

Effects of Selected Human Resource Management Practices and Organizational Citizenship Behaviour: A Case of Employees in Energy Sector Organisations in Nakuru County, Kenya

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Abstract

OCBs are behaviours that positively impact the organization or its members. Studies have found that various human resource management practices (HRM) have been found to positively influence OCB among employees. The main objective of this study was to analyse the effect of selected human resource management practices on organizational citizenship behaviour among employees in the energy sector in Nakuru County, Kenya. The specific objectives of the study was to analyse the effect of training, compensation practices, communication and employee involvement in decision making on organizational citizenship behaviour among employees in the energy sector in Nakuru County. The study used descriptive survey research design. The study derived a sample of 224 respondents from a target population of 511 employees working in the energy sector organisations in Nakuru County. Questionnaires were used to collect primary data. Descriptive statistics was analysed using frequencies, means, standard deviation and percentages which were presented in tables and charts. Inferential statistics was used in hypotheses testing namely, Pearsons Correlations analysis, simple and multiple regression analysis. The study hypotheses were tested at 5% significance level. The results of Pearsons correlations analysis showed that training, communication and employee involvement in decision making had significant positive relationships with OCB ($p < 0.05$) while compensation practices had insignificant positive relationship with OCB ($p > 0.05$). The results of multiple regression analysis found that training ($\beta = 0.221$, $p = 0.006$), compensation practices ($\beta = -0.187$, $p = 0.008$) and communication ($\beta = 0.427$, $p = 0.000$) employee involvement in decision making had significant effect on OCB ($p < 0.05$) whereas compensation practices had insignificant effect on OCB ($p > 0.05$). Finally, Hypothesis Five found that the selected HRM jointly had significant positive effect on OCB ($p < 0.05$). The study recommends that managers of the energy sector organisations should consider employees input during formulation and execution of the human resource practices since well-formulated HR practices, such as compensation practices, training, communication and participation in decision making among others will enhance employees' commitment and organizational citizenship behaviours, thus lower employees intention to quit their jobs.

Keywords: Human Resource Management, Organizational Citizenship Behaviour, Kenya

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1.0 Introduction

Human resources are the most valuable asset in organisation. According to Rayhan (2022) human resource management (HRM) is the epicentre of every organization. Employees are key to achievement of organizational success. Good HRMPs increase organisational effectiveness by creating conditions in which employees feel highly involved in the organisation and work hard to achieve the organisation's goals (Moreira & Cesário, 2021). The success and efficiency of a company depends not just on financial resources or advanced technology but, more importantly, on the skillful usage of dedicated, skilled, and efficient staff (Hosain, 2015). Ghimire & Magar (2023) stated that HRM practices play a significant role in influencing OCB which enhances employee performance and motivates employees to exceed their formal job requirements. Tashtoush & Eyupoglu (2020) stated that organisational citizenship behaviour has the potential to enhance capacity of organisations to recruit and retain competent candidates and to enhance organisational stability which reinforces organisational commitment and job satisfaction of employees.

Human resource management practices can help organisations to improve their ability to attract and retain employees with the skills that best suit the organisation's goals, as well as encourage behaviours aligned with the long-term strategic goals of the organisation and also adopt remuneration systems associated with the development of individual skills, the performance of teams and the organisation as a whole (Moreira & Cesário, 2021). Human resource management practices are designed to assist and support the recruitment, selection, development and management employees with the goals of improving employee performance. The way an organization manages its human resources activity, determines the tone and conditions of employer-employee

relations that have a significant impact on their work behaviours, such as Organizational Citizenship Behaviours (OCBs) and service behaviours, which will affect the performance of the organization (Tsaor & Lin, 2004).

2.0 Statement of the problem

According to Salajeghe (2007), organizations whose employees exhibit organizational citizenship behaviour have high chance of increased productivity than others and have higher levels of work meaningful. Engaging in OCB allows employees to feel more control over their activities, as well as feel good about helping others. In the energy sector there are some of the activities which require organizational citizenship behaviours of an employee and these includes environmental clean-up, green businesses and sustainable technology. The Energy sector is not investing in developing the capabilities of employees, employees feel that their abilities, efforts, and contributions are not recognized by their organizations, there is no mutual trust among employees more especially in sharing information, and compensation conditions are not fair in the energy sector organizations. To achieve effectiveness in the energy sector there is need of extra role behaviour of the individuals. These extra roles are also known as organizational citizenship behaviour. These are employee supra-role contributions that tend to manifest as a consequence of feelings of reciprocal obligation toward the organization (Ahmed, Rasheed & Jehanzeb 2012). Several studies on the relationship between HRM and OCB have been carried out in non-Kenyan contexts Jangsiriwattana, (2017) conducted a study on the relationship between HRM practices and OCB in civil aviation organizations in Thailand. The findings revealed that staffing had a positive effect on OCB and the organizational support had a negative effect on turnover intention. Omer & Ahmed (2016) carried out a study on the Impact of human resource management practices on organizational citizenship behaviour in the banking sector in Sudan. The study found that recruitment and selection, training and development, compensation and rewards system and performance appraisal system had positively significant correlation with OCB. Tehran, Abtahi and Esmaili (2013) conducted a study on the relationship between organizational citizenship behaviour and performance of staff of Qazvin University in Iran. They found out that there was a significant positive relationship between altruism, conscience, generosity and civil behaviours and performance. Snape and Redman (2010) conducted a study on HRM practices (development, selection, rewards and internal labour market) on organizational citizenship behaviour of Employees in North-East England. They found out that there was a positive impact on HRM practices (development, selection, rewards and internal labour market) on organizational citizenship behaviour. These studies featured on civil aviation organizations, the banking sector and University respectively, but none of the studies focused on the energy sector company.

