

Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from Private Commercial Banks in Bangladesh

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Abstract

The objective of this investigation is to explore the effect training and development (TD) practice of human resource management (HRM) on organizational citizenship behavior (OCB) (e.g., OCBO-OCB directed toward organization and OCBI-OCB directed toward specific individuals) in private commercial banks in Bangladesh. The researchers collected necessary data from employees of 31 commercial banks located in Dhaka city through a structured questionnaire using convenient sampling method. However, the sample size was N=141. The research used statistical software SPSS version 23.0 to analyze data. The study found that TD has a significant positive relationship with OCBO and OCBI dimensions of OCB. Besides, TD practices significantly predict OCB (both OCBO and OCBI). Moreover, the researchers discussed the results of this investigation relating to previous studies. Both the theoretical contributions and implications for managers and HR professionals are discussed. Finally, the study states the limitations encountered and recommend the further scope of studies for future researchers to generalize the context.

Index terms— training and development, commercial bank, bangladesh, OCBI, OCBO.

1 I. Introduction

ince, Bangladesh is a developing nation (Nabi, Ahmed, & Rahman, 2017) and the banking institutions performs the most critical role in fostering the economic advancements of the country (S. A. N. B. Ahmed, 2017). Besides, in the competitive business realm, the service sector is capturing the leading position (Begum, Zehou, & Sarker, 2014). Consequently, the banking sector is anticipated to remain vigorous with a challenging and competitive atmosphere too. Therefore, the private commercial banking sector has been experiencing an age of tremendous challenges in improving productivity in the recent years. However, in the contemporary competitive world, business firms are uncompromisingly organizational aspect to enhance productivity (Bizri, 2018; Rahman & Chowdhuri, 2018; Yang, Simon, Wang, & Zheng, 2016). OCB means employee behaviors that are beneficial to the organization but not directly required by the formal reward system (Chahal & Mehta, 2010). Therefore, banks are gradually concentrating on OCB to delight clients and to enhance the quality of service (Begum et al., 2014).

Recent researches suggest that employee perceived HRM practices positively associated to the exhibition of OCB (Alfes, Shantz, Truss, & Soane, 2013; Cesário & Magalhães, 2017; Lam, Chen, & Takeuchi, 2009; Lin, Chen, & Chen, 2016). However, effective functioning of every HRM practice can enhance employees OCB in the organization (Begum et al., 2014). Precisely, TD increases pay, enrich skills essential at the office, develops performance and provides pleasure in the job, thus leads to superior levels of discretionary effort at the workplace (Felstead, Gallie, Green, & Zhou, 2010).

42 Also, TD had a significant influence on OCB (K. Ahmad, 2011; N. O. A. Ahmed, 2016). Besides, TD influences
43 the attitudes and behavior of employees (N. O. A. Ahmed, 2016; Krishnan, Liew, & Koon, 2017; Tang & Tang,
44 2012). Since previous researches provide evidence that TD has an influence on OCB in various service sectors
45 including commercial banks, therefore the current study focuses on empirically investigating the relationship of
46 TD on OCB in private commercial banks in Bangladesh.

47 **2 II. Literature Review a) Organizational Citizenship Behavior** 48 **(OCB)**

49 To enhance employee productivity in organizational setting, organizational citizenship behavior (OCB) is
50 considered to be a vital factor in increasing efficiency (Bizri, 2018 Organ -the father of OCB defines OCB as
51 "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and
52 that in the aggregate promotes the effective functioning of the organization" (1988, p.4). Besides, Chattopadhyay
53 (2017) noted that whenever the employees perform beyond their stipulated job description, these efforts lead
54 to excellence in organizational performance. Moreover, attitudinal variables influence OCB rather employees'
55 knowledge, skills and abilities (KSAs) (Jain & Rizvi, 2018). Further, OCBs cannot be made compulsory since
56 they are the expressions of personal motivation within a group or organizational perspective (Pickford & Joy,
57 2016)

58 **3 b) Training and Development (TD)**

59 Human resource management practices denote a set of undertakings that targets to attract, to train and develop,
60 to motivate and to retain employees ??

