HUMAN RESOURCE DEVELOPMENT PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY ON HOTEL BUSINESS IN KATHMANDU

By:

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RECOMMENDATION

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the SOMTU, Tribhuvan University, a Graduate Research Project (GRP) report submitted by Shraddha Parajuli entitled "Human resource development practices and organizational citizenship behavior: A study on hotel business in Kathmandu" in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Tribhuvan University.

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Date:

DECLARATION OF AUTHENTICITY

I, Shraddha Parajuli, declare that this GRP is my own original work and that it has fully and specifically acknowledged wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misrepresented material presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

Signature:

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ACKNOWLEDGEMENT

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ABBREVIATIONS

AGFI	Adjusted Goodness-of-fit Index
AMOS	Analysis of Moment Structures
ASV	Average Shared Square Variance
AVE	Average Variance Extracted
CAB	Compensation and Benefits
CD	Career Development
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Composite Reliability
Df	Degrees of Freedom
GFI	Goodness of Fit Index
GRP	Graduate Research Project
IFI	Incremental Fit Index
MSV	Shared Square Variance
OCB	Organizational Citizenship Behavior
PCFI	Parsimony-adjusted CFI
PGFI	Parsimony-adjusted Fit Index
POS	Perceived Organizational Support
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
TAD	Training and Development
TLI	Tucker–Lewis Index

EXECUTIVE SUMMARY

Employee citizenship behavior towards organization has become important asset to the organization in today's competitive world. This study focuses on human resource development practices in hotel sector and employee's citizenship behavior towards their organization. The main objective of the study was to analyze the impact of human resource development practices on employee's organizational citizenship behavior, also the mediating effect of perceived organizational support on hotel business in Kathmandu.

The research design is descriptive and explanatory in nature. Through Close ended structured questionnaire was used to collect data. Questionnaire was distributed partially by visiting target respondents and partially by online using google docs. Total 288 responses were collected for the study. Descriptive statistics along with structural equation modeling was used to analyze collected data. Statistical tool SPSS v.23 and AMOS v.24 was used for the analysis of data.

The study had taken training and development, career development, and compensation and benefits as independent variable representing HRD practices. The findings of the study show positive and significant impact of HRD practices on OCB. The mediating role of POS was also found positive and significant.

The study suggests that just hiring employees with high academic qualification is not sufficient for the organization but also grooming them as per the organizational need is essential. Employee perceiving support from the organization enhances employee's psychological well being and this is reflected in their performance. Good employee and employer relationship solves many worker related issues in organization. When employee feel their task is noticed and their effort is respected, they feel more responsible to the organization which is ultimately benefits to the organization.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

McLagan (1989) saw Human Resource Development (HRD) as the incorporated utilization of preparing and advancement, association advancement, and vocation improvement to work on individual, bunch and hierarchical viability. Crucial for this view is the advancement of three HRD mediations, i.e., Training and Development (T&D), association improvement, and profession improvement. This viewpoint holds that HRD entails the promotion of three elements: a) training and development (T&D), b) career development, and c) organizational growth. DeCenzo and Robbins (1997) also identified a) Employee Training and Management Development, and b) Career Development (CD) as two major components of HRD. Poojitha and Ramadevi (2012), on the other hand, described HRD as a source of competitive advantage, identifying a broader range of development activities, including a) training and development, b) organization development, c) performance development, and d) career development, as components that make up HRD in an organization.

Hill (2002) took a similar approach to McLagan in identifying training and development, organizational behavior, and organizational development as the three main components of HRD; and Werner and DeSimone (2006) took a similar approach in identifying organizational/job design, human resource planning, performance management systems, and selection and staffing as HRD components. Hu (2007) outlined five major actions or components: training and development, talent development, organizational development, performance development, and leadership development.

Hargreaves and Jarvis (1998) recognized six primary parts of HRD: preparing and improvement, association advancement, sets of expectations, staff arranging and enlistment, staff advantages, and dealings with vested parties (e.g., worker's guilds).It has been generally acknowledged that having able workers can assist associations with developing (Chiang and Hsieh, 2012).Particularly in help associations, bleeding edge workers are the critical worth since the idea of the business relies upon the quality of employees (Tang and Tang, 2012).

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Among various variables to anticipate OCB, this examination zeroed in on human resource development (HRD) practices in light of the fact that HRD practices are presently viewed as a critical system for the improvement of upper hands through human resources like frontline workers in hotel firms (Karatepe, 2013; Subramaniam and Youndt, 2005; Vince, 2003). The consequences of the writing have experimentally affirmed that hotels with forefront workers who show Organizational Citizenship Behavior (OCB) will in general offer preferred quality support over inns which don't have these representatives (Podsakoff, Whiting, Podsakoff, and Blume, 2009). Frontline workers who readily help co-workers and directly serve clients can add to the accomplishment of an association in both ordinary and eccentric circumstances (Karatepe, 2013; Tang and Tang, 2012).In other words, the role of OCB is the important to create competitive advantages in service businesses viaemployees' going discretionary, echoing the popularity of this topic among both academic and practice (Karatepe, 2013; Kwak & Kim, 2015).

Associations across the world have progressively perceived that appropriately created HR are the way in to each association's prosperity. Well-crafted human resource development (HRD) practices can straightforwardly affect individual and authoritative execution; this finding is based on the idea that individuals can assume a critical part in an association's prosperity (Garavan, 2007; Garavan and Carbery, 2012a; Garavan and Carbery, 2012b).Competent human resources are the critical strategic resources in organisations for which effective HRD is important and indispensable (Sthapit, 2016).

Organizational citizenship behavior (OCB) is defined as actions that go beyond the job's essential requirements and are, to a significant extent, flexible and beneficial to the company. Flexible behavior refers to behavior that is not strongly associated with the function or job description, i.e., the clearly specified conditions of the person's employment contract with the organization; rather, the behavior is a matter of personal choice (Jain & Jain, 2014).

In the fields of psychology and organizational management, OCB has been a fundamental concept. It has sparked a lot of discussion in the literature (Swarninathan & Jawahar, 2013; Marshall, Moncrief, Lassk, & Shepherd, 2012). According to recent study, not just in-role behavior, but also extra-role behavior (organizational citizenship

behavior) is critical to employee effectiveness. For an organization to exist, it is also necessary to have understanding of organizational citizenship behavior. Employee satisfaction, organizational commitment, high-performance human resource practices, and motivation, according to several academics, all influence and affect organizational citizenship behavior (Swarninathan& Jawahar, 2013).

According to Shrestha & Subedi (2020), a prosperous social capital would also ensure a high OCB, and it would be visible in the form of good relationships, behavior, sympathy, and friendship towards coworkers; performing dedication and voluntary work; holding responsibilities and extroversion. Furthermore, a high level of OCB would encourage people to demonstrate high levels of performance, commitment, contentment, stability, and effectiveness in their work.

Human resource development (HRD) essentially constitutes an interdisciplinary field of research and practice, ranging from general management, human behaviour and learning and psychology to statistics, analytics, education studies and more. Hence, the definition and boundaries of HRD have long been contested (Hamlin & Stewart, 2011; Wang & Sun, 2009; Weinberger, 1998). Scholars have used a variety of approaches to identify the theoretical foundations of HRD and HRD research themes, including literature reviews, survey methods, content analyses, the Delphi technique, and co-citation analyses (Ghosh, Kim, Kim, & Callahan, 2014; Jo, Jeung, Park, & Yoon, 2009; McGuire & Cseh, 2006; Mehdiabadi, Seo, Huang, & Han, 2017) as well as Key, Resourceful Informant Survey or KRIS (Sthapit, 2014).

HRD requirements are constantly changing. Human resource development (HRD) has shifted in recent years to become a comprehensive, continuous development system that requires an open-ended commitment to development (Sthapit, 2016). HRD is primarily the administrative role of training and developing current and newly hired human resources to meet the organization's changing demands in the face of quickly changing environmental pressures (Sthapit, 2018b). Changes in the environment force the organization to adequately prepare and develop its human resources so that they are capable of proactively responding to those environment factors. A significant change in the external environment will have a significant impact on the management and development of human resources in modern organizations (Sthapit, 2018a).

Artificial intelligence (AI), robots, and nanotechnology, among other technological marvels, have combined their powers with socioeconomic variables to change future organizations by offering unprecedented challenges to future occupations and the role of human resources (Sthapit, 2019a). According to the World Economic Forum's 'Future of Jobs,' artificial intelligence, robots, nanotechnology, and other socio-economic variables would replace the need for human labor by 2020, resulting in the loss of 5 million jobs (WEF, 2016). It also forecasted that the same IT and technical advancements would result in the creation of 2.1 million additional employment. Deming (2015; 2017) projected that as the world moves toward the 'Fourth Industrial Revolution,' future professions would require more soft (social) skills and mathematical ability than physical and technical abilities. Organizations should handle the sea change in job skill requirements and HRD management through efficient HRD management.

HRD is critical for employees' skill development in future workplaces, yet there is no agreed-upon definition of what comprises HRD (Stewart & McGoldrick, 1996). As a result, there is no clear understanding or agreement on the basic components of HRD (McGuire & Cseh, 2006), resulting in a wide range of viewpoints on HRD's specific make-up. In such a setting, a conventional perspective maintained that employee training and management development are the two most important components of HRD, and most university syllabi were established with HR training and management development as the only curricular unit of HRD. HR training, on this count, would be characterized as the HRD function that tries to improve employees' ability, knowledge, and skills in order for them to execute their existing duties and responsibilities successfully, and is intended primarily for operational level employees who do not manage others (Sthapit, 2018b).

Training and development, organization development, job descriptions, staff planning and recruiting, staff benefits, and interactions with interest groups are the six key components of HRD, according to Hargreaves and Jarvis (1998). (e.g., trade unions). As the new millennium approached, writers and researchers continued to look at HRD outside of the conventional scope of training and development. Swanson & Holton (2001), for example, included HRD components in organization development (OD) and personnel training and development (T&D) with the goal of increasing performance by reducing the importance of career development as an HRD component.

Dilworth (2003) identified strategic change management, integration of learning processes, knowledge management, career development, healthy and productive workplaces, in-sourcing and out-sourcing of training, team building, leadership development, application of technologies to HRD, and socio-technical fit as the core HRD components. Similarly, Gomez-Mejia, Balkin, and Cardy (2013) suggested that HRD should include not just worker training and career development, but also performance assessment and management. It implies that all 'development' activities should be seen as a whole when it comes to HRD, rather than as a distinct HRD component. Garavan, McCarthy, and Carbery (2018), in their study on the implications of offshoring and outsourcing for different HRD programs in an internationally operating firm, emphasized the importance of considering training and education, development, and organizational development in the context of international HRD.

As a result, in today's rapidly changing environment, organizations are increasingly adopting the management practice of formulating and implementing long-term organization strategies to proactively address external environmental changes by integrating all functional strategies (including HRM strategies) into the overall organization strategy (Sthapit, 2008).

It's all about how Strategic Management is implemented in the actual world (Ibid). With the rise of strategic management in modern businesses, there is a growing need to deliberately guide their (businesses') managerial methods into strategic management. Integrating HRD policies and practices with organizational strategy while aligning them with global-arching human resource management is the most successful method (HRM). Integrating HRD policy with organizational strategy is a prerequisite for effective Strategic Management implementation to effectively execute their organization's plans and goals, both public and private sector organizations require a vital set of favorable elements affecting good human resource management. It entails a thorough examination of the organization's internal and external environmental variables, as well as a strategic approach to influencing key stakeholders and the development of strategic HRD policies and plans in tandem with the company's business strategy (O'Donnell & Garavan, 1997).

HRD practices, according to a resource-based view (RBV), are long-term investments and ongoing procedures used to improve employees' skills and capacities, allowing them to advance within a company. Employees strongly believe they are part of the company as a result of the firm's long-term investment in human capital (Tremblay, Cloutier, Simard, Chenevert, & Vandenberghe, 2010). As a result, well-developed personnel in the service industry are a precious, scarce, and non-substitutable resource (Benjamin, 2012; Shuck, Twyford, Reio, & Shuck, 2014).

The current study investigates the employment relationships of ethnic minority employees using a psychological contract (PC) paradigm. By replacing collective agreements with individual agreements, a PC gives unique insights into the changing nature of employment relationships (Guest & Conway, 2003). Given that workplace diversity generates a concern with identities and identification processes, more information is needed (Albert, Ashford, & Dutton, 2000). Organizational identification is proposed as a mediator of the connections between transactional, relational, and balanced PC breaches and OCB, based on social identity theory.

OCBs are still largely seen as discretionary behaviors that are less likely to be formally or overtly rewarded in the workplace (Podsakoff et al.,2000). Academics, according to Erturk (2006), execute the complex work of teaching, which necessitates professional thinking. Altruism, politeness, sportsmanship, civic virtue, and conscientiousness are examples of organizational citizenship behavior (OCB) as defined by Organ (1988).

1.2 Statement of Problem

Training improves expertise, awareness, traits, capabilities and eventually improve employee performance and organization output (Cole, 2002). Nepalese organization do not spend adequate funds for training and development though there is strong positive impact of training and development and organizational citizenship behavior. Career Development also has positive link with organizational citizenship behavior. Better compensation and benefits also influence employee.

High employee turnover is a serious problem of Nepalese business organizations. Employer-employee relationship also has impact on employee's citizenship behavior. Organizations are facing challenge regarding employee honesty, loyalty and attachment

towards organization. Several researches investigating the relationship between HRD practices and OCB in banking sector was found in Nepalese context. Researches on HRD practices and OCB in Hotel business were very few in Nepalese context. Hospitality sector where employee behavior has direct impact on customer service is very sensitive sector. Organizational Citizenship Behavior of employee need to be highly valued in Hotel Business. Examining the perceived organizational support in the organization- employee relationship can provide a better explanation of complexity in the organization phenomenon. Although previous studies have suggested that POS plays a mediating role which can explain the relationship between HR practices and employee performance (Kuvaas, 2008), limited empirical results in the context of service industry, especially in Asian countries were found. This research is an attempt towards investigation of impact of training and development, career development and compensation and Benefits on OCB in hotel sector in Nepal along with mediating role of Perceived Organizational Support between HRD practices and OCB.

