RELATIONSHIP BETWEEN E-HRM AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A STUDY IN SELECT PHARMACEUTICAL COMPANIES

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Abstract

Aim: The paper examines the relationship between E-HRM and Organization Citizenship Behaviour of employees.The main aim is to assess the impact of attitude towards the use of information systems on the relationship between e-HRM practices and citizenship behavior in pharmaceutical industry. It also recommends practices to increase citizenship behaviour levels.

Methodology: All together 120 respondents participated from middle to higher level of the three pharmaceutical companies included in the study (Unichem, Health biotech and Torque Pharmaceuticals). OCB was measured by the 24-item questionnaire developed from Podsakoff, MacKenzie, Moorman and Fetter (1990). All the five components were assessed– altruism, conscientiousness, civic virtue, sportsmanship and courtesy. The attitude towards the use of e-HRM was captured through a self structured questionnaire. Simple random sampling was used.

Findings: The study findings suggest a significant positive association between e-HRM practices and organization citizenship behavior.

Implications: The findings of the present study would provide valuable insight for management to adopt various and effective human resource management practices in their workplace.

Originality/value – The study tests the relationship and impact between e-HRM practices and organization citizenship behaviour. To the best of the researchers' knowledge, this study is the first of its kind undertaken for this industry.

Limitations: The study was limited to pharmaceutical industry only and to a selected geographical area i.e. In and around Chandigarh, which may limit the generalizability of the results to the other industries.

Keywords: e-HRM, Organization citizenship behaviour, Pharmaceutical industry, Information systems.

I. INTRODUCTION

Technology is having a very significant and positive effect on human resource management processes, and is giving entirely new meaning to them. Technology has helped modify a number of HR processes such as human resource planning, recruitment, selection, performance management, training, and compensation. These new modified systems have

enabled HR professionals to provide better service to their stakeholders, most important among them is the employees working in an organization. The systems enable organization to manage HR information and processes.

Ruël et al. (2004) proposed a definition of e-HRM as a way of implementing HR strategies and practices in organizations through the direct use of web technology. Strohmeier (2007) expanded this definition to be more specific about the technological and organizational contexts by defining e-HRM as the planning, implementation and application of information technology for doing networking and supporting the interaction of at least two individuals in their shared performing of HR activities.

Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity at work. Organ (1997) defined OCB as the performance that supports the social and psychological environment in which task performance takes place. According to Organ (1988), OCB is an individual behavior that is discretionary and not directly recognized by the formal reward system, that in overall promotes the efficient and effective functioning of the organization. These feelings have been perceived as the backbone of behaviours that were not required by an organization, but which have positive impact on organizational function.

Dimensions of OCB:
ALTRUISM- Helping others whenever necessary
CONSCIENTIOUSNESS- Being punctual and completing tasks well ahead deadlines
COURTESY- Informing others whenever necessary
CIVIC VIRTUE- Contribution to reputation of the organization
SPORTSMANSHIP- Adjusting in less co-ordial situations at workplace

II.   REVIEW OF LITERATURE

Katz (1964) [6] opined that in order to operate efficiently, an organization must possess the following three basic conditions with regard to employees: participating and staying in the organization, acting according to the behavioral principles regulated by the organization; and, automatic devotion to the organization being the most important of all of them.

Regarding the measurement of OCB, Smith et al. (1983) [19] developed a 16-item behavior rating scale. Factor analyses of ratings made with this scale suggest two factors, labeled altruism and generalized compliance. Subsequently, Organ (1988) [11] has added other constructs to his OCB model. Civic virtue (Graham, 1986) refers to responsible involvement in the governance and political life of the organization. Organizational courtesy relates to organization members' gestures toward preventing problems that might occur. Finally, sportsmanship is defined as toleration without complaint of less than desirable organizational conditions.

