

Human Resources Management Practices and Organisational Citizenship Behaviour: A Study of Dangote Cement Plc Gboko Plant Benue State, Nigeria

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Abstract

The study focused on human resources management practices and organisational citizenship behaviour, with reference to Dangote Cement Plc Gboko Plant Benue State, Nigeria. The specific objectives of the study were to; ascertain the effect of human resource management practices on employees' job performance and find out the impact of human resource management practices on organisational citizenship behaviour in Dangote Cement Plc Gboko Plant. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of Dangote Cement Plc Gboko Plant. Pearson Product Moment Correlation and Logistic Regression were used for the data analysis. The major findings revealed that; human resource management practices of Dangote Cement Plc Gboko Plant positively affect employees' performance in the organisation. Selection, training, compensation, and participatory decision making are human resource management practices of Dangote Cement Plc Gboko Plant that are positive and significantly related to organisational citizenship behaviour. The study concluded that human resources management practices impacts on organisational citizenship behaviour and recommends that the management of Dangote Cement Plc Gboko Plant should always be judicious and proficient in implementing human resource practices starting from employees' selection and placement. The need for the organisation to pay more attention to their performance appraisal system as part of human resources practices was also accentuated.

Keywords: Human Resources Management Practices, Organisational Citizenship Behaviour

1. INTRODUCTION

Human resource management practices play vital roles as the smoothing variable between human resource strategy and human resource performance in organisations. According to Appelbaum *et al.*, (2000) an organisation will especially benefit from a system of human resource practices that ensures employees have the right skills to do the job, are given the opportunity to experiment and to codetermine how they will do their work and are motivated to show discretionary effort and upgrade their skills when necessary. Thus, successful organisations possess the ability to expertly recruit and maintain human resources which help trigger off the process of organisational learning, knowledge sharing and realising professional goals in a more better way than their competitors does. However, in the recent years it has been stressed that a significant factor which reinforces knowledge sharing among employees, job performance or the productivity of the organisation as a whole can be traced to organisational citizenship behaviours (Podsakoff, *et al.*, 2009). Such behaviours, based on

voluntary, extra-motivational and non-job position related activities for the benefit of the organisation (e.g.: support for other employees, showing initiative, observing the work ethics, etc.), may be recognised as one of the strategic resources (Purcell, *et al.*, 2003). Although citizenship behaviours do not apply directly to task performance, their display in the work environment activates a unique climate by virtue of which work becomes effective (Motowidlo and Van Scotter, 1994).

Organisational citizenship behaviour contributes to the organisation through efforts taken by individuals whose actions are not necessarily formally structured as a part of the employee's role. Researchers have labelled these behaviors as organisational spontaneity, organisational citizenship behaviours, pro-social organisational acts, contextual performance or extra role acts (Van Dyne, *et al.*, 2003). Bolino and Turnley (2003) suggested the need towards cultivating employee's citizenship behaviour, strategies to satisfy employees' need and enhance performance in the organisation, hence, organisations in practice, tend to implement a range of human resource management practices to elicit citizenship behaviour among their employees. Furthermore, the willingness to 'walk the extra mile' on the part of the employee is extremely important in the employer – employee relationship because it is difficult for the employer to define, monitor and control the amount of effort required from the employees to ensure that the organisation remains competitive within the industry.

Be it as it may, organisations cannot survive or be financially viable without their members behaving as good citizens by engaging in all sorts of positive behaviours. Thus, organisational citizenship behaviours are a concept that the entire organisation wishes to cultivate. However, only few organisations are successfully archiving it through competent combination of management strategies and human resource management practices that are humane and encourage employees' development. Dangote Cement Plc Gboko Plant Benue State are noteworthy for its excellent human resource management practices in selection, training, performance appraisal, compensation, and in aligning employees career goals with organisational goals. However, the need to empirically evaluate whether the organisation's outstanding human resource practices have effectively impart exceptional performance culture and organisation citizenship behaviour among the employees amidst cut-throat competition inherent in the sector are most essential. Against this backdrop the study; human resources management practices and organisational citizenship behaviour, with reference to Dangote Cement Plc Gboko Plant Benue State, Nigeria was initiated. Specifically, the study sought to:

- i. Ascertain the effect of human resource management practices on employees' job performance in Dangote Cement Plc Gboko Plant.
- ii. Find out the impact of human resource management practices on organisational citizenship behaviour in Dangote Cement Plc Gboko Plant.