1.3 Research Questions

The research questions addressed in this study are:

i. Do training and development have impact on organizational citizenship behavior?

ii. Does career development have impact on organizational citizenship behavior?

iii. Is there an impact of compensation and benefits on organizational citizenship behavior?

iv. Do perceived organizational support has impact on human resource development practices and organizational citizenship behavior?

1.4 Objectives of the study

The general objective of this study is to analyze the impact of human resource development practices on organizational citizenship behavior.

Specific objectives are:

- To examine the direct impact of human development practices on organizational citizenship behavior.

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- To analyze the mediating effect of perceived organizational support on HRD practices and organizational citizenship behavior.

1.5 Hypotheses

Training and Development

Among HR practices training and development hold a predominant and significant position, where HR professionals intend to (Okpara & Wynn, 2008) analyze employee's strengths and weaknesses based on their skills, commitment and intrinsic behavior to perform a specific task (Chughtai and Zafar, 2006). Recent studies show that training & development program have the capacity to provide employees opportunities for advancement, this creates a sense of support and belongingness and therefore, employees opportunities for advancement, this creates a sense of support and belongingness and therefore employees reveal a strong dedication and citizenship behavior with the organization and its related tasks (Meyer & Smith, 2000).

H1: There is significant and positive impact of Training and Development on OCB.

Career Development

The study by McElroy, P.C Morrow and E.J Mullen (1996) among 1029 permanent employees in the United States' state agency provided evidence that employees become more committed to the organization when their caree expectations are met. Similarly, the results of a longitudinal study conducted by Kondratuk & Hausdorf (2004) on professional level employees in Canada showed that career advancement triggers organizational citizenship behavior. Another study by Y. Gong, and S. Chang (2008) among 47 senior executives working in state-owned and non-state-owned firms in China revealed that career advancement was positively linked to organizational commitment.

*H2***:** There is significant and positive impact of Career Development on OCB.

Compensation and Benefits

Compensation & Benefits is a sensitive practice of HR management, as it is associated with an employee's salary, pay, reward, incentives and other allowance (Chiang & Birtch, 2011). Accordingly, if employees facilitate with good remuneration packages, rewards and another benefit then he or she would definitely increase their level of commitment with the organization (Lee et al., 2006). Moreover, it may help to raise their values and citizenship behavior towards the effective accomplishment of organization set goals.

H3: There is significant and positive impact of Compensation & Benefits on OCB.

Mediating Role of POS between Training & Development and OCB

Studies persistently discovered that POS and OCB are linked, most have considered just one dimension of OCB. Self-sacrifice, and supportive behavior, which imprisons behavior directly proposed to assist a specific individual, has been the main focus point of studies on OCB & POS. Masterson et al. (2000) establish that the public high merit feature of OCB is associated with POS.

In view of training pacts with the organized approach that comprises a variety of applications of procedures, methods to an order of broad learning in all lines of work whereas expansion is a process of stable enlargement (Garavan,1997)

H4: There is significant mediating role of POS between Training &Development and OCB.

Mediating Role of POS between Career Development and OCB

Employees who are satisfied with their jobs are likely to reciprocate by offering a benefit to the organization through extra-role behaviors such as OCB that are not mandated by the job requirements. Based on moral norms, employees are expected to help the organization in return for being in a job that is satisfying (Lester et al., 2008). Employees who display high careerist orientation epitomize the self-directed career concept (Kondratuk, Hausdorf, Korbik, & Rosin, 2004).

H5: There is significant mediating role of POS between Career Development and OCB.

Mediating Role of POS between Compensation & Benefits and OCB

The study showed that there is a sound relationship that exists between HR practices and organizational citizenship behavior provided by employee extra role behavior to perform their specific task in exchange for strategic HR practices. The HR practices including compensation and benefits may express that their organization encourages humanistic value care about their well-being and their personal and professional devolvement and show interest to trust on them (Guy Pare & Michel Tremblay, 2007). This sort of imperatives inspires employees to enhance their personal interest and contribution and ultimately demonstrate their outstanding work behavior towards the effective organizational functions (Morrison, 1996)

H6: There is significant mediating role of POS between Compensation & Benefit and OCB.

1.6 Scope and Significance

This study aims to identify the impact of human resource development (HRD) practices on organizational citizenship behavior (OCB) through the mediating role of perceived organizational support. Every organizational success depends upon how people behave and feel about and regarding their job and the organization. Understanding the effects of factors of HRD on OCB in this competitive environment can provide feedback for strategies and interventions that managers and human resource practitioners can implement to create a better organizations and employee bonding. This research will help to understand the impact that organization's HRD practices has on the employee loyalty, commitment and citizenship behavior towards organization. An employee who feels being supported by organization for his individual growth will feel more responsible and attached to the organization. Employee loyalty, conscientiousness is very important for service sector like hotel business. Hence, this study will also help in understanding how HRD and POS has impact on OCB. The results of this study will provide a better understanding on the importance of HRD practices and organizational support on employee organizational citizenship behavior.

Social exchange theory has been widely applied to study workplace relationships. Employees may develop distinct social exchange connections with various partners inside an organization, such as the company and coworkers, according to this idea (Cropanzano and Mitchell, 2005). When a social exchange relationship is created, the exchange partners commit to a long-term connection that includes the exchange of socio-emotional advantages in return for open-ended responsibilities defined by the reciprocity standard (Gouldner, 1960).

1.7 Limitation of the Study

Some of the limitations of the research are mentioned below:

- The study focuses only on Hotel Business. Further study can be conducted on other sectors like banking, health care etc.

- The study only focuses on limited HRD practices i.e., Training and Development, Career Development and Compensation benefits. Other HRD practices like Organizational development, Performance appraisal etc. can also be taken for the study.

- The study is based on convenience sampling. It won't be appropriate for the generalization.

1.8 Outline and Structure

This study is composed of five chapters. First chapter of the study presents brief introduction of the study. It explains why study is impactful in the market. It also promises to find out logical answers to the questions that the study topic carries. This chapter states the broad problem objectives, help introduce the project subject and explain why the problem is worth solving. It includes other sub-topics such as: objectives of study, research questions, and hypothesis, definition of terms, limitations and scope and significance of the study.

The second chapter of this study includes past literature reviews. Past literature contains suggestions to the future researcher. Study of the literature gives broader insight to the new researcher and saves time as well. This chapter also contains theoretical framework to simplify the understanding of the study about. It presents a summary of major

findings of previous researchers being studies in separate headings. It explains why each literature was chosen for the critical review and how it helped to build the theoretical framework and identify problem statement needed for the study.

Third chapter contains the research methodology. Researcher decides to carry out certain type of methodology which is relevant and important to carry out for the particular study. Outlining of the research process properly helps to meet the objective of the study perfectly. This chapter includes research design, population and sampling, instruments, sources and methods of data collection and data analysis.

Fourth chapter is chapter for analysis and result. Basically, this chapter analyzes various data gathered and tried to find out relationship between various factors identified for the research and presents the same with the help of table and figure. It identifies the degree of relationship between dependent and various independent variables. Then the later part reveals the major findings from the analysis of data which are predetermined as objectives of the study.

 Discussions, conclusions and implications is the content of fifth chapter. It summarizes the whole research findings and the discussion about the findings is compared with past literature findings. Appropriate recommendations are forwarded on the basis of the conclusion of the study. It shows the findings in a logical and rational base to the problem area and also shows practical implications of the study along with the area for further researches. Besides these, references and appendices are presented at the end of GRP report. Similarly, acknowledgements, table of contents and list of tables and figures are includes in the front part of the report.

CHAPTER II

RELATED LITERATURE AND THEORETICAL FRAMEWORK

2.1 Theoretical Review

This chapter contains relevant literature of past research paper which adds meaning to the present study. Reviewing past literature saves time of the researcher. Literature review helps researchers to study past literature limitations and after knowing the limitation of previous study, researcher collects idea to work to fulfill the gap and give new dimensions to the study. Since past literatures are base and guideline for the new study, literature review is important.

Human Resource Development Practices

Employee development activities are extremely essential for employees because they demonstrate that the company cares about its people and wants them to grow. Previous research has discovered that HRD practices improve employee performance in a variety of industries, including telecommunications (Ewis, 2015; Kuvaas & Dysvik, 2010); public sector universities (Mutlaq & Rahman, 2016; Usha, 2015); manufacturing (Adhikari, 2010; Yorks & Barto, 2013); banking (Benjamin, 2012); and hospitals (Bartlett & Kang, 2004; Lee & Bruvold, 2003).

Training and Development

Training and development allow the organization to keep growth of worker abilities via strategic objectives of companies, which may include cutting-edge tools, creative user pedestals, and ground-breaking yields, in order to sustain energetic leadership. The researchers discovered that POS was linked to a greater involvement in developmental activities (Wayne et al., 1997).

Employee training benefits both companies and employees in the long run, as workers become more productive, confident, optimistic, creative, inventive, and supportive of the company (Donovan, Hannigan, & Crowe, 2001). Because these planned activities created by a company seek to assist employees to gain the essential information and

skills required to execute current and future tasks, training and growth opportunities to reflect HRD practices (Devi & Poojitha, 2012).

According to Newman et al., (2011), researchers from Chinese service sector multinationals researched and assessed the impact of training on organizational commitment, which has an impact on staff turnover. Data was gathered from 437 Chinese employees who worked for five different international corporations in China. Individual employees emphasized the importance of training in enhancing organizational commitment. Because of the training, they understand that they are a valuable asset to the firm.

According to Anis et al., (2010), in this era of fast technological change, any skill may become outdated in a short period of time, and in order to be competitive, every firm that wants to stay competitive must provide training to its personnel. They must improve the abilities of their staff. Training is described as a structured intervention aimed at improving the factors that influence individual work performance. Training must be need-based, which means that the business must first undertake an analysis and evaluation to determine whether training is required. Performance evaluations are essential for this, since they will inform the firm as to whether training is required and what areas require training. Because of the many types of training provided to workers, such as on-the-job training, vocational training, general and specialized training, training is an essential element of various HRM strategies that are utilized for employee retention and growth.

According to Villegas (2006), training has a clear correlation with staff retention. Training aids in the retention of employees and the reduction of turnover. Employees who are undergoing training believe that their employer is interested in them and wants to help them advance their careers. He believes that because the corporation sees individuals as essential and talented, the employer is willing to invest in them. Employee retention is a result of this, but training alone is insufficient. Management coaching or support provides substantial value to retention. If an employee learns a lot in a training session but the manager or supervisor shows little interest in assisting him or her in applying what they learned on the job, the employee will get discouraged. As

a result, the employee is unable to profit from the training program. This, in turn, will lead to employee discontent.

According to Holtom et al. (2005), many companies throughout the world face the burden of high turnover rates. The cost of a high turnover rate comes in the form of additional expenses such as new hiring, training, and so on. However, the cost of losing brilliant people can be excruciating at times, and it can be costly in the long term. The researchers looked at the key factors that contribute to high turnover rates in companies. The primary factors are grouped together as shocks. Mergers, transfers, changes in employee marital status, better job offer, disagreement with employer, scandals, downsizing, and diversification are some of the reasons.

Career Development

HRD practices are the long-term organizational process of investing in human capital with the goal of assisting people in developing their present skills and preparing for future career opportunities (Devi & Poojitha, 2012; Muduli, Verma, & Datta, 2016; Yorks & Barto, 2013).

According to Bashir et al. (2009), employees are the most significant component of every business, because they are the ones that generate or supply their products or services. If employees stay with the company for a longer period of time and do not change jobs frequently, the company will profit. It is critical for companies to retain their staff, and in order to do so, they must understand how to keep people on board. Several elements have been identified as essential in keeping staff in earlier research. Employee retention is directly influenced by career growth and training options. Career development is an organized system that aims to achieve a balance between an individual's career needs and the organization's workforce requirements. The issue for HR professionals is to design and discover career development methods, as well as to teach them, in order to enhance employee commitment and make them feel valued. This will assist the company in retaining personnel and motivating them to work hard and enthusiastically in order to achieve their objectives successfully and efficiently. The efforts that HR professionals should do to create career development chances for employees, train them, and keep them pleased so that they stay with the company. Providing possibilities for advancement inside the firm, as well as training and skill

development options that assist employees grow. The major reason for high-performing employees leaving the firm was a lack of training and advancement chances.

Most notably, individuals rather than institutions are now accountable for career management. With this abandonment of organizational responsibility comes a need for workers to refashion, redefine, and refine themselves in terms of the competencies they will need to achieve the goal of 'psychological fulfillment' which is the new desired end state in the emerging career paradigm. The emerging paradigm will require successful workers to modify their self-concept from one of a work self to a whole self (Hall, 1996).

First, as a subjective dimension of career success Aryee & Luk (1996), career satisfaction is conceptualized as employees' perceived satisfaction with their career in the current organization in terms of pay, advancement, achievement of career goals, and development of new skills (Greenhaus et al., 1990; Kong et al., 2012; Parasuraman et al., 1996). Testing customer satisfaction is important, because hotel managers cannot attract and retain qualified and high performing employees if they do not offer a career and succession plan in terms of pay, advancement, achievement of career goals, and development of new skills (Deery, 2008; Kong et al., 2010). Therefore, frontline employees should know that their organization is concerned about their well-being so that they can be satisfied with their current job or career and, as a result, can demonstrate high quality SRP and JP.

POS has been shown to have a strong association with employee outcomes such as in-role performance, job satisfaction, organizational commitment, turnover intentions, and extra-role performance in a number of empirical researches (Eisenberger, 2002; Susskind et al., 2000). Surprisingly, empirical research in the relevant literature on the mechanisms or processes that may moderate the link between POS and performance outcomes is scarce (Chen et al., 2005; Muse and Stamper, 2007). A similar gap exists in POS research, as well as in the literature on hospitality management and marketing. Other factors like as career management (e.g., evaluation, training, and development), career competency, job and hierarchical stagnation, supervisor support, and skill usage can all influence an organization's employee satisfaction (Aryee & Luk, 1996).