Williams and Anderson (1991) [23] divided OCB into three dimensions; (a) in-role behaviours (IRB) – the responsibilities undertaken by the employees (for example, works full 8 h day,

completes assigned duties on time, complies with rules and regulations), (b) OCBI – behaviors that immediately benefit specific individuals and, through this means, indirectly contribute to the organization (for example, helps others who have been absent, takes a personal interest in other employees), and c) OCBO – behaviors that benefit the organization in general (for example, gives advance notice when unable to come to work, adheres to informal rules devised to maintain order).

Podsakoff et al. (2000) [15] identified seven dimensions of OCB: helping behavior, organizational loyalty, organizational compliance, sportsmanship, civic virtue, individual initiative, and self-development.

Farh, Zhong, Organ (2004) [1] have discussed five extended dimensions of OCB: self training, protecting and saving company resources, social welfare participation, keeping the workplace clean and interpersonal harmony. They also developed a concentric model of OCB. Self domain is the inner most circle of this concentric model that includes contributions made purely out of one's own power or will. The next circle of this model is group domain which refers to the contributions that require interactions with peers and teamwork. Organization domain consists of the activities which must engage some organizationally relevant characteristics such as corporate resources, governance etc. Society dimension extends beyond the boundaries of the organization with reference to contributions to external environment and the stakeholders.

Marler (2009) [8] presented a model of e-HRM strategy formulation that distinguishes three primary goals of e-HRM: cost savings, strategic alignment, and building resources. Each of these primary goals is seen as fitting within the overall deliverables and roles for HR, related to strategy and competitive advantage. Cost saving as a primary goal, for example, is associated with a primary administrative HR role, within the context of deliverables of the HR function that focus on building an efficient infrastructure.

Parry and Tyson (2011) [13] examined 10 companies that had introduced e-HRM. They found that only a few of the 10 had an original goal of using e-HRM to increase the strategic orientation of HR and even fewer felt that this goal had been realized. At the same time, other organizations in this sample felt that there had been some unintended, strategic transformational impact of their e-HRM implementation.

Yusliza & Ramayah (2013) [24] investigated the relationship between clarity of E-HRM goals, user satisfaction with E-HRM, perceived usefulness, perceived ease of use, user support, social influence, and facilitating conditions that can influence attitude towards electronic human resource management (E-HRM). A survey was carried out to acquire data from 154 HR professionals.

Grant & Newell (2013) [3] work to define e-HRM. They define e-HRM as the part of organization which unlocks the HRIS so that the data is used by all employees e.g., employees can generate and get access to their own payroll data or skills profile while managers can generate and access performance data or job applications pertaining to employees under their supervision.

After detailed analysis of the literature available in this domain, the employee attitude towards the use of e-HR and the impact it has on commitment and citizenship behaviour comes across as a new area of interest for research as not much work has been done on these

parameters. Secondly no study of this type has been performed for Indian pharmaceutical industry. This research will try to fill these gaps.

III. OBJECTIVES OF THE STUDY

- To study the e-HRM practices being used in the companies under study.
- To study employees attitude towards e- HRM in the companies under study.
- To examine the impact of e-HRM on employees citizenship behavior.
- To analyze the level of employee citizenship behavior towards the organization.

IV. RESEARCH METHODOLOGY

Research Design

This study is descriptive in nature. It has been undertaken to learn and describe the characteristics of a group of employees, in an attempt to determine the impact of e-HRM on employee citizenship behavior and its level towards the organization. Appointments were made to visit the companies to personally deliver the set of printed questionnaires to the employees. Qualitative semi-structured interviews were carried out to capture the views of employees.

Research instrument

The required data was collected by using self administered questionnaires. The questionnaire is divided into five parts.

Part I of the questionnaire relates to demographic variables of employees such as designation/level, age, gender and years of experience in the organization.

Part II is the self structured 21 item likert scale items to measure employee attitude towards using e-HR practices and determining their satisfaction level. The questionnaire is constructed with a view to capture the present working conditions using e-HRM technology, its efficiency levels, and employee's satisfaction level.