From the local perspective, studies were conducted by Ahmed, (2016) on the impact of human resource management practices on organizational citizenship behaviour in the banking sector and found that all HRM procedures had beneficial impacts on OCB. Guyo (2015) examined the role of human resource management in development of organizational citizenship behaviour among the civil servants in Kenya. The study findings indicated significant relationship between OCB development with recruitment and selection, reward and performance management and training and development. Despite various studies that have been done on OCB in Kenya, none of the studies have been conducted in the energy sector companies. Therefore, to bridge this gap, this study sought to analyze the effect of selected human resource management practices on organizational citizenship behaviour among employees in energy sector organisations in Nakuru County. The study pursued this aim by analysing the effect of training, compensation practices, communication and employee involvement in decision making on organizational citizenship behaviour among employees in energy sector organisations in Nakuru County.

3.0 Literature Review

This section focuses on reviewing available literature on the variables of this study namely: Organizational Citizenship Behaviour and selected human resource management practices.

3.1 Organizational Citizenship Behaviour

The concept of OCB can be traced to the work of Chester Barnard in 1938 who stated that individuals' willingness to cooperate is crucially important and indispensable to the organization.

Organ (1988) defined OCB as individual behaviour 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. Organisational citizenship behaviour (OCB) refers to what the employees choose to do on their own, which often lies outside of their job description and their contract (Organ, 1990). The organizational citizenship behaviours (OCB) describe measures in which teams operate beyond the preconditions of their functioning, and this may

increase the effectiveness of the organization (Abili, 2012). OCB generally refers to behaviours that positively affect the organization or its members (Poncheri, 2006).

Organ (1988) categorised organizational citizenship behaviour to consist of the following attributes namely, conscientiousness, altruism, civic virtue and courtesy. Conscientiousness is used to indicate that a worker is organized, responsible and diligent. Such an employee demonstrates devotion to work that extends beyond requirements, that is, overtime or volunteer work. Altruism is voluntary behaviour where another employee helps another to perform his or her tasks. This perception is based on a unilateral relationship, because the person offering help does not expect repayment. Civic virtue is used to indicate the extent to which workers participate in organizational life, especially those that extend beyond the requirements of their work. Courtesy is defined as behaviour aimed at preventing work-related conflicts with others (Organ, 1988).

Organ, Podsakoff and MacKenzie (2006) stated that organisational citizenship behaviour has the potential to enhance higher education's institutions' capacity to recruit and retain competent candidates and to enhance organisational stability, which reinforces the organisational commitment of the employees. Holeche (2017) reported that organisational citizenship behaviour can enhance organisational effectiveness to the extent that it improves joint work and increases administrative productivity, which in turn reduces the need to devote scarce resources to jobs and acts as an effective means of coordinating activities among employees. Organisational citizenship behaviour promotes the effective functioning of organisations, meaning that high levels of OCB create situations in which employees have a special interest, willingly comply with rules and regulations that maintain the organisation's operations and exceed formal requirements or expectations, all of which contribute to the success of the organisation (Tashtoush & Eyupoglu, 2020).

Haass et al. (2023) stated that employees exhibiting OCB play a crucial role in establishing and maintaining long-term customer relationships, thereby ensuring high standards of service quality and stable organizational performance. Various researchers report that organizational citizenship behaviour improves the quality of employees' performance by influencing internal factors of the organization such as organizational atmosphere, lifting spirits, increasing organizational commitment, job satisfaction, reducing the desire to leave the job, reducing absenteeism and destructive job behaviours and also by influencing the improvement of external factors such as job satisfaction, service quality as well as customer loyalty (Chang et al., 2021; Miao et al., 2018; Singh & Singh, 2019; Pio & Lengkong, 2020). Sadeghi, Ahmadi and Yazdi (2016) in a study on the relationship between organizational citizenship behavior and organizational performance among employees of Agricultural Jihad Organization of Mazandaran Province in Iran, found that organizational citizenship behavior had significant positive effect on on components of organisational performance namely, customer satisfaction, employee satisfaction and organisational effectiveness.

3.2 Human Resources Management Practices

The selected human resources management practices in this study include; training, compensation management practices, communication and employee involvement in decision making.