2. REVIEW OF RELATED LITERATURE

Concept of Human Resource Management Practices

Researchers had clearly defined human resource management concept in various ways. Quresh *et al.*, (2010) defined human resource management as "the policies and practices needed to carry out the people or human resource aspect of a management position including selection, training, performance appraisal, compensation, and encouraging employee participation in decision making". Therefore, Quresh *et al.*, (2010) stated that employees can be influence to take part in making decisions concerning organisation through effective human resources management practices (Wright and Kehoe, 2008). Besides, Shahnawaz and Juyal (2006) stated that "HRM involves all management decision and practices that directly

affects the people or human resources who work for the organisation”. Therefore, they highlighted human resource management as “the overall philosophy about the organisation and how people should be managed and is not merely limited to certain specific functions where human resource management focuses on congruence and commitment instead of compliance and control”.

Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organisation and its members. Besides, HRM practices is also conceptualised as a set of internally consistent policies and practices designed and implemented to ensure that a firm’s human capital contribute to the achievement of its business objectives (Delery and Doty, 1996). Likewise, Minbaeva (2005) viewed human resources management practices a set of practices used by organisation to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organisation knowledge to sustain competitive advantage.

Concept of Organisational Citizenship Behaviour

The term Organisational Citizenship Behaviours appeared in the lexicon of management theoreticians at the onset of the 1980s, when Organ – analyzing together with his colleagues the work content and job tasks of organisational employees – stated that such persons, in certain situations, devote a significant amount of time to behaviours which are directed at helping other employees, tending to the organisational climate, striving for perfection, showing initiative or aspiring to a development of one’s competences, etc., while not being remunerated for such behaviours and the said behaviours not being directly covered by their formal job contract. He pointed out that such activities, however, form a key element deciding on the overall effectiveness of any organisation. Organ called such behaviors (because it is a set of various activities of an individual) “organisational citizenship behaviors” (Organ, *et al.*, 2006). They include such activities as: helping, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue and self-development.

Jahangir, *et al.*, (2004) defined organisational citizenship behaviour (OCB) as a willingness of an employee to work beyond their job scope which will indirectly increase the organisation performance. According to Gaa (2010) OCB is a role when individuals are self-motivated and they understand and recognise the importance of shared vision. Barr and Pawar (1995) further elaborated that OCB is an expression of commitment of an employee towards the organisation and their willingness to remain in the organisation and actions that exceed job scopes defined to them. It is a behaviour desired by any organisation from their employee since it is proven to improve the success of the organisation.

Organisational citizenship behaviour is “behaviour outside the role of voluntary” It means that it does not become part of the formal job requirements of employees, and there are no strict or explicit demands from managers or others (Penner *et al.*, 2004). Another definition states that OCB is “individual contributions, which are valued as the achievement of performance exceeding the requirements of the essential role position” (Smith, *et al.*, 1983 in Ince and Gul, 2011). It is pro-social, altruistic, and voluntary (Podsakoff *et al.*, 2000). An employee shows citizenship behaviour as a demonstration for performance beyond the real part either contextually or voluntarily, without leaving the actual performance of the part held (Asgari *et al.*, 2008). It includes helping, providing guidance, maintaining fairness,

respecting, encouraging, and developing, either businesses or co-workers (Ince and Gul, 2011).

Types of Human Resources Management Practices

Many researches on HRM practices have been conducted from time to time and researchers have identified different practices by different names. As quoted in Kok *et al.*, (2003), researchers variously refer to certain sets of HRM practices influenced by the HRM profession as “best practice,” or “high-performance” (Huselid, 1995), “formal” (de Kok and Uhlaner, 2001; Heneman and Berkley, 1999), “sophisticated” (Golhar and Deshpande, 1997; Wagner, 1998) or as “professional” (Gnan and Songini, 2003; Matlay, 1999). Pfeffer (1998), argued the most appropriate term is “Best HRM Practices”.

