

IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL CITIZEN BEHAVIOUR IN DODLICK NIG. LIMITED ONITSHA, NIGERIA

EZE EVARISTUS, JONATHAN^{1*}, ONYEMERE FINEBOY, EZENWOKO

^{1*} DEPARTMENT OF BUSINESS ADMINISTRATION HEZEKIAH
UNIVERSITY UMUDI. IMO STATE. NIGERIA.

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²NATIONAL OPEN UNIVERSITY OF NIGERIA.

* Correspondence: EZE EVARISTUS, JONATHAN



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ABSTRACT: This study centered on impact of human resources management practices on job satisfaction and employee citizenship behavior. A human resources practice includes all activities deployed by organization to increase the participation of personnel of the organization in organization's affairs. The study was a survey design involving the collection of data primarily through a structured questionnaire administered on 300 members of staff of Dodlick Investment Company limited based in Onitsha, Nigeria. Data was analysed using descriptive statistics of percentages while hypotheses were tested using inferential statistics of regress analysis. The finding from the study showed that Human resources Management Practices has significant impact on employee job satisfaction .Human resources management practices has significant impact on employee display of organizational citizenship behavior in Dodick Nig. Limited. Employee who has job satisfaction also display organizational citizenship behaviour at workplace .It was recommended from this finding that There is need to review HR practices and upgrade to the level that will Forster

organizational citizenship behavior beneficial to the company. The same goes for job satisfaction. There is every need to include organizational citizenship behaviour assessment in annual performance appraisal(APA) forms as a way of monitoring, encouraging and rewarding employees who display such over a period of time. There is need for managers to include in their training program the teaching of organizational citizenship behaviours and elements of job satisfaction as a way of building these behaviours in their employees.

Keywords: *Human resources practices, Organizational Citizenship Behaviour, Job Satisfaction, organization, Investment Company.*

INTRODUCTION

1.1 Background to the Study

Human resources constitute one of the most critical assets within any organisation, as operational activities and strategic goals cannot be achieved without human engagement. Other organisational resources—such as financial, physical, and technological inputs—remain inactive and yield limited value unless coordinated and managed by people. Human resource management (HRM) practices represent coordinated organisational strategies aimed at enhancing employee contribution to workplace activities. These practices include workforce planning to ensure that the right employees are available, staff training to improve job competence, performance appraisal to evaluate achievements, compensation to reward labour input, and employee relations to promote harmony and inclusiveness. Additionally, modern HR operations rely on human resource information systems (HRIS) for effective record management and administrative support.

In many developing nations, particularly in Africa, organisations continue to search for human resource strategies that provide sustained competitive advantage. The Resource-Based View (RBV) suggests that organisational success depends largely on how effectively an organisation utilises its internal capabilities—especially employee knowledge, skills, and competencies that are unique and difficult for competitors to imitate. Scholars such as Abraham and Cohen (2005) argue that organisations must

invest in building and supporting employee capabilities while nurturing attitudes and values that promote positive workplace behaviours.

As a result, organisations are increasingly adopting bundles of HRM practices designed to improve performance outcomes. These practices not only contribute to job satisfaction but also encourage employees to engage in extra-role behaviours, known as organisational citizenship behaviour (OCB). OCB refers to voluntary and non-contractual actions that support organisational functioning but fall outside formal job descriptions. Employees who willingly assist colleagues, show initiative, and demonstrate loyalty and cooperation are considered valuable assets to organisational success. Many organisations now view OCB as an important behavioural indicator and often assess managers based on their ability to cultivate citizenship behaviour within their teams.

However, OCB is strongly influenced by job satisfaction. Employees who feel positive about their work environment are more likely to exceed basic job expectations and contribute to organisational improvement. Job satisfaction describes an individual's emotional reaction to job experiences (Locke, 1976), and Robbins (1999, 2003) further explained it as an employee's evaluative attitude toward workplace conditions. Spector (1997) described satisfaction as the extent to which employees feel content or discontent with their work roles.

Although extensive research has linked HRM practices to organisational outcomes, findings across the literature remain inconsistent. Limited empirical studies have been conducted within African contexts, particularly in Nigeria, and even fewer within import and distribution firms. This gap highlights the need to examine how HRM practices influence employee satisfaction and citizenship behaviour within local organisational environments.

Accordingly, this study seeks to explore the relationship between HRM practices, job satisfaction, and OCB in Dodlick Nig. Limited, Onitsha. The study aims to expand understanding of these variables, contribute to empirical knowledge, and provide practical insights that may support human resource development within Nigerian organisations.

1.2 Objectives of the Study

The overall aim of this research was to examine the impact of human resource management (HRM) practices on two key organisational variables: employee job satisfaction and organisational citizenship behaviour (OCB). To achieve this aim, the study pursued the following specific objectives:

1. To assess the extent to which HRM practices influence organisational citizenship behaviour among employees.
2. To determine the relationship between HRM practices and employee job satisfaction.
3. To evaluate whether employees who report job satisfaction are likely to demonstrate organisational citizenship behaviour in the workplace.

1.3 Research Question

This study was guided by the following research questions:

1. To what extent do HRM practices influence organisational citizenship behaviour among employees?
2. How do HRM practices affect employee job satisfaction?
3. Do employees who report job satisfaction demonstrate organisational citizenship behaviour within the workplace?

