

# Impact of High Performance HR Practices on Organizational Citizenship Behaviour and Job Satisfaction of Employees in respect of telecom sector.

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## ABSTRACT

*In India, the concept of organizational citizenship behaviour is still in its infancy if compared to the developed countries of the world. As there are numerous complexities in the Indian business environment, mostly not only having a bearing on the Government-owned entities but also in corporate sector and private sector also, viz.-a-viz. telecom sector implementation of high performance human resource practices and its impact on organizational citizenship behaviour as regards the telecom sector in India assumes high research significance.*

*An overlooked issue is organizational citizenship (OCB) which is to be a part of the job (OCB role). During meta-analytic review revealed that employees are more likely to implement OCB when defining OCB as a role rather than an additional role. However, little attention has been paid to the impact of organizational practices on the definition of employee OCB roles. This mistreatment is particularly relevant because researchers believe that employees' attitudes about their role are likely to be influenced by some purposeful organizational practices.*

*The current study is focused on analyzing the current practices of high performance human resource practices and determining whether or not its impact on the organizational citizenship behaviour and job satisfaction of employees is successfully implemented in the telecom sector in Delhi NCR. The primary aim behind the investigation is to assess the effect of superior HR rehearses on occupational oriented OCB in the telecom division in Delhi/NCR. Keeping in mind the end goal to meet this target, the accompanying particular destinations have been taken up under our thought, to assess the how far the high performance HR practices is adopted by the telecom sector in Delhi /NCR and to measure the degree of association between high performance HR practices and organizational citizenship behaviour and job satisfaction; Shortcomings and challenges faced by these telecom sectors in successfully implementing high performance HR practices, and lastly to suggest suitable remedial strategies for effective implementation of HPHR practices by the telecom sector in India.*

*For attaining the major research objectives, this study employs research design comprising of field survey (close ended questionnaire method). The survey is conducted among 540 employees across the 6 telecom sector of Delhi NCR India, using a structured quantitative using 5 point Likert scale, questionnaire with close-ended questions. The survey has been conducted among telecom companies of different nine region of Delhi NCR, ninety each from the 6 telecom companies.*

*The responses of the managers, as well as the employees, revealed that the telecom sector had well-diversified HPHR practices comprising of people from different areas of expertise. Further, the companies also had well-defined HR audit committees who took care of all issues related to internal and external HR audits. In summary, the findings revealed that the OCB were quite responsible with respect to the HPHR practices. However, certain limitations of the Indian business environment and issues with HPHR practices in India hamper the implementation of these policies properly in the telecom companies.*

## **HIGH PERFORMANCE H.R. PRACTICES**

High Performance Human Resources Practices (HPHR) are the HRM practices aimed to boost the performance of employees and the organization citizenship behaviour.

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Organizational citizenship behaviour is a set of behaviour which refers to employee's behaviour that enhances organisational efficiency.

## **JOB SATISFACTION**

Job satisfaction of employee is a great challenge for employer for which effective ways applying to strengthen employees in achieving and improving the level of work and increasing corporate competition to achieve the corporate goal of the organization in all the businesses.

## **IMPORTANCE OF THE STUDY**

The organizations have given significant importance to the factors which are inimitable or unique and human resource is one of them. Human Resource practices are the inevitable part of every organization. Till now no significant research has been done in this area with respect to the telecom industry. With the completion of this research the telecom organizations will be able to identify the key high performance practices which can enhance the job satisfaction and OCB in their employees, which in turn will be highly useful for the organization in the long run. This study is very prolific for HR managers in telecom industries as they would get a clear idea about the relationship of high performance HR practices and employees' job satisfaction and OCB, as a result they can have more productive employees and can retain efficient employees in their organization. It has both practical and theoretical significance. It advances knowledge and understanding of how high performance HR practices affect employees' job satisfaction and OCB in telecom industry.

## **SCOPE AND LIMITATIONS OF THE RESEARCH:**

The findings of the present study cannot be generalized since the study will be restricted to telecom sector in Delhi/NCR only. Moreover, no analysis will be carried out on differences in educational qualifications and other demographic factors. The results have opened up scope for future research in exploring the impact of extraneous variables such as age, business strategy and others on individual and organizational phenomena and outcomes. All

findings are based on the information provided by the respondents, and are subject to the potential bias and prejudice of the people involved.