61 **4 c) Social Exchange Theory (SET)**

62 Social exchange theory (SET) conceptualized in the study of (Blau, 1964) and (Homans, 1958(Homans, , 1961
63) seems to be the most substantial theoretical viewpoints in management, sociology and social psychology
64 (Cropanzano et al., 2017). Alfes, Shantz, Truss, & Soane (2013) assumed SET to be the theoretical framework in
65 assessing the link between human resource management practices and OCBs. Besides, Elstad, Christophersen, &
66 Turmo (2011) stated that the SET is a theoretical explanation to explain OCB. Moreover, SET is one the most
67 influential theoretical paradigms to recognize organizational behavior (Cropanzano & Mitchell, 2005).

68 SET signifies that HRM practices should convey a positive signal to the employees about organizations' concern
69 for the employees' welfare and management desires to maintain an enduring relationship with them (Gould-
70 Williams, 2016). Besides, the SET is also labeled in examining employee's perception of HRM practices and their
71 effect on employee attitude at the workplace (Ko & Hur, 2014). Therefore, suitable HRM practices are marked
72 as the commitment from the management toward the employees and expect that the employees will reciprocate
73 with superior commitment and work engagement (Garg & Sharma, 2015). Consequently, workers demonstrate
74 constructive attitudes and behaviors (Kim & Ko, 2014) To expect presence of citizenship behavior naturally
75 in employees is nearly challenging (N. O. A. Ahmed, 2016; Werner, 1994). For that reason, organizations can
76 motivate them to demonstrate more OCB providing TD (K. Ahmad, 2011). Besides, training and development
77 play a crucial role to influence employees to elicit citizenship behavior (N. O. A. Ahmed, 2016; Werner, 1994).

78 Recently, a study on 134 Pakistani university teachers showed that training and development opportunities
79 have a significant positive relationship with organizational commitment consequently, enhance organizational
80 citizenship behavior (A. Noor, 2009). Besides, Ahmed (2016) conducting an investigation in the banking sector
81 of Sudan to evaluate the influence of HRM practices on OCB, found that HRM practice TD has a moderate but
82 significant positive effect on OCB. Similarly, TD programs positively influence the employee's service-oriented
83 OCB as empirical from telecommunication and internet service providers in Malaysia ??Krishnan et

84 **5 III. Methodology a) Population and Sample**

85 To conduct the current research the targeted population includes all the employees of private commercial banks
86 in Bangladesh irrespective of their managerial levels. However, no recent evidence found regarding the exact
87 size of human resource poll working in these banks. A newspaper report published three years ago mentioned
88 the numbers of employees in the banking sector to be of 50132, and among them, 7491 are female which is
89 13% of total employees in the banking sector (Asaduzzaman, 2016). However, to achieve the objective of the
90 current study, the researches collected relevant data from the employees of 67 conveniently selected branches
91 of 31 commercial banks located in Dhaka city only. The researchers distributed 250 questionnaires based on
92 convenient sampling and received 173 filled out questionnaires with a response rate of 69.20%. However, avoiding
93 unusable questionnaires the current research concluded its findings on 141 appropriately filled out questionnaires.
94 Consequently the sample size of the current study is N=141.

95 **6 b) Research Instruments i. Measurement for TD**

96 To measure the training and development activities of HRM practices, the research used four items, which were
97 adapted from (Woods & Mayer, 2005) scale of HR practices and using these items require the response on five-

98 points Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. To ensure the simplicity of the
99 items and to reduce the ambiguity to the respondents some modifications was made by the researcher.

100 Sample items include, "My bank provides formal training programs to teach new hires the skills they need to
101 perform their jobs" and "In my bank, training programs are evaluated in order to improve their effects."