1.4 Research Hypotheses

The following hypotheses were formulated to guide this study:

Hypothesis One

H₀: Human resource management practices have no significant impact on organisational citizenship behaviour among employees of Dodlick Nig. Limited, Onitsha, Anambra State, Nigeria.

H₁: Human resource management practices have a significant impact on organisational citizenship behaviour among employees of Dodlick Nig. Limited, Onitsha, Anambra State, Nigeria.

Hypothesis Two

H₀: Human resource management practices have no significant effect on employee job satisfaction in Dodlick Nig. Limited, Onitsha, Anambra State, Nigeria.

H₁: Human resource management practices have a significant effect on employee job satisfaction in Dodlick Nig. Limited, Onitsha, Anambra State, Nigeria.

Hypothesis Three

H₀: Employees who report job satisfaction do not demonstrate organisational citizenship behaviour in the workplace.

H₁: Employees who report job satisfaction demonstrate organisational citizenship behaviour in the workplace.

1.5 Significance of the Study

The findings of this study demonstrate that human resource management practices significantly influence employee job satisfaction as well as the display of organisational citizenship behaviour within the workplace. The results also show that employees who are satisfied with their jobs are more inclined to exhibit positive citizenship behaviours.

These outcomes hold important implications for managers, organisations, and researchers. For business leaders, the study highlights the need to design, refine, and implement HRM practices that create a work environment capable of enhancing employee satisfaction, which in turn supports improved workplace behaviour. Since satisfied employees are more likely to perform beyond their formal job requirements, organisations that prioritise effective HRM policies stand to benefit from increased productivity and cooperative workplace behaviour.

For the management of Dodlick Nig. Limited, the study provides insight into the value of HR practices that not only improve job satisfaction but also encourage employees to display extra-role behaviour that supports organisational success. The findings stress the importance of cultivating an organisational culture that recognises and nurtures behaviours that extend beyond routine job responsibilities.

Academically, this study increases understanding of how HRM practices shape organisational citizenship behaviour and job satisfaction, particularly within the import and distribution sector in Nigeria—a context with limited empirical research. The study adds to the expanding body of knowledge on HRM outcomes and provides a useful platform for further inquiry in related fields. It also expands theoretical understanding of how HRM practices affect behavioural and attitudinal constructs in the workplace.

Overall, the study provides practical and scholarly contributions by demonstrating the organisational value of job satisfaction and citizenship behaviour, and by underscoring the central role of HRM in achieving these outcomes.

2.0 LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Organisational Citizenship Behaviour (OCB)

The concept of organisational citizenship behaviour (OCB) was introduced by Bateman and Organ (1983), who described it as a form of behaviour that supports organisational effectiveness by contributing beyond formal job requirements. Unlike core work tasks, OCB consists of voluntary actions not expressly included in an employee's job description. Although such behaviours may be recognised informally, they are not guaranteed by contractual reward systems (Organ, 1997; Smith, Organ & Near, 1983).

A widely accepted view is that OCB represents discretionary behaviour that enhances workplace functioning and strengthens organisational performance. These behaviours may be directed toward individuals or the organisation and contribute meaningfully to workplace climate, efficiency, and cohesion.

Dimensions of OCB

Researchers have identified five major dimensions of OCB: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy (Organ, 1988; Podsakoff et al., 1990). Each dimension reflects a different category of voluntary action that supports organisational functioning.

1. Altruism:

Altruism involves helping other employees with job-related tasks. Examples include assisting co-workers who are overloaded, offering guidance to new employees, solving work-related problems, or covering tasks for absent colleagues. While the behaviour is directed at individuals, it also benefits the organisation by improving workflow efficiency (Organ, 1988; Podsakoff et al., 1990; Keir, 2016).

2. Conscientiousness:

This refers to behaviours that exceed minimum job expectations. Employees who demonstrate conscientiousness often show high diligence, responsibility, and adherence to organisational norms. They may engage in activities such as maintaining punctuality, conserving resources, or completing tasks beyond standard performance requirements.

3. Civic Virtue:

Civic virtue relates to responsible participation in activities that contribute to organisational governance and development. Employees demonstrating civic virtue may attend voluntary meetings, stay informed on organisational matters, contribute to decision-making, or represent the organisation positively to outsiders (Graham, 1986; Podsakoff et al., 1990; Keir, 2016).

4. Sportsmanship:

Sportsmanship reflects an employee's ability to maintain a positive attitude even in unfavourable conditions. This includes avoiding unnecessary complaints, accepting constructive criticism, tolerating minor discomforts, and cooperating with organisational change. Sportsmanship supports workplace harmony and reduces interpersonal conflict (Organ, 1988; Podsakoff et al., 2000).

5. Courtesy:

Courtesy involves behaviours aimed at preventing workplace problems by showing respect and consideration for others. Examples include informing colleagues before taking actions that may affect them, sharing useful information, offering reminders, and respecting the rights of co-workers. Courtesy contributes to organisational

stability by improving communication and reducing misunderstandings (Organ, 1988; Podsakoff et al., 1990; Keir, 2016).

Together, these dimensions enrich organisational operations by strengthening teamwork, communication, morale, and performance. Employers increasingly value OCB as a behavioural asset that supports productivity and competitiveness.

