

Impact of Human Resource Management Practices: Factors Influencing Organizational Citizenship Behaviour at Kelapa Gading Mall

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DOI: 10.29322/IJSRP.9.02.2019.p8628
<http://dx.doi.org/10.29322/IJSRP.9.02.2019.p8628>

Abstract- Impact of human resource management practices on organizational citizenship behaviour has been widely researched for years. The study is aimed to explore the effect of human resource management (HRM) practices on organizational citizenship behaviour (OCB) in the leisure and entertainment sector in Indonesia, questionnaires were distributed to 146 respondents to the employee of Kelapa Gading Mall. Pearson correlation analysis was used to investigate the relationship between four HRM practices (Employee Staffing, Training and Development, Compensation and Rewards and Performance Appraisal) and OCB, besides multiple linear regression analysis was used to find out the joint effect of various HRM practices against OCB. In this study, it was found that all HRM practices have positive effects on OCB. Some HRM practices have a weaker effect, while some practices show stronger correlation with OCB. Out of HRM practices, performance appraisal is found to have the most significant impact on OCB. Overall, the results of this research have been discussed and the recommendations for organization have been suggested at the end of the study.

Keywords: *Organizational Citizenship Behaviour, HRM practices, Employee Staffing, Training and Development, Compensation and Rewards, Performance Appraisal*

I. INTRODUCTION

In our ever changing world, all kind of organisations try to remain competitive, in order to do so, one of the most important resource of an organisation, the human resource plays a significant role. Many of the human resource functions may have a positive impact on performance and strategically add value to the organization, so its traditional operational role has been redefined. Due to enormous transformations which take place in the social, political and economic areas, it is important for organizations to become more responsive to the rapid development of the global strategies. Human Resource Management (HRM) focuses on personnel, including areas such as planning, recruitment, selection, work design, training and development, performance management system, compensations and reward system, retention, pay structure, employee benefits, labor relations and health and safety. The human capital has been recognized as a strategic tool, essentially used to reach organizational profitability and sustainability. In the last two decades, the human resource managers in a company considered being strategic partners in formulating and implementing organizational strategy (Myloni, Harzing and Mirza, 2004). In all kind of organisations employees work under changing circumstances, therefore organizations become more dependent on individuals whose contribution to the success is essential. All kind of behaviors beyond formal jobs requirements are crucial for the survival of an organization, and are defined as Organizational Citizenship Behaviors (OCB). Obviously there are formal rules and job descriptions that have to be followed, but every effort of employees that exceed the formal tasks and responsibilities, make a huge contribution to the organizations' effective functioning (Kahn, 1990).

II. LITERATURE REVIEW

Schuler and Jackson (1987) defined *HRM practices* as a system that attracts, develops, motivates, and retains employees in order to ensure the effective implementation of the corporate strategy, and the survival of the organization. HRM practices a set of practices which an organization is using to manage their employees by facilitating the development of competencies that are firm specific and by generating organization knowledge to sustain competitive advantage in our competitive and unstable world. This is a relatively young field of research, but according to many researchers, the successful organizations adopt a focused and integrated HR system (Marquardt, 2004).

One major concern for every organization is definitely the performance, and this super objective can be reached only by employees, that is why *Organizational Citizenship Behavior (OCB)* is an important area related to performance in an organization. OCB has been defined as individual behavior that is discretionary, beyond the duties, and employees having the extra role behaviour may increase

the organizational effectiveness and productivity. There are many evidences regarding specific organizational practices that may influence OCB which is essential for organizational effectiveness (Organ, 1988; Bateman and Organ, 1983). Working in changeable conditions requires organisations to create the best work environment possible to encourage human resources to participate in successful changes without formal requirements dealing with their job. Behaviors beyond formal expectations are very crucial and even necessary to survive in competitive fields (Zarei Matin, 2010). The essence of OCB definition consists in the fact that these activities do not arise from the job role and formal duties, and the individuals do not receive remuneration for performing them. They include such activities as: altruism, courtesy, sportsmanship, conscientiousness and civic virtue (Organ, 1988).