Using Bagozzi's (1992) reformulation of attitude theory, the study examines CSAT as a complete mediator to describe its essential involvement in the link between POS and performance outcomes (i.e. SRP and JP).

Compensation and Benefits

According to Sola & Ajay (2013), pay was the major motivator for employees to aspire for greater heights. They went on to say that a well-designed pay structure is critical to an organization's success.

Compensation schemes are a type of incentive system that a company offers to employees in exchange for their willingness to do a variety of occupations and activities inside the firm (DeNisi and Griffin, 2001).

Human resource development techniques, according to Aragon-Sánchez et al., (2003), improve the quality of human capital and provide a lasting competitive advantage. Employee performance is influenced by HRD practices such as career development interventions, training and development interventions, and remuneration methods, according to the study's findings (2010, Samganakkan). In his paper, he discusses how human resource management techniques such as training, assessment, and others affect employees' retention intentions and motivation. Training is a significant driver of employee motivation and retention, according to his study. He believes that remuneration should be structured in such a way that encourages people to stay with the company, as staff retention is critical to the company's success. To become a successful employer and to flourish, the firm must maintain its turnover rate low, and he recognized salary as one of the most significant factors in keeping people engaged and retaining them.

Compensation is one technique for management to enhance work performance, motivate, and improve employee performance. Compensation is essential to employees as individuals since it represents the scope of their labor among employees, their families, and society as a whole. Compensation is sometimes known as an award, and it refers to any type of incentive provided to employees in exchange for their contributions to the company.Employee compensation, according to Dessler (2006), includes two primary components: (1) direct payments (wages, salaries, incentives,

commissions, and bonuses), and (2) indirect payments (fees, commissions, and bonuses) (financial benefits, such as: insurance and vacation paid by employers).

The goal of compensation, according to Ivancevich (2007), is to develop an acceptable reward system for employees and employers, with the intended consequence being a worker who is committed to his job and motivated to perform a good job for the worker. Compensation should be commensurate with the value of the work. Compensation or remuneration intended towards the firm and its employees as a whole. When it comes to remuneration, the company's goal is to improve work performance. While employees' interests for the remuneration obtained are able to satisfy their wants and aspirations and become household economic stability.

According to Rivai (2009), the compensation program can be divided into two (two) major groups: (1) based on the form, divided into; (a) financial compensation; (b) non-financial compensation; (2) based on the method of giving, divided into; (a) direct compensation, namely, (b) indirect compensation. The right of employees and the responsibility of the firm to pay for direct compensation is the remuneration that is directly felt by the receiver, i.e. in the form of salary, wages, and incentives. Indirect remuneration, such as benefits and services, is pay that employees do not immediately perceive.

According to the Indus journal of management and social science's (Bashir, Tirmizi, Noor, & Shoaib, 2009) assessment of Pakistan's telecom industry, salary, working environment, and perks (rewards) are three elements that impact employee turnover and are connected with one another. There are some limitations to this study, such as time restrictions and resource constraints. Employee turnover was also revealed to be a significant independent variable in this study. Salary, benefits, and work environment have all been proven to have a negative connection. As a result, businesses must concentrate on ways to decrease workplace stress and pay plans.

Job instability, along with the lack of governmental social assistance programs, is a key concern in the work setting in Sub-Saharan African nations, according to Aryee (2005). Despite the fact that people in these nations work long hours, they spend more time to income-generating activities due to low compensation (Aryee, 2005). Employees face extra causes of stress due to low compensation. One of the most problematic challenges

facing the country's tourism and hospitality business appears to be a lack of skilled management and non-managerial human resources (Kimbu, 2011).

The compensation is a reward received by someone in return for his efforts, either in the form of money or in the form of other rewards that make the person feel satisfied with the work that has been accomplished, and is a compensation that is given to employees as a means to achieve organizational goals, that include: extrinsic aspects in the form; salary and wages, benefits, incentives and additional income, as well as intrinsic aspects of the form; responsibilities, challenges and the nature of the work, abilities, skills and growth of personal qualities, with dimensions: (1) Direct financial compensation; employee payment in form; (a) salary; (b) wages; and (c) incentives; (2) Indirect financial compensation or benefit; all payments not covered by direct financial compensation, including; (a) insurance; (b) benefits; (c) retirement, according to the various definitions of concepts that have been expressed by experts.

Perceived Organizational Support

Employee may exhibit greater commitment when they feel that their capabilities, effort and performance contribution are recognized by the organization (Davies,2001; Mercer, 2003).

Armeli, Eisenberger, Fasolo, and Lynch (1998) looked at patrol officers in the United States who had high socio-emotional demands and discovered that there was a positive correlation between perceived organizational support and performance. Employees' perceptions of how much the organization values their contributions and cares about their well-being are measured by perceived organizational support.

Organizational support, as defined by Eisenberger, Huntington, Hutchison, & Sowa (1986), is the workers' perception that their organization favors or is devoted to them. Fairness, supervisor support, organizational incentives, and pleasant employment circumstances are all part of this positive organizational treatment, according to Rhoades & Eisenberger (2002). Thus, organizational support was discovered to be a forerunner of psychological strain; nevertheless, a direct link between organizational support and turnover intention was also discovered (Jawahar & Hemmasi, 2006; Cooper et al., 2001).

POS refers to employees' "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et al., 1986,). Employing the theoretical perspective of social exchange theory (Blau, 1964), researchers commonly conceptualized POS as the quality of social exchange between an employee and his or her employing organization (Cropanzano & Mitchell, 2005). When employees develop POS, i.e., they possess the global beliefs that the organization is ready to reward their increased work effort, provide help when needed, recognize their contributions, meet their socio-emotional needs, and take their well-being into consideration (Rhoades & Eisenberger, 2002), they will feel obligated to care about the organization's welfare and to help the organization reach its objectives because of the norm of reciprocity.

Extant literature has evidenced that POS has positive associations with major employee outcomes such as organizational commitment, job performance, and organizational citizenship behavior (CoyleShapiro & Conway, 2005; Loi et al., 2006; Settoon et al., 1996). Similar relationships have been found among employees working in the hotel industry (Chiang & Hsieh, 2012; He et al., 2011). In the workplace, the coworker is another important social exchange partner of the employees. In particular, the influences of coworkers on individual employee become more salient with some recent organizational practices such as work-team arrangement and the shift of job content to more complex and collective tasks (Chiaburu & Harrison, 2008).

Empirical research has shown that coworker support is positively related to employee job satisfaction, job involvement, work engagement, and organizational commitment (Chiaburu & Harrison, 2008; Karatepe et al., 2010). Because coworkers stay at the same hierarchy as the focal employee within the organization, we can expect that the nature of support gained from coworkers may not be identical with support gained from the organization (Ng & Sorensen, 2008). Accordingly, employees' social exchange relationship with coworkers may have an additional influence on their work attitudes and performance (Sherony & Green, 2002).

Support and voice behavior Voice has long been described as an active and constructive response of job dissatisfied employees such that employees strive to improve work situation by suggesting solutions to problems (Hirschman, 1970; Rubult et al., 1988).

Researchers (LePine & Van Dyne, 2001; Van Dyne & LePine, 1998; Van Dyne et al., 2003) later suggested voice as a kind of extra-role behavior when employees proactively speak up and make suggestions for organizational changes. It is proposed that POS and coworker support can both enhance the promotive voice of foreign workers. POS signifies to the foreign workers that they are being cared, valued, and recognized by the organization. When they need support, they trust that organization is willing to give a helping hand (Chiang & Hsieh, 2012).

According to social exchange theory, foreign workers with high POS would perceive that they have maintained social exchange relationship with their employer. Because of the norm of reciprocity inherited in this social exchange relationship, they feel their obligation to repay to the organization by constructive means. With the work-related and socio-emotional support received from coworkers, foreign workers should feel they have established social exchange relationship with their coworkers and they need to repay coworkers due to the norm of reciprocity. Their good intentions behind promotive voice can be easily recognized and interpreted by coworkers as positive (Liang et al., 2012), which should further reinforce the social exchange relationship established.

Employees with high-quality social exchange relationships felt obligated to offer prohibitive voice to return the exchange partner's supportiveness and care, according to Liang et al. (2012). In their study of a global hotel chain, Raub & Roberts (2012) discovered that a supportive work atmosphere encouraged workers to take the risk of speaking up. Task-relevant and socio-emotional support from the organization and coworkers increases foreign employees' view that their organizations and coworkers respect their contributions and would assist them in times of need. Thus, it is analyzed that POS and coworker support should encourage foreign workers to provide prohibitive voice due to the norm of reciprocity inherited in their social exchange relationships. They may consider that pointing out the past or current problems and practices which are harmful to the organizational functioning is beneficial to the organization and coworkers in such a way that helps with cost reductions and process losses. In addition, detecting and correcting mistakes can ultimately cement their relationship with the organization which may help them to cultivate a long-term employment. Therefore, when they perceive support from the organization and coworkers, they tend to provide prohibitive voice as a form of reciprocation. We further

propose the extent of influence that POS and coworker support have on prohibitive voice can be different. Since prohibitive voice may imply the failure or incompetence of existing work colleagues and is generally perceived as complaining or fault-finding (Liang et al., 2012), it may hurt the interpersonal relationships among coworkers.

Studies in the hospitality industry (Stamper & Van Dyne, 2001, 2003) have demonstrated that coworkers may react negatively to the idea that change is needed and view voice as a form of complaint, challenge, or criticism. Foreign workers are sensitive to the interpersonal context in the workplace (Baum et al., 2007; Devine et al., 2007a,b) and have strong intentions of maintaining harmony and avoiding workplace conflicts. If prohibitive voice may harm their social exchange relationship built up with coworkers, they are less likely to use it as a form of reciprocation toward coworkers.

According to social exchange literature, POS signals organization's caring, approval, and respect to the employees and fulfills employees' socio-emotional needs (Eisenberger et al., 1986). Eisenberger et al.,(2001) further put forward that POS conveys organization's positive valuation of employees' work and care for the employees' well-being. Empirical evidence showed that POS has a moderate negative relationship with job strains (Rhoades & Eisenberger, 2002). Thus, it is conceivable that high POS indicates to foreign workers the availability of emotional support and aid from the organization when facing high demand in their work life, which should reduce their psychological stress.

Past research showed that coworker support can strengthen the feeling of vigor and dedication to work of hotel employees in Iran (Karatepe et al., 2010). Hoppe's (2011) study also found that coworker support is important for migrant workers to adjust their work life in Germany.

Organizational Citizenship Behavior

In the early 1980s, the term "organizational citizenship" was used to characterize employee behavior inside various businesses' social systems. Because of the rising importance of autonomous and team-based work over tight, traditional hierarchies, it has grown into a prominent subject of study since then (LePine et al., 2002). As a result, understanding organizational citizenship behavior (OCB) is becoming more important

for the long-term sustainability of businesses' social structures and employee responsibilities. Employees – and their OCBs – play a critical role on a macro level, in terms of the changing nature of all organizations, and on a micro level, in terms of individual organizations: As working under changing circumstances becomes an essential feature of organizations (Lee, Dendrick, & Smith, 1991), organizations will inevitably become more reliant on individuals who are willing to (Somech and Drach-Zahavy, 2004).

Employees with high level of OCBs are willing to get more involved in the organization and are likely to engage in discretionary behavior to reciprocate the Organization (Organ, Podsakoff & Mackenzie 2006).

The conduct of the personal that support the organizational goals as a result of adding to its social and emotional condition has been defined by OCB (Organ, 1997). Organizational residency behavior (OCB) has been planned in several fields like as finance, human resource management (HRM), and marketing, among others. This broad focus on OCB is based on the assumption that OCB will play a key role in enhancing management competence in the future (Podsakoff et al., 1997).

Employees that go above and beyond their job responsibilities to meet or even exceed client expectations are a critical component of service excellence (Oliver, 1980). Organizational citizenship behavior (OCB) is a phrase that refers to human efforts in the workplace that are voluntary, beneficial to the business, and not legally compensated (Bateman and Organ 1983; Smith, Organ, & Near 1983).

The OCB idea, which was first introduced over three decades ago, has become increasingly popular in the hotel industry in recent years (Nadiri & Tanova 2010). OCB research in hospitality and service organizations Nadiri & Tanova (2010) generally used manufacturing frameworks, such as Organ's (1988) five-dimensional framework and Williams and Anderson's (1991) composite two-dimensional framework, because it was developed and tested in large-scale manufacturing contexts. Stamper & Van Dyne (2003), looked at the OCB of part-time and full-time service personnel, but their measurements included no service components at all. In research conducted by Koys (2003), restaurant staff' OCB performance was measured using a one-dimensional five-item statement, with only one statement on surpassing customer expectations.

Existing OCB frameworks are weak in crucial elements required by hospitality businesses without a service focus—and possible connections and behaviors with customers—and there is an urgent need to enhance the framework. We feel this is a significant mistake, as hospitality workers must conduct OCBs for both internal and external clients in order to complete the duties required to provide good service. Previous frameworks, on the other hand, either focused on internal (Organ 1988; Williams and Anderson 1991) or external (Bettencourt, Gwinner, & Meuter 2001) consumers, but a holistic framework that integrates OCBs with internal and external customers is lacking.

Although the concept now known as "organizational citizenship behavior" was hinted at by Barnard (1938; "willingness to cooperate") and by Katz (1964; "innovative and spontaneous behaviors"), the OCB concept was formalized by Organ's (1988) definition: "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." According to this definition, OCBs have three properties. Here's what they are: (1) discretionary in nature, implying that the behavior is not an enforceable requirement but rather a personal choice; (2) not directly or explicitly rewarded by the organization's formal reward structure, implying that the potential rewards of performing OCB are not guaranteed; and (3) important for an organization's effective and successful functioning and influencing organizational performance in positive manner.