2.1.2 Human Resource Management Practices

Human resource management (HRM) practices refer to the strategic processes, policies, and activities through which organisations attract, develop, reward, and retain employees. These practices are designed to enhance workforce effectiveness and improve organisational outcomes. Although HRM practices vary across organisations, several core elements are widely recognised in academic and professional literature.

Recruitment and Selection

Recruitment involves creating awareness about job opportunities and attracting suitable applicants, while selection refers to identifying and appointing the most qualified candidate based on job specifications. These processes typically include advertisement, application screening, shortlisting, interviewing, selection decisions, and placement. Effective recruitment and selection ensure that organisations hire individuals with the right skills, qualifications, and attitudes, which contributes to stronger organisational performance and employee satisfaction.

Training and Development

Training and development represent structured organisational efforts to improve employees' knowledge, skills, and work-related competencies. Training enhances employees' capacity to perform current job functions, whereas development prepares them for future responsibilities. McGhee and Thayer (1965) described training as deliberate learning that results in behavioural improvement. Ubeku (1975) distinguished between operative training, which focuses on technical job skills, and management development, which enhances leadership capacity. Training and

development initiatives play a critical role in improving job performance, job security, and satisfaction.

Compensation and Reward Systems

An effective compensation system must be clearly defined, consistently applied, and perceived as equitable by employees. Equity in compensation is grounded in the principle that rewards should align with the value of work performed. Employees expect that pay levels will reflect their skills, effort, responsibilities, and contribution to organisational outcomes. Furthermore, compensation should remain competitive within the industry to prevent dissatisfaction and turnover. When employees believe that their compensation is fair and comparable to what others in similar roles receive, they are more likely to experience satisfaction and remain committed to organisational goals.

Reward systems may take the form of merit-based pay, bonuses, incentives, gain sharing, profit sharing, stock options, or skill-based pay. Merit pay acknowledges outstanding performance, while skill-based pay links compensation to the acquisition of new competencies. Incentives such as gain and profit sharing allow employees to benefit directly from organisational success. These reward programmes reinforce desirable behaviours, encourage professional development, and support a productive work environment.

By fulfilling fundamental fairness expectations, compensation and reward systems reduce the likelihood of motivational imbalance and workplace dissatisfaction. Conversely, when compensation is perceived as unfair or inadequate, employees may become demotivated, disengaged, or dissatisfied.

Performance Appraisal

Performance appraisal refers to the formal and systematic process of evaluating employee performance over a specific period. Brown and Heywood (2005) describe it as a structured method used to assess how effectively employees carry out their responsibilities, while Ezigbo (2011) notes that it also serves as a platform for communicating performance expectations and providing feedback for improvement.

Appraisal begins with job analysis and job specification, followed by the establishment of clear performance targets. Throughout the appraisal period, employee performance is monitored, measured, and compared with predetermined standards. Feedback sessions are used to discuss results, acknowledge achievements, and identify areas that may require support or development.

According to Armstrong (2006), performance appraisal should be ongoing rather than episodic. It functions not only as a measurement tool but also as a developmental process that encourages employee growth and organisational progress. Mullins (1999) also emphasised that performance appraisal should clarify expectations and guide performance improvements.

Effective appraisal processes provide transparency in reward decisions and help identify training needs, promotion opportunities, and succession planning pathways. They also motivate employees by linking their contributions to organisational objectives. When appraisal systems are perceived as fair and consistent, employees are more likely to experience job satisfaction and maintain positive attitudes toward work.

Industrial / Employee Relations

Industrial relations refer to the formal framework governing employment relationships between employers, employees, and—where applicable—labour unions or regulatory authorities. Akpala (1982) explained industrial relations as the management of employment conditions through interactions involving management, workers, and mediating agents, with the goal of establishing rules that support organisational efficiency and employee well-being. Collective bargaining, negotiation, and dispute resolution processes are central to maintaining harmonious labour relations (Ezigbo, 2011).

Employee relations, though closely related, are broader in focus. They encompass HR practices designed to foster positive interactions between employees and the organisation, whether through formal agreements or direct communication. Armstrong (2006) describes employee relations as the management of workplace

relationships to ensure fair treatment, productive communication, and organisational cooperation.

Effective employee and industrial relations aim to create a work environment characterised by trust, respect, and mutual understanding. These practices support industrial peace, encourage employee participation, and help minimise conflict. Scholars such as Khan and Jahe (2008) argue that strong employee relations contribute to job satisfaction by promoting inclusion, fairness, and a sense of belonging.

When organisations invest in healthy industrial and employee relations systems, they cultivate a workplace culture that reinforces job satisfaction, employee commitment, and positive discretionary behaviour. As such, these HRM practices play a vital role in shaping both employee outcomes and organisational performance.

Job Satisfaction

Job satisfaction refers to the emotional and psychological response an employee develops toward their job based on personal evaluation of work experiences. Locke (1976) described it as a positive emotional state resulting from an individual's assessment of their job. Robbins (1999, 2003) characterised job satisfaction as an employee's overall attitude toward various aspects of work, noting that satisfaction levels are shaped by perceptions of job features, organisational conditions, and personal expectations. Spector (1997) similarly defined job satisfaction as the extent to which individuals feel content or discontent with their work roles.