Begum et al. (2014) investigated the relationship between *employee staffing* practice and OCB, and they examined how recruitment and selection has a significant influence on the four OCB dimension of altruism, courtesy, civic virtue and consciousness. OCB is getting to be a more important issue, when companies have to face high employee turnover which may be improved by effective and attractive recruitment process. Montana and Charnov (2000) found that recruitment and selection incorporate sourcing candidates through advertising or various different techniques screening of potential candidates by means of employing interviews and tests, the selection of candidates based upon the interviews or tests results, and on-boarding to make sure that the candidates have the ability to perform their new jobs efficiently.

Organizations have many purposes with *training and development*, and according to Organ (2006) training practices can encourage employees to extend their abilities and be more confident to perform the broader roles and as an outcome of these to prompt them to consider OCBs as parts of their jobs. Ahmad (2011) noted that learning motivation and learning transfer is positively related to OCB and training and development generates benefits for both employees and organization. When training programs are properly adjusted to the organizational/department/team performance level, the programs should provide personal benefits to employees such as promotion and also organizational success such as work efficiency. Training programs may conceptualise and emphasize the importance of OCBs, and a well-trained employee understand that these behaviours are needed for successful role performance and they often perform tasks beyond duty.

Mello (2014) had studied that *compensation and rewards* is a key strategic area of HRM, it impacts the whole organization through ability of employer to attract and retain employees, also can ensure the optimal performance level of employees in order to meet organization's strategic objectives. It is a method for the company to develop its system and implement its own strategy in order to achieve their objectives while attracting, motivating and retaining employees. A reward can be extrinsic or intrinsic. An extrinsic reward includes salary, bonuses, benefits or promotion and physical working conditions. Intrinsic reward is concerned with a person's soul and spirit including factors like autonomy, challenges and variety in the job context (Shanani, 2015).

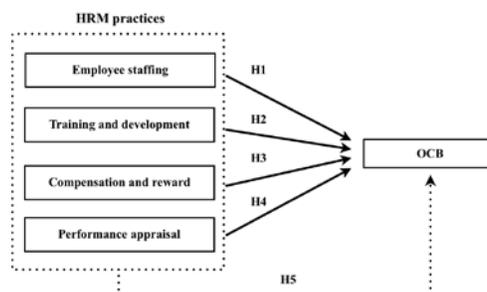
Performance appraisal is one of the most crucial HRM practices is the organisation's long-term goal that depends on its ability how the company manages its employee performance aligned with organization's objectives (Boswell and Boudreau, 2000). A few decades ago organisations handled the performance appraisal (PA) systems in a different way compared to the current trend. The original reason of PA was to evaluate employee performance, the purposes for which they are used has increased (Farr and Levy, 2007). Due to development of HRM, the importance shifted from employee traits, deficiencies and abilities toward the present performance and future goals. The most common appraisal criteria are traits, behaviors, competencies, goal achievement, and improvement potential (Mondy, 2011).

III.FRAMEWORK

As the purpose of this study is to examine the impact of HRM practices on OCB, four (4) HRM practices were selected, namely: employee staffing, training and development, compensation and reward, and performance appraisal. The relationship between HRM practices and OCB was examined based on the following theoretical underpinning, the framework of this research was constructed as in Figure 1. According to the model, HRM practices are linked with OCB of employees. Therefore, the model proposes positive relationship of HRM practices with OCB.

Figure 1. Conceptual framework of

the study



Hypothesises:

H1: Employee staffing positively influences OCB in the organization.

- H2: Training and development positively influences OCB in the organization.
- H3: Compensation and reward positively influences OCB in the organization.
- H4: Performance appraisal positively influences OCB in the organization.
- H5: HRM practices all together positively influence OCB in the organization.

IV.METHODOLOGY

In this study a quantitative survey method was used to reach the proposed objectives, using numerical measurement and analysis approach. Concerning the main objective of this research (to determine the relationship between HRM practices and OCB), the analysis for this study is at the individual level. Simple random sampling method was used to select 146 respondents for the research in Kelapa Gading Mall. As outlined in the model, Employee staffing (ES), Training and development (TD), Compensation and reward (CR) and Performance appraisal (PA) are the variables functioning as the human resource practices that cultivate Organizational Citizenship Behavior.