### REVIEW OF RELATED LITERATURE:

(Muna Ahmed Alromaihi, Zain Abdulla Alshomaly, Dr. Shaju George, 2017) The rationale for this examination is to distinguish the elements affecting occupation Satisfaction and the determinants of representative execution and association between them. This examination is an interpretive research that spotlights on investigating the impact of occupation Satisfaction on representative execution and bad habit, the impact of worker execution on work fulfilment. The investigation additionally looks at the idea of the connection between these two factors. The investigation uncovers the double bearing of the relationship that forms a cycle circumstances and end results relationship, so satisfaction prompts execution and implementation on time, satisfaction through the quantity of intervening variables. Effective associations are the individuals who apply intermittent satisfaction and execution estimation tests to track the level of these imperative factors and set the remedial activities.

(Kaifeng Jiang, David P. Lepak, Jia Hu, and Judith C. Baer, 2017) Illustrating on the capacity inspiration opportunity show, this investigation inspected the impacts of three measurements of HR frameworks—aptitudes improving, inspiration upgrading, and opportunity-upgrading—on proximal hierarchical results (human capital and inspiration) and revealed authoritative results (deliberate turnover, operational results, and money related results). The outcomes show that ability improving practices were all the more emphatically identified with human capital and less decidedly identified with representative inspiration than inspiration upgrading practices and opportunity-improving practices. In addition, the three measurements of HR frameworks were identified with budgetary results both straightforwardly and in a roundabout way by impacting human capital and worker inspiration and in addition intentional turnover and operational results in succession.

(Muhammad Hamid, Sumra Maheen, Ayesha Cheem and Rizwana Yaseen, 2017) The motivation behind the present examination is to exactly analyze the effect of remuneration administration, worker advancement and hierarchical citizenship conduct on the authoritative execution of Ufone Company and Mobilink Company (media transmission Pakistan). A poll study was directed among Ufone and Mobilink's employees. Its aim was to gauge the effect of authoritative citizenship practices, worker advancement, and remuneration with the viewpoint of representatives on the execution of the association. The investigation demonstrate that the foundation of larger amounts of remuneration administration practises representatives' advancement and hierarchical citizenship conduct that will prompt a more elevated amount of authoritative execution. Accordingly, they show that pay administration is decidedly connected with hierarchical execution (Ufone and Mobilink Company). Moreover, the outcomes additionally demonstrate that the impact of representatives improvement and hierarchical citizenship conduct are likewise estimated the authoritative execution. There are a few regions that need greater advancement in future including the points that identify with the examination that can be directed on assembling firms with more factors. There is have to direct the examination that incorporates more factors i.e., human asset administration and its effect on change administration, the money related execution of the organization in different urban communities of Pakistan.

(Li-Yun Sun, Samuel Aryee, and Kenneth S. Law, 2017) Analyzed procedures (mediation and moderation) connecting elite human asset practices and efficiency and turnover, two pointers of authoritative execution. Multilevel examination of information from inns in the People's Republic of China uncovered that administration arranged hierarchical citizenship conduct (OCB) halfway interceded the connections between elite human asset practices and both execution pointers. Joblessness rate directed the administration arranged OCB– turnover relationship, and business technique (service quality) directed the administration situated OCB– efficiency relationship.

(Chin ee wen, Ho chee shan, Lim kee kiat, Loh wooi siang, 2017) The inspiration behind this exploration is to research the connection between vital human asset administration and authoritative citizenship conduct within the sight of the arbiter, work satisfaction between among front work area representatives in Penang and Perak condition of 3-star lodgings. In this examination, autonomous factors, for example, preparing and improvement, even handed reward framework, execution evaluation, and staffing, and interceding variable, for example, work Satisfaction being talked about to decide their connection with authoritative citizenship conduct. They presumed that every single free factor (fair reward framework, execution evaluation, staffing, with the exception of preparing and improvement) have a huge relationship toward subordinate variable (OCB) within the sight of occupation Satisfaction as the go-between. The investigation likewise demonstrated a perfect authoritative condition can successfully improve hierarchical citizenship conduct level through high representative occupation Satisfaction level. The exploration venture is filled in as the future reference for the future examination with respect to authoritative citizenship conduct (OCB).

Lots of research had been accomplished on HR Practices, OCB and Job satisfaction, Leadership Styles, R&D Strategy and Business Environment towards Organizational Development at countrywide in addition to the international stage. Only few researches had been taken for evaluating.