Graham (1991) argued that a differentiation between in-role and extra-role behaviors should not be utilized as a criterion to separate OCBs from other behaviors since in-role and extra-role behaviors would be differentiated inconsistently among people, occupations, and organizations. Customer Service Quality in Hotels with OCB Delivering great service is still one of the most difficult issues for any service company Lazer & Layton (1999), and companies have tried a variety of techniques to guarantee that their workers provide excellent service. Most hotels and restaurants have extensive instructions on how to respond to certain service interactions, which are typically written down in scripts (Victorino & Bolinger 2012).

Many interactions, on the other hand, necessitate unscripted conduct or performance that responds to consumer requirements and expectations in a flexible and inventive manner. While job descriptions and scripts may specify what must be done, how that service is delivered is often a far more flexible and discretionary endeavor. As a result, OCB at the moment of engagement might be an important part in ensuring client satisfaction. Employees that are willing to go above and above their minimal work responsibilities are referred to as "organizational citizens" (Organ 1988). While these "citizens" may assist their peers (e.g., a housekeeper who assists a new housekeeper in completing his or her assigned rooms) or the organization (e.g., a waitress who assists in properly storing leftover food), the majority of the unique interactions of hospitality are customer-oriented (e.g., a front office agent who offers extra support or special care because the customer is sick; the bellman who resolves a transport issue when the front desk is busy). It is suggested in addition to the existing OCB model to include these essential customer-directed behaviors, which are currently absent.

OCB as a Three-Dimensional Object Organ (1988) presented a framework based on a two-factor definition of OCB, which included the following five dimensions: 1. Altruism: Also known as "helping" actions, altruism is being selfless and caring about the well-being of others. Assisting those who have been absent, or helping others who have a heavy burden, are two examples (Organ, Podsakoff, and MacKenzie 2006). 2. Conscientiousness: This quality may be summed up as being responsible. Following corporate laws and regulations even when no one is looking and not taking additional breaks are two examples. 3. Sportsmanship: Usually refers to people's attitude of choosing not to do negative things (Organ, Podsakoff, and MacKenzie 2006). Examples include not whining about petty problems and focusing on the good aspects of events and circumstances rather than the bad aspects. 4. Courtesy: This encompasses measures that assist avoid issues from arising in the first place, as well as steps taken in advance to ameliorate the situation (Organ 1988). Notifying people of activities that may cause them inconvenience is one example, as is attempting to prevent issues from occurring. 5. Civic virtue: This is a state of "responsible, productive participation in the organization's political or governance process" (Organ, Podsakoff, & MacKenzie 2006).Attending non-mandatory meetings and keeping up with organizational developments are two examples. In the last three decades, the five-factor OCB model has dominated the academic literature (LePine, Erez, and Johnson 2002).

Despite the fact that researchers have employed several measures to evaluate OCB, they all agree that it is a multidimensional phenomenon (Graham 1989; LePine, Erez, & Johnson 2002; Moorman & Blakely 1995; Podsakoff et al. 1990). This five-factor model has been validated across cultures; however, two extra dimensions were discovered in Taiwanese research (Farh, Earley, & Lin 1997). Internally oriented features such as interpersonal harmony and preserving corporate resources have been ascribed to the collectivist element of Chinese culture and values.

2.2 Empirical Review

2.2.1 Relationship between Human resource development practices and Organizational citizenship behavior

Existing research suggests that relationships among organizational citizenship behavior (OCB), task performance, and individual career outcomes are necessarily positive. The authors question this assumption and hypothesize that in organizations with outcome-based control systems, time spent on OCB comes at a cost to task performance. Building on this idea, the authors propose not only that time spent on task performance is more important than time spent on OCB in determining career outcomes (i.e., performance evaluation, salary increase, advancement speed, promotion) in an outcome-based control system but also that time spent on OCB may negatively impact career outcomes. Results based on archival data from 3,680 employees in a professional services firm lend some support for these ideas. Specifically, time spent on task performance was more important than OCB in determining all four career outcomes. Further, controlling for time spent on task performance, employees who spent more time on OCB had lower salary increases and advanced more slowly than employees who spent less time on OCB. These findings suggest that relationships between OCB and outcomes are more complex than originally thought and that boundary conditions may apply to conclusions drawn about the outcomes of OCB.

Organ (1988) defined organization citizenship behavior (OCB) as the individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. There have been numerous studies performed on organizational citizenship behavior

and antecedents of this behavior were explored since this behavior contributes to the effective functioning of an organization.

The positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994,1997; Podsakoff et al., 2000). Previous studies have noted that HRD practices can create important outcomes, such as OCB (Kuvass&Dysvik, 2010; Lee &Bruvold, 2003).

According to RBV, HRD practices refer to the long-term investment in organizational training and development with the aim of enhancing employees' skills and abilities. The developed employees become a valuable resource since they are able to perform both their assigned tasks and extra-role tasks effectively (Benjamin, 2012: Messersmith & Guthrie, 2010). Moreover, HRD practices act as a motivator which can enhance OCB (Bartlett & Kang, 2004). SET suggests that when organizations invest in their employees through HRD practices, employees will tend to reciprocate by demonstrating extra role behavior (Cropanzano & Mitchell, 2005; Lee & Bruvold, 2003). In other words, in organizations that provide HRD programs by ways of training and growth opportunities, employees become motivated to expend extra efforts to repay the organization (Huang, Ma, & Meng, 2017; Kuvaas & Dysvik, 2010). Mutlaq & Rahman (2016) found a positive and significant relationship between HRD practices and OCB. Suck et al., (2014) also discovered that employees who receive sufficient HRD practices are likely to offer better work performance, compared to employees who do not benefit from HRD practices. Interestingly, despite the strong assumption that HRD practices influences OCB, few empirical studies explaining of the nature of the relationship have been traced in the literature (Husin, Chelladurai, & Musa, 2012; Rose, 2016; Watty- Benjamin & Udechukwu, 2014).

2.2.2 Relationship between Perceived organizational support and Organizational citizenship behavior

The greater the perceived organizational support the more the employee will feel his obligation towards the organization (Shore & Wayne 1993). When employee feels perceived organizational support from his employer, it has positive effect on his citizenship behaviors and job performance (Eisenberger et al. 1990). Having influence in policy making can also be taken as an antecedent of perceived organizational support

(Eisenberger et al. 1986). In employment relationships, when employees perceive that their organization values their efforts and cares about their welfare, they are more likely to reciprocate by exhibiting extra-role behaviors on behalf of the organization (Kuvaas & Dysvik, 2009, 2010; Liu, 2004). Several studies have confirmed the relationship between POS and OCB (Chiang & Hsieh, 2012; Jain et al., 2012; Krtessis et al., 2015). For instance, Eisenberger et al., (2001) found that employees who have a high level of POS feel an obligation to repay the organization through extra-role behaviors. Moreover, the meta-analysis by Rhoades & Eisenberger (2002) indicated that there was a relationship between POS and OCB; employees with a high level of POS are likely to perform more OCB. Miao & Kim (2010) also discovered that POS is positively related to four dimensions of OCB, helping behavior, courtesy, conscientiousness, and civic virtue. Furthermore, Chiang & Hsieh (2012) found a positive and significant relationship between POS and OCB in Taiwanese hotels.

Table 2.1

Summary of Key Literature Review

Author	Objectives	Key Findings
Cran, 1994. Bettencourt, Gwinner, and Meuter, 2001.	The study proposed that service-oriented OCB should be reflected by excitement, a polite manner, and a commitment to provide excellent service to meet customers' requirements among individuals attempting to fill this knowledge gap. A sixteen-item scale for service-oriented OCB that accounted for three dimensions: loyalty, service delivery, and involvement.	It was found that the moderating effects of organizational environment on the link between organizational support and service-oriented OCB using the Bettencourt group scale. OCBs aimed at consumers incorporated into the multidimensional OCB framework described based on the line of study. This third dimension OCB-C, where C represents customers. However, only one of the behavioural dimensions discussed, service delivery, is directed at external customers.

		Needless to say, the hospitality and service industry requires employees to perform OCBs to both internal and external customers. As a result, integrated architecture was used that took into account the characteristics of the hotel sector, including internal OCBs (OCB-O and OCB-I) as well as external OCBs (i.e., OCB-C).
Hall, 1996.	The main objective of this study is to deal with the strategic issues of careers in the 21st century. The paper also covers difficult challenges posed by 21st century protean careers, such as the working poor, temporary employment, career entrenchment, and career development in the context of work teams.	The concludes by showing the ways industry-knowledge and self-knowledge operate to produce boundaryless careers in film, they create a topological map of important dimensions of the boundaryless career system. This map helps promote the growth of six key types of learning (or competencies): knowing what, knowing why, knowing when, knowing how, knowing where, and knowing who. For each competency, they trace out the challenges and specific strategies that are used successfully in the American film industry, as well as the implications for facilitating successful careers in other industries in the future.

Wanye et al 1997	The researcher aimed to Explore the distinctiveness of perceived organizational support (POS) and leader-member exchange (LMX) and examined links between these 2 forms of social exchange and employee outcomes.	The researchers discovered that POS was linked to a greater involvement in developmental activities. Training and development allows the organization to keep growth of worker abilities via strategic objectives of companies, which may include cutting-edge tools, creative user pedestals, and ground-breaking yields, in order to sustain energetic leadership.
Donovan, Hanningan& Crowe, 2001	The main purpose of the study is to design the steps of training and expain benefit from it.	Study concludes that the planned activities created by a company seek to assist employees to gain the essential information and skills required to execute current and future tasks, training and growth opportunities to reflect HRD practices. Employee training benefits both companies and employees in the long run, as workers become more productive, confident, optimistic, creative, inventive, and supportive of the company
Susskind et al. 2003, Rousseau et al.,2009, Nugent	The study focused that co-worker support as the "the extent to which employees believe their co-workers are willing to provide them with work	The research has suggested that the support from co-workers far exceeds the provision of task-related information and helping, but

and Abolafia, 2006.	related assistance to aid in the execution of their service-based duties".	includes socio-emotional support such a providing care, empathy, and co-worker support can further enhance an employee's psychological identification with his or her work role through the internalization of the behaviors exhibited by co-workers.
Anis et. al 2010	The main emphasis of the study is on compensation packages after employee training and development practices for retention purposes. We will also see how a relaxed work environment will help in the retention of employees.	The study suggested to make training need-based. Performance evaluations are essential for this, since they will inform the firm as to whether training is required and what areas require training. Because of the many types of training provided to workers, such as on-the-job training, vocational training, general and specialised training, training is an essential element of various HRM strategies that are utilized for employee retention and growth.
Samganakkan 2010	Study aimed to find how human resource management techniques such as training, assessment, and others affect employees' retention intentions and motivation	The study suggests that training is a significant driver of employee motivation and retention. This study concludes that remuneration should be structured in such a way that encourages people to stay with the company, as staff retention is critical to the company's

		success. To become a successful employer and to flourish, the firm must maintain its turnover rate low, and he recognized salary as one of the most significant factors in keeping people engaged and retaining them.
Newman et al., 2011	Rresearchers from Chinese service sector multinationals researched and assessed the impact of training on organizational commitment, which has an impact on staff turnover. Data was gathered from 437 Chinese employees who worked for five different international corporations in China.	Individual employees emphasized the importance of training in enhancing organizational commitment. Because of the training, they understand that they are a valuable asset to the firm.
Kimbu, 2011.	The main aim of this paper is to identify and examine the challenges presently faced in the marketing of little-known, underdeveloped and underexploited but potentially rich nature and cultural tourism destinations in developing countries located in the Central African subregion in general and Cameroon in particular, with a view to proffering some concise measures aimed at addressing and redressing them.	The study concludes that employee training and the professionalization of services in the tourism and hospitality industry and related services would have to be encouraged through the creation of institutions for the training of industry workers, improving quality standards and expanding the portfolio of courses in already existing institutions to cover other important segments of tourism education. However, these changes will not occur overnight. For guaranteed success, a carefully planned phase-by-phase approach will have to be adopted, taking into

		consideration the financial and technical resources available at any given moment.
Liang et al., 2012.	In line with the theoretical underpinning of social exchange theory, promotive voice should be a more favorable and valued currency of exchange to the organization than to co-workers. Thus, we expect that the extent of impact of POS and co-worker support on foreign workers' promotive voice would be different and promotive voice is a type of reciprocation which benefits the organization more than co-workers.	In comparing with co-worker support, foreign workers are more likely to engage in promotive voice based on the reciprocity norm when receiving sufficient support from the organization. It is analysed that POS and co-worker support should encourage foreign workers to provide prohibitive voice due to the norm of reciprocity inherited in their social exchange relationship.
Sthapit,A. (2019)	The objective of the study is to identify whether HRD in modern day organisations limited to the typically identified components of employee training and development only? Or, are there more realms of HRD than just traditionally recognised constituents or components of employee training and development?	The study has inferred that the following five can be identified as the key HRD constituent components -HR training and development -Management development -Performance management - Career development -Organisation development
Detnakarin,S. and andRurkkhum, S. (2019)	This study examined the moderating effect of perceived organizational support on the relationship between human resource development practices and organizational citizenship behavior of hotels in Thailand.	The results from a survey of 733 frontline employees revealed that the relationship between human resource development practices and organizational citizenship behavior was stronger for employees with the

high level of perceived organizational support, compared to employees with the low level of perceived organizational support.

2.3 Research Gap

Human resource development practices in organization helps to build employer employee relationship in organization. Organizational support that employee perceive in their workplace helps to make them loyal and honest to the organization. HRD practices handled properly gives positive outcome to the organization but if those practices are not adequate, they add unnecessary burden to the organization. Since hotel sector highly depend on employee performance for it better operation and profitability. Organizational citizenship behavior that employee show is considered as valuable and sustainability factor in the organization. The research reports aiming to explore impact of HRD practices on OCB have been carried out in plenty of number in international hospitality sector. In context to Nepal researcher found some similar research paper in banking sector but very few in hospitality sector. So, to fill the knowledge gap and provide horizon for future researcher, this is a sincere attempt of researcher to fill the gap to link the impact of human resource development practices on Organizational citizenship behavior.