For mainly collecting data, a structured questionnaire was developed. The questionnaire was categorised into Part A and Part B. Part A consists of age, gender, marital status, education level and working experience; and Part B consists of target questions toward HRM practices and OCB. All items used in the questionnaire were based on a five-point Likert scale (“Strongly Disagree” with the value of one to “Strongly Agree” with the value of five). According to Slovin’s formula, the determined sample size was 146. The gathered data was analyzed by using SPSS (Statistical Package for Social Science, version 25). Frequencies, descriptive analysis, validity and reliability test, classic assumptions, regression and correlation have been computed.

V.RESULTS AND DISCUSSION

Demographic profile

Regarding some information about the gender, age, marital status, education level and working experiences of the respondents, the research has the following results: *Gender* was categorised with two categories: 1 = male and 2 = female. From the total number of respondent (146) there are 107 male (73,3%) and 39 female (26,7%). *Age* has been grouped in 5 groups: 1 = under 21 years, 2 = 21-34 years, 3 = 35-44 years, 4 = 45- 54 years and 5 = 51 or above. The findings indicate that most of the respondents (43.2%) are between 21-34 years, 42,5% is between 35-44 years, 11% is between 45-54 years, and 3,4% is under 21 years. 0% is above 55 years. *Marital status* was grouped in 4 status: 1 = single, 2 = in a relationship, 3 = married, and 4 = others. The findings indicate that most of the respondents (68.5%) are married, 25.3% is single, and 5.5% are in a relationship. The remaining 0.7% has some other status. *Education level* was grouped with 5 categories: 1 = elementary school, 2 = high school, 3 = diploma, 4 = undergraduate, 5 = postgraduate, and 6 = others. The findings indicate that most of the respondents (62.3%) had a high school level of education, 28.1% had undergraduate degree, 6.8% had college degree and 1.4% had higher level than postgraduate. Only 0,7% had elementary school level and 0,7 % had postgraduate level of education. *Working experience* were decided into 6 intervals: 1 = 0-5 years, 2 = 6-10 years, 3 = 11-15 years, 4 = 16-20 years, 5 = 21-55 years, and 6 = 26 years and more. The findings indicate that 30.8% of the respondents had worked only for 0-5 years, 27.4% for 11-15 years, 24% for 6-10 years, 11 % for 16-20 years, 4,1 % for 21-25 years and only 2,7% for more than 26 years.

Descriptive statistics

“N” the number of respondent is 146 for all variables. The mean score on the variable of Employee Staffing is 3,66, of the Training and Development is 3,64, of the Compensation and Rewards is 3,51 of the Performance Appraisal is 3,76, and of the OCB is 3,61, therefore the highest mean goes for the Performance Appraisal and the lowest goes for Compensation and Rewards. For every single item of the questionnaire the minimum score was 1 and the maximum score was 5 on the 5 Likert scale.

Table 1. Descriptive statistics

	N	Mean	Std. Error	Std. Dev.	Variance
ES (X1)	146	3,6635	0,05483	0,66251	0,439
TD (X2)	146	3,6416	0,06664	0,80524	0,648
CR (X3)	146	3,5114	0,06941	0,83864	0,703
PA (X4)	146	3,7658	0,05771	0,69733	0,486
OCB (Y)	146	3,6103	0,04427	0,53495	0,286

Validity and Reliability test

The results of validity test are done with the help of correlation coefficient between each dimensions, carried out using Pearson Product Moment Correlation, if r-score > r-table (based on 146 respondent = 0.1625), then it means "valid". The higher the accuracy of the data, the higher the validity of the data. Based on the following table, all data considered to be valid.