Training: Jahan (2015) refers to training and development as the process of giving employees instruction, seminars, coaching, mentoring and other learning opportunities that inspire, educate and enable them to serve their positions to the best of their knowledge within the requirements set by their organisation. Ahmed (2016) reported that training and development can improve organisational citizenship behaviour among employees, leading to several benefits such as enhanced employees' confidence and satisfaction. Training programs may stimulate citizenship behaviour more indirectly. Thus, training designed to improve relations between co-workers or between supervisors and officials, may increase the level of citizenship within the organization. Rubel & Rahman (2018) in a study on the effect of training and development on organisational citizenship behaviour among employees in private commercial banks in Bangladesh, found that training and development practices has significant positive effect on organisational citizenship behaviour. Centron and Davies (2005) suggest that companies that can provide diverse and innovative training will have a strong recruiting advantage over competitors who offer fewer opportunities to improve their skills and knowledge base. Training is expected to positively influence organizational citizenship behaviour. Supriadi, Syah & Negoro (2019) found that training satisfaction was a strong predictor of OCB. Workplace training was found to not only enhance employees' skills and knowledge, but also alters their behaviour which leads employees to go the extra mile resulting in enhanced OCB. Manenzhe and Ngirande (2021) in a study of employees in rural-based comprehensive university in the Limpopo province of South Africa found that training and development had significant positive relationship with OCB.

Compensation Practices: Reward is another term synonymous with compensation (Aswathappa, 2014). Mondy (2008) defines compensation as the total of all benefits received by employees in lieu of the services they have provided. Milkovich and Bloom (1998) define compensation as all forms of financial rewards and tangible benefits that an employee receives as part of an employment relationship. Bussin and Brigman (2019) defined compensation as the entire sum of monetary and non-monetary pay agreed to be given to an employee by the employer in return for work performed as required. Compensation is a mixture of the worth of one's remuneration, vacation, bonuses, health insurance and any other perks one may receive, including free lunches, complimentary events and parking (Odunlade, 2012). Ahmed (2016) found that compensation has a significant positive relationship with organizational citizenship behaviour and suggested that compensation can inspire employees to contribute extra effort in their jobs, thus contributing toward organizational citizenship behaviour. Tufail, Muneer and Manzoor (2017) in a study on the effect of organizational rewards and organizational justice on organizational citizenship behaviour and counterproductive work behaviour among employees of Pakistan Service Industries, found that rewards had significant positive effect on organisational citizenship behaviour. Rahman and Chowdhur (2018) in a study on the effect of employee compensation on organizational citizenship behavior among employees in private commercial banks in Bangladesh, found that employee compensation had significant positive effect on OCB. Mosquera, Soares and Oliveira (2020) found that both intrinsic and extrinsic rewards have a significant positive impact on employee job satisfaction resulting in organisational citizenship behaviour. Manenzhe and Ngirande (2021) in a study of employees in rural-based comprehensive university in the Limpopo province of South Africa found that compensation had significant positive effect on OCB. Bello & Ologbenla (2022) in a study on the effect of human resource management practices on organizational citizenship behaviour among managers, supervisors and factory workers in Wire and Cable Industry in South-Western Nigeria, found that compensation management had significant positive effect on components of organizational citizenship behavior namely, altruism, courtesy, sportsmanship and civic virtue. Xia, bin Arshad and Mengjiao (2024) reported that developing and maintaining fair and motivating reward system motivates employees to go beyond their regular responsibilities and demonstrate OCB, thereby enhancing the organization's overall performance and competitiveness. On the other hand, Patil and Ramanjaneyalu (2018) found that compensation has no significant impact on organisational citizenship behaviour.

Communication: Effective communication has come out as an essential component of human resources management - whether it conveys organizational goals, vision and strategies, or conveys facts, information, and data (Miller & Johnson, 2003). Organizational communication is a critical factor that encompasses the flow of information, collaboration, and interaction within an organization (Yakupoglu, Eminoğlu & Elçi (2024). Effective communication with employees increases their sense of appreciation by the organization and builds trust in the organization (Clarke, 2001). Brown, Ford, Spencer and Charlwood (2008), found that upward communication enabled employees to have autonomy and participate in decision making, thus positively enhancing job satisfaction. Devi, Kamaraj & Ravi (2021) in a study on the impact of organizational communication on organizational citizenship behaviour and job satisfaction among Software employees working in Hyderabad City in India, found that organizational communication had significant positive effect on Organizational Citizenship Behaviour. Osarenoma & Akhigbe (2023) in a study on the relationship between inter-professional communication and organizational citizenship behaviour among doctors and nurses in Tertiary Health Institution in South-South Nigeria, found that communication had significant positive effect on OCB (Altruism), OCB (Conscientiousness) and OCB (Courtesy). Yakupoglu, Eminoğlu & Elçi (2024) found that organizational communication had significant positive relationship with OCB (Altruism), OCB (Conscientiousness), OCB (Courtesy) and OCB (Sportsmanship).