Job satisfaction plays a central role in determining employee behaviour, work motivation, and organisational outcomes. Satisfied employees often demonstrate stronger commitment, reduced absenteeism, and improved job performance. Conversely, dissatisfaction may result in negative outcomes such as turnover intentions, low morale, decreased motivation, and reduced productivity.

Researchers have identified multiple factors that contribute to job satisfaction, including job characteristics, compensation, working conditions, promotion opportunities, supervisory relationships, and collegial support. These factors

influence how employees interpret their work environment and determine the extent to which their personal needs and professional expectations are being fulfilled.

Job satisfaction is particularly relevant in HRM research because of its relationship with discretionary behaviours such as organisational citizenship behaviour (OCB). Employees who feel satisfied are more inclined to engage in voluntary actions that exceed basic job requirements and support organisational functioning. For this reason, job satisfaction remains a vital construct in organisational performance research.

Dimensions of Job Satisfaction

Scholars have identified a variety of dimensions that contribute to overall job satisfaction. Snepung et al. (2011) proposed that employee satisfaction is influenced by multiple workplace factors, which align with Herzberg's Two-Factor Theory of Motivation. According to Herzberg, Mausner, and Snyderman (1957), satisfaction and dissatisfaction arise from two separate groups of influences: motivators (or satisfiers) and hygiene (or maintenance) factors.

Motivator factors relate to intrinsic elements of work, such as achievement, recognition, responsibility, growth, and the nature of the work itself. These factors enhance satisfaction by fulfilling higher-level psychological needs. In contrast, hygiene factors include organisational policies, supervision quality, working conditions, interpersonal relationships, job security, and salary. While the absence of hygiene factors may cause dissatisfaction, their presence alone does not guarantee satisfaction—rather, it prevents negative emotional reactions to work.

Smith, Kendall, and Hulin (1968) identified five core dimensions of job satisfaction:

1. **The nature of the work:** Tasks that offer value, variety, and challenge contribute to higher satisfaction.
2. **Compensation:** Perceptions of fair pay and financial rewards relative to effort and industry standards influence satisfaction levels.

3. **Promotion opportunities:** The fairness and availability of advancement pathways shape employee expectations and career motivation.
4. **Supervision:** Supportive and competent leadership fosters confidence and workplace comfort.
5. **Co-worker relationships:** Positive and cooperative social interactions enhance workplace experience and organisational belonging.

Other researchers have expanded these dimensions to include work-life balance, personal values, organisational culture, and perceived equity (Javed et al., 2012; Byers & Bue, 1987; Moorhead & Griffin, 1999; Keir, 2016). Together, these factors influence how employees evaluate their jobs and determine the extent to which their individual needs are being fulfilled.

Understanding these dimensions is vital for interpreting job satisfaction as a construct. It also provides insight into why satisfied employees are more likely to display favourable work behaviours, including organisational citizenship behaviour.

2.2 Theoretical Framework

This study is anchored on four key theoretical perspectives that explain the relationships among human resource management (HRM) practices, job satisfaction, and organisational citizenship behaviour (OCB). These include the Social Exchange Theory, the Resource-Based View (RBV), the Ability–Motivation–Opportunity (AMO) Theory, and Herzberg’s Two-Factor Theory. Each theory provides a distinct lens for understanding how HRM practices shape employee attitudes and behaviours within organisations.

2.2.1 Social Exchange Theory

Social Exchange Theory provides an important foundation for understanding the link between job satisfaction and OCB. Organ (1990) explained that employees are more likely to reciprocate positive organisational treatment with desirable workplace behaviours. Blau (1964) argued that organisational relationships are based on exchanges that include both social and economic components. The social dimension

involves trust, loyalty, respect, and psychological obligations, while the economic dimension involves tangible rewards such as pay and benefits (Shore et al., 2006; Song, Tsui & Law, 2009).

The principle of reciprocity lies at the heart of this theory (Shapiro, 2002). When employees perceive that the organisation supports and values them, they feel compelled to respond positively—often exceeding basic job requirements and engaging in extra-role behaviours. This theoretical view aligns with the findings of the present study, which indicate that job satisfaction plays a mediating role between HRM practices and OCB.

2.2.2 Resource-Based View

The Resource-Based View posits that organisations gain competitive advantage by developing internal resources that are valuable, rare, inimitable, and non-substitutable. These resources include employee skills, knowledge, and capabilities (Abraham & Cohen, 2005). RBV suggests that HRM practices play a critical role in building and sustaining these competencies. Researchers such as Boral and Steeveid (1999) and Keir (2016) maintain that HRM practices influence employee motivation, performance, and commitment, thereby shaping organisational outcomes.

This theory supports the findings of the current study, which show that HRM practices contribute significantly to job satisfaction and OCB—two variables that enhance organisational performance and competitiveness.

2.2.3 Ability–Motivation–Opportunity (AMO) Theory

The AMO Theory proposes that employee performance is a function of ability, motivation, and opportunity to participate in organisational processes. HRM practices that enhance skills (e.g., training), strengthen motivation (e.g., compensation and recognition), and provide opportunities for involvement (e.g., participatory decision-making) contribute to improved employee behaviour and performance outcomes (Appelbaum et al., 2000; Boxall & Purcell, 2003).