Part III comprises of a 24 item OCB questionnaire developed by Podsakoff, Mackenzie, Moorman and Fetter, 1990. The ratings indicated the extent that each of the behaviours was a characteristic of the employee's behaviour.

Sampling

Simple random sampling was used to select employees who are currently making use of the e-HRM technology from corporate offices of pharmaceutical companies under study. For the purpose of our study 40 employees each was selected from three pharmaceutical companies (Unichem, Health biotech and Torque Pharmaceuticals).

Data collection

The method used for collecting primary data is interview and questionnaire method. The secondary data collected for this study includes text book reviews, journal reviews, internet reviews and dissertation reviews. 30 employees were selected to carry out the pilot study. The

research instrument was validated using this data. This helped in the rewording of questions based on the feedback received.

V. DATA ANALYSIS AND RESULTS

Various statistical analyses like descriptive analysis, correlation and linear regression analysis were performed to arrive at the results. Statistical Package for Social Sciences (SPSS Version 20) was used to analyse the data.

The data was converted into standardized scores to make it normally distributed and then applied the tests such as t-test, Anova which have the basic assumption that data should be normally distributed. Overall profile of the respondents was examined. Descriptive statistics such as means, standard deviations and reliabilities (Cronbach's alphas) for all the variables used in the study were used to describe the demographic profile.

Profile of Respondents

There were more male respondents than female respondents in this sample. There were 72 males (60%) as compared to 48 females (38.3%). Majority of the respondents were below 30 years old (52.5 %). Also in the sample, a large proportion of the respondents report that they have obtained a post-graduate degree (60.0%), while the remaining completed graduation (26.7%) diplomas (5.3%), and doctorate (8.0%).

Findings

Cronbach alpha for 10 statements that come under the attitude towards e-HR was found to be .898. Inter-item correlation matrix also did not displayed ny significant correlation between the 10items of e-HR.

Cronbach Alpha for the dimensions and overall were also calculated for dependent variable Organization Citizenship behavior as displayed in the table below:

Table 1- Cronbach's Alpha coefficients

	N=120
Statement 1-Statement 5 - Altruism	.606
Statement 6-Statement10 - Civic Virtue	.714
Statement 11-Statement15 - Conscientiousness	.729
Statement 16-Statement19 - Courtesy	.632
Statement 20-Statement 24 - Sportsmanship	.855
Overall	.717

H01: No difference exists in attitude towards the use of e-hr among employees of different departments.

One way Anova was performed to find differences if any, exist among the employees of different departments.

Table 2- ANOVA
T_EHR

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1534.438	6	255.740	2.788	.014
Within Groups	10365.562	113	91.731		
Total	11900.000	119			

The F-value exceeds the tabled critical value at p=.05 with df1=6 and df2=113. Therefore, H0 is rejected and it is concluded that at least one mean is significantly different from one another mean F (6,113)= 2.78, p<0.05.

To determine the pattern of differences, a post-hoc test was performed which displayed significant differences in the attitude towards e-HR among several departments.

Table 3- Multiple Comparisons

	Department	Department	Mean Difference (I-J)	Std. Error	Sig.
LSD	FINANCE	R&D			
		PRODUCTION	-7.41364*	2.65216	.006
		IT	.62525	4.54801	.891
	R&D	FINANCE	8.23241*	3.61111	.024
		RA	11.09069*	4.55506	.016
	PRODUCTION	FINANCE	7.41364*	2.65216	.006
		RA	10.27191*	3.83959	.009
		RA	9.73598*	4.71990	.041
		R&D	-11.09069*	4.55506	.016
		PRODUCTION	-10.27191*	3.83959	.009
		HRD	-9.73598*	4.71990	.041

From the table 3 above, it can be concluded Mean values were observed to be significantly different in Production, Finance, RA and R&D departments as compared to HRD and IT departments. The mean difference is significant at the 0.05 level among these departments.

H02: No significant relationship exists between e- HRM and employee citizenship behavior.

To test the relationship between the two variables correlation analyses was performed which came out to be significant at 0.01 level of significance.