Table 2. Validity test

Variable	Items	r-score	r-table	Result
Employee staffing	X1.1	0,499	0,1625	Valid
	X1.2	0,602	0,1625	Valid
	X1.3	0,507	0,1625	Valid
	X1.4	0,652	0,1625	Valid
	X1.5	0,681	0,1625	Valid
	X1.6	0,636	0,1625	Valid
	X1.7	0,658	0,1625	Valid
	X1.8	0,652	0,1625	Valid
Training and Development	X2.1	0,657	0,1625	Valid
	X2.2	0,720	0,1625	Valid
	X2.3	0,687	0,1625	Valid
	X2.4	0,689	0,1625	Valid
	X2.5	0,751	0,1625	Valid
	X2.6	0,709	0,1625	Valid
Compensation and rewards	X3.1	0,619	0,1625	Valid
	X3.2	0,692	0,1625	Valid
	X3.3	0,673	0,1625	Valid
	X3.4	0,728	0,1625	Valid
	X3.5	0,719	0,1625	Valid
	X3.6	0,619	0,1625	Valid
Performance appraisal	X4.1	0,730	0,1625	Valid
	X4.2	0,659	0,1625	Valid
	X4.3	0,762	0,1625	Valid
	X4.4	0,658	0,1625	Valid
	X4.5	0,681	0,1625	Valid
	X4.6	0,686	0,1625	Valid
	X4.7	0,568	0,1625	Valid
	X4.8	0,763	0,1625	Valid
	X4.9	0,675	0,1625	Valid
	X4.10	0,758	0,1625	Valid
Organizational Citizenship Behaviour	Y1.1	0,607	0,1625	Valid
	Y1.2	0,618	0,1625	Valid
	Y1.3	0,411	0,1625	Valid
	Y1.4	0,518	0,1625	Valid

	Y1.5	0,165	0,1625	Valid
	Y1.6	0,625	0,1625	Valid
	Y1.7	0,579	0,1625	Valid
	Y1.8	0,443	0,1625	Valid
	Y1.9	0,618	0,1625	Valid
	Y1.10	0,529	0,1625	Valid

Cronbach's alpha can be interpreted as either "internal consistency reliability" or "convergent validity". According to the Cronbach's alpha the reliability of the scale require the value to be above 0.7, so in this study all value considered to be reliable. The results of the reliability test are favourable regarding all variables. Employee Staffing is 86.2 %, Training and Development are 91%, Compensation and Rewards is 87,4 %, Performance Appraisal is 92.2%, and Organization Citizenship Behavior is 79,8%.

Table 3. Reliability test

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Employee Staffing	0,862	8
Training and Development	0,910	6
Compensation and Rewards	0,874	6
Performance Appraisal	0,922	10
OCB	0,798	10

Regression analysis

The multiple regression analysis was performed to identify the predictors of OCB as it has been conceptualized in the model. An enter-wise variable selection was used in the regression analysis to show the summary measure, the analysis of variance (ANOVA), and the t statistic were used.

From the table 4., based on the test of multiple linear regression analysis, the equations are obtained as follows:

$$Y = 1.316 + 0.150X1 + 0.116X2 + 0.141X3 + 0.408X4 + e;$$

The multiple linear equation can be interpreted as:

If the value of **unstandardized coefficient** is positive, then the relationship between the two variables is positive, too. That means if there is an increase in the value of the independent variable, it will be followed by an increase in the value of the dependent variable. The constant value of 1.316 states that the independent variables are considered to be constant, then the employee's OCB is positive. The regression coefficient of the ES variable is positive at 0.150 (15%), the TD coefficient is 0.116 (11,6%), the CR variable coefficient is positive at 0.141 (14,1%), PA variable has the highest coefficient value at 0.408 (40,8%).