The AMO equation— $P = f(A, M, O)$ —suggests that employees perform effectively when they possess the necessary competence, feel motivated to apply their skills, and

are given the opportunity to contribute meaningfully. In support of this view, Katz and Kahn (1978) noted that employee ability, motivation, and involvement determine organisational effectiveness and satisfaction. This theoretical foundation aligns with findings indicating that HRM practices significantly influence job satisfaction and citizenship behaviour.

2.2.4 Herzberg's Two-Factor Theory

Herzberg's model offers a motivational explanation of job satisfaction, differentiating between hygiene factors and motivators (Herzberg, Mausner & Snyderman, 1957). Hygiene factors such as organisational policy, supervision, pay, working conditions, interpersonal relationships, and job security prevent dissatisfaction when present but do not necessarily create satisfaction on their own. Motivator factors such as achievement, recognition, meaningful work, growth, and responsibility directly influence satisfaction by fulfilling higher-level psychological needs (Armstrong, 2006).

This theory reinforces the findings of this study by demonstrating how HRM practices linked to job content, performance recognition, promotion, and compensation contribute to employee satisfaction and workplace behaviours. It also explains why satisfied employees are more inclined to demonstrate OCB.

2.3 Gaps in the Literature

Although organisational citizenship behaviour (OCB) has gained increasing recognition globally, research on the construct remains limited within Nigeria, particularly in sectors where competition and performance pressures are high. Despite the relevance of OCB to organisational success, only a small number of studies have examined how workplace conditions in Nigerian organisations influence employees' willingness to engage in discretionary behaviours beyond formal job requirements.

Similarly, while the relationship between human resource management (HRM) practices and organisational outcomes has been widely documented in developed economies and parts of Asia, the number of related empirical studies in Africa

remains comparatively low. This has created a gap in localised understanding of how HRM practices function in African work environments, where cultural, economic, and administrative structures may differ from those found in Western contexts.

Specifically, the interaction between HRM practices, job satisfaction, and OCB has not been extensively studied within Nigeria's import and distribution industry. To the best of our knowledge, existing literature provides minimal evidence on how HRM practices influence employee satisfaction and citizenship behaviours within this sector, despite its economic significance.

These gaps highlight the need for additional research to deepen understanding of how HRM practices shape behavioural and attitudinal outcomes in Nigerian workplaces. The present study contributes to bridging this gap by examining the impact of HRM practices on job satisfaction and OCB in Dodlick Nig. Limited, thereby expanding empirical knowledge and providing a foundation for future research in this area.

2.4 Case Organisation

Dodlick Nig. Limited, located in Onitsha, Anambra State, Nigeria, served as the focal organisation for this study. The company is a recognised player in the import and distribution sector, dealing in a wide range of goods, including machinery components, electrical and electronic materials, automotive parts, electrical cables, and food products. The organisation also maintains a branch in Lagos, Nigeria, which specialises in clearing and forwarding services to support fast and efficient movement of imported goods through the ports.

The organisation was selected for this study due to its size, operational scope, and industry prominence. Dodlick Nig. Limited is regarded as a leading import and distribution firm within Anambra State and employs approximately 300 workers—representing one of the largest workforce populations within its industry locally. This considerable workforce size made it possible to explore HRM practices, job satisfaction, and organisational citizenship behaviour in depth, providing a rich and reliable base for empirical analysis.

The company's extensive experience in importation and distribution activities, combined with its organisational structure and diversity of job roles, presented an ideal context for evaluating HRM practices and their influence on workplace outcomes. This selection also responds to the lack of research on HRM–OCB–satisfaction relationships within Nigeria's import and distribution sector, helping to address the identified literature gap.

2.5 Empirical Review (1) – Relationship between HRM Practices and Organisational Citizenship Behaviour

Existing research has demonstrated a positive link between human resource management (HRM) practices and organisational citizenship behaviour (OCB). Various studies have highlighted how supportive HRM systems encourage employees to demonstrate voluntary behaviours that contribute to organisational effectiveness.

For example, Ghafoor (2016) conducted a study among school teachers in Punjab, Pakistan, to investigate the connection between HRM practices and OCB, with perceived organisational support serving as a mediating variable. The results revealed a significant positive association between selected HRM dimensions and OCB, indicating that employees who perceive strong organisational support are more inclined to engage in citizenship behaviours.

Similarly, Green, Wu, Dwayne, and Medin (2006) explored attitudes toward HR practices and work performance in a sample of HR professionals employed within large U.S. manufacturing companies. Their findings indicated that HR systems that are well aligned with organisational strategy tend to generate higher levels of employee commitment and satisfaction, which subsequently foster cooperative behaviour and enhanced work outcomes.

These studies support the view that strategic HRM practices not only improve organisational performance but also contribute to positive behavioural outcomes, including OCB. They also reinforce the assumption that employees who believe their organisation values and invests in them are more willing to exceed formal job expectations.

2.6 Empirical Review (2) – Relationship between HRM Practices and Job Satisfaction

Numerous studies across different countries and industries have documented a strong relationship between human resource management (HRM) practices and job satisfaction. These studies consistently suggest that HRM systems designed to support employee development, recognition, and fairness play an important role in shaping employee attitudes toward their work.

For example, Worlu (2017) examined the influence of training and development as well as performance appraisal on job satisfaction among staff at the School of Technology and Logistics, University of Utara, Malaysia. Using survey data from 81 respondents, the findings showed that both training and performance appraisal had significant positive effects on employee satisfaction. This outcome aligns with the notion that developmental opportunities enhance confidence, growth potential, and promotion prospects—factors that contribute to job fulfilment.

