnover intention: A PLS-SEM approach. *Journal of Organizational Effectiveness: People and Performance*.

Mukhtar, A., Sial, M. A., Imran, A., & Jilani, S. A. (2012). Impact of HR practices on organizational citizenship behavior and mediating effect of organizational commitment in NGOs in Pakistan. *World Applied Sciences Journal*, *18*(7), 901-908.

Ng, T. W., & Feldman, D. C. (2009). How broadly does education contribute to job performance? *Personnel Psychology*, *62*(1), 89-134.

Noor, A. N. M., Khalid, S. A., and Rashid, N. R. N. A. (2013). Human Resource Diversity Management Practices and Organizational Citizenship Behavior: A Conceptual Model, *International Journal of Academic Research in Business and Social Sciences*, *8*(3), 301-

Organ, D. (1988). *Organizational citizenship behavior: The good soldier syndrome.* Lexington Books/DC heath and com.

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences.* Sage Publications.

Paine, J. B., & Organ, D. W. (2000). The cultural matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observations. *Human resource management review*, *10*(1), 45-59.

Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices,

procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, *32*(3), 326-357.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, *26*(3), 513-563.

Prabhakar, A. (2016). Analysis of high job satisfaction relationship with employee loyalty in context to the workplace environment. *International Journal of Applied Research*, *2(*4), 640-643.

Rhee, S. K., Kim, K. T. & Oh, J. (2011). The strategic role evolution of foreign automotive parts subsidiaries in China: A case study from the perspective of capabilities evolution. *International Journal of Operations & Production Management*.

Rizvi, A., & Ansari, N. G. (2021). Perceived effectiveness of performance management system and organizational citizenship behaviour: the mediating role of the psychological contract. *Governance and Management Review*, *4(*2).

Rubel, M., & Rahman, M. H. A. (2018). Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from private commercial banks in Bangladesh. *Global Journal of Management and Business Research*.

Sari. (2009). Effects of employee training on the occupational safety and health in accommodation sector. *Procedia Soc. Behav*. Sci., 1, 1865-1870.

Saxena, A. (2014). Workforce diversity: A key to improve productivity. *Procedia economics and finance*, 11, 76-85.

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In *Advances in experimental social psychology* (Vol. 25, pp. 1-65). Academic Press.

Sezerel, H., & Tonus, H. Z. (2014). The soft element of strategic human resource management: the employee's perception of diversity climate. *Procedia-Social and Behavioral Sciences*, 150, 354-359.

Singh, P. (2015). Leaders lacking emotional intelligence: Towards A Theory of to be phobic leaders. *Journal of Applied Business Research* (JABR), *31*(3), 1179-1198.

Smith, C. A. O. D. W. N. J. P., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, *68*(4), 653.

Tambe, S. (2015). A study of organizational citizenship behaviour and job stress in a manufacturing company in Mumbai. *Ge-international journal of management research*, *3*(4).

Tamunomiebi, M. D., & Onah, G. O. (2019). Organizational citizenship behaviour: A critical review of its development in a diversity driven workplace. The Strategic *Journal of Business & Change Management*, *6*(1), 41-60.

Tan, Yew & Abu Mansor, Nur Naha. (2014). Role of OCB and demographic factors in the relationship of motivation and employee performance. *Intangible Capital*. *10.* 10.3926/ic.435.

Thirunavukkarasu, S. (2017). Impact of training on Job Performance: A Literature review. *International Research Journal of Commerce and Law*, *3,* 10-12.

Turek, D., & Wojtczuk-Turek, A. (2015, May). HRM practices influence organizational citizenship behavior? Mediating role of Person-Organizational fit. In *Management Knowledge and* Learning *Joint International Conference* (pp. 2219-2233).

Tushman, M. L., Newman, W. H., & Nadler, D. A. (1988). Executive leadership and organizational evolution: Managing incremental and discontinuous change.

Verghese, A. (2020). Organizational Citizenship Behaviours - Antecedents, Outcomes & Paradoxes: A Literature Review. *Ushus Journal of Business Management*, *19*(4), 27-37.

Vural, Y., Vardarlier, P., & Aykir, A. (2012). The effects of using talent management with performance evaluation system over employee commitment. *Procedia-Social and Behavioral Sciences*, *58,* 340-349.

Watty-Benjamin, W., & Udechukwu, I. (2014). The relationship between HRM practices and turnover

intentions: A study of government and employee organizational citizenship behavior in the Virgin Islands. *Public Personnel Management*, *43*(1), 58-82.

Wen, L., & Oljaca, M. (2020). The Influence of Inclusion in the Relationship between Workplace Diversity and Organizational Citizenship Behavior. *The International Journal of Business Management and Technology*, *4(*2), 16-27.

Werbel, J. D., & DeMarie, S. M. (2005). Aligning strategic human resource management and person–environment fit. *Human resource management review*, *15*(4), 247-262.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, *17*(3), 601-617.

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of management*, *18*(2), 295-320.