Table 4. Multiple linear regression analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,316	0,171		7,716	0,000
ES (X1)	0,150	0,067	0,185	2,241	0,027
TD (X2)	0,116	0,061	0,134	1,982	0,048
CR (X3)	0,141	0,064	0,168	2,119	0,031
PA (X4)					

	0,408	0,075	0,532	5,415	0,000
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a. Dependent Variable: OCB (Y)

Comparing the **t-value** to t-table with a significance level of $\alpha = 0.05$ (5%) and with the degree of freedom (df) of 141 ($n-k=141$ if $n=146$ $k=5$, aka n =number of respondents and k = number of variables used), the t-table value is 1.976931. The results may be interpreted according to the following criterium:

if $t\text{-value} \geq 1.976931 \Rightarrow$ the independent variable influences the dependent variable significantly and if $t\text{-value} < 1.976931$, then the effect given is not significant.

ES (X1) has $t\text{-score} = 2.241 > t\text{-table} = 1.976931$ and $\text{significance} = 0.027 < \alpha = 0.05$ with a constant value of $\beta_1 = 0.150$, which means that ES has a positive and significant effect on OCB (Y) and if TD (X2), CR (X3) and PA (X4) are considered zero, ES will affect the variable OCB 0.150 times (15%). TD (X2) has $t\text{-score} = 1.982 > t\text{-table} = 1.976931$ and $\text{significance} = 0.048 < \alpha = 0.05$ with a constant value of $\beta_1 = 0.116$, which means that ES has a positive and significant effect on OCB (Y) and if ES (X1), CR (X3) and PA (X4) are considered zero, TD will affect the variable OCB 0.116 times (11,6%). CR (X3) has $t\text{-score} = 2.119 > t\text{-table} = 1.976931$ and $\text{significance} = 0,031 < \alpha = 0.05$ with a constant value of $\beta_3 = 0.141$ which means CR (X3) has a positive and significant effect on OCB (Y), and if ES (X1), TD (X2) and PA (X4) is considered zero, CR will affect the variable OCB 0.141 times (14.1%). PA (X4) has $t\text{-score} = 5.415 > t\text{-table} = 1.976931$ and $\text{significance} = 0,000 < \alpha = 0.05$ with a constant value of $\beta_3 = 0.408$ which means PA (X4) has a positive and significant effect on OCB (Y), and if ES (X1), TD (X2) and CR (X3) is considered zero, PA will affect the variable OCB 0.408 times (40.8%).

Table 5. Model summary

Model Summary ^b				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	,772 ^a	0,596	0,585	0,34463

a. Predictors: (Constant), PA (X4), TD (X2), ES (X1), CR (X3)

b. Dependent Variable: OCB (Y)

The HRM practices in the above model revealed the ability to predict OCB ($R^2 = 0.596$). In this model value of R^2 denotes that 59.6 percent of the observed variability in OCB can be explained by the HRM practices namely ES, TD, CR and PA. The remaining 40.4 percent is not explained which means that the rest 40.4 percent of the variation of OCB is related to other variables which are not in the model. Besides, the results of the above calculations can explain that the adjusted R^2 value is 0.585 which means that 58.5% variation in OCB described in the other four variables and influenced by the 4 variables, while the remaining 41.5% is explained in other variables outside the model.

Table 6. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,748	4	6,187	52,091	,000 ^b
	Residual	16,747	141	0,119		
	Total	41,495	145			

a. Dependent Variable: OCB (Y)

b. Predictors: (Constant), PA (X4), TD (X2), ES (X1), CR (X3)

Table 6. shows that the calculated F value is 59.091 and the value of significance is 0.000 (0%). The F-table value at the significance level (α) = 5%, two tailed with $df_1 = 4$ ($5-1$) and $df_2 = 141$ ($146-5$), so F-table score is 2.878.

Based on the **F-test** $59.091 > 2.878$, and based on the probability $0,000 < 0.05$, ANOVA indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable OCB. The model $P = 0.000, < 0.05$ alpha value, therefore, this model can significantly predict OCB variations. It can be concluded that ES, TD, CR and PA simultaneously have a significant effect on OCB at Kelapa Gading Mall company.

Correlation analysis

The Pearson correlation coefficient determines the strength of the correlation.