2.4 Conceptual Framework

Based on the literature review and the objectives of the study, various variables have been determined and classified as dependent and independent variables and the relationship between these two variables will be mediated by mediating variables. The purpose of this study is to identify the impact of human resource development practices on organizational citizenship behavior in the hotel business in Kathmandu.

According to the social exchange theory, when one person treats another well, the reciprocity norms return the favorable treatment (Gouldner,1960). So, definitely both the employer and employee apply the same reciprocity norms to their relationships, which lead to positive outcomes for both. Organizational support theory states that,

POS can have a positive impact on employees' attitudes and behavior as it creates a sense of obligation within the individuals to return to the organization (Eisenberger et al., 1986; Eisenberger et al., 1990).

The figure below shows the theoretical framework that has been developed for this study. The independent variable human resource development practices whereas the dependent variable is Organizational Citizenship Behavior and perceived organizational support as a mediator between HRD and OCB.

Mediating Variable

Perceived organizational support

HRD Practices

- Training and development
- Career development
- Compensation and benefits

Organizational citizenship behavior

Independent Variable

Dependent Variable
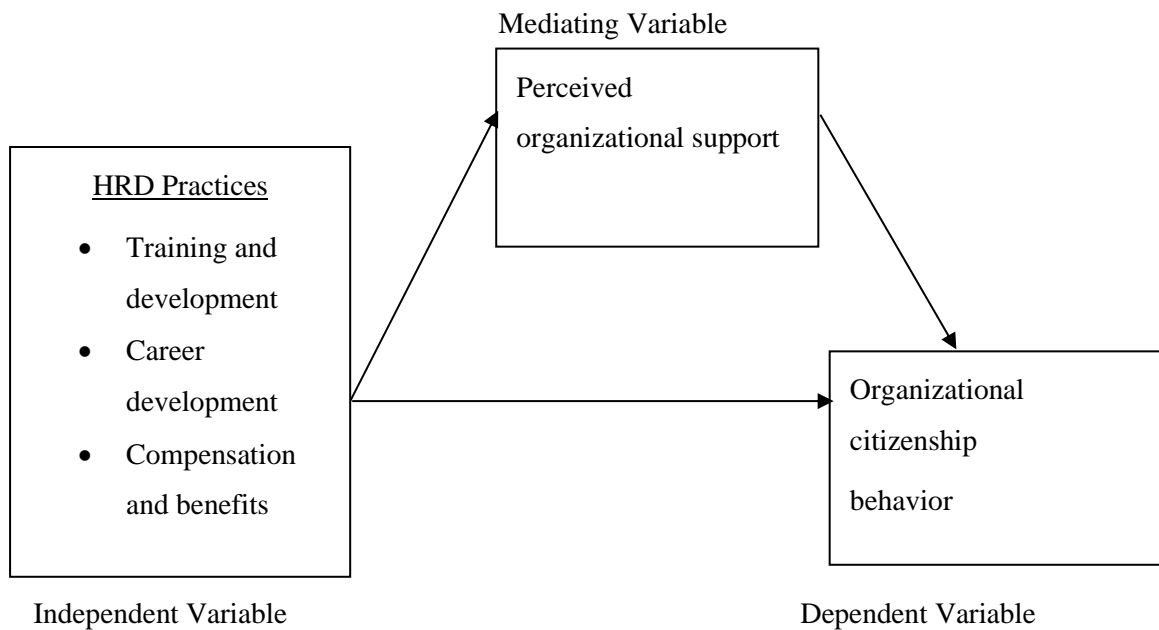
*Figure.2.1.*Conceptual Framework

CHAPTER III

METHODOLOGLY

3.1 Methodology

The research methodology chapter includes all the variables and tools required to perform the research study and obtain desired result. The element included for the methods chosen has been discussed below:

3.2 Research Design

The study aims to find out the impact of Human resource development on Organizational citizenship behavior in hotel business. In order to perform this research study, quantitative approach towards descriptive and explanatory casual research design is used for empirically speculating the research objective. The information provided by respondent is analyzed using statistical tools.

3.3 Population and Sampling technique

Since the target population is infinite for this study, Cochran's formula for calculating sample size is determine sample size. Cochran (1977) developed a formula to calculate a representative sample for proportions as

$$n_o = \frac{pqZ^2}{e^2} \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots (3.1)$$

where,

n_o = sample size

p = Population proportion with given characteristic

q = Population proportion without given characteristic

z = Standard normal deviation at the required confidence level

ε = Error margin

For the unknown population it is recommended the value of p and q shall be set at 50%. By considering the confidence level of 95%, with z value = 1.96 and sampling error (ε) = 5%

$n_o = (.50*.50*(1.96)^2)/0.05^2$

$= 384$……………………………………………………………………….. (3.2)

On the basis of above formula, standard sample size is 384 but for this study only 288 responses were received. The response rate is 75% which is considered appropriate for this study.

Researcher used purposive sampling method for the collection of data. Data was partially collected by physically visiting different hotels of Kathmandu and partially through online. While collecting the data physically, questionnaires were handed over to the HR managers of the respective hotels and HR manager distributed those questionnaires to the employees. Finally, researcher visited the respective hotel to collect the data.

3.4 Nature and Sources of data

Both the primary and secondary data will be used for this research study.

- Primary Source: Primary data collected through the structured questionnaire, by distributing it partially physically and partially through online to the employees of hotels in Kathmandu.
- Secondary Source: Secondary data collected through different journal articles, research papers, books, published research report and different online sites.

3.5 Data Generation Technique

Survey method has been used for generating data and information from the targeted participants. A well-structured questionnaire has been administered to collect data pertaining impact of Human resource development practices on Organizational Citizenship Behavior. The questionnaire contains questions related to respondent profile and 5-point Likert scale for the sake of uniformity for measuring the variables understudy.

3.6 Data Analysis Tools

For the meaningful result of the collected data and information, the collected data

was analyzed with the help of different tabulation and diagrammatic representation as per the requirement of the study. The basic descriptive statistics like Mean, Frequency, Standard deviation are calculated to explain demographic variables. While in the second stage Structural Equation Modeling (SEM) were used to test and examine the relationships among variables within the proposed conceptual. This section briefly describes and justifies the use of SEM as the main data analysis technique used in the research. Structural Equation Modeling is used to investigate all direct effects. Regression Analysis is used to determine which factors matters most, which factor can be ignored and how these factors influence each other. Bootstrapping for significance testing is used to analyze mediating effect. For the analysis of collected data, Software Statistical Package for Social Science (SPSS) v.23 and SPSS AMOS v.24 was used.

3.7 Reliability and Validity Analysis

The context validity was established by pretest in which fifty questionnaire were distributed to respondents. The reliability is used to test the internal consistency of survey instruments. Since, the questionnaire had been adapted to Nepalese context, the Cronbach's alpha was used to measure the reliability of the item scales i.e.HRD Practices, Perceived Organizational Support and Organizational Citizenship Behavior. Generally, a coefficient of at least 0.60 conform the homogeneity of the items and indicates that the reliability of data is accepted and good among the scale. Similarly Exploratory Factor Analysis was done to test construct validity. KMO greater than 0.5 is taken as good. All five constructs met the lowest cut pass. Mentioned table shows the result of pilot testing:

Table 3.1

Reliability test of variable

Variables	No. of Items	Cronbach's alpha(α)	Kaiser-Meyer-Olkin (KMO)
Training and Development	5	0.711	0.634
Career Development	5	0.680	0.52
Compensation and Benefits	5	0.944	0.821

Perceived Organizational Support	5	0.921	0.824
Organizational Citizenship Behavior	5	0.693	0.715

Overall Cronbach's alpha(α) of the final data was 0.927 and construct wise Cronbach's alpha is presented in the table 4.7 of chapter IV.

CHAPTER IV

ANALYSIS AND RESULT

This chapter presents the analysis of data, interpretation of results and findings of the study. The data collected were analyzed by presenting in tabular form. Analysis of data is done by using appropriate statistical tools and interpretation of the result is done being based on statistical theory. Objective of the study is answered and explained in best possible way. This chapter contains respondent's profile, human resource development practices, perceived organizational support impacting on organizational citizenship behavior. All developed hypotheses are tested and explained.

4.1 Demographic Profile of the Respondents

Table 4.1

Respondent's Profile

Demographics	Demographic Features	Frequency	Percentage
	Male	174	60.4
	Female	114	39.6
Gender			
Age	Below 20 years	13	4.5
	21- 30 years	150	51.1
	31- 40 years	71	24.7
	41-50 years	41	14.2
	51 and above	13	4.5
Marital Status	Married	164	56.9
	Unmarried	124	43.1
Educational Level	Upto SLC	22	7.6
	Plus Two	117	40.7
	Bachelors	102	35.4
	Masters and above	47	16.3
Years of	Under 2 years	55	19.1
Employment	2-4 Years	91	31.6
	4-6 years	63	21.9
	6-8 years	29	10.1
	8 years and above	50	17.4

Type of Hotel	Non- Star	87	30.2
	One Star or Two Star	66	22.9
	Three Star	39	13.5
	Four Star	62	21.5
	Five Star	34	11.8
Current Job Position	Front desk clerk	45	15.6
	Cashier (Restaurant)	33	11.5
	Housekeeping	47	16.3
	Kitchen Manager	70	24.3
	Executive Chef	22	7.6
	Marketing Manager	22	7.6
	Purchasing Manager	11	3.8
	Human Resource Manager	15	5.2
	General Manager	9	3.1
	Other	14	4.9

The profile of the respondent in surface shows the image of the total respondents. Variables such as gender, age, marital status, educational level and current job position in the organization describes respondents. Sample size for this study is 288. Close ended structured questionnaire is the survey tool for this research. Out of 288 respondents, 60.4 percent were male and 39.6 percent were female. Highest 51.1 percent of the respondent were of age group 21-30 whereas below 20 years and above 51 years age employee were only 4.5 percent each. Employees with married relationship status were 56.9 percent. Similarly, 40.7 percent employee had plus two as their highest academic qualification and only 7.6 percent of the respondents had their academic qualification up to SLC only. Among 288 respondents most of them i.e., 30.2 percent were currently working in non-star hotel where as only 11.8 percent respondents worked in five-star hotel in Kathmandu. Majority number of respondents i.e.,24.3 percent were employed as kitchen manager and only 3.1 percent of the respondents were employed as general manager as their career in the hotel.

4.2 Status of Human Resource Development Practices in Hotel Sector

The study aims to understand condition of HRD practices in Hotel Sector. Since hospitality sector is highly service based and good human resource is the pillar of the organization, understanding HRD practices is important. Respondents were asked 15 questions in 5 points Likert scale that covers the portion of purpose of the study. Value for the strongly agree opinion is given 5, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. Quantifying response ease analysis procedure.

Table 4.2

Descriptive statistics for Human Resource Development Practices

Opinion Statement	Mean	Std. Deviation
Training and Development	**3.68**	**0.71**
The hotel wants me to participate in training session as per my training needs.	3.97	0.27
The skills and knowledge related resources that were used in the training program are available for use on the job.	3.71	0.93
I really acquire adequate and relevant knowledge/skills through training program.	3.65	0.96
I get opportunity to attain formal training program which helps to increase my promotability in this hotel.	3.54	1.02
The training programs conducted by the hotel include all aspects (psychological, physical, personal beliefs etc.) for our quality of life.	3.52	1.09
Career Development	**3.54**	**0.85**
The hotel provides coaching to enhance my career.	3.48	1.04
The hotel supports my individual development strategy.	3.47	1.04
The hotel provides unbiased career guidance whenever required.	3.37	1.15
Management department of hotel assigns me those tasks which improves my skills.	3.62	1.09

If I wanted to shift to other organization or hotel, my job position will be similar or higher.	3.76	1.03
Compensation and Benefits	**3.39**	**0.91**
I receive Insurance facility as compensation.	3.34	1.25
I get compensation paid for overtime.	3.60	1.04
I am included in profit sharing benefits.	3.14	1.19
I get compensation for vacation and leave.	3.45	1.13
My payment increases as per the Hotel's policy.	3.43	1.13

Descriptive statistics of Human resource development practices shows that mean value of overall training and development activities is 3.68 (SD= 0.71) which means Training and development practices on hotel business in Kathmandu is in medium level. In average employees of hotel sector in Kathmandu agree for getting training and development opportunities. Among the items of the TAD construct, 'Training activities includes factors for quality of life' scores lowest. It shows that training culture in not properly adopted in Hospitality sector in Nepal. Mean value of overall Career development is 3.54 (SD=0.85) which describes that career development practices in hotel sector in Kathmandu are average or people agree for getting career development guidance in their workplace. Among the Items under CD construct, 'Organization provides unbiased career guidance' scores lowest which means career guidance for employee is not common and easy in Hospitality sector in Nepal. Compensation and benefit construct has overall mean of 3.39 (SD =0.91) which means employee slightly agree regarding compensation and benefit facility of their particular hotel. Among the item of CAB construct, 'I am included in profit sharing benefit' item scored lowest which means employees are not generally included in profit sharing benefit in hotels of Kathmandu.

4.3 Status of Organizational Support in Hotel Sector

For the study Perceived organizational support (POS) is taken as mediating factor. It is believed that organizational support has huge impact on employee performance and behavior. Respondents were asked 5 questions in Likert scale to know the status of organizational support in hotel sector. Value for the strongly agree opinion is given 5, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree.

Table 4.3

Descriptive statistics for Perceived Organizational Support

Opinion Statement	Mean	Standard Deviation
Perceived Organizational Support	**3.63**	**0.83**
The hotel is proud of my achievements.	3.77	0.94
The hotel cares about my welfare.	3.65	0.90
The hotel respects my contribution.	3.72	0.95
The hotel respects my personal goals and values.	3.56	1.04
The Hotel is always ready to help me if I need any.	3.47	1.11

The descriptive statistics of Perceived organizational support (POS) shows that mean of overall POS is 3.63 (SD= 0.83) which means employee moderately feel organizational support. Among the items in the construct, 'hotel is proud of my achievement' scores highest which means employees are appreciated indifferently for their performance.