102 7 ii. Measurement for OCB

103 To evaluate OCB, the researchers adapted the OCB Scale developed by Lee & Allen (2002). This scale contains
104 sixteen items for two dimensions of OCB (e.g., OCBI and OCBO) where each dimension has eight items. Sample
105 items of the scale are "Help others who have been absent," "Assist others with their duties," "Defend the
106 organization when other employees criticize it" and "Offer ideas to improve the functioning of the organization."

107 Many famous studies like ?? Rahman & Chowdhuri, 2018) used this scale. Fivepoints Likert scale has been
108 used ranging from 1 = strongly disagree to 5 = strongly agree. The researchers did several negligible wording
109 changes to items to avoid difficulties and to ensure clarity to the respondents.

110 8 iii. Data Preparation and Data Analysis Techniques

111 The researchers used statistical data analysis software 'Statistical Package for the Social Sciences (SPSS)' version
112 23.0 to prepare and analyze data. Pearson correlation was employed to investigate the degree and nature of
113 relationships among TD and OCB dimensions. As a final point, to find out the effect of TD on OCBI and OCBO
114 two simple linear regression models were developed.

115 9 IV. Analysis and Results

116 10 a) Respondents Profiles

117 The current study draws its findings on data from 141 employees from private commercial banks operating in
118 Bangladesh. Among 141 respondents 78% were male and the remaining 22 % were female. About 68.10% of
119 respondents were from 30-39 years of age, besides, married respondents were 66.00%. Moreover, 75.20% of
120 respondents worked for their current organizations for the more than1 year but less than10 years. However,
121 79.40% of respondents had completed their post-graduation/ master's degree.

122 11 b) Descriptive Statistics of the Latent Constructs

123 The independent variable training and development (TD) had a mean score of 3.81 and the SD = 0.51 specified
124 that there is a presence of fair TD practice in private commercial banks operating in Bangladesh. Besides, OCBI
125 directed towards specific individuals (OCBI) produced a mean of 4.06 and SD = 0.45. Therefore, implies that
126 employees in private commercial banks exhibit a high level of OCBI. Moreover, dependent variable OCB directed
127 towards organization (OCBO) had a mean score of 3.76 which is lower than OCBI, and a relatively higher SD =
128 0.56 than OCBI. Therefore, demonstrated that the exhibition of OCBO in employees fluctuates a lot than OCBI.

129 12 c) Correlation Analysis

130 The study found that training and development (TD) and OCBI-OCB directed at specific individuals were
131 also positively interrelated. However, the degree of the relationship between TD and OCBI was moderate (r
132 $=.416$) and was significant at the $p < 0.01$ significant level. In contrast, TD, and OCBI-OCB directed at specific
133 individuals had a positive correlation between them moreover, the strength of the relationship between TD
134 and OCBO was strong ($r=.701$) as well as was significant at $p < 0.01$ significant level. Thus, when there is
135 a well-established as well as outcome-oriented and well-accepted training and development opportunities that
136 would result in the demonstration of OCB at the workplace. Here, the adjusted $R^2 = 0.167$ with the $R^2 =$
137 0.173 , demonstrating that the predictor variable TD-training and development (X) can explain nearly 17% of the
138 total variability of the dependent variable OCBI-OCB directed towards specific individuals (Y). So, there must
139 have more influential variables which effect OCBI. Besides, $F(1, 139) = 29.15 >$ critical value of $F(1, 139) =$
140 3.909 moreover, corresponding significance level $p < .05$ signifying that independent variable TD (X) predicts the
141 dependent variable OCBI (Y). ii. Training and Development (TD) and OCBO Here, $R^2 = .491$ and adjusted
142 $R^2 = .488$. In this case, the $R^2 = .491$ indicates that about 49.10% of the variability of OCBO is accounted for
143 the model as well as there must be one or more variables that explain the remaining portion of the variability in
144 OCBO. The model is significant as $F(1, 139) = 134.192$, which is far greater than the critical value $F(1, 139)$
145 $= 3.909$ and $p < .05$.