#### **LACUNAE IN KNOWLEDGE:**

Numerous previous empirical studies have examined on job satisfaction focused on the perceptions of employees and their organizational citizenship behaviour in both developed and developing countries. However, there are few studies on the impact of the High-performance human resource practices. The existing studies focused on relationship of HRWP and job satisfaction and specifically few studies focused on the relationship between socioeconomic and demographic factors and level of organizational citizenship behaviour, high-performance HR practices indeed play a leading role in augmenting organisational effectiveness, organizational justice dimensions (distributive, procedural, and interactional) on OCB, the employees were satisfied in almost all except in promotion policy and grievance handling system, relationship between organizational citizenship behaviour, and performance, workplace politics may have a long-range impact on employees' job distress and aggressive behaviour in and around organizations. The relationship between high-performance work system (HPWS) practices employee attitudes, formal HR systems, particularly related to employee involvement and motivation, especially those studies are not related to impact on OCB and job satisfaction towards high-performance human resource practices. One similar type of study found on HPHRP had a positive relationship with P-O fit, job satisfaction and OCBs on Egyptian health and higher education sectors, another study is done in Pakistan influences of organizational practices on employee OCB role definition and found that employee experience of HPWS in another study done in Pakistan is level of satisfaction of

the employees in various telecom companies, only to some extent similar type of study was done on the level of job satisfaction of employees in telecommunication industries in Bangladesh. One and only research study examined the impact of human resource practices on the employee performance in the telecom sector in India.

Provision of occupational services and facilities in major cities in developing countries like India is uneven. No research study has found with OCB and job satisfaction in respect of telecom sector in the national capital region. Based on above literature reviewed the lacuna prevails in the developing countries because impact of high performance practices has grown faster than researches done. Hence, the need of evaluation of job satisfaction in the Indian context is felt necessary and worth contributing to the academic and professional world.

### **PLAN TO COVER THE GAP IN KNOWLEDGE**

The present study attempts to study the impact of HPHR on telecom companies of Indian State. The present study has focused on following HPHR practices of the telecom companies such as training and development, reward and motivation, performance appraisal, working environment, career enhancement.

This study has also examined the relationship of these independent variables with job satisfaction and organizational citizenship behaviour. Through case study papers issues relating to scaling upraised and examined six main emerging strategies for achieving greater impact of the present study.

The first strategy of scaling up is through Training and development, second is through Reward and motivation, third is Performance appraisal and the fourth is Working Environment, the fifth is Career Enhancement, and finally Job Satisfaction and Organizational citizenship behaviour.

Each strategy is attaching with one or the other significant obstacles so no straightforward answers to the question to aware the HPHR practices, job satisfaction, and organizational citizenship behaviour. It is concluded that it is not feasible to assume that there can be an 'optimal' strategy that can give an unequivocal endorsement so we used likert scale for close ended questionnaire.

After reviewing the papers, abstracts and relevant theories we conclude with our research problem statement on "**Impact of High-Performance HR Practices on Organizational Citizenship Behaviour and Job Satisfaction of Employees**" under the following parameters of the study and formalized the following hypothesis to cover the gap in knowledge.

### **PARAMETERS OF RESEARCH STUDY:**

#### **Independent variables:-HPHR Practices**

1. Training and development
2. Reward and motivation
3. Performance appraisal
4. Working Environment
5. Career Enhancement

**Mediated variable:** Job Satisfaction

**Dependent Variable:** Organizational Citizenship Behaviour

### **HYPOTHESIS OF RESEARCH STUDY:**

“HPHR practices associated with OCB and job satisfaction”.