4.4 Status of Organizational Citizenship Behavior within Hotel Employees

Organizational citizenship behavior of the employee is endogenous variable in the study. HRD practices and POS are aimed to influence OCB. To understand the organizational citizenship behavior of employee five questions were asked to the respondents. Those questions were in Likert scale. Value for strongly agree is 5, agree is 4, neutral is 3, disagree is 2 and strongly disagree is 1.

Table 4.4

Descriptive statistics for Organizational Citizenship Behavior

Opinion Statement	Mean	Standard Deviation
Organizational Citizenship Behavior	**3.90**	**0.80**
I willingly give my time to help other co-workers who have work related problems.	4.07	0.95

My attendance at work is above the norm.	3.65	0.99	
I attend functions that are not required but help to add positive impact on the hotel's image.	3.72	1.11	
I am motivated to provide innovative suggestions to the hotel.	3.81	1.00	
I attain and actively participate in the hotel meeting.	3.89	1.96	

The descriptive statistics of Organizational Citizenship Behavior (OCB) shows that overall mean of the OCB is 3.90 (SD =0.80) which means employee show high rate of Organizational citizenship behavior. Among the Items in OCB construct, 'I willingly give my time to help other co-workers who have work related problems.' has highest score which means employee tends to show more cooperative behavior with their co-workers.

4.5 Correlation Between Variables

The correlation value of Training and development, career development, compensation and benefits, perceived organizational support and organizational citizenship behavior is calculated and presented in tabular form. The impact of Training and development is positively and significantly correlated (r =0.562, r =0 .513) with POS and OCB at p<0.01 respectively. Similarly impact of Career development is also positively correlated (r =0.494, r =0.676) and Compensation and benefits also have positive and significant correlation (r = 0.542, r = 0.453) with POS and OCB at p<0.01 respectively.

Table 4.5

Pearson's Correlation

	OCB	TAD	CD	CAB	POS
OCB	1				
TAD	0.513**	1			
CD	0.585**	0.606**	1		
CAB	0.453**	0.410**	0.494**	1	
POS	0.587**	0.562**	0.676**	0.542**	1

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

4.6 Measurement Model

This study employed confirmatory factor analysis in order to examine the relationship among the different constructs and items within the proposed model. To assess the measurement model in CFA, researcher first considered the reliability and validity of the constructs and then evaluated the measurement model fit. In the CFA, there is no need to distinguish between endogenous and exogenous constructs while it is necessary during the model testing stage. CFA is frequently used to build and refine measurement instruments, as well as to assess construct validity, identify method effects, and evaluate factor invariance across time and groups. Researcher applied CFA to the proposed model with 25 indicators. The proposed model is presented in figure 4.1.
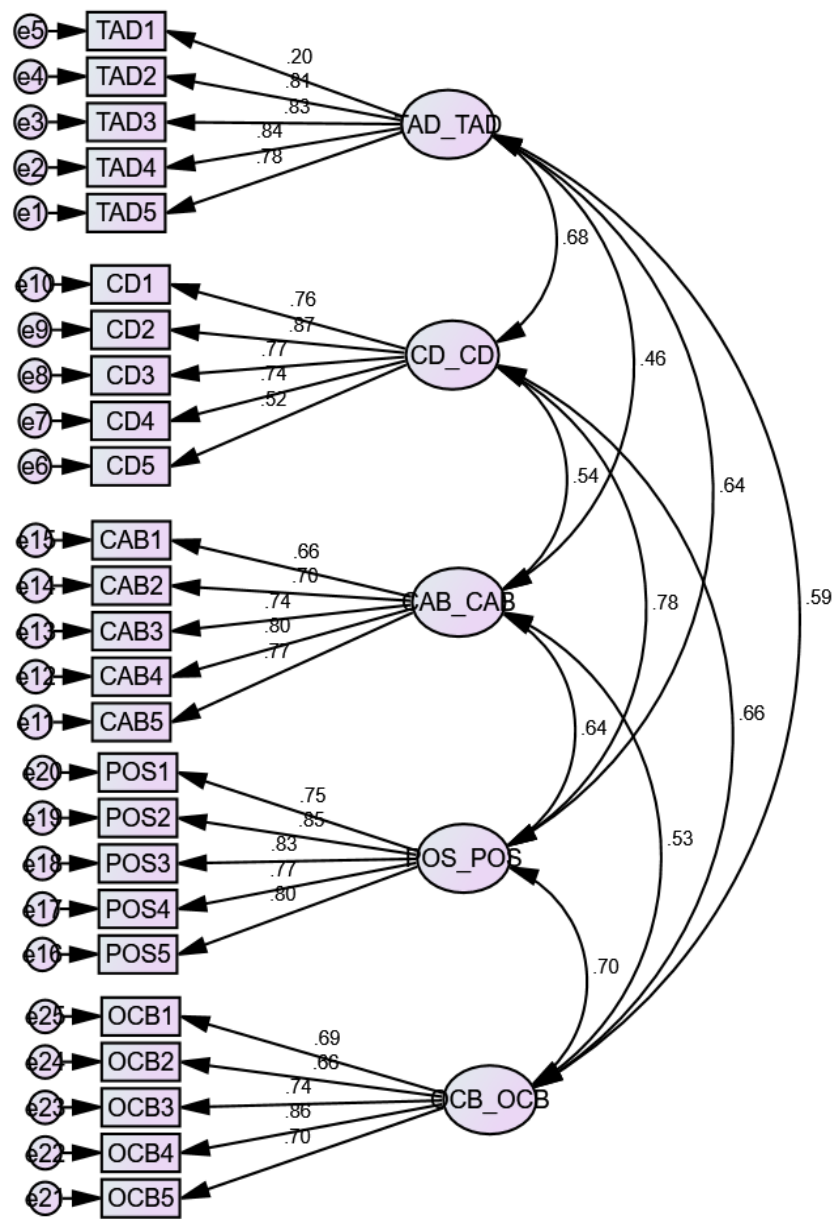
Figure 4.1: Proposed CB-SEM Model

The model fit results on these 25 indicators showed validity as well as model fit issues. Hence, the items with highest degree of cross-loadings with other items in different construct were screened out and ultimately dropped from the model.

While performing SEM analysis and evaluating factor loading, TAD1 item had very low factor loading i.e. 0.2 which is very poor factor loading for our study so the item was deleted. Initially researcher considered factor loading greater than 0.5 as acceptable for this study. But later on during analysis convergent validity and construct reliability, issue aroused on construct validity. Construct Career development (CD) had higher MSV than AVE. Similarly, CD construct showed issue in discriminant validity. To avoid these issues researcher again ran Maximum likelihood pattern matrix and to avoid cross loading. Items loading less than 0.4 were restricted. Pattern matrix suggested to drop total 6 items. So, item CD5, CAB3, CAB5, OCB4, TAD1 has been dropped. Other 19 items had loading greater than 0.7 which is considered good factor loading for this study. Hence, a final model was proposed with a total of 19 items in which there are 4 items in Training and Development, 4 items in Career development, 3 items in Compensation and benefits, 5 items Perceived organizational support and 3 items in Organizational citizenship behavior.
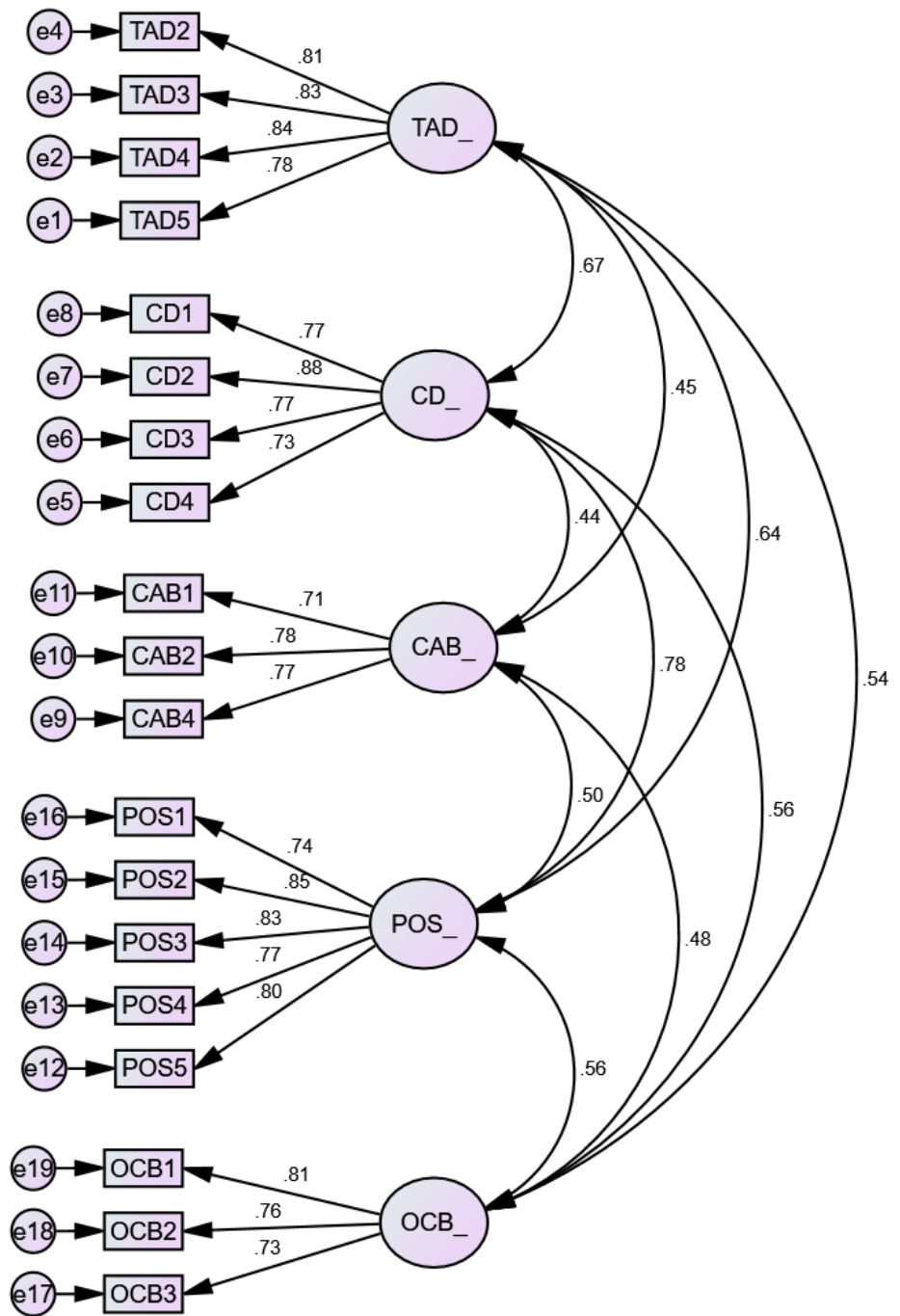
Figure 4.2: CB-SEM final Model

To estimate the model's parameters, researcher used the maximum-likelihood method, with all analyses performed on variance-covariance matrices (Hair, Black, Babin & Anderson, 2010). There are some fit indices that should be considered in order to assess the model goodness-of-fit (Kline, 2005; Hair et al., 2010). Model fit indices indicate an overall fit for CFA model. CMIN/df is 2.381 which falls well below the threshold of less than 3 as suggested by Hu and Bentler (1999). Hu and Bentler (1999) suggested RMSEA should be less than 0.05 for a model to be good fit while Browne and Cudeck (1993) considered RMSEA value of less than 0.08 an acceptable degree of model fit. In this analysis RMSEA is 0.069 which is acceptable degree of model fit. In this analysis, CFI is 0.939, as suggested by Bentler (1990), a CFI value >= 0.90 is considered good. According to Hair et al. (2010), at least three indices must be fitted well for model to be fit. Hence, the CFA model in this particular study is tested to be fit because most of the model fit indices satisfied the suggested thresholds.

Table 4.6

Model Fit Indices for Final Measurement Model

Measures	Observed value of the model
Chi-Squre(χ2)	338.035
Degree of Freedom (df)	142
CMIN/df	2.381
Root mean square error of approximation (RMSEA)	0.069
Adjusted Goodness-of-fit index (AGFI)	0.852
Comparative fit index (CFI)	0.939
Parsimony- adjusted CFI (PCFI)	0.780
Parsimony adjusted (PGFI)	0.665
HOTLER Indices	146
Incremental Fit Index (IFI)	0.940
PCLOSE	0.01

This analysis performed assessment with confirmatory factor analysis (CFA) to determine the overall fit of the framework using SPSS v.23 and AMOS v.24. The overall model fit was evaluated by a series of model fit indices including (χ^2/df), SMSEA, CFI, IFI, PCFI. Table 4.6 shows that all fit indices of the CFA model have met the cutting value (Diamantopoulos and Siguaw 2000; Hair et al. 2006).

4.6.1 Convergent Validity and Construct Reliability of the Final Model

The reliability and validity of the scale were further assessed through factor loadings. Cronbach's alpha (α), composite reliability (CR), which indicate internal consistency reliability (Fornell and Larcket 1981; Hair et al. 1998) and the average variance extracted (AVE) estimate which measure the amount captured by a construct in relation to the variance due to random measurement error (Fornell and Larcker 1981) and result of the factor loading is in the table 4.7.