146 Further, calculated t value is 11.584 for training and development (Y), which is superior to the tabulated t
147 ($=1.656$), and $p < .05$. Thus, it rejects null hypothesis, and accepts the alternative hypothesis (H₂), therefore,
148 the value of the coefficient for training and development ($b = .764$) is significantly different from zero (0). However,
149 the positive value of b indicates a significant positive linear relationship between TD (X) and OCBO (Y). Besides,
150 hypothesis testing authorizes that a significant Further, for TD (X) calculated value of t ($=5.399$) $>$ tabular value
151 of t ($=1.656$), corresponding value of ($p = 0.00$) $<$ significant level ($p = 0.05$). Thus, it rejects null hypothesis and
152 accepts the alternative hypothesis (H₁), besides, a positive value of the coefficient for TD ($b = .368$), indicates

153 that there exists a significant positive linear relationship between TD and OCBI. The Y-intercept ($a=2.658$)
154 indicated the expected OCBI (Y) when there is no TD (X). Alternatively, this is the OCBI (Y) when TD (X)
155 is equal to zero, and other variables remain constant. Whereas, ($b=.368$) represents that a single unit increase
156 in TD (X) would result in an increase of .368 times in OCBO. Thus, the Linear Regression Model would be as
157 follows:

158 positive relationship between training & development and OCBO.

159 Therefore, the research can conclude that there is a significant effect of training and development practices of
160 HRM on OCB and the nature of the relationship between them is positive. The finding of this exploration is
161 similar to previous studies by Ahmed (2016) The findings provide an understanding of the relationship between
162 OCB and TD practice of HRM practices and demonstrate that when organizations establish better TD practices
163 for employees, they tend to display more OCBs (OCBO and OCBI). Accordingly, employees are expected to
164 respond with positive attitudes and behaviors toward organization when organizations ensure effective TD
165 practice of HRM practices. Therefore, the outcomes of the study support the Social Exchange Theory (SET),
166 reflected to be the study of (George Caspar Homans, 1961) and (Blau, 1964).

167 13 ii. Implications for managers and HR professionals

168 The current research considerably endorses that there is a strong influence of employee training and development
169 (TD) practice on organizational citizenship behavior (OCB) in private commercial banking industries in
170 Bangladesh. Besides, previous literature support that OCB is acknowledged as pushing more effect on employee
171 performance which organizations should employ to enhance organizational competencies, performance and
172 finally organizational efficiency. To summarize, there is a considerable and beneficial magnitude of OCBs
173 on organizations, therefore, executive managers and HR managers should pay considerable responsiveness in
174 designing and implementing training and development (TD) activities to results in OCBs (both OCBI & OCBO),
175 and consequently confirming enhanced organizational performance.

176 14 b) Limitations of the Study

177 This assessment on effects of training and development (TD) practices on organizational citizenship behavior
178 (OCB) has confirmed that there is a remarkable effect of TD on OCB. However, this research contains several
179 limitations that must be acknowledged. First of all, the study focused on a single developing country, Bangladesh
180 besides, samples were conveniently selected from a single location-Dhaka city. Consequently, the outcomes cannot
181 be universally applicable. Secondly, the research draws its findings relatively on a smaller sample size. Therefore,
182 the results of the study may not represent the whole sample population. Finally, the study was conducted only
183 on the general employees working in branch-level banking and performing day to day activities. Other technical
184 and particularly skilled employees such as mechanical staffs, clerical staffs and IT experts were not involved.
185 Hence, the results of the research cannot be generalized in the broader perspective.