Similarly, Yaduveer, Singh, and Patel (2014) investigated HRM practices in the hotel industry in Udhapur, India, using a sample of 88 employees. Their results indicated a strong association between HRM practices and job satisfaction. They reported that effective recruitment and selection, alongside favourable working conditions and career growth opportunities, positively influenced employee satisfaction. These findings suggest that well-structured HR systems promote confidence and reduce job-related stress.

In Pakistan's textile industry, Niazi (2014) also found compelling evidence linking HRM practices to job satisfaction. The study highlighted the importance of training and development, performance appraisal, compensation, career progression, and organisational integrity in shaping employee attitudes. It further revealed that satisfaction levels varied across employment positions, with frontline employees reporting lower satisfaction than middle-level managers.

Additionally, Leyia and Arzi (2014) conducted research involving 139 hotel employees in Kuala Lumpur. Their results showed that HRM dimensions—including staffing, training, reward systems, and appraisal—were significantly related to job satisfaction. Regression analysis identified performance appraisal as the strongest

predictor, suggesting that fair and transparent evaluation systems enhance employee confidence and job value.

Overall, these studies demonstrate that HRM practices such as training, compensation, appraisal, involvement, and promotion opportunities are vital contributors to job satisfaction. The research also confirms the findings of the present study, which show that HRM practices have a strong influence on satisfaction outcomes among employees.

3.0 Research Methodology

This study employed a survey research design to investigate the relationship between human resource management (HRM) practices, job satisfaction, and organisational citizenship behaviour (OCB). The design was considered appropriate because it allowed the researchers to systematically collect quantitative primary data directly from participants, enabling interpretation and generalisation of findings.

3.1 Sources of Data

The study relied primarily on data obtained through structured questionnaires distributed to employees of the case organisation. Secondary data were also obtained from company documents and records relating to existing HRM policies and systems.

3.2 Population of the Study

The target population comprised the 300 employees of Dodlick Nig. Limited, Onitsha, Anambra State, Nigeria. These employees represented a range of organisational levels including senior, intermediate, and junior staff.

3.3 Sample Size and Sampling Technique

A purposive sampling approach was adopted for this study. This technique was appropriate because the researchers had sufficient knowledge of the employee population and determined that all staff members could provide relevant information. Consequently, the entire population of 300 employees was selected as the study sample.

3.4 Research Instruments

Data collection instruments were adapted from established studies to measure the three core constructs: HRM practices, OCB, and job satisfaction.

- **HRM Practices:**

Measured using 33 items adapted from Keir (2016). The questionnaire covered five HRM dimensions—recruitment and selection (5 items), training and development (5 items), compensation (8 items), performance appraisal (7 items), and employee relations (8 items). Responses were based on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

- **Organisational Citizenship Behaviour (OCB):**

Measured using 24 items based on Podsakoff et al. (1990), reflecting Organ's (1988) five OCB dimensions: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Each response was rated on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

- **Job Satisfaction:**

Measured using the short-form Minnesota Job Satisfaction Questionnaire (MSQ) developed by Weiss, Davis, England, and Lofquist (1967). The instrument assessed both intrinsic and extrinsic satisfaction across 20 items. Respondents rated their levels of satisfaction on a five-point scale from Very Satisfied (5) to Very Dissatisfied (1). Overall satisfaction scores were calculated by averaging individual responses.

Using validated instruments helped ensure the reliability and accuracy of the constructs measured.

3.5 Method of Data Collection

Questionnaires were distributed manually to respondents over a period of seven days and collected after a similar duration. This approach encouraged participation, allowed clarification of concerns, and ensured confidentiality, which contributed to a high response rate.

3.6 Method of Data Analysis

Collected data were summarised using tables and percentage distributions. Linear and multiple regression analyses were conducted to examine the predictive relationships among HRM practices, job satisfaction, and OCB. The Statistical Package for Social Sciences (SPSS 16) was used for computation of regression and correlation outcomes.

3.7 Decision Rule

Hypotheses were tested using R^2 and Beta values to determine predictive strength. The null hypotheses were rejected if the independent variable demonstrated significant predictive power on the dependent variable, and retained if otherwise.

4.0 Data Analysis and Findings

4.1 Questionnaire Distribution and Response Rate

A total of 300 questionnaires were administered to employees of Dodlick Nig. Limited. The number distributed to senior, intermediate, and junior staff was proportionate to their representation in the organisation. Out of the 300 questionnaires issued, 286 were completed and returned, representing a response rate of 95.3%, while 14 questionnaires (4.7%) were either not returned or not properly completed.

Study Context	No. Distribute d	% of Total	No. Returne d	% Returne d	No. Unreturne d	% Unreturne d
Senior Staff	20	6.7%	18	90.0%	2	10.0%
Intermediate Staff	122	40.7%	118	88.69%	4	3.3%
Junior Staff	158	52.6%	150	87.0%	8	8.2%
Total	300	100%	286	95.3%	14	4.7%

The high return rate can be attributed to the direct, face-to-face administration and follow-up approach used by the researchers. This method enabled participants to

receive clarification where necessary and reassured them of confidentiality, thereby encouraging participation.