Table 4- Correlations

		TOCB_NEW	T_EHR
TOCB_NEW	Pearson Correlation	1	.479**
	Sig. (2-tailed)		.000
	N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

Simple regressions was used to test the hypothesised relationship between the predictor (e-HR) and the criterion (OCB).

Table 5- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.479a	.230	.223	8.81411	1.561

a. Predictors: (Constant), T_EHR
b. Dependent Variable: T_OCBNEW

R>.30 indicates that there is a moderately positive and meaningful relationship between dependent variable and the independent variable. R2> .10 reflects that an important amount of variance is explained between dependent variable and the independent variable.

Table 6- ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2732.759	1	2732.759	35.176	.000b
	Residual	9167.241	118	77.688		
	Total	11900.000	119			

a. Dependent Variable: TOCB_NEW
b. Predictors: (Constant), T_EHR

Since the significance level<.05 i.e. less than conventional level of significance. It shows the three main regression coefficients are significantly different from zero.

Table 7- Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.039	4.119		6.321	.000
	T_EHR	.479	.081	.479	5.931	.000

a. Dependent Variable: TOCB_NEW

The analysis indicated that there was e-HR T score and OCB T Score were significantly correlated, R=.479, R-square=.230 and adjusted R-square=.223, F(1,118)=35.176, P<0.05

The regression model would look like:
T_OCBNEW = 26.03+.479 T_EHR

H03: No significant difference exists in employee citizenship behaviour between male and female employees.
Independent samples t-test was performed for examining the difference among male and female employees for citizenship behaviour displayed towards the organization.

Table 8- Independent samples test

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
TOCB_NEW	Equal variances assumed	.929	.337	1.030	118	.305	1.91814	1.86292
	Equal variances not assumed			1.004	91.966	.318	1.91814	1.91071

It can be concluded that no significant difference exists between the citizenship behavior displayed towards the organization by both genders. Null hypothesis is accepted at t (118)= .337, p>0.05.

VI. CONCLUSION
This study emphasises the importance of organization citizenship behaviour and also identifies various factors that have a significant effect on it. It also shows that there is a strong significant relationship between the citizenship behaviour of the employees with effective use of electronic human resource management. It was observed that the attitudes towards the use

of use of E-hrm practices varied among the employees of observed departments in the organizations under study. The results of the regression analysis indicate that the independent variable identified to influence citizenship behaviour do have a significant impact on the behaviour of the employees. The future scope of the study is quite wide from different perspectives. This study can be conducted at various levels of the organisation, say, large scale and MNCs to strengthen the model. In depth analysis on the specific factors identified may be carried out which can give rise to individual effect of each factor on citizenship behaviour levels.

VII. LIMITATIONS OF THE STUDY

The major limitation of this study is that the study was limited to pharmaceutical industry only and to a selected geographical area i.e. in and around Chandigarh, which may limit the generalizability of the results to the other industries. A more diverse sample drawn from more companies or from the broader geographical regions would have facilitated a better understanding and generalizations of the findings. The other limitation of the study is that the self- reported measures of the E-HRM constructs were used for data collection. So, the chances of natural bias and a single source bias influencing the results cannot be ruled out. Finally, due to time constraint the sample size was relatively small. In addition, the present study is purely quantitative in nature. Future research may supplement the present study with qualitative studies that use focus groups and observations.

VIII. IMPLICATIONS OF THE STUDY

The present study would possibly help managers and practitioners to pay attention to the motives that generate positive attitudes among organizational members towards the use of IT influenced HR processes and support already existing processes. This study may also contribute to further research ideas in the field of e-HRM. So, the findings of the study can help the companies to devise strategies to improve the behavior to be shown towards organization and HR processes. Overall, the findings of the present study would provide valuable insight for management to adopt various and effective tools in their workplace. From the theoretical perspective, the present research has enriched the literature on the integration of a few distinct bodies of knowledge such as electronic human resource management and OCB.

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