Employee Involvement in Decision Making: According to Marchington & Parker (2004), employee involvement in decision making consists of those practices that are implemented primarily by management and are designed to increase employee information about the organization and its commitment. Dilini & Thisera (2021) defined participatory decision making as the extent to which the employers permit or encourage organization staff to share or participate in organizational decision making. They reported that participatory decision making improves sense of fairness and organizational trust among employees as they get information and defend their interests. Employee participation in decision making is related to empowering lower-level employees to engage and take responsibility for making organizational decisions (Knezović & Smajić, 2022). This is a process usually initiated by management to increase the information given to employees and thereby strengthen their commitment to the success of the organization. Employee participation gives employees or their representatives an opportunity to participate and influence decisions that affect their lives at work. According to Aliyu (2019) employees should be involved in decision-making as it raises employees morale by making them feel they are part and parcel of the organisation, increases workers performance, raises production and efficiency of the employee of any organisation which would result in enhanced organizational citizenship behaviour. Dilini

& Thisera (2021) found that participation in decision making in technical and managerial domain had significant positive effect on OCB among teachers in public schools in Sri Lanka. Adekanmbi & Ukpere (2021) found that participation in decision making had significant positive effect on OCB.

3.3. Relationship between Selected Human Resources Management Practices and Organizational Citizenship Behaviour

Most studies conducted have revealed a positive relationship between selected HRM practices and OCB. Babaei, Ahmad, Idris & Omar (2012) in their study on the impact of human resource practices on organisational citizenship behaviours on firm performance, found out rewards and performance appraisal practices had significant positive effect on Organisation citizenship behaviour. Previous studies have shown that positive perceptions of HRM practices affect workers to exhibit more OCB and be less likely to leave the job (Lam, Chen & Takeuchi, 2009; Takeuchi & Takeuchi, 2013; Alfes, Shantz & Truss, 2012). Jangsiriwattana (2017) conducted quantitative research aimed at investigating the relationship between HRM practices on organizational citizenship behaviours of employees, and the turnover intention in the civil aviation organizations in Thailand. The study found that staffing had a positive effect on OCB and that organizational support had a negative effect on turnover intention. Mukai, Sial, Imran & Jilani (2012) carried out a study on the impact of human resource practices on organizational citizenship behaviour and the mediating effect of organizational commitment in NGOs in Pakistan. The study found that selected HR practices namely, recognition, empowerment and training and development practices had significant positive relationship with organizational citizenship behaviour.

Rahman & Chowdhur, (2018) did a study on the impact of employee remuneration on organizational citizenship behaviour among employees in Private Commercial banks in Bangladesh. The study found that the compensation exercise for employees had a significant positive relationship with OCB dimensions. In China, Zeng (2013) examined the impact of job involvement on organizational citizenship behaviors. Zeng found that work involvement was positively related to all dimensions of OCBs. A study by Guyo (2015) examined the role of human resource management in development of organizational citizenship behaviour among the civil servants in Kenya. The study findings indicated a significant positive relationship between OCB development with recruitment and selection, reward and performance management, and training and development.

Krishnan, Liew & Koon (2017) in a study on the effect of human resource management practices on service-oriented organizational citizenship behaviour among customer-contact employees in Telecommunications and Internet Service Providers in Malaysia, found that job security, training and development, supervisor support and overall perceptions of HRM practices had significant positive effect on service-oriented OCB. Putrini and Satrya (2023) in a study on the impact of human resource management practices and organizational culture on organizational citizenship behavior in Indonesian Sharia Banks, found that human resource management had significant effect on OCB. Tashtoush & Eyupoglu (2020) in a study on the relationship between human resource management practices and organisational citizenship behaviour amongst administrative staff working in Jordanian universities, found that human resources management practices namely, recruitment and selection, compensation system, training and development and performance appraisal had significant positive relationship with organisational citizenship behavior.

From the above reviewed literature, the following research hypotheses were proposed:

- H₀₁: Training does not have a significant effect on organisational citizenship behaviour among employees of the Energy sector in Nakuru County, Kenya.
- H₀₂: Compensation practices do not have a significant effect on organisational citizenship behaviour among employees of the Energy sector in Nakuru County, Kenya.
- H₀₃: Communication does not have a significant effect on organisational citizenship behaviour among employees of the Energy sector in Nakuru County, Kenya.
- H₀₄: Training does not have a significant effect on organisational citizenship behaviour among employees of the Energy sector in Nakuru County, Kenya.
- H₀₅: Selected human resource management practices (training, compensation practices, communication and employee involvement in decision making) jointly do not have a significant effect on organizational citizenship behaviour among employees of the energy sector organisations in Nakuru County

Methodology

The study adopted a descriptive survey research design. The target population of this study consisted of 511 employees working in the four (4) energy sector organisations in Nakuru County namely, Kenya Power, Geothermal Development Company, KenGen and Kenya Pipeline Company. The study derived a sample of 224

respondents using formula by Yamane (1967). Stratified random sampling was used to determine the sample size of each energy sector organisation and thereafter simple random sampling was used to select the respondents from each of the selected organisations. Questionnaires were distributed through 'drop and pick' method. A total of 200 questionnaires were filled giving a response rate of 89% which is excellent. Mugenda & Mugenda (2012) reported that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good while a response rate of 70% and above is excellent. The descriptive statistics of the respondents' personal characteristics are presented in Table 1 below.