But according to Chandler and McEvoy (2000) , one of the lingering questions in HRM research is whether or not there is a single set of policies or practices that represents a ‘universally superior approach’ to managing people . Theories on best practices or high commitment theories suggest that universally, certain HRM practices, either separately or in combination are associated with improved organisational performance. Researchers have also found that those well-paid, well-motivated workers, working in an atmosphere of mutuality and trust, generate higher productivity gains and lower unit costs (Boxall, 1996; Pfeffer, 1994). Several attempts have been made from time to time by different researchers to identify the type of HRM practices in different sectors. Initially Pfeffer (1994) identified 16 practices which denote best practice. This was later refined to the following seven practices:

- i. Employment security
- ii. Selective hiring
- iii. Self-managed teams/team working
- iv. High compensation contingent on organisational performance
- v. Extensive training
- vi. Reduction in status difference
- vii. Sharing information

Human Resource Management Practices and Job Performance

Human resources are considered as one group of key success factors in organisations (Dessler, 2010; Barney *et al.*, 2001). Lado and Wilson (1994) describe human resource practices as; a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm’s human resources. The HRM practices contribute significantly to the accomplishment of a firm’s objectives and to creating and adding value for its customers and physical resources. Various studies have attempted to delineate HRM practices (Dessler, 2010; Ahmad and Schroeder, 2003; Kaya, 2006). In general terms, HRM comprise practices and activities of acquiring, retaining, empowering, and motivating employees. Recruitment and selection enables business firms to acquire the appropriate human resources in line with its aims and objectives (Dessler, 2010; Huselid, 1995). Effective hiring also allows firms to respond to market opportunities and threats in a proactive manner in the dynamic markets. Interviews are extensively used. However, over the past decade there has been an increase in the use of objective and standard tests (Dessler, 2010; Andersen, 2000; Aycan, 2001).

Prior studies have shown that training is critical to organisational success. Training programmes help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving current work activities. Well trained employees, in general, not only require less supervision (Gutteridge *et al.*, 1993) but also tend to have

higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Xiao, 1996). Thus, employees may be provided with extensive training programmes in multiple functions and training on job skills (Ahmad and Schroeder, 2003). In addition to training, employees need to be rewarded and provided with appropriate incentives so as to produce the required levels of performance (Mohinder *et al.*, 2010; Lee and Miller 1999). Incentives also influence the level of employee satisfaction (Lawler, 2000). When incentives are used properly, they may prove to make important contributions to the survival and growth of an organisation (Dessler, 2010). Performance evaluation guides employees' work related attitudes and behaviours (Dessler, 2010; Werther and Davis, 1996). Performance evaluation as a process demonstrates the effectiveness of human resources policies in an organisation. Feedback on performance improves communication between supervisors and employees. Sharing information on the individual performance of employees contributes to organisational openness and increases the loyalty and trust employees have towards their organisations. This in turn is believed to increase motivation and cooperation (Grzelak, 1988).

Extensive research has proved a positive relationship between the human resource management practices and firm, unit, department, and team performance (Mohinder *et al.*, 2010). Human resource management in an organisation is very important. These activities include recruitment, selection, training, career development, compensation, and performance appraisal. They are the basic functions of an organisation (Tsaur and Lin, 2002; Reid *et al.*, 2002). Human resource management practices are able to provide an organisation with a competitive advantage in local, international, and global environment. They can assist job satisfaction and may increase the organisational success while reducing the intention to quit and negative word of mouth of employees (Burke, 2003; Bond, 2004). If human resource management practices are not effective, efficient, and fair, an employee will lack commitment and loyalty toward the organisation. Lack of trust in business causes the demoralisation of employees (Astrachan *et al.*, 2002). Peng and Chiu (2010) and Kya *et al.*, (2010) demonstrated positive correlation between the feedback working environment including human resource management practices such as the performance appraisal and organisational citizenship behaviour.

Human Resource Management Practices and Organisational Citizenship Behaviour

Acquaah (2004) highlighted the reason behind human resource management practices was to develop employees' skills and abilities, at same time, to enhance employees' motivation and to increase the retention of valuable employees (Snell and Dean, 1992). The researcher further stated that human resource management practices can be viewed as an investment in human capital in which organisations can gain competitive advantage by investing reasonable fund in human resource management practices (Collins and Clark, 2003).