186 15 c) Direction for Future Researches

187 Though the research has some limitations that threaten the implication of this research, the study can headed
188 to a number of directions. First of all interested researchers could conduct longitudinal studies to investigate the
189 changes over time. Secondly, similar study can conducted to find out the influences of other HRM practices (e.g.
190 HR planning, recruitment and selection, communication, performance appraisal, compensation management,
191 compliance, employee retention, employee relations and career management) on OCB both in banking sector
192 and other industrial areas at home and abroad as well. Thirdly, future researchers can examine the relationship
193 among the demographic variables (age, sex, level of education, and years of service) and OCB. Finally, further
194 investigation can be conducted to find the relationship among OCB and its potential antecedents (e.g., employee
195 characteristics, justice perception, and psychological contract and leadership styles).

196 16 VI. Conclusion

197 The present research contributes to the comprehensive understanding of training and development (TD) practices
198 and organizational citizenship behavior (OCB) in private commercial banks operating in Bangladesh. The
199 research identified that there is a powerful positive link between training and development practice and citizenship
behavior.^{1 2}

Figure 1:

200

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d) Organizational Citizenship Behavior (OCB) and Training and development (TD) Year 2018

Training and development (TD) efforts are considered as the key programs to breed numerous benefits for staffs and business, at the same time, contributing towards organizational citizenship behavior (OCB). (N. O. A. Ahmed, 2016; Bolino & Turnley, 2003). Empirically, TD practices have a positive relationship with OCB, that is TD programs influence the attitudes and behavior of employees (N. O. A. Ahmed, 2016; Ashill, Carruthers, & Krisjanous, 2006; Bolino & Turnley, 2003; Krishnan et al., 2017; A. Noor, 2009; Tang & Tang, 2012).

(
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[Note: A Global Journal of Management and Business Research Volume XVIII Issue VIII Version I]

Figure 2:

1

| Sl. | Variables | N | Mean | Standard Deviation (SD) |
|-----|-----------|-----|--------|-------------------------|
| 1 | TD | 141 | 3.8138 | .51357 |
| 2 | OCBI | 141 | 4.0626 | .45434 |
| 3 | OCBO | 141 | 3.7607 | .56006 |

Figure 3: Table 1 :

2

| | | Correlations | | |
|----|---------------------|--------------|------|------|
| | | TD | OCBO | OCBI |
| TD | Pearson Correlation | 1 | .701 | .416 |
| | | | ** | ** |
| | Sig. (1-tailed) | | .000 | .000 |
| | N | 141 | 141 | 141 |

**Correlation is significant at the 0.01 level (1-tailed)

d) Regression Analysis

i. Training and Development (TD) and OCBI

Figure 4: Table 2 :

3

| Model | Coefficients a | | | | Sig. |
|-------|-------------------------------|------------------------|--------------------------------|--------|------|
| | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | |
| 1 | (Constant) 2.658 | .263 | | 10.124 | .000 |
| | TD R Square .368 | Adjusted R Square .068 | F 5.399 | | .000 |
| | | | Sig. .000b | | |

a. Predictors: (Constant), TD, b. Dependent Variable: OCBI, c. Model is significant at the 0.05 level
 $Y = a + bX$
 $Y = 2.658 + (.368 \times \text{Training and Development})$

Figure 5: Table 3 :

4

| Model | Coefficients a | | | | Sig. |
|-------|-------------------------------|------------------------|--------------------------------|------|------|
| | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | |
| 1 | (Constant) .846 | .254 | | 3.33 | .001 |
| | TD R Square .764 | Adjusted R Square .066 | F 11.5 | | .000 |
| | | | Sig. .000 | | |

a. Predictors: (Constant), TD, b. Dependent Variable: OCBO, c. Model is significant at the 0.05 level
 Further, the intercept of the OCBO is (a= .846), which signifies the anticipated value of dependent variable OCBO (Y) when there are no independent variable training and development (X) practices. The coefficient for independent variable training and development is (b=.764), indicating that single unit increase in training and development (X) practices would result in an increase of .764 times in OCBO (Y).

Figure 6: Table 4 :

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