#### **Hypothesis of research study in brief:**

##### **First Hypothesis**

**Null-H<sub>0</sub>:** HPHR Practices not affected employee organizational citizenship behaviour.

**Alternative - H<sub>1</sub>:** HPHR Practices will affect employee organizational citizenship behaviour.

##### **Second Hypothesis**

**Null -H<sub>0</sub>:** HPHR Practices not affected employee job satisfaction.

**Alternative-H<sub>2</sub>:** HPHR Practices will affect employee job satisfaction.

##### **Third Hypothesis**

**Null-H<sub>0</sub>:** There is no relation between job satisfaction and organizational citizenship behaviour (OCB).

**Alternative-H<sub>3</sub>:** Job satisfaction is significantly related to organizational citizenship behaviour (OCB).

##### **Fourth Hypothesis**

**Null -H<sub>0</sub>:** Reward and motivation is not associated with organizational citizenship behaviour (OCB)

**Alternative-H<sub>4</sub>:** Reward and motivation is associated with organizational citizenship behaviour (OCB)

##### **Fifth Hypothesis**

**Null -H<sub>0</sub>:** Performance appraisal is not associated with organizational citizenship behaviour (OCB)

**Alternative-H<sub>5</sub>:** Performance appraisal is associated with organizational citizenship behaviour (OCB)

##### **Sixth Hypothesis**

**Null -H<sub>0</sub>:** There is no relationship between working environment and OCB in the telecom sector.

**Alternative-H<sub>6</sub>:** There exists a relationship between working environment and OCB in the telecom sector.

##### **Seventh Hypothesis**

**Null -H<sub>0</sub>:** There is no relationship between career enhancement and organizational citizenship behaviour in the telecom sector.

**Alternative-H<sub>7</sub>:** There exists a relationship between career enhancement and organizational citizenship behaviour in the telecom sector.

### **Eighth Hypothesis**

**Null-H<sub>0</sub>:** There is no relationship between training and development and organizational citizenship behaviour in the telecom sector.

**Alternative-H<sub>8</sub>:** There exists an association between training and development and organizational citizenship behaviour in the telecom sector.

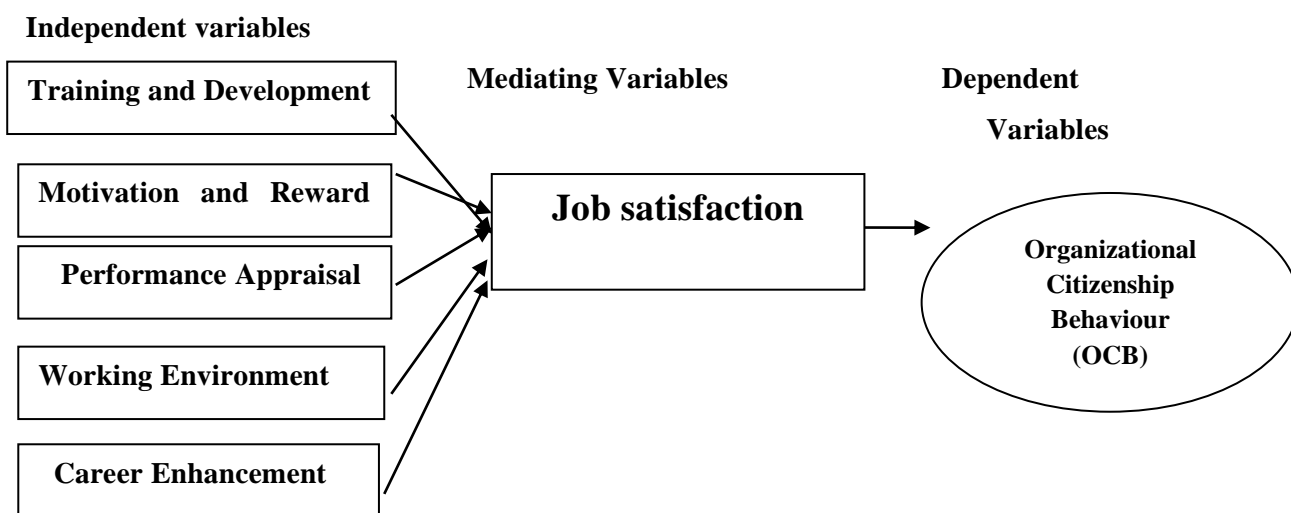
### **THE OBJECTIVES OF THE STUDY:**

- The primary aim behind the investigation is to assess the effect of superior HR rehearses on work fulfilment and OCB in the telecom division in Delhi/NCR. Keeping in mind the end goal to meet this target, the accompanying particular destinations have been taken up under our thought.
- To study how far the high performance HR practices are adopted by the telecom sector in Delhi /NCR.
- To measure the degree of association between high performance HR practices and job satisfaction;
- To find out the impact of high performance HR practices on satisfaction related to occupation.
- To measure the level of relationship between high performance HR practices and organizational citizenship behaviour.
- To study the similarities or differences, if any, of the adoption of high performance human resource practices in different telecom organizations.
- To offer suitable suggestion, based on the findings of the study to the human resource professionals and academics.