There are some factors that influence the organizational citizenship behaviour of employees. These factors consist of individual characteristics, job characteristics, organisational characteristics, and leadership performance (Unuvar, 2006). Individual characteristics consist of attitudinal factors (job satisfaction, perceptions of fairness, and organisational commitment) and disposition (attention, of the agreement, and affectivity). There are some job characteristics that encourage the emergence of organisational citizenship behaviour. The first is the job with feedback. The second is the job that is intrinsically satisfying. The third is the job that is not routine. The fourth is a clear understanding of the role. The fifth is the job that is in conflict (Jahangir *et al.*, 2004). The organisational characteristic that supports organisational citizenship behaviour is the understanding of group cohesiveness and

organisational support. Meanwhile, the leadership behaviour that supports citizenship behaviour is transformational and transactional leadership.

Morrison (1994) stated that human resource management practices and organisational citizenship behaviour were significantly related to each other and these practices will lead to higher levels of organisational citizenship behaviour. Similarly, Chandrakumara (2007) also stated that organisations can decide various human resource practices as well as policies that match employees' preferences which might benefit them in a way that it can help to develop organisational citizenship behaviour among their employees. With this, the relationship between resource management practices and organisational citizenship behaviour constantly become a major research stream (Delery and Doty, 1996).

Wei *et al.*, (2010) stated that high performance of resource management practices inclusion of extensive training, participation and communication, as well as incentive compensation may help employees in showing their willingness to engage in extra-role (OCB) behaviours which were beneficial for their organisations. Similarly, Baptiste (2008) also found that positive attitudes and extra-role behaviours (OCB) of employees can be promoted through effective implementation of resource management practices which in turn help to shape the culture and work environment of organisation, strengthens positive attitude of employee towards organisation as well as increases effort levels of individual that are in best interest of the organisation (Noor, 2009).

Human resource practices that support the performance of citizenship based on the above exposure can work on organisational and behavioural characteristics of leadership. It does not rule out the possibility that human resources practices affect individual characteristics through the efforts of the alteration of personal variables. However, these efforts are long-term and using large resources (Gibson *et al.*, 2012). Nevertheless, the given result will produce long-term organisational citizenship behaviour that survive and likely to change the personality of employees itself (Vance, 2006). The easier way is by conducting a selection since the recruitment (Schmitt and Kim, 2007). Human resource practitioners can recruit employees who demonstrate high organisational citizenship behaviour performance through an employment test. It is a direct human resource practice, and it does not demand a long-term commitment to human resource practitioners in fostering organisational citizenship behaviours because employees already have a high citizenship performance since the beginning.

Theoretical Review

The study reviewed three human resource management practices, which includes: Resource Dependency Theory, Role Behaviour Theory, and Institutional Theory.

i. Resource Dependency Theory

One of the challenges faced by managers during the economic recessions in the 1970s is how organisations can best acquire scarce resources and effectively utilise them in order to remain competitive in the market. The ability to utilise one's own resources including (financial, technological and labour), and acquire more from the external environment was one of the areas of concern in many organisations. The more organisations were able to harness resources, the more competitive they became. Therefore, resources were seen as the essence of organisational power (Emerson 1962). However, overdependence on external resources appeared to be risky due to the uncertainties that cannot be controlled by the organisation (Pfeffer and Solansick 1978). Concerning useful labour, the emphasis shifted to seeing employees as scarce resources that should be acquired effectively, utilised, developed and retained.

ii. Role Behaviour Theory

Role behaviour theory aims to explain and predict the behaviour of individuals and teams in organisations, which, in turn, inform managers for the purposes of decision making, and what steps they take on people management as well as the expected consequences. Some of the key ideas focus on the need to improve the working environment including the resources in order to stimulate new behaviour in employees in order for them to cope with new demands (Prachaska *et al.* 1982), it includes the use of rewards to induce and promote positive work behaviour, and punishments to control negative behaviour (Rogers 1983).