Table 7. Correlation

Correlations						
		ES (X1)	TD (X2)	CR (X3)	PA (X4)	OCB (Y)
ES (X1)	Pearson Correlation	1	,763**	,716**	,762**	,655**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000
	N	146	146	146	146	146
TD (X2)	Pearson Correlation	,763**	1	,765**	,733**	,613**
	Sig. (2-tailed)	0,000		0,000	0,000	0,000
	N	146	146	146	146	146
CR (X3)	Pearson Correlation	,716**	,765**	1	,785**	,668**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000
	N	146	146	146	146	146
PA (X4)	Pearson Correlation	,762**	,733**	,785**	1	,758**
	Sig. (2-tailed)	0,000	0,000	0,000		0,000
	N	146	146	146	146	146
OCB (Y)	Pearson Correlation	,655**	,613**	,668**	,758**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	
	N	146	146	146	146	146

Employee Staffing has $r = 0.655$ correlations with OCB, which means their relationship was positively correlated. If the value is of ± 0.50 to ± 1 range, it means there is large correlation among them. Therefore, MKG HR department can develop a better Employee Staffing to cultivate better OCB among their employees.

H1 = accepted, concluding ES is positively correlated to OCB.

Training and Development is positive 0.613 correlated to OCB, it means large positive correlation among them, and their relationship considered to be significant, because TD' $P = 0.000$, lower than 0.01 alpha value.

H2 = accepted, concluding TD is positively correlated to OCB.

Compensation and Rewards has positive 0.668 correlations with OCB, which also means it is positively correlated to OCB. Their relationship is significant as well, because CR's P-value was of 0.000, lower than 0.01 alpha value.

H3 = accepted, concluding CR is positively correlated to OCB.

Performance Appraisal has positive 0.758 correlations with OCB, meaning it is positively correlated to OCB. Their relationship was significant because PA's P-value was of 0.000, lower than 0.01 alpha value.

H4 = accepted, concluding PA is positively correlated to OCB.

Table 8. Correlation of HRM and OCB

		HRM (X)	OCB (Y)
HRM (X)	Pearson Correlation	1	,743**
	Sig. (2-tailed)		0,000
OCB (Y)	Pearson Correlation	,743**	1
	Sig. (2-tailed)	0,000	

HRM practices all together have also positive 0.743 correlations with OCB, that means they are positively correlated to OCB. The coefficient value is above the ± 0.70 , so it is considered to be a strong correlation. Their relationship is significant too, because HRM's P-value was of 0.000, lower than 0.01 alpha value.

H5 = accepted, concluding HRM practices is positively correlated to OCB.

Discussion

Employee staffing and OCB

Due to the results, ES is significantly correlated to OCB, and findings shows that $r = 0.655$, $P = 0.000$, <0.05 .

Begum et al. (2014) and Nazar (2016) did find similar result in their research, even if they made their research in the banking sector, but the result of ES of the institutions were positively correlated with OCB. According to these important findings of previous researches, ES is a key practice in helping organization to improve OCB, and help the HR staff to identify the right candidate in terms of skills, abilities and their predisposition towards OCB.

Training and development and OCB

According to the findings of this study, TD and OCB has the "weakest" relationship among the variables ($r = 0.613$, $P = 0.000$, <0.05), but still positive, and considered to be strong, as $r > 0.6$.

Ahmad's (2011) and Nazar (2016) received similar findings, proving that TD plays a supporting role to motivate employees to contribute toward citizenship behavior. The above mentioned researchers agreed that TD can increase the possibility of employees engaging in OCB, because training and development can enhance their confidence and comfortableness in the company. As a conclusion, improvement on the company's TD, can only slight effect on citizenship behavior.

Compensation and rewards and OCB

According to the results, which show $r = 0.668$ and $P = 0.000 <0.05$, CR has a positive significant relationship with OCB. Ahmad's (2013) and Nazar (2016) found that high compensation can also contribute to higher OCB, as CR can create a sense to employees that they are important to the organization, so they can encourage employees to contribute extra effort in their job, contributing toward OCB with it.

Organ (1988) discussed, that despite of having a significant relation with OCB, CR seems to be of least correlation and low significant value with OCB. This study also discussed that CR is not the most effective variable to encourage OCB, but the second one after PA.