### **RESEARCH METHODOLOGY**

#### **Analytical model of the research study**

#### **Proposed theoretical framework**



**MEASURES OF THE STUDY:**

**Dependent variables:** The main dependent variable in our study is Organizational Citizenship Behaviour (OCB)

**Mediating Variables: Job satisfaction**

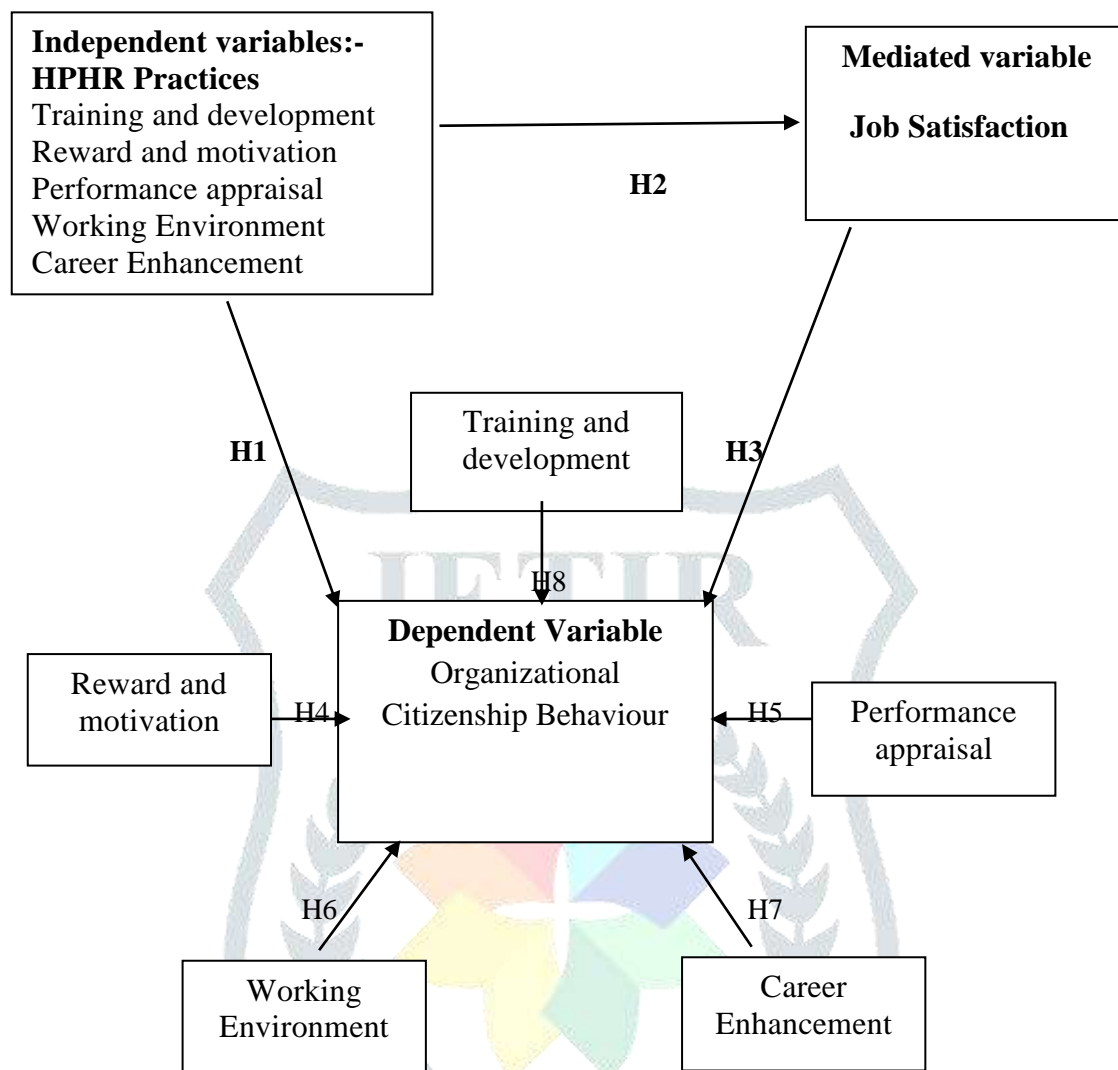
**Independent variables:** The independent variables in our study are Training and Development Motivation and Reward, Performance Appraisal, working environment, Career Enhancement.