iii. Institutional Theory

The word ‘institution’ means different things to different people depending on academic and professional orientation (Peters 2000). However, it is a discipline that combines politics, law, psychology, public administration, and economics amongst other things, in order to explain why certain decisions are made or actions taken and their impact on the organisation. Commons (1931) defines ‘institutions’ as ‘collective action in control, liberation and expansion of individual action’. Collective action covers areas such as custom, law and procedures. The main objective of collective action is less or greater control of the acts of individuals, which result in either gains or losses in the process of executing joint transactions. Control is about prohibitions of certain acts in such a way that the control of one person or organisation leads to liberty of the others and hence better gains. According to Commons (1931) these institutions establish relationships of rights, duties, no rights, and no duties which influence behaviour of individuals. ‘The major role of institutions in society is to reduce uncertainty by establishing a stable (not necessarily efficient) structure to human interaction.’ Institutions could be formal, and have explicit rules, contracts, laws, and rights (institutional arrangements) or informal in the sense of social conventions that are not designed by anybody. Therefore organisations should set an appropriate institutional framework that will bind and influence the behaviour of employees towards an organisational commitment to excellence. Also put by Brunsson (1999): ‘the process of standardisation of procedures affects behaviour’. Employment contracts, performance agreements and other employment related instruments should therefore be seen as useful aspects of human resource management.

The study is anchored on Role Behaviour Theory. The creeds of Role Behaviour Theory is fundamental in eliciting organisational citizenship behaviour from employees because the central thesis of the theory advocates the need to improve the working environment, which includes the resources in order to stimulate new behaviour in employees in order for them to cope with new demands. The theory also emphasised the use of rewards to induce and promote positive work behaviour. Thus, if Dangote Cement Plc Gboko Plant human resource policies and practices promote the tenets of Role Behaviour Theory, it will help their employees to be rich in demonstrating organisational citizenship behaviour. The philosophy of Role Behaviour Theory was adopted in discussing the analytical result of the study.

Empirical Review

Nazar (2016), explore individual and joint effect of human resource management (HRM) practices on organisational citizenship behaviour (OCB) among Sudanese banking staff. Questionnaires were distributed to 298 respondents to three banks called Sudanese French Bank, Saudi Sudanese Bank and National Bank of Abu Dhabi. Pearson correlation analysis was used to investigate the relationship between various HRM practices and OCB while multiple regression analysis was used to find out the joint effect of various HRM practices against OCB. It was found that all HRM practices used in the study have positive effects on

OCB. Some practices have a weaker effect in comparison to other practices against OCB whereas some practices show a strong correlation with OCB.

Sofiah, *et al.*, (2015), in the study; the factors affecting organisation citizenship behaviour in the fitness industry, explore how the variables selected in the study is able to encourage OCB among employees in fitness industry. The significance of the study were to investigate organisation citizenship behaviour and how it contributes in the fitness industry since this is an industry which is becoming important and competitive in Malaysia. Relevant hypothesis were developed and further tested on the relationships and conducted in order to investigate its impact on organisational citizenship behaviour.

Nermine (2012), extended previous research by proposing and testing an integrative model that examines the mediating variables underlying the relationship between the human resource management practices and job performance. Data were collected from 549 supervisors in the petroleum industry in Egypt. The multiple regression technique were used to test the hypotheses. The results demonstrated that the human resource management practices influence job performance indirectly through: (1) positive job satisfaction, organisational commitment, and organisational citizenship behaviour, and (2) negative quitting intention and negative word of mouth.

Hernita *et al.*, (2015), review literature of organisational citizenship behaviour (OCB) and human resource practices as it relates to the restaurant business. This literature review suggests a number of strategies that can be taken by HRD (Human Resource Development) to encourage citizenship performance of labourers. The practice is the recruitment of new employees based on the level of organisational citizenship through a specially designed test. It is also applying transformational leadership at the level of HRD, training on sharing behaviours norms, directing motivational intervention at a young age or employees with higher education relative to the majority, and improving the involvement of management and employees more positively.

Manu *et al.*, (2015), in the study; importance of innovative human resource practices in promoting organisational citizenship behaviours, considered OCB as a bundle of positive behaviours that enhances organisational productivity. These behaviours describe the actions in which individuals are prepared to go above and beyond their stipulated roles requirements to work towards achieving strategic goals. Many studies have shown that OCB are positively connected to indicators of individual, group and firm performance. Researchers have unanimously stated that OCB is the cheapest and cost effective way for creating competence and reach organisational effectiveness. So far, OCB has been argued as one of the important predictors of firm performance. However, the antecedents of OCB are not thoroughly explored. According to them, an extensive body of literature has investigated the relationship between OCB and innovative human resource practices. While these studies have proven both constructs to be interesting and useful in organisational context, questions remain whether these practices influence individual or organisational factors of OCB. Their study focuses on clearly defining the relationship between innovative human resource practices and OCB. The study examines the various existing definitions of the two constructs along with the five dimensions of OCB. 400 professionals employed in 25 software firms were included in the study and responses were collected with the help of structured questionnaires. Results obtained with the help of multiple regression showed that innovative human resource practices have a strong impact on organisational citizenship behaviours. In depth analysis has shown that innovative human resource practices have a great impact on the altruism, courtesy and civic virtue dimensions of organisational citizenship behaviors.