4.2 Test of Hypotheses

Test of Hypothesis one

HO: Human Resources management Practices have significant impact on display of organizational citizenship behavior among employees of Dodinic Nig. Limited, Onitsha, Anambra State, Nigeria

HA: Human Resources management Practices have no significant impact on Job employee display organizational citizenship behavior among employees in Dodinic Nig. Limited, Onitsha, Anambra State, Nigeria

Table showing regression analysis results

Variables	R2	R Change	DF	F value	B	T	P value
	.875		5.256	347.878			.000
RS					.545	21.802	.000
TD					.640	26.655	.000
COMP					.601	26.109	.000
PA					.240	6.892	.002
ER					.525	21.732	.000

Dependent variable: Organizational citizenship behaviour;

Independent variables: RS=Recruitment and Selection, TD =Training and Development, COMP= Compensation, PA=Performance Appraisal, ER =Employee Relations

Multiple regression analysis was used to test if Human resources practices significantly affect organizational citizenship behavoir. The results of the regression indicated that all dimensions of human resources practices together explained 87.5% of the variance in organizational citizenship behaviour among employees of the case company . The results also showed that RS, TD, COMP PA and ER were each strong predicators of organizational citizenship behaviour ($\beta=.545$, $p.000$, $\beta=.640$, $P.000$, $\beta=.601$, $P.000$, $\beta .240$, $P.002$, $\beta .525$, $P.000$ respectively). p.332)

From the results shown in table, there is significant relationship between Human resources management practice and organizational citizenship behavior($R = 0.875$ i.e 87.5% of variations in organizational citizenship behaviour. The hypothesis (HO) that human resources practices has significant impact on organizational citizenship behavior is supported. This might be explained by the fact when employees perceived human resources management practices in place as supportive and helping them to actualize their goals , they will feel happy and satisfied on the job. This finding is in line with the findings of researchers like Ghafoor (2016) ,Green, Wu, Dwayne & Medin (2006) (Keir (2016), Green *et al* (2006).

HO: Human Resources management Practices have significant impact on job satisfaction among workers in Dodinick Nig. Limited, Onitsha, Anambra State, Nigeria.

HA: Human Resources management Practices have no significant impact on employee Job satisfaction among workers in Dodinick Nig. Limited, Onitsha, Anambra State, Nigeria.

Multiple regression analysis was used to test if Human resources practices significantly affect job satisfaction. The results of the regression indicated that all dimensions of human resources practices together explained 87.3% of the variance in job satisfaction ($R^2 = .873$). The results also showed that RS, TD, COMP and PA were each strong predictors of JS ($\beta=.445$, $p=.000$, $\beta=.640$, $P=.000$, $\beta=.401$, $P=.000$, $\beta=.240$, $P=.000$ respectively).The report further showed that employee relation was a weak predictor of job satisfaction ($\beta=.240$, $p=.332$)

Table showing regression analysis results

Variables	R2	R Change	DF	F value	B	T	P value
	.873		5.256	347.877			.000
RS					.445	19.802	.000
TD					.640	26.655	.000
COMP					.401	21.129	.000
PA					.240	6.892	.002
ER					.025	.932	.332

Dependent variable: Job satisfaction;

Independent variables: RS=Recruitment and Selection, TD =Training and Development, COMP= Compensation, PA=Performance Appraisal, ER =Employee Relations

The table above showed that human resources management practices has significant impact on job satisfaction and accounting for 87.3% variation in job satisfaction. The result also showed that dimensions of human resources management practices of training and compensation were strong predictors of job satisfaction among employees of the company . This result can be explained by the fact that training improves employee performance on the job, enhances his survival on the job, increases his chances of being promoted and ultimately boost his pay/compensation, the major goal of most employees. Again, when employees perceive his pay as just and equitable, he will have job satisfaction. This finding is in line with earlier findings in literature which showed that human resources practices is significantly related to job satisfaction(Nurul, A. et al (2010),Yaduveer et al (2014), Niazi (2014), Farabhod & Arzi (2014), Mainoo. et al (2014), Worlu, (2017). Several studies also showed that indices of human resources practices in their own capacity related significantly with job satisfaction thus, Training and development Garcia (2005), Thang & Buyens(2008), compensation (Ting (1997). The finding is supported by several theories: Social Exchange Theory with its attendant norms of reciprocity as well as the motivational theory of Hertzberg& colleagues (1957). The theory of motivation- hygienic factors calls for managers to engage in human resources practices that improve on job satisfaction especially the ones that improve on job contents, recognizes employee contributions ,better compensation system, and fair and un-jaundiced appraisal system. Etc.

This supports hypothesis one that human resources management practices have significant impact of employee job satisfaction

Test of hypothesis Three

HO: Employee who has Job satisfaction will display organizational citizenship behavior at workplace.

HA: Employee who has Job satisfaction will not display organizational citizenship behavior at workplace.

