WHAT IS THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR? REFLECTIONS ON THE LITERATURE AND RESTAURANT BUSINESS PERSPECTIVES

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Abstract: *Development of globalization has brought the restaurant business with the influx of foreign capital that changed the face of the restaurant business in the developing world forever. In such a competitive climate, proper human resource interventions are needed in order to enforcing good behaviours not only for employees, but also for customers, thereby encouraging competitive advantage of the restaurant business. In this paper, the authors review the literature of organizational citizenship behaviour (OCB) and human resource practices as it relates to the restaurant business. This literature review suggests a number of strategies that can be taken by HRD (Human Resource Development) to encourage citizenship performance of labourers. The practice is the recruitment of new employees based on the level of organizational citizenship through a specially designed test. It is also applying transformational leadership at the level of HRD, training on sharing behaviours norms, directing motivational intervention at a young age or employees with higher education relative to the majority, and improving the involvement of management and employees more positively.*

Keywords: *organizational citizenship behaviour, human resource development, human resource practices, restaurant business*

INTRODUCTION

The development of globalization in Indonesia has brought the entry of the restaurant business with foreign capital in the form that changes the face of the franchise restaurant business in developing countries forever (Kotabe and Helsen,

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2010:22), including in Indonesia (Negara, 2008). It becomes competitive and dynamic in Indonesia (Wibowo, 2007). The ministry of Small and Medium Enterprises is trying to solve the influx of foreign franchises in the restaurant industry by providing a range of capital injections for the restaurant business managed by the local communities. However, the restaurant business is a tough business to grow, because a new restaurant is almost comparable to the bankrupt restaurant. Likewise, restaurant business is a business that provides a little benefit to investors so that a large number of customers are needed. Therefore, the restaurant can survive (Varadarajan, 2010: 127).

In order to attract more customers, the restaurant should be able to satisfy the customers. Therefore, the number of customers can be increased. Success factors for customer satisfaction service in the restaurant consist of fast service, enough places to sit, clean environment, and reasonable choice (McDonald, frow, and Payne, 2011: 142). Cleanliness is important because it relates to health. Majority of restaurant patrons come to eat not only because they are hungry, but also because they want to eat healthy foods (Cranage and Lee, 2007: 62), except for the restaurant that is related to the night world. The customer orientation is more on entertainment (Meirdania, 2004). Customers know the condition of the restaurant from the recommendations of people who had come to the restaurant and the customers also came because of a pleasant environment (Astriani, 2008). Satisfied customers will recommend the restaurant to others. They will come back, and they will pay more (Hyun, 2009:537). Two of the four factors of success are directly related to human resources, such as fast service and clean environment. Without human resources that are capable of serving quickly and keeping the environment clean, the restaurant business will lose two factors of success, and it will be difficult for the customers to come. It is supported by another survey that the core services of the restaurant business that is most important perceived by the customer is the food, the friendly and helpful staff, the atmosphere, and the fast service (Shcheglova and Shcheglov, 2010: 15).

A common problem faced in the restaurant business is the tendency of employees feeling unfairly treated by the company. It is manifested in behaviour that is more precisely shown by part-time employees who still do not know much about the lives of the employees in the restaurant (Rurkkhum, 2010; Stamper and Van Dyne, 2001). The poor of justice in the fellowship restaurant creates a restaurant business being a business that has a high level of employee cessation (Daft, 2008:403). Proper handling of human resources will provide good character not only for employees, but also for the customer (de Canniere, de Pelsmacker, and Geuens, 2008: 7).

In this study, the authors review the literature of OCB and human-resource practices as it relates to the restaurant business. OCB is a variable on the side of employees that have a strong impact in increasing customer satisfaction (Podsakoff, Ahearne, and MacKenzie, 1997). This study provides an emphasis on the

importance of empirical studies of OCB and human-resource practices in the context of the restaurant business, as pioneered by this article.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

OCB is "behaviour outside the role of voluntary" It means that it does not become part of the formal job requirements of employees, and there are no strict or explicit demands from managers or others (Penner *et al.*, 2004:14.14. Another definition states that OCB is "individual contributions, which are valued as the achievement of performance exceeding the requirements of the essential role position" (Smith, Organ, and Near, 1983 in Ince and Gul, 2011). It is pro-social, altruistic, and voluntary (Podsakoff *et al.*, 2000). An employee shows citizenship behaviour as a demonstration for performance beyond the real part either contextually or voluntarily, without leaving the actual performance of the part held (Asgari *et al.*, 2008). It includes helping, providing guidance, maintaining fairness, respecting, encouraging, and developing, either businesses or co-workers (Ince and Gul, 2011). Activities of employees who demonstrate OCB can be seen from how they are doing something outside the actual job description (Ambrose and Kulik, 1999: 245). Existence of OCB will accelerate the ability to change conditions constantly.