Table 1: Summary of personal characteristics of the respondents

Variables	Frequency	Percent (%)
Gender		
Male	113	56.5
Female	87	43.5
	200	100
Age		
Below 25 years	2	1
25 - 34 years	55	27.5
35 – 44 years	92	46
45 years and above	51	25.5
	200	100
Level of Education		
High School Education	8	4
Certificate Level	6	3
Diploma Level	50	25
Undergraduate Degree	108	54
Postgraduate Degree	28	14
	200	100
Length of Service		
Below 5 years	26	13
5 - 10 years	65	32.5
11 – 15 years	70	35
16 years and above	39	19.5
	200	100
Category of Employees		
Senior Management	12	6
Middle Management	130	65
Subordinate Employees	58	29
	200	100

Following extensive review of the literature, the questionnaire to collect data for the study was developed and measured on a 5-point likert scale ranging from strongly agree to strongly disagree, where 1 indicates Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree and 5-Strongly Agree. The reliability of the study instrument was tested using Cronbach Alpha test and the results showed acceptable reliability coefficients as follows: Training $\alpha = 0.859$, Compensation practices $\alpha = 0.889$, Communication $\alpha = 0.743$, employee involvement in decision making $\alpha = 0.912$ and Organisational Citizenship Behaviour $\alpha=0.900$. The employees personal characteristics are as follows: gender, age, level of education, length of service and category of employees.

Data analyses and Results

The testing of the study hypotheses was subjected to statistical analysis as shown below. Pearson Correlation analysis was carried out to test the relationships between selected human resources management practices and organisational citizenship behaviour. Hypothesis One to Four was tested using simple regression analysis while Hypothesis Five was tested using multiple regression analysis.

i. Results of Pearson Correlation analysis

The study utilized Pearson's Product moment correlation to establish the direction and strength of the relationships between selected human resources management practices (training, communication, compensation practices and employee involvement in decision making) and organisational citizenship behaviour in the energy sector in Nakuru County. According to Field (2005) correlation coefficients which are ≤ 0.35 are regarded to represent weak or low relationships, 0.36 to 0.67 was moderate relationships and 0.68 to 0.90 high or strong relationships with r coefficients > 0.90 very high relationships. The results of Pearsons Correlation Analysis are shown in Table 4.13 below.

Table 4.13: Results of Pearson's Correlation Analysis Exploring the Relationship between Selected HRM practices and Organisational Citizenship Behaviour

	Training	Compensation Practices	Communication	Employee Involvement in Decision Making	OCB
Training	1	.364**	.613**	.586**	.415**
Compensation Practices	.364**	1	.390**	.498**	.062
Communication	.613**	.390**	1	.658**	.486**
Employee Involvement in Decision Making	.586**	.498**	.658**	1	.339**
OCB	.415**	.062ns	.486**	.339**	1

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

The results of the correlation analysis in Table 4.13 shows that there was a moderate significant positive relationship between training and organisational citizenship behaviour of employees of the Energy sector in Nakuru County ($r = 0.415$, $p = 0.000$). This means that organisational citizenship behaviour improved when employees were satisfied with training. The results of found that Compensation Practices and organisational citizenship behaviour correlation had insignificant correlations ($r = 0.062$, $p = 0.388$). This implies compensation practices did not have any influence on organisational citizenship behaviour. Further, the results found that there was a moderate positive correlation between Communication and organisational citizenship behaviour ($r = 0.486$, $p = 0.000$). This means that communication positively influenced organisational citizenship behaviour. Finally, the results of correlation analysis showed that there was a significant weak positive correlation between Employee Involvement in Decision making and organisational citizenship behaviour ($r = 0.339$, $p = 0.000$). This suggests that employees who were involved in decision making had high levels of organisational citizenship behaviour.

ii. Results of Testing of Hypotheses

This section presents results for hypotheses testing using Regression analyses. Hypotheses One to Four were tested using simple regression analysis while Hypothesis Five was tested using Multiple regression analysis. Regression analyses were conducted to determine the effect of selected HRM practices on Organisational citizenship behaviour among employees of the energy sector of Nakuru County, Kenya.

H₀₁: Training does not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County.