**EXPECTED CONTRIBUTION OF THE STUDY:**

- This study will be useful in identifying the impact of motivation and reward, T&D, career enhancement, performance appraisal, employee empowerment in professional life of employees of telecom sector.
- The study has both practical and theoretical significance. It advances knowledge and understanding of how high performance HR practices affect employees' job satisfaction and OCB in telecom industry.
- The study will be useful in professional satisfaction and further organizational citizenship behaviour in telecom sector where High performance HR practices have been applied.
- The research study will be useful in find out the impact a clear idea about the relationship of high performance HR practices and employees' job satisfaction and OCB, as a result they can have more capable employees and can retain efficient employees in their organization.
- Future changing requirements of the management styles in administration of different situation to improve employees' job satisfaction level and modify their organizational citizenship behaviour in positive direction.

**Conceptual Background of relation between variables**





**THE SAMPLE SIZE**

The sample is selected from the accessible population and the investigator wants to know the degree to which the results can be generalized to the target population.

On the basis of objectives of study, the population of the present study was decided as, all the persons who are employees of telecom sector **MTNL, BSNL, Reliance-JIO, Airtel, Vodafone, Idea** located in Delhi NCR.

In the present research study investigator will use random sampling method to collect the data from respondents.

**Primary Data:**

The survey is proposed to be carried out through questionnaire methods, collection of primary data from selected managers and their subordinate from companies using structured close end questionnaire, which is personally administered.

**Secondary Data:**

Through Internet, through Annual Reports through Magazines & News Paper, on line Journal, Through HR Journal, managerial Journal Secondary data both proposed to be collected and analyzed. This will include important official publication and statistical abstracts/ reports and Indian foreign magazines of such organizations.

**1) Problem Statement: Impact of High Performance HR Practices on Organizational Citizenship Behavior and Job Satisfaction of Employees.**

**2) Research design** –Exploratory

**3) Research method-** Survey

**4) Data collection-** Through primary and secondary data

**5) Sampling method-** Stratified Random Sampling

**6) Sample Size-**540 employees, working at telecom companies for this research work entitled “**Impact of High Performance HR Practices on Organizational Citizenship Behaviour and Job Satisfaction of Employees**”

**7) Data collection Tool-**Questionnaire

**8) Scale for using interpretation of Data-** Likert 5 point Scale

**9) Statistical Tool for Data Analysis** - Reliability, validity, Factor Analysis, T test for paired sample test, Non Parametric Mann Whitney U test, Krushkal wallis H test, Bivariate Pearson Correlation , frequency analysis etc.

**10) Software for Data Analysis-** SPSS-WIN ver. 21.0

**SUMMARY OF FINDINGS AND RESULT DISCUSSION****Findings of Hypotheses Testing Through Correlation**

1. There is Mild degree +Correlation between HPHR Practices and Organizational citizenship behaviour as bivariate correlation value is 0.340\*\* thus Mild degree +Correlation Rejected 1<sup>st</sup> null hypothesis and accepted 1<sup>st</sup> alternative hypothesis.

2. There is mild degree negative correlation between HPHR practices and job satisfaction as the correlation value is - 0.129\*\* and rejected 2<sup>nd</sup> Ho and accepted 2<sup>nd</sup> alternative hypothesis.

3. There is mild degree positive correlation between job satisfaction and organizational citizenship behaviour as the correlation value is 0.113\*\* and rejected 3<sup>rd</sup> Ho and accepted 3<sup>rd</sup> alternative hypothesis.

4. There is High degree positive correlation between Reward and motivation and organizational citizenship behaviour as bivariate correlation value is 0.843\*\* thus 4<sup>th</sup> null hypothesis is rejected and 4<sup>th</sup> alternative hypothesis is accepted.

5. There is Moderate degree positive correlation between Performance appraisal and organizational citizenship behaviour as bivariate correlation value is 0.669\*\* thus 5<sup>th</sup> null hypothesis is rejected and 5<sup>th</sup> alternative hypothesis is accepted.

6. There is low mild degree positive correlation between Working environment and organizational citizenship behaviour as bivariate correlation value is 0.040\*\* thus 6<sup>th</sup> null hypothesis is rejected and 6<sup>th</sup> alternative hypothesis is accepted.