Table showing regression analysis results

Variables	R2	R Change	DF	F value	B	T	P value
	.895		5.456	347.978			.000
OCB					.745	28.102	.000

Dependent variable: Organizational citizenship behaviour;

Independent variable: Job Satisfaction.

linear regression analysis was used to test Employee who has Job satisfaction will display organizational citizenship behavior at workplace job satisfaction accounts to 89.5% of variations in OCB. The results of the regression indicated that job satisfaction is a strong predictor of organizational citizenship behaviour (b .745 p.000)

Thus, hypothesis three that employee who has job satisfaction will display organizational citizenship behaviour. This finding is in line with the social exchange theory. According to organ (1990), the basis of the relationship between job satisfaction and OCB is social exchange theory.. The key to social exchange theory lies with the norms of reciprocity according to Shapiro (2002) to which people feel obligated to respond positively when treated favourably. He argued that reciprocity is seen as the key component of this exchange. The norms of reciprocity manifest in employees behavior when he or she feels satisfied on the job, when people are satisfied with their jobs, they will reciprocate with positive behaviors to benefit the organization in return, most times, far beyond their in –role activities and engage in extra role behaviors(organizational citizenship behavior)..

5.0 Summary of Findings

The results of this research provide strong evidence of a meaningful relationship between human resource management (HRM) practices, job satisfaction, and organisational citizenship behaviour (OCB) among employees of Dodlick Nig. Limited. The key findings are summarised below:

- 1. HRM practices demonstrated a significant positive effect on organisational citizenship behaviour.**

The regression analysis showed that all five HRM dimensions—recruitment and selection, training and development, compensation, performance appraisal, and employee relations—contributed significantly to OCB outcomes. This indicates that employees are more likely to engage in voluntary behaviours that support workplace functioning when HRM systems are fair, developmental, and supportive.

- 2. HRM practices were also found to significantly influence job satisfaction.**

Training and development, along with compensation, emerged as the strongest predictors of satisfaction. These findings emphasise the importance of providing growth opportunities and fair reward systems as strategies for improving employee attitudes toward work.

- 3. Job satisfaction showed a strong positive effect on organisational citizenship behaviour.**

Results revealed that employees who expressed satisfaction with their roles were more willing to contribute beyond formal job requirements, displaying cooperative and constructive workplace behaviour.

Overall, the findings highlight the critical role of HRM practices in shaping both attitudinal and behavioural outcomes within the organisation. The results also confirm theoretical assumptions that effective HRM practices generate satisfaction, and that satisfied employees are more inclined to demonstrate citizenship behaviour that enhances organisational performance.

6.0 Conclusion

This study examined the impact of human resource management (HRM) practices on job satisfaction and organisational citizenship behaviour (OCB) among employees of Dodlick Nig. Limited. The findings provide clear evidence that HRM practices significantly shape both job satisfaction and citizenship behaviour. Employees who perceived HRM systems as fair, developmental, and supportive reported higher levels of satisfaction and were more likely to engage in voluntary behaviours that contribute to organisational effectiveness.

The results further revealed that job satisfaction plays an important role in predicting OCB. Employees who were satisfied with their work demonstrated stronger willingness to exceed formal job expectations, assist colleagues, cooperate with organisational goals, and demonstrate positive behavioural attributes beneficial to the organisation.

Overall, the study concludes that HRM practices serve as a key strategic tool for improving workplace outcomes. When organisations implement recruitment, training, compensation, appraisal, and employee relations policies that meet employee needs, they are more likely to cultivate a satisfied workforce that contributes beyond contractual obligations.

These findings align with contemporary HRM theory, demonstrating that employee satisfaction and extra-role behaviour are influenced by how well organisations manage their human resources.

7.0 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance job satisfaction and organisational citizenship behaviour (OCB) through improved human resource management (HRM) practices:

- 1. Review and strengthen HRM practices to support citizenship behaviour.**
The organisation should continue to review and refine its HRM systems to ensure they promote a supportive work environment. Strong HR structures that encourage fairness, transparency, and development will positively influence both job satisfaction and OCB.
- 2. Incorporate OCB indicators into performance appraisal systems.**
Management is encouraged to include citizenship behaviour as an element of employee evaluation. Recognising and rewarding employees who engage in helpful, cooperative behaviour will reinforce such actions and motivate others to follow.
- 3. Use training and development programmes to promote OCB and satisfaction.**
Training sessions should not only address technical skills, but also emphasise

cooperation, teamwork, communication, and organisational values. When employees understand the importance of OCB, they are more likely to exhibit such behaviour.

4. Ensure compensation and rewards reflect employee effort and contribution.

Fair compensation structures that acknowledge and reward employee performance contribute to higher levels of satisfaction. The use of incentives, merit-based rewards, and non-financial recognition will further reinforce positive behaviour.

5. Encourage open communication and positive employee relations.

Strong employee relations practices that promote trust, inclusion, and respect will contribute to a more satisfying work environment. Management should prioritise dialogue, feedback, and involvement in organisational decision-making.

By implementing these recommendations, Dodlick Nig. Limited and similar organisations can build HRM systems that support higher productivity, improved employee experiences, and stronger organisational performance.

Contribution to knowledge

- The study broadened the knowledge of the terms organizational citizen behavior constructs which is a new construct in human resources management practices in Nigeria
- The study had further laid foundation for further research on the impact of human resources management practices on the two human resources management construct (organizational citizenship behaviour and job satisfaction) .
- The study contributed to the literature and understanding of the impact of Human Resources management Practices on Organizational Citizenship Behavior and Job satisfaction particularly among import and distribution companies in Anambra State of Nigeria

Recommendation for further studies

There is need for future studies of this type involving seeking for existence of relationship between human resources practices and various organizational outcomes to include the ‘why and how’ of this relationship

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