Table 4.14: Results of Simple Regression Analysis determining the effect of training on organisational citizenship behaviour

Model	R	R Square	Adjusted R Square	F (ANOVA)	Sig.
1	.415 ^a	.173	.168	40.866	0.000

a. Predictors: (Constant), Training

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	104.923	5.013		20.929
	Training	.754	.118	.415	6.393

a. Dependent Variable: Organisational Citizenship Behaviour

The model summary of the regression analysis results in Table 4.14 indicate that training accounted for 17.3% of the variance in organisational citizenship behaviour among the employees in the energy sector in Nakuru County (R Square = 0.173). This means that 82.7% of the variance in OCB was contributed by other factors not in the study. The *F* statistic ($F = 40.866$, $p = 0.000$) indicates that training has a significant effect on OCB. This implies that training has a significant effect on OCB. The standardized beta coefficients shows that training ($\beta = 0.415$, $p = 0.000$) was a statistically significant positive predictor of organisational citizenship behaviour. This implies that employees who were satisfied with training in their organisations had high levels of OCB while those who are dissatisfied with training had low OCB. Therefore, the null hypothesis which stated that training does not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was rejected and the alternative hypothesis which states that training had a statistically significant effect on organisational citizenship behaviour among employees in energy sector organisations in Nakuru County was accepted.

H₀₂: Compensation practices do not have a significant effect on organizational citizenship behaviour among employees of the energy sector organisations in Nakuru County.

Table 4.15: Results of Simple Regression Analysis determining the effect of compensation practices on organisational citizenship behaviour

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.062 ^a	.004	-.001	.748	.388

a. Predictors: (Constant), Compensation Practices

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	133.369	3.878		34.394
	Compensation Practices	.087	.101	.062	.865

a. Dependent Variable: Organisational Citizenship Behaviour

The model summary of the regression results in Table 4.15 indicate that compensation practices accounted for 0.4% of the variance in organisational citizenship behaviour among the employees of the energy sector in Nakuru County (R Square = 0.004). This means that 99.6% of the variance in OCB was contributed by other factors not in the study. The *F* statistic ($F = 0.748$, $p = 0.388$) indicates that compensation practices are not a significant predictor of OCB. The standardized beta coefficients shows that compensation practices was an insignificant positive predictor of organisational citizenship behaviour ($\beta = 0.062$, $p = 0.388$). This implies that compensation practices do not have any influence on organisational citizenship behaviour. Therefore, the null

hypothesis which stated that compensation practices do not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was accepted.

H₀₃: Communication does not have a significant effect on organizational citizenship behaviour among employees of the energy sector organisations in Nakuru County.

Model Summary

Model	R	R Square	Adjusted R Square	F(ANOVA)	Sig.
1	.486 ^a	.236	.232	60.661	.000

a. Predictors: (Constant), Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	95.750	5.295		18.083	.000
	Communication	1.301	.167	.486	7.789	.000

a. Dependent Variable: Organisational Citizenship Behaviour

The model summary of the regression results in Table 4.16 indicates that communication accounted for 23.6% of the variance in organisational citizenship behaviour among the employees in the energy sector in Nakuru County (R Square = 0.236). This means that 76.4% of the variance in OCB was contributed by other factors not in the study. The *F* statistic ($F = 60.661$, $p < 0.05$) indicates that communication is a significant predictor of OCB. The standardized beta coefficients show that communication ($\beta = 0.486$, $p = 0.000$) was a statistically significant positive predictor of organisational citizenship behaviour. Consequently, the null hypothesis which stated that communication does not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was rejected and the alternative that states that communication has a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was accepted.

H₀₄: Employee involvement in decision making does not have a significant effect on organizational citizenship behaviour among employees of the energy sector organisations in Nakuru County.

Table 4.17: Results of Simple Regression Analysis determining the effect of employee involvement in decision making on organisational citizenship behaviour

Model Summary

Model	R	R Square	Adjusted R Square	F (ANOVA)	Sig.
1	.339 ^a	.115	.110	25.236	.000

a. Predictors: (Constant), Employee Involvement in Decision Making

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	117.858	3.827		30.797	.000
	Employee Involvement in Decision Making	.345	.069	.339	5.024	.000

a. Dependent Variable: Organisational Citizenship Behaviour

The model summary of the regression results in Table 4.17 indicate that employee involvement in decision making accounted for 11.5% of the variance in organisational citizenship behaviour among the employees of the

energy sector in Nakuru County ($R^2 = 0.115$). This means that 88.5% of the variance in OCB was contributed by other factors not in the study. The F statistic ($F = 25.236$, $p = 0.000$) indicates that employee involvement in decision making is a significant predictor of OCB. This implies that employee involvement in decision making positively enhanced organisational citizenship behaviour. The standardized beta coefficients shows that employee involvement in decision making was a statistically significant positive predictor of organisational citizenship behaviour ($\beta = 0.339$, $p = 0.000$). The null hypothesis which stated that employee involvement in decision making does not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was rejected and the alternative that states that employee involvement in decision making has a significant effect on organizational citizenship behaviour was accepted.