7. There is low mild degree positive correlation between Career Enhancement and organizational citizenship behaviour as bivariate correlation value is 0.098\* thus 7<sup>th</sup> null hypothesis is rejected and 7<sup>th</sup> alternative hypothesis is accepted.

8. There is mild degree positive correlation between training and development and organizational citizenship behaviour as bivariate correlation value is 0.338\*\* thus 8<sup>th</sup> null hypothesis is rejected and 8<sup>th</sup> alternative hypothesis is accepted.

### Findings of Hypotheses Testing Through Regression

- Mild degree positive linear regression relationship between HPHRP and OCB.
  - Mild degree negative linear regression relationship between HPHRP the job Satisfaction.
  - Mild degree positive linear regression between job Satisfaction and OCB.
  - High degree positive linear regression between Reward and motivation & OCB
  - Moderate degree positive linear regression between Performance appraisal & OCB
  - Low mild degree positive linear regression between Working environment & OCB
  - Low mild degree positive linear regression between Career Enhancement & OCB
  - Mild degree positive linear regression between Training and Development & OCB

### Findings of Nonparametric Mann Whitney-U/ Kruskal Wallis H Test

- Nonparametric Mann Whitney-U proved there is significant differences does not exist in other factors across gender except for HPHRP
- Kruskal Wallis H test proved HPHRP, OCB, reward and motivation, performance appraisal, T&D have significant different whereas no significant differences exist with other variables such as job satisfaction, working environment, and career enhancement in respect of across level of education status.
- Kruskal Wallis test proved significant differences does not exist in other factors across group of marital Status except for OCB.
- Nonparametric Kruskal Wallis Test proved significant differences does not exist with all the variables with job position.
- Significant differences exists in HPHRP, OCB, reward and motivation, T&D whereas no significance difference in job satisfaction, working environment, and career enhancement, performance appraisal with Job experience group.
- A significant difference does not exist in other factors across company except for OCB and Reward and Motivation.

- Significant differences exist in HPHRP, OCB, reward and motivation, job satisfaction, performance appraisal, T&D whereas no significant different working environment, and career enhancement in different NCR area of the company.

### Findings of Cross Tabulation analysis across companies

- Cross tabulation between reward and motivation and OCB related to across companies' shows that there are significant difference in reward and motivation and OCB in each company.

### Result of demographic characteristics of respondents

The demographic representation of respondents of the research study

The male respondents were 80.9% while the percentages of female respondents were 19.1 and age of the respondents were between 20-30 years 7.2 %, age between 31-40 years 35.9, the average 53.9 percentage of respondent were 41-50 years, the 3.0% of respondents were 51 years & above. 26.7% of respondent were graduate, 36.7% were post graduate, 4.4% were doctorate and others educational qualification were 32.2%. Overall seventy six point nine percent of all the respondents reported they were married at the time of survey; twenty three point one percentages were single. Respondent of top management were 10.2%, supervisors were 51.7% subordinates were 38.1%. Job experience having between 0-5 years were 10.2%, job experience between 5-10 years were 55.7, 10-15 years were 30.6, and respondents having more than 15 years job experience of respondents were 3.5% . 16.7% of respondents were equally from six telecom companies which are MTNL, BSNL, Reliance-JIO, Bharti Airtel, Vodafone & Idea these companies were choose from nine different regions from Delhi NCR respondent from each region were 11.1%.

### CONCLUSION

This study's objective is to assess the effect of high -performance HR practices on job satisfaction and OCB in the telecom sector in Delhi/NCR. Keeping in mind the primary goal to meet this target, it has successfully addressed the research problem of this study that is how to enhance the organizational citizenship behaviour in telecom sector's employees expectantly with this research work telecom sector units become the better organization.

### After conducting the research study it has been concluded that-

1. HPHR Practices positively affected employee organizational citizenship behaviour.
2. HPHR Practices negatively affected employee job satisfaction.
3. Job satisfaction is positively related to organizational citizenship behaviour (OCB).
4. Reward and motivation is positively associated with organizational citizenship behaviour (OCB)
5. Performance appraisal is positively associated with organizational citizenship behaviour (OCB)
6. There exists a positive relationship between working environment and OCB in the telecom sector.
7. There exists a positive relationship between career enhancement and organizational citizenship behaviour in the telecom sector.
8. There exists a positive association between training and development and organizational citizenship behaviour in the telecom sector.