Dariusz and Agnieszka (2015), describe and explain how the Human Resource Management Practices (HRM Practices) and Person Organisational Fit (P-O Fit) are related to organisational citizenship behaviour (OCB). In the proposed model explaining the influence of HRM Practices on OCB, P-O Fit was used – as a mediator of the relationship. The conducted analyses (based on 200 on-line surveys in Polish employees) show significantly correlations between all studied variables. On the basis of the mediation analysis using PROCESS it can be stated that the P-O Fit is the partial mediation between HRM Practices and OCB. The combination of variables presented in the research model may explain the significance of the chosen determinants of behaviours which are key from the perspective of the company's performance. The results of their research confirm previous knowledge in the area of relationships of citizenship behaviour in the workplace and extend it to the aspects of employee organisational fit.

Cheng and Aizzat (2011), examined the direct relationships between HRM practices (performance appraisal, career management, training, reward system, and recruitment) and organisational innovation (product innovation, process innovation, and administrative innovation). Additionally, it also examined the mediating role of knowledge management effectiveness on the direct relationship. Data was drawn from a sample of 171 large manufacturing firms in Malaysia. The regression results showed that HRM practices generally have a positive effect on organisational innovation. Specifically, the findings indicate that training was positively related to three dimensions of organisational innovation (product innovation, process innovation, and administrative innovation). Performance appraisal also found to have a positive effect on administrative innovation. Additionally, this study also demonstrates that training and performance appraisal, are positively related to knowledge management effectiveness. Knowledge management effectiveness fully mediates the relationship between training and process innovation, training and administrative innovation, and performance appraisal and administrative innovation.

3. METHODOLOGY

The researcher adopted survey research design. Survey research design make use of questionnaire, oral interview and observation as it tools. Primary and secondary data was used, primary data was elicited through well-structured questionnaires of closed ended type designed in 5 point Likert Scale (SA= Strongly Agreed, A= Agreed, N= Neutral, D= Disagreed and SD= Strongly Disagreed). The close ended questionnaire were administrated to all the respondents. The researcher also made use of oral interview with predetermined questions in eliciting information from the management personnel of the organisation. Secondary data were obtained through; textbooks, journals, organisation's magazines and brochures, and relevant internet materials. Population of the study consist of all the employees in the organisation, (Dangote Cement PLC Gboko Plant) which were four hundred and thirty eight (438) employees according to the Human Resource Department of the organisation as at June 2017 that the survey were carried out. Simple random sampling techniques were used, randomly all the employees were given an equal opportunity of being selected to serve as the sample size of the study. Base on the study population, a normal confidence level of 95% and error tolerance of 5% were used to deduce the actual sample size of the study through Taro Yamane's formula. Two hundred and ten (210) respondents were computed as the sample size of the study; equal numbers of questionnaire were distributed to the employees in their various departments. Content validity was used to validate the research instrument, while Cronbach Alpha was used to test the reliability of the research instrument, and the result obtained were 0.847, signifying that the research instrument were reliable. Data collected from field work were analysed using: Pearson Product Moment Correlation, and

Logistic Regression analysis. One hundred and eighty (180) questionnaire were completed and found useful for the study, which form the basis for the data analysis.

4. RESULTS, FINDINGS, CONCLUSION AND RECOMMENDATIONS

Table 1, Showing Pearson Product Moment Correlation Result on the Effect of Human Resource Management Practices on Employees' Job Performance in Dangote Cement Plc Gboko Plant.

Variable	Correlation Coefficient	t- value
Human Resource Management Practices	0.908	0.911**
N	180	
P – Value	0.000	

Source: Field Survey 2017

** Significant at the 0.01 level (2-tailed)

The correlation result in Table 1, indicated that at $P > 0.01$ level of significance, human resource management practices of Dangote Cement Plc Gboko Plant have a strong positive effect on employees' job performance with correlation coefficient of ($r = 0.908$). Signifying human resource management practices of Dangote Cement Plc Gboko Plant positively affect employees' performance in the organisation. Thus, there is a positive correlation between human resource management practices of the organisation and employees' performance.