Performance appraisal and OCB

Results show that PA has the highest positive significant correlation with OCB: $r = 0.758$ and $P = 0.000 <0.05$. This finding was already supported by many previous researchers (Organ (1990), Nazar (2016) and Poursafar et al. (2014)), they agreed that PA is positively correlated to OCB, as PA criteria may affect employees' behaviors. A fair and equitable appraisal contribute towards OCB, and in return, organizations performance and effectiveness can be improved.

Overall result of multiple linear regression: PA is the most crucial HRM practices for OCB, ES, TD and CR are found to be significant too in predicting OCB in Kelapa Gading Mall. PA found to be the most crucial HRM practices for OCB, and it had been supported by several studies. One of the first one was Organ (1990), who highlighted that with the help of PA, employees know better which behavior is valued highly by the organization, directly affecting employees' behavior. Ahmad et al. (2011) also had a very important statement that PA and OCB own a very complex relationship. Before developing performance appraisal policy, HRM must understand deeply which PA criteria can elicit OCB. According to Begum et al. (2014), ES is another critical contributor towards OCB. He found ES to be positive correlated with OCB, this research's finding is also able to provide valuable evidence to that findings.

Correlation and multiple regression analysis result shows that CR and OCB has similar relationship and contributes similarly towards OCB as ES. Mackenzie et al. (1991) acknowledged that compensation and reward can encourage OCB. According to this study,

indeed a positive relationship do exist between CR and OCB, however, it is not significant enough to invest in such a huge reward strategy to cultivate OCB.

All in all, PA affects OCB the most, followed by ES. Slighter contribution is found in TD as well as CR. Regarding TD, it only has slight effect on OCB, regression analysis making their relationship less significant comparing to PA. There are different type of finding from some researchers. Kelly et al. (1993) in her study on engineers stated that trained employees (specifically engineers) can be transformed into superior performer from average performer. To this certain research, TD plays an important role to make employees participate in OCB. We can conclude from all that all HRM practices have positive and significant relationship with OCB, the most significant effect is taken by PA, but the other HRM practices may be useful and have different contributions in different sectors.

VI.CONCLUSION

Based on the results of the analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. Employee Staffing has a positive and significant effect on Organizational Citizenship Behavior of Mall Kelapa Gading. This means that the more the employees are satisfied with the Employee Staffing, the higher the Organizational Citizenship Behavior of employees to the company.
2. Training and Development has a positive and significant effect on Organizational Citizenship Behavior of Mall Kelapa Gading. This means that if the employees feel more benefits from training, they engage more in the Organizational Citizenship Behavior to the company.
3. Compensation and Rewards has a positive and significant effect on Organizational Citizenship Behavior of Mall Kelapa Gading. This means if the employees feel of sense of being valued by the company, their engagement of Organizational Citizenship Behavior to the company will be higher.
4. Performance Appraisal has a positive and significant effect on Organizational Citizenship Behavior of Mall Kelapa Gading. This means that an effectively developed performance appraisal can improve the employees' engagement towards Organizational Citizenship Behavior in the company.
5. Employee staffing, Training and development, Compensation and reward and Performance appraisal together simultaneously have a positive and significant effect on the Organizational Citizenship Behavior of Mall Kelapa Gading. This means that employee staffing is more satisfying, training and development is more beneficial for employees, compensation and reward make employees feel more valued and performance appraisal is more effective, the higher the employee's organizational citizenship behavior to the company.

VII.SUGGESTION FOR FURTHER RESEARCH

For future researchers it is suggested to continue this research on the relationship of HRM and OCB, in order to achieve maximum results. For scientific improvement, it is suggested that further researchers conduct research with other variables such as design of work, leadership, safety and health, and labor relations to gain better and wider conclusions. Further researchers are encouraged to use mediation variables, one of the research variables may play the mediator role on organizational citizenship behavior. Besides, this study focuses on Indonesian entertainment sector, where relationships among HRM practices and OCB have been investigated. Therefore, it is encouraged this research to be extended into different sectors.

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