9. A major finding of the study stipulates the fact there **are** significant differences does not exist in other factors across gender except for HPHRP.
10. HPHRP, OCB, reward and motivation, performance appraisal, T&D have significant different whereas no significant differences exist with other variables such as job satisfaction, working environment, and career enhancement in respect of across level of educational status.
11. There is a significant difference does not exist in other factors across the group of marital Status except for OCB.
12. The study has highlighted that proved significant differences do not exist with all the variables with the job position.
13. It may be noted that Enhancement in productivity among various organizations is significantly different and depends on various other factors such as leadership, organizational structure, and nature of operations etc.
14. It has also been evident that Significant differences exist in HPHRP, OCB, reward, and motivation, T&D whereas no significant difference in job satisfaction, working environment, and career enhancement, performance appraisal with Job experience group with the length of working experience among employees.
15. It is clearly witnessed that a significant difference does not exist in other factors across company except for OCB and Reward and Motivation.
16. Another major finding of the research study brings out the fact that significant differences exist in HPHRP, OCB, reward and motivation, job satisfaction, performance appraisal, T&D whereas no significant different working environment, and career enhancement in different NCR area of the company.

## RECOMMENDATION

Recommendations for reward and motivation .Employee Involvement in expansion, execution, and amendment of reward programs will promote communication between and management about the reward process. Top management and employee both should stand on the same platform to facilitate the reward system.

Ensure that employees value the reward and feel worth the efforts of the employee contribution and choose reward accordingly. When an employee takes the reward as worth the effort be more motivated to achieve organizational goal.

## Recommendations for successful implementation of performance appraisals

To facilitate better performance appraisal system as developmental approaches for workplace necessities of employees, the manager can improve the system of performance evaluation system by implementing the recommendation in these performance appraisals

Performance appraisals should be periodical; throughout the year at least it can be quarterly with the aim of evaluation of employee progress. Documents of performance evaluation are a useful starter of conversation. It consolidates performance of employees at a glance. The report of performance appraisal furnishes progress documentation of employee whole year.

### **Recommendation in respect of career development**

The most successful and satisfied people in their careers actively identify their work requirements. Once they have established their goals, they set out plans for achieving their goals.

Some organizations have prescribed programs to assist employees to develop their career path whereas the other organization does not have a career path; employees do. However, the company demonstrated its deep commitment to its employees through the use of time and money as much as possible.

### **Improvement in the work environment:**

Working place environment influence employee temper, constrain, and presentation and further productivity of employees which is the requirement of organizational development and enhance organizational citizenship behaviour. If employees work in a monotonous and uncomfortable office setting with unfriendly workers, they won't feel confident to participate in management decisions and motivation level will decrease the employees. Therefore productive work environment is significantly required to improve organizational citizenship behaviour and overall success of companies.

### **Recommendation related to training and development**

Training of employees at the workplace is various types such as orientation and induction training, employee development, leadership training, as well as mandatory employee training.

Managers should examine and inquire about training needs according to employees' requirement such required program must be on regular basis. Encourage employees to discuss their drawbacks and areas where they needed training. Employees feel they need additional skill training to improve their performance and strengthen their knowledge about company business.

### **FUTURE SCOPE OF RESEARCH**

First, for purposes of causality, it would be interesting to replicate this study in a longitudinal design so that it could be determined if the perception of investment in employee development activities, positive work attitudes with HR practices and organizational citizenship behaviours are required and employee-employer relationships are likely to be sustained.

Second, studying a different industries/ companies other than telecom sector may also assist with the generalize ability of the results.

Third, to expand this research, in-depth interviews with employees would be helpful, especially because organizations' investment in employee development may vary according to vocation, industry, and country.

Finally, future research should continue to utilize all types of organizations to examine the framework used in this study with other important organizational outcomes.

### LIMITATION OF DATA

- Delhi NCR alone was considered for research due to less time and financial constraint.
- The maximum respondents would not show interim interest in filling questionnaire as they are busy in professional activities.
- The finding of the research is implemented on the basic hypothesis that respondents must have given accurate information but due to human nature reluctant on the part of few respondents from each stratum.
- The finding is based on the assumption that positivity must have prevailed in giving the response.

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