Table 2, Showing Logistic Regression Result on the Impact of Human Resource Management Practices of Dangote Cement Plc Gboko Plant on Organisational Citizenship Behaviour.

Human Resource Management Practices	Coefficient	Std. Error	Wald	Sig	[95% Con. Interval]
Selection	3.166	0.731	18.776	0.000***	0.177
Training	0.939	0.239	15.397	0.000***	4.088
Performance Appraisal	0.664	0.589	1.273	0.259	6.158
Compensation	2.742	0.641	18.302	0.000***	54.463
Participatory Decision Making	1.971	0.527	14.007	0.000***	0.391
Constant	0.992	0.461	4.628	0.031**	

Source: Field Survey, 2017.

Dependent variable: Organisational Citizenship Behaviour: *** $\text{sig} \leq 0.01$, ** $\text{sig} \leq 0.05$, * $\text{sig} \leq 0.10$.

The Logistic Regression result in Table 2 above shows the impact of human resource management practices of Dangote Cement Plc Gboko Plant on organisational citizenship behaviour. The result revealed that selection ($\text{sig} \leq 0.01$; $w = 18.776$), training ($\text{sig} \leq 0.01$; $w = 15.397$), compensation ($\text{sig} \leq 0.01$; $w = 18.302$), and participatory decision making ($\text{sig} \leq 0.01$; $w = 14.007$) are human resource management practices of Dangote Cement Plc Gboko Plant that are positive and significantly related to organisational citizenship behaviour. Hence, enhancing these human resource management practices will boost the citizenship behaviours of the employees in the organisation. Therefore, there is a positive and significant relationship between human resource management practices and organisational citizenship behaviour.

5. DISCUSSION OF FINDINGS

The result in Table 1, revealed that human resource management practices of Dangote Cement Plc Gboko Plant positively affect employees' performance in the organisation.

The result is consistent with the study of Nermine (2012), who demonstrated that the human resource management practices influence job performance indirectly through: (1) positive job satisfaction, organisational commitment, and organisational citizenship behaviour, and (2) negative quitting intention and negative word of mouth. Harter *et al.*, (2002), also posited that HR practices enhance workers' engagement, in turn workers' job satisfaction and performance. In like manner Combs *et al.*, (2006), posited that training, empowerment and reward are three important HR practices which largely contribute towards quality performance and high levels of productivity in organisations. In congruence with the view, Mohinder *et al.*, (2010) opine a positive relationship between the human resource management practices and firm, unit, department, and team performance.

The result in Table 2 revealed that selection, training, compensation, and participatory decision making are human resource management practices of Dangote Cement Plc Gboko Plant that are positive and significantly related to organisational citizenship behaviour.

The finding is in agreement with the study of Morrison (1994) who through research stated that human resource management practices are significantly related to organisational citizenship behaviour. Peng and Chiu (2010) and Kya *et al.*, (2010), likewise demonstrated a positive correlation between the feedback working environment including human resource management practices such as the performance appraisal and organisational citizenship behaviour. Baptiste (2008) and Noor, (2009) also found that positive attitudes and extra-role behaviours (OCB) of employees can be promoted through effective implementation of resource management practices which in turn help to shape the culture and work environment of organisation, strengthens positive attitude of employee towards organisation as well as increases effort levels of individual that are in best interest of the organisation.

6. CONCLUSION

Conclusive, the study has demonstrated that human resources management practices impacts on organisational citizenship behaviour, as was evident in this study of Dangote Cement Plc Gboko Plant. Therefore, the management of Dangote Cement Plc Gboko Plant should always be judicious and proficient in implementing human resource practices starting from employees' selection and placement. This will enable the organisation to always motivate and inspire their employees to perform above the call of duty and remain committed to the organisations goals and objectives. It will also enable the organisation to attract and retain proficient employees that will enhance the competitive opportunities of the organisation. However, the organisation should pay more attention to their performance appraisal system as part of human resources practices, because the analysis result revealed that performance appraisal in the organisation does not impact on the citizenship behaviour of the employees. Thus the organisation should adopt performance appraisal system that are transparent, objective, and devoid of prejudice with employees' appeal.

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