H₀₅: Selected human resource management practices (training, compensation practices, communication and employee involvement in decision making) jointly do not have a significant effect on organizational citizenship behaviour among employees of the energy sector organisations in Nakuru County

Table 4.18: Results of Multiple Regression Analysis determining the joint effect of Selected HRM on Organisational Citizenship Behaviour

Model Summary

Model	R	R Square	Adjusted R Square	F (ANOVA)	Sig.
1	.549 ^a	.302	.287	20.734	.000

a. Predictors: (Constant), Employee Involvement in Decision Making, Compensation Practices, Training, Communication

Coefficients_a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	92.919	5.627		16.513	.000
	Training	.399	.145	.221	2.754	.006
	Compensation Practices	-.263	.098	-.187	-2.680	.008
	Communication	1.141	.231	.427	4.939	.000
	Employee Involvement in Decision Making	.020	.091	.020	.226	.822

a. Dependent Variable: Organisational Citizenship Behaviour

The model summary of the regression results in Table 4.18 shows the joint effect of selected human resources management (training, compensation practices, communication and employee involvement in decision making) on organisational citizenship behaviour. The results indicate that the joint effect of selected human resources management (training, compensation practices, communication and employee involvement in decision making) accounted for 30.2% of the variance in organisational citizenship behaviour among the employees of the energy sector in Nakuru County ($R^2 = 0.302$). The F statistic ($F = 20.734$, $p = 0.000$) indicates that the joint effect of training, compensation practices, communication and employee involvement in decision making are significant predictors of OCB. The null hypothesis which stated that the selected human resources management practices (training, compensation practices, communication and employee involvement in decision making) jointly do not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County, was rejected and the alternative hypothesis that states that selected human resources management practices (training, compensation management practices, communication and employee involvement in decision making) jointly have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County, was accepted.

The standardized beta coefficients shows that communication ($\beta = 0.427$, $p = 0.000$) and training ($\beta = 0.221$, $p = 0.006$) were statistically significant positive predictors of organisational citizenship behaviour. This implies that among the selected HRM practices, communication practices and training had the highest significant positive influence on organisational citizenship behaviour. On the other hand, the standardized beta coefficients showed that compensation practices was a significant negative predictor of organisational citizenship behaviour among

employees of energy sector organisations in Nakuru County ($\beta = -0.187$, $p = 0.008$). This implies that employees who were dissatisfied with the compensation practices in their organisation had high OCB while those who were satisfied with their compensation had low OCB. This shows that other factors other than compensation practices positively or negatively influenced OCB.

Discussion of findings

The main objective of the study was to determine the effect of selected human resource management practices and organisational citizenship behaviour among employees of energy sector organisations in Nakuru County. The study findings are discussed below.

Training: The results of correlation analysis and simple regression analysis showed that training was a significant positive predictor of. This implies that organisational citizenship behaviour enhanced when employees were satisfied with the training they received from their organisation. Consistent with this study, Supriaidi et al. (2019) which found that training satisfaction was a significant positive predictor of organisational citizenship behaviour. According to Supriaidi et al. (2019) workplace training not only enhanced employees' skills and knowledge but also alters their behaviour and leads employees to go an extra mile for the organisation resulting in high organisational citizenship behaviour and job satisfaction. Further, they reported that employees who are satisfied with the organisation's training initiatives tend to complain less, defend their organisation when required, help and respect their colleagues and exhibit positive behaviours without looking for any formal rewards or recognition. Rubel and Rahman (2018) found that training and development has significant positive correlations with OCB. Ahmed (2016) found that training and development practices and OCB had a moderate positive relationship among employees in the banking sector in Sudan. Njoroge and Butali (2022) found that training and development had significant positive effect organisational citizenship behaviour among employees in Delmonte Kenya Limited and Nampak Kenya Limited. Manenzhe and Ngirande (2021) also found that organisational citizenship behaviour enhanced when employees were satisfied with training and development. Similarly, Ghani and Rasheed (2020) found that training and development had a significant positive relationship with organisational citizenship behaviour.

Compensation practices: The study found that compensation practices had insignificant effect on organizational citizenship behaviour. Contrary to this study finding, Ahmed (2016) found a significant positive relationship between compensation and OCB. Krishnan, Liew & Koon (2017) in a study of 204 customer-contact employees working in telecommunications and internet service providers in Malaysia, found that pay practices had significant positive correlations with organisational citizenship behaviour. Rahman and Chowdhuri (2018) found that employee compensation was a significant positive predictor of OCB. Tashtoush & Eyupoglu (2020) found that compensation system had significant positive relationship with OCB. Manenzhe and Ngirande (2021) found that high or fair compensation positively enhanced organisational citizenship behaviour. Pradhan and Shrestha (2022) found a significant positive relationship between compensation system and OCB. Similarly, Ghani and Rasheed (2020) found that compensation and benefits had significant positive relationships with organisational citizenship behaviour.