Table 4.7

Reliability and Convergent Validity of Final Model

Construct	Items	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Training and Development	TAD2	0.81	0.885	0.887	0.663
	TAD3	0.83			
	TAD4	0.84			
	TAD5	0.78			
Career Development	CD1	0.77	0.864	0.867	0.623
	CD2	0.88			
	CD3	0.77			
	CD4	0.73			
Compensation and Benefits	CAB1	0.71	0.793	0.800	0.572
	CAB2	0.78			
	CAB4	0.77			

Perceived Organizational Support	POS1	0.74	0.897	0.899	0.641
	POS2	0.85			
	POS3	0.83			
	POS4	0.77			
	POS5	0.80			
Organizational Citizenship Behavior	OCB1	0.81	0.806	0.810	0.587
	OCB2	0.76			
	OCB3	0.73			

Overall Cronbach Alpha(α): 0.927

To determine the convergent validity and construct reliability, Cronbach's Alpha, Composite Reliability(CR), Factor Loading (FL) and Average Variance Extracted (AVE)was extracted by using SPSS v.23 and AMOS v.24.

Factor loading range from 0.73 to 0.88 and overall Cronbach's alpha is 0.927. All constructs have Cronbach's Alpha > 0.7. The CR value are all above 0.80, exceeding the threshold value of 0.70 (Fornell and Larcker 1981; Hair et.al. 1998). Composite Reliability value of 0.60 to 0.70 in exploratory research and value from 0.7 to 0.9 is more advance stages of research are regarded as satisfactory (Nunally and Barnstein 1994).The AVE value of the validity of TAD, CD, CAB, POS and OCB all exceed the cutting value of 0.5, indicating that the validity of all construct and the individual variable is high (Hair et al. 1998). This can prove that the validity of the measurement model is accepted.

4.6.2 Discriminant Validity of the Final Model

Discriminant validity indicates the extent to which given construct differ from other constructs. To assess discriminant validity, (Fornell and Larcker 1981) suggest that the AVE should be greater than the variance between the construct and other construct in the model (i.e, the squared correlation between two construct).

Discriminant validity is a test to ensure there is no significant variance among different variables that could have the same reason. Discriminant validity indicates to differentiate between one construct and another in the same model (Ghadi, Alwi, Abu Bakar, & Talib, 2012). Discriminant validity is measured by examining the correlation between the measures of the potential overlapping constructs (Fornell & Larcker, 1981. Finally, Heterotrait-monotrait ratio of the correlations (HTMT) approach suggested by Henseler, Ringle and Sarsted (2015) was also used to assess discriminant validity. Under HTMT approach, some authors suggest a threshold of 0.85 (Kline, 2011), whereas others propose a value of 0.90 (Henseler et al., 2015). All of the values in Table 4.10 are less than the required threshold values of HTMT0.85 by Kline (2011) and HTMT 0.90 by Henseler et al. (2015), showing that discriminant validity is established for this study.

Table 4.8

Discriminant Validity with AVE and MSV

Variables	AVE	MSV
Training and Development (TAD)	0.663	0.455
Career Development (CD)	0.623	0.602
Compensation and Benefits (CAB)	0.572	0.249
Perceived Organizational Support (POS)	0.641	0.602
Organizational Citizenship Behavior (OCB)	0.587	0.309

Table 4.9

Discriminant Validity with Fornell and Larcker (1981) Criterion

Latent Variable	OCB	TAD	CD	CAB	POS
OCB	**0.766**				
TAD	0.544***	**0.814**			
CD	0.556*	0.674***	**0.790**		
CAB	0.477***	0.454***	0.439***	**0.757**	

POS	0.556***	0.638***	0.776***	0.499***	**0.801**

*** indicates p<0.001

Given discriminant validity is accepted since a diagonal value bold is higher than the value in the row and column. The bold value is represented for square root of AVE while other value in correlation of latent construct.

Table 4.10

Heterotrait-monotrait Ratio (HTMT)

	TAD	CD	CB	POS	OCB
TAD					
CD	**0.684**				
CAB	0.467	**0.471**			
POS	0.633	0.777	**0.493**		
OCB	0.540	0.573	0.476	**0.558**	

4.7 Structural Model

After the model's reliability, convergent validity, and discriminant validity have been proven, the next step is to examine the exogenous and endogenous variable's associations, which can be done during the structural model stage. There is a requirement to distinguish between dependent and independent variables, unlike the CFA. The causal relationship between an independent variable and a dependent variable is represented by a single arrow in SEM, but the covariance between the independent variables is assumed by two-headed arrows. As per the objectives and the hypothesis set for the study, at first a path with first order model was assessed for testing the hypotheses H1, H2, and H3. Then, a path with second order model including the mediating variable is assessed for testing the hypotheses H4, H5 and H6.

4.7.1 Impact of HRD practices and Organizational Citizenship Behavior

The relationship between HRD practices (Training and Development, Career Development, Compensation and Benefits) and organizational citizenship behavior.

Structural Model in figure 4.3 shows diagram of path analysis. Single head arrow shows the connection between exogeneous variables and endogenous variables. First order structural model has CMIN/df=2.460 RMSEA= 0.071, GFI = 0.922, AGFI=0.885, CFI=0.951, PCFI=0.742, PGFI= 0.624, IFI= 0.951, TLI=0.937 which shows good model fit (Hair et al. ,2010). The model fit summary is presented in table 4.11.

Table 4.11

Model fit summary of First order Structural Model

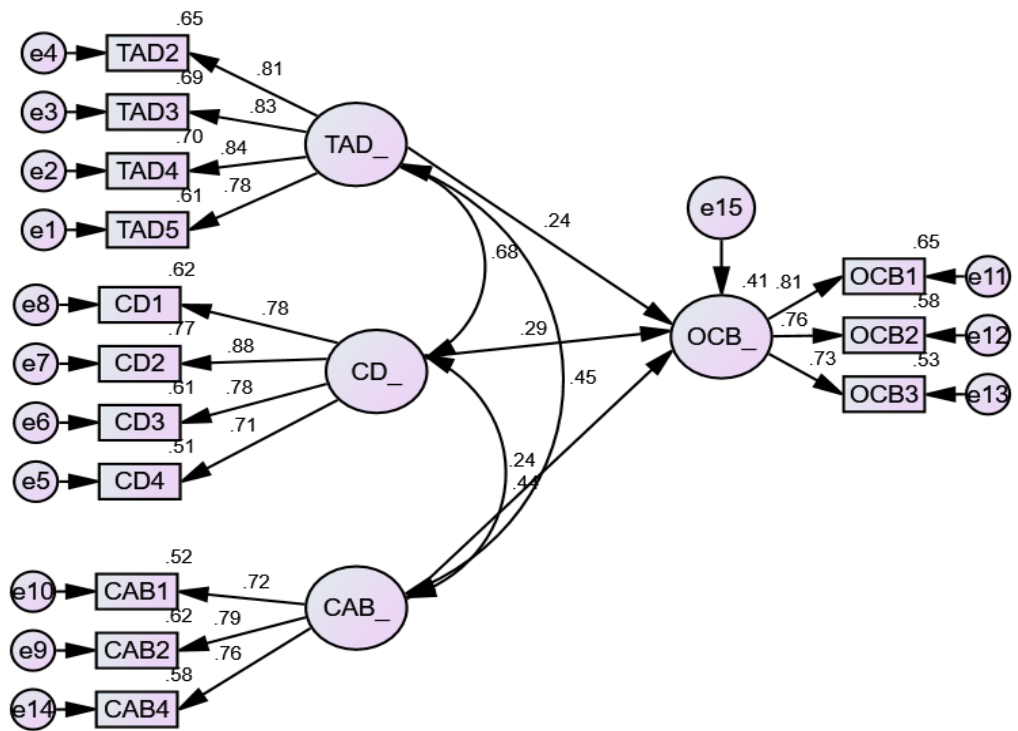| Measures	Observed Value
Chi-Square	174.672
Df	71
CMIN/df	2.46
RMSEA	0.071
GFI	0.922
AGFI	0.885
CFI	0.951
PCFI	0.742
PGFI	0.624
IFI	0.951
TLI	0.937

Figure 4.3: First Order Structural Model

Table 4.12

Standardized Regression Weights of the Model

Hypothesis	Exogeneous	Path	Endogenous	Estimates	SE	P value
H1	TAD	⟶	OCB	0.237	0.08	0.008
H2	CD	⟶	OCB	0.294	0.09	0.001
H3	CAB	⟶	OCB	0.238	0.069	0.001

Overall R²= 0.41

The result in table 4.12 shows that there is positive and significant effect of TAD, CD and CAB on OCB. The regression weight and p-valuesuggest that H1, H2 and H3 are supported. TAD (β= 0.237, p<0.01) has positive and significant impact on OCB. CD (β= 0.294, p<0.01) has positive and significant impact on OCB. Similarly, CAB (β= 0.238, p<0.01) also has positive and significant impact on OCB.

Table 4.13

Summary of Hypotheses Test (H1, H2, H3)

Hypotheses	Result
H1: There is Significant and positive Impact of TAD on OCB	Supported
H2: There is Significant and positive impact of CD on OCB	Supported
H3: There is Significant and positive impact of CAB on OCB	Supported

4.7.2 Mediating Effect of Perceived Organizational Support

Second order path analysis was used to study the mediating effect of perceived organizational support on Human resource development practices and Organizational citizenship behavior. Bootstrapping testing is done to see mediating effect.
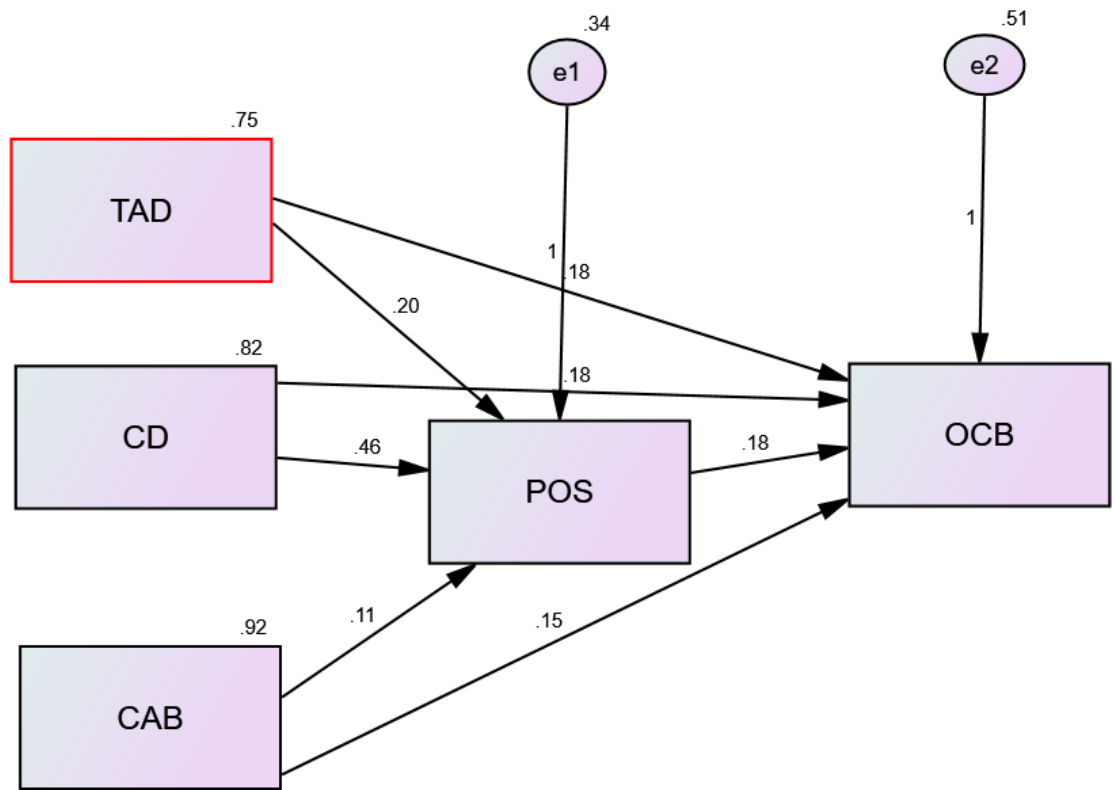
Figure 4.4: Second Order Path Diagram

Table 4.14

Summary of Total, Direct and Indirect Effect

Hypothesis	Relationship	Total Effect	Direct Effect	Indirect Effect	Standardized Estimates	Result
H4	TAD ⟶ OCB	0.002	0.007	0.029	0.195	Significant
H5	CD ⟶ OCB	0.000	0.011	0.029	0.201	Significant
H6	CAB ⟶ OCB	0.000	0.000	0.035	0.177	Significant

The results in table 4.14shows that in the presence of mediating variable, perceived organizational support, Training and Development ($\beta= 0.195$, $p<0.05$), Career development ($\beta= 0.201$, $p<0.05$) and Compensation and benefits ($\beta= 0.177$, $p<0.05$) have significant effect on organizational citizenship behavior. Here, the results from the bootstrapping method for mediation suggested that perceived organizational support has positive and significant mediating effect or organizational citizenship behavior. Hence, H4, H5 and H6 are supported by the analysis.

Table 4.15

Summary of Hypotheses Testing

	Hypotheses	Result
H1	There is significant and positive impact of Training and Development on Organizational Citizenship Behaviour	Supported
H2	There is significant and positive impact of Career Development on Organizational Citizenship Behaviour	Supported

H3	There is significant and positive impact of Compensation and benefits of Organizational Citizenship behaviour of employee	Supported
H4	Perceived Organizational Support mediates the relationship between TAD and OCB	Supported
H5	Perceived Organizational Support mediates the relationship between CD and OCB	Supported
H6	Perceived Organizational Support mediates the relationship between CAB and OCB	Supported

4.8 Major Findings

- The research was conducted among the hotel employees of Kathmandu Valley. Out of 288 employees, 60.4 percent were male and 39.6 percent were female.

- It was identified that, 51.1 percent respondents were of age group 21-30 years, 56.9 percent employee were married, 40.3 percent of the respondents had plus two level as their highest qualification followed by 35.4 percent employees with Bachelor's degree.

- Among the 288 respondents 31.6 percent employees were employed for 2-4 years, 21.9 percent for 4-6 years, 19.1 percent under 2 years and 17.4 percent employee employed for 8 year and above. It was identified that highest no of respondents i.e. 24.3 percent were currently employed in kitchen manager job position.