There are some types of behaviour can be perceived Organizational Citizenship Behaviour of the employee. These behaviours include "working exceeds the minimum requirements" and "helping co-workers to do the work" (Huang and You, 2011; Salami, 2007). In the process, some new behaviour are classified as OCB such as body language construct in helping solve the problem of co-workers, not complaining to a trivial problem and participation in organizational settings. The main requirement of this action seen as OCB is the behaviour in action. It is the real responsibility of the employee. If the employee does outside of his duties, but he or she does not perform his duties, it is not seen as beneficial to the organization. At least, there is obedience toward the employment contract that has been decided.

The organizational citizenship behaviour had an effect on the practice of personal hygiene in the restaurant business (Ince and Gul, 2011). It means that the restaurant that keeps its cleanliness will tend to have employees who have high OCB. In addition, it affects the performance assessment given by a co-worker or even management (Rose, Kumar, and Pak, 2009). The employees who have OCB obtain added value although they have low performance on the on the job assigned to them. The management and co-workers perceive that the employees perform their tasks that well.

HUMAN RESOURCE PRACTICES

In a simple term, the practice of HRD is the implementation of human-resource programs. HRD is "a set of managerial activities and tasks related to the

development of comprehensive and quality care workforce that contribute to organizational effectiveness" (Banfield and Kay, 2003:46). Bratton and Gold (1999:11) defines the HRD as "part of the management process. It is specialized in personal management in the organization of work. In addition, it emphasizes on the assumption that employees are a significant resource to achieve a sustainable and competitive advantage. They must be integrated with the company's strategy. Besides, they must help to control the organization in order to meet the efficiency and equity goals". Based on the above definitions, it can be concluded that human-resource practice is the implementation of managerial tasks that specialize in the management of employee in organizations. This human-resource practice emphasizes on (1) employees as a significant resource, (2) integrated with corporate strategy, and (3) helping to control the company in meeting the efficiency and equity goals.

Research on the practice of human resources is a common research conducted. However, it is rarely disseminated and communicated clearly to a nonacademic audience (Allen and Hecht, 2005; Rynes, Brown, and Colbert, 2002). Therefore, there are many researches that only give a descriptive case, not normative for the practitioners in the field. It is unfortunate because there are many researches showing that a company with good human resource practices have higher profits and have a better survival than companies that do not practice good human resource (Wheelen and Hunger, 2012; Rynes *et al.*, 2002; Guthridge and Komm, 2008). The practices consist of planning, job analysis, recruitment, selection, socialization, training, job design, performance appraisal, compensation, and human resources development (Hitt, Black and Porter, 2012; Birdi *et al.*, 2008; Huselid, Jackson, and Schuler, 1997; Rynes *et al.*, 2002; Batt, 2002).

Positive role of human-resource practices has been observed in a variety of industries. Wright *et al.* (1997) found that human-resource practices have a positive effect on the performance of the petrochemical industry. Collins and Smith (2006 in Agus, Hassan and Noor, 2010:16) found that high-commitment of human-resource practices in terms of recruitment, training, and incentives has a positive effect on the financial performance of technology companies. Collins and Clark (2003 in Garavan, 2007: 20) found that human-resource practices can improve business performance. It can encourage leaders to build a social network either internally or externally with various parties to establish a relationship of mutual help. At first, it is only a theoretical discussion (Baron and Collard, 1999; CIPD, 2001). However, empirical evidence shows the ability of human-resource practices in driving competitive advantage and business performance (Nolan, 2004; Wright *et al.*, 1997; Huselid, 1995; Arthur, 1994; MacDuffie, 1995; Ulrich, 1998). General theoretical discussion used to be explanatory in relation to it is the resource-based view (Caliskan, 2010; Collins and Clark, 2003; Wright, Dunford, and Snell, 2001) and the theory of social capital (Hong, 2009; Collins and Clark, 2003; Reagans,

Zuckerman, and Mcevily, 2004). These two