Communication: The study found that communication was a significant positive predictor of organisational citizenship behaviour. Yildirim (2014) found that communication with co-workers had significant positive effect on OCB (altruism) while organisational communication policy had significant positive effect on OCB (civic virtue). Seha, Nike & Elan (2020) found that organisational communication had significant positive effect on OCB. Annisa (2023) found that interpersonal communication had significant positive correlations with organisational citizenship behaviour. Devi, Kamaraj & Ravi (2021) found that organisational communication was a significant positive predictor of organisational citizenship behaviour. Osarenoma & Omoankhanlen (2023) found that communication had significant positive effect of OCB (altruism), OCB (conscientiousness) and OCB (courtesy). Similarly, Nofia, Yasri and Abror (2019) found that interpersonal communication had significant positive effect on OCB.

Employee Involvement in Decision Making: The study found that employee involvement in decision making positively enhanced OCB. This finding is consistent with study by Fajar and Soeling (2017) which found that Participation in decision making had a significant, positive effect on OCB. Similarly, Ike, Nnaemeka and Etodike (2017) found that employee participation in decision making positively and significantly correlated with organizational citizenship behaviour and negatively correlated with counterproductive work behaviours. This means that employee participation in decision making enhances organizational citizenship behaviour while lack of involvement in the decision making process enhances counterproductive work practices such as theft and

other forms of counterproductive behaviours. Knezović and Smajić (2022) found that employee participation in the decision making process had significant positive influence on OCB. Ndjama and Westhuizen (2023) found that participation in decision making had significant positive effect on OCB (altruism), OCB (conscientiousness) and OCB (civic virtue) and a negative correlation with OCB (sportmanship). Adekanmbi and Ukpere (2021) found that participation in decision making had significant positive effect on OCB.

Conclusions

The main objective of the study was to determine the effect of selected human resource management practices and organisational citizenship behaviour among employees of energy sector organisations in Nakuru County, Kenya. The results of Pearson's correlation analysis found that training, communication and employee involvement in decision making had significant positive relationships with organizational citizenship behaviour whereas Compensation Practices had insignificant positive relationship with organizational citizenship behaviour. This implies that organisational citizenship behaviour was positively influenced when employees were satisfied with training, communication and were involved in decision making. On the other hand, the results found insignificant correlations between compensation practice and OCB. This means that compensation practice did not have significant positive or negative influence on OCB. The results of multiple regression analysis on the joint effect of selected human resources management practices on OCB found that training, compensation practices and communication had significant effect on OCB while employee involvement in decision making had insignificant effect on OCB.

Recommendations

The study findings have shown that selected human resource management practices have significant effect on organizational citizenship behaviours. The study found that organisational citizenship behaviour promotes the effective functioning of any organisation as well as contributing to the overall success of the organisations. Fostering an OCB culture not only improves the overall performance and competitiveness of a company but also has a beneficial influence on employee satisfaction, engagement, and retention.

The managers of the should consider employees input of the human resource practices during formulation and execution of these practices since well-formulated HR practices, such as pay, training, communication and participation in decision making among others will enhance employees' commitment and organizational citizenship behaviours, thus lower employees intention to quit their jobs. Top management of organisations should prioritise employee satisfaction through effective training programmes so as to achieve desirable workplace attitudes and behaviours which will result in high levels of organizational citizenship behaviour.

Managers should also ensure effective implementation of well-designed, relevant and well-delivered training strategies which will result in satisfied employees who will go beyond their formal job role and are more likely to stay with their organisation longer. Management should also provide training and development opportunities so that the employees can qualify for advancement to higher positions within their organizations. They should also focus on training and development programmes that aim to achieve positive employee attitudes and behaviours of and thus enhance their organizational citizenship behaviour which would positively influence organisational commitment and job satisfaction.

Management should ensure that there is effective two-way communication which will improve team understanding and performance resulting in high levels of job satisfaction and organizational citizenship behaviour. Management should ensure that communication is clear and concise, hence reducing misunderstandings, promoting efficient work processes and enhancing task performance. The study recommends that all levels of communication, namely, horizontal, upward, and downward communication, should be encouraged in organizations in order to improve job satisfaction and organizational citizenship behaviour. The top management of the energy sector organisations should ensure that employees have input about how their jobs are to be accomplished which enables employees to be more effective at their jobs, leading to increased pride and hence greater satisfaction, lower intentions to turnover and higher levels of organizational citizenship behaviour.

The management of these energy sector organizations should ensure that salaries and benefits are competitive and comparable with that of other energy sector organizations and state corporations. In addition, the salaries should be adequate enough to maintain the living standard of employees and also cushion employees against the rising cost of living.

Limitations of the study

This study faced the following limitations. Firstly, the study used self-administered questionnaires to collect data which means that information collected was likely to be biased as it depends on the participants' perception and emotions at the time of filling the questionnaire. Secondly, the study was based on cross-sectional research design which means that data was collected at one point in time. This means that the study was unable to determine the longterm effect of the selected HRM practices on OCB. Therefore, future studies may address this aspect by conducting longitudinal studies. Lastly, the study was carried out in energy sector organisations in one (1) County (Nakuru) although they are located in the 47 Counties in Kenya. This means that the study findings was generalised to energy sector organisations in Nakuru County and to other energy sector organisations in other Counties with caution.

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