- Demographic Profile also shows that most of the respondents worked in non-star hotel that is 30.2 percent, 22.9 percent employee in one star or two star hotel and very few that is 11.8 percent respondents worked in five star hotel.

- While analyzing the training and development scenario in hotel sector at Kathmandu, it was found that employee get chance to participate in training and development activities moderately. TAD has overall mean of 3.68 (SD 0.7).

- The average mean value of Career Development construct is 3.54 (SD =0.85). It also shows moderate condition of Career Development practices in hotel sector of Kathmandu.

- Compensation and Benefit construct holds only 3.39 mean value (SD =0.91). It shows negative inclination of Compensation and benefits to the employee in hotels of Kathmandu.

- Employee's feeling of receiving organizational support is also moderate. POS construct has overall 3.63 mean (SD= 0.83).

- Employee showing OCB is found comparatively high with mean 3.90 (SD=0.80). 'I willingly give my time to help other co-workers who have work related problems' dimension possess highest score 4.066. It shows that despite of any other factor, employee showing cooperative behavior in organization is high.

- From the Pearson's Correlation it was found that correlation value of Training and development, career development, Compensation and Benefits, Perceived Organizational Support and Organizational Citizenship Behavior is calculated and presented in tabular form. The impact of Training and development is positively and significantly correlated (r =0.562, r =0.513) with POS and OCB at P<.01 respectively. Similarly impact of Career development is also positively correlated (r = 0.676, r = 0.585) and Compensation and benefits also have positive and significant correlation (r = 0.542, r =0.453) with POS and OCB at p <0.01 respectively.

- H1 is supported with (β=0.248, p<0.001) showing the significant and positive impact of TAD on OCB.

- H2 is supported with (β=0.341, p<0.001) explaining the significant and positive impact of CD on OCB.

- H3 is supported with (β= 0.160, p<0.001) showing the positive and significant impact of CAB on OCB.

- H4 is supported with (β= 0.195, p <0.05). It supports the positive and significant mediating role of POS in between TAD and OCB.

- H5 is supported with (β=0.201, p<0.05). It supports the positive and significant mediating role of POS in between CD and OCB.

- H6 is supported with (β= 0.177, p<0.05). It supports the positive and significant mediating role of POS between CAB and OCB.

CHAPTER V

DISCUSSION, CONCLUSION AND IMPLICATIONS

This chapter presents discussion, conclusion and implication of the study. Findings are summarized in simple and understandable way. Following the methodologies and procedures adopted by past researcher this research paper paved its ways of study.

5.1 Discussion

This study is focused on measuring the impact of HRD practices on Organizational citizenship behavior in hotel business of Kathmandu Valley. For more micro study on the topic Perceived organizational support is taken as mediating variable. Examining mediating role of POS is another major aim of this study.

Organizational Citizenship Behavior is a dynamic concept which is highly influenced by psychological state of the individual and work environment as well. While explaining in detail OCB also has 5 other major dimensions which includes altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Comparatively good level of OCB was found among the Hotel employees in Kathmandu Valley. Besides this Mediating role of POS is examined in this study. It was found that TAD, CD and CAB has significant and positive influencing mediating role with OCB. The findings from this study contribute to the literature on HRD practices and its impact on Organizational citizenship behavior at hotel sector in Kathmandu. More specifically, the findings of this study have expanded the previous result to generate additional idea about discuss about the impact of HRD practices in OCB.

Since hotel sector is more dependent on HR performance, this study prioritized HRD practices that brings growth and performance satisfaction among employee. All independent variables are impactful. Training and Development (TAD), Career Development (CD) and Compensation and Benefits (CAB) are taken independent variables and analysis of the study shows that all these independent variables have positive and significant impact on employee's organizational citizenship behavior. The other part of analysis is Perceived organizational Support (POS) as mediating variable between HRD practices of organization and organizational citizenship behavior of

employee. Analysis shows that POS has significant and positive mediating role in between HRD practices and organizational citizenship behavior (OCB).

H1 hypothesis testing confirms that TAD has positive and significant impact on OCB. The findings support the suppositions of the theory of human capital initially developed by Becker (1964, 1993) who regarded training ass a form of investment that leads to higher individual OCB. H2 hypothesis testing confirms CD has positive and significant impact on OCB. This result is consistent with the empirical findings of Gilley et al. (2009) who argues that, CD interventions assist in building a partnership between the organization and its employees, enriching their knowledge, skills, abilities and improving competencies. H3 hypothesis testing confirms that CAB has positive and significant impact on OCB. This result support the contention of Mayson and Barret (2006) who assert that, a firm's ability to attract, motivate and retain employees by offering competitive salaries and appropriate rewards is linked to employee attachment towards organization. The findings of this study support the contention in literature on the subject of enhancement of employee performance suggested by Leopold and Harris (2009) and Scheel et al.(2014). The finding support the contention of MCGraw (2014) who argue that the effective implementation of individual career management processes significantly enhances employee competency and improve individual performance.

Recent studies suggested that this concept of mutuality in a social exchange is more of a surface level and transaction approach for understanding the employee- employer relationship (Zagenczyk et. Al., 2011). Their contention is that social exchange captures only the behavioural responses of another party whereas the symbolic responses associated with an act such as care and empathy are by large left ignored in this mechanism. Such symbolic gestures are linked with the POS. Employees interpret the symbolic gesture as acknowledgement of their efforts and contributions. The proposed model in this study suggests that fulfillment of promises serve as major cradle of POS. Therefore, the finding of this study are in line with the contention that the reciprocal casualty associated with SET obligate employees to respond in similar manner (Conway and Coyle- Shapiro, 2012). In contrast, this study shows that employees do not feel being supported by organization in context to compensation to balance OCB.

OCBs are extra-role behaviors that are not backed up by a formal reward system

(Robinson and Morrison, 1995), therefore employees expect strong organizational backing and support in the form of fulfillment of their unwritten agreements like psychological support factors. The finding of this study supports a positive role of psychological contract factor in enhancing OCB. This assertion is also in line with the previous studies where the authors suggest that engaging in OCB is one possible tool for employees to reciprocate the positive behavior of their employers (Colquitt et al,2014; Organ 1990; Turnley et al., 2003).

Finally, all these linking study supporting the study helped to prove the output is reliable. The study about hotel sector in developing country brought evidence and support for the proposed model. It was also noted that the employees in hotel sector rely on organizational support for their development and are motivated for organizational citizenship behavior.

5.2 Conclusion

In today's competitive world human capital is unique and most valuable asset to the organization. Routine works of the organizations are mostly replaced by machines and new technology. Empathetic characteristics of human being has been most expensive. Emotional Intelligence of the human is most sellable in current scenario. Service sector organization like hospitality sector requires human resource that can show good behavior as well. Accomplishing the routine task is not big deal but dealing with customer and attracting them to come again and again through proper gesture has become crucial. To empower organization with quality human resource, organization should invest in human capital in similar manner. Investment in employees for their development through training and development practices, career guidance and compensation and benefits are all HRD practices. Just hiring employees with high academic qualification is not sufficient for the organization but also grooming them as per the organizational need is essential. Employee perceiving support from the organization enhances employee's psychological well being and this is reflected in their performance. Good employee and employer relationship solves many worker related issues in organization. When employee feel their task is noticed and their effort is respected, they feel more responsible to the organization which is ultimately benefits to the organization.

While analyzing the result of the study, researcher realized that OCB is not only based on what organization do to the employee, but it is also about employee's moral and personality. The analysis part showed comparatively low mean reading in HRD practices in organization than in OCB. It means despite of low HRD and support of the organization, employee still show OCB. But this analysis cannot be concluded and generalized. It is also about the question till when. At certain level employees are self-motivated, but later on they need boost from organization to keep them motivated. This study further demands longitudinal study so that changes can be observed and analyzed.

5.3 Implication

5.3.1 Managerial Implication

Study about the employees is obviously useful for managerial implication. The study explains that the employees will gain confidence in investing their time and energy more positively in building an exchange relationship if the promises made by the managers are fulfilled (Cheung and Chiu, 2004). Past studies also suggest that POS will help lessen the stress level of the employees (Aselage & Eisenberger, 2003). Therefore, managers must not underestimate the positive aspect of POS and OCB, particularly the managers in the hotel sector. Studies suggest that when employees see their managers as supportive, they perceive it as organizational support (Guchait et al., 2015). Therefore, organizations must educate the managers about the importance of their behaviors and its profound influence on employees' positive attitude and behaviors.

Managers must pay attention to the support for employees such as fair compensation, support in resources, employees' wellbeing and safety and healthy work environment (March & Simons, 1958), because employees may be basing the extent of their obligations keeping in view the fulfillment organizational expectation. Manager can also benefit from fulfilling their promises by enhancing employees' engagement in extra role behavior such as OCB. This is an important implication because studies suggest that if employees of an organization do not demonstrate extra role behaviors, their sustainability would be questioned (Robinson & Morrison, 1995).

It is a general norm that front-end employees in a hotel industry rarely come into interaction with their senior managers other than their immediate supervisors (Guchait

et al.,2015), therefore, caution must be observed by these hotels in recruiting such supervisors who are caring and supportive towards their subordinates and help them in achieving their career goal.

At last, management of HRD activities of employees is among the most critical responsibilities of managers (Laulie & Tekleab, 2016). They must show such signals which suggests that the employer is fulfilling their promises.

Researcher believes that the outcomes and analysis of this study is useful for hotel managers. Knowing own employee is always important for HR manager. These recommendation for managers expected to show them what could be done to manage employee effectively. Implication summarizes that HRD practices are important for employee skill and competency development along with POS cannot be ignored for their sustainability in hotel.

5.3.2 Implication for future Research

This is one of the few researches conducted in the sector of the impact of HRD practices on Organizational citizenship behavior of hotel employee in Nepalese context. The findings of this study are consistent with most of the available literatures. Similar studies are widely carried out in international context, but very few papers are available in Nepalese context. This research can also be considered as a base and longitudinal study can be done in future. Through longitudinal study growth or changes can be analyzed on time basis. Similarly similar kind of study can be carried out in other type of service sector like banking sector, health care sector, social security sector etc.

The major implication of this research for future researches are:

- This study focused on hotel employee of Kathmandu only. Further study can be done in outside valley cities of Nepal. This paper can be a help for comparative study on outside and inside valley scenario.
- The study is based on primary data. It has some complications like ignorant and biased attitude of respondents. Further study can be carried on based on secondary data.
- The researcher took very limited exogeneous variable. Further study can be done

taking other than these (TAD, CD, CAB) independent variables. Also, the researcher has taken POS as mediating variable. Further study can be carried out by taking organizational commitment, Rewards etc. as mediating variable.

- The study does not include the demographic variables as moderating variable. Further studies can be carried out representing them as moderating variable and study can be analyzed on the basis of age, marital status, gender etc. It can be interesting to read the differences caused by moderating variables.

- This kind of study can be impactful for business people who are seeing Nepal as a good destination for Tourism Industry. In fact, Nepal possesses high possibility in hospitality sector.

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APPENDICES

Appendix 1

Questionnaire

Dear Respondent,

I am Shraddha Parajuli, student of MBA at School of Management Tribhuvan University (SOMTU) carrying out a research entitled **"Human Resource Development Practices and Organizational Citizenship Behavior: A Study on Hotel Business in Kathmandu"** to meet the partial fulfillment of the requirement for the Masters' Degree in Tribhuvan University. All of your information will be kept with high confidentiality and will be used only for study purpose. Please complete all the questions by marking your answers. It will take less than five minutes. Thank you for your support.

SECTION I: Respondent's Profile (Please make a (√) mark on your response.

- Gender
    1. Male   2. Female   3. Others
- Age
    1. Below 20   2. 21-30   3. 31-40   4. 41-50   5. 51- above
- Marital Status
    1. Married   2. Unmarried   3. Other
- Educational Level
    1. Up to Plus-Two   2.Bachelors   3. Masters and Above
- Years of Employment
    1. Under 2 years   2. 2- 4 years   3. 4- 6 years   4. 6- 8 years   5. 8 years- above

- Current Job Position

    1. Front desk clerk   2. Cashier (Restaurant) 3. Housekeeping
    4. Kitchen Manager   5. Executive chef   6. Marketing Manager
    7. Purchasing Manager   8. Human Resource Manager
    9. General Manager   10. Other (Specify)……….

Section: II

Questions in Likert Scale

Please tick **(√)** on one option based on your experience. The scale contains 5-point Likert Scale

representing (5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree)

S.N	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	The hotel wants me to participate in training session as per my training needs.					
2.	The skills and knowledge related resources that were used in the training program are available for use on the job.					
3.	I really acquire adequate and relevant knowledge/skills through training program.					
4.	I get opportunity to attain formal training program which helps to increase my promotability in this hotel.					
5.	The training programs conducted by the hotel includes all aspects (psychological, physical, personal beliefs etc.) for our quality of life.					
6.	The hotel provides coaching to enhance my career.					

7.	The hotel supports my individual development strategy.					
8.	The hotel provides unbiased career guidance whenever required.					
9.	Management department of hotel assigns me those tasks which improves my skills.					
10.	If I wanted to shift to other organization or hotel, my job position will be similar or higher.					
11.	I receive Insurance facility as compensation.					
12.	I get compensation paid for overtime.					
13.	I am included in profit sharing benefits.					
14.	I get compensation for vacation and leave.					
15.	My payment increases as per the Hotel's policy.					
16.	The hotel is proud of my achievements.					
17.	The hotel cares about my welfare.					
18.	The hotel respects my contribution.					

19.	The hotel respects my personal goals andvalues.					
20.	The Hotel is always ready to help me if I need any.					
21.	I willingly give my time to help other co-workers who have work related problems.					
22.	My attendance at work is above the norm.					
23.	I attend functions that are not required but help to add positive impact on the hotel's image.					
24.	I am motivated to provide innovative suggestions to the hotel.					
25.	I attain and actively participate in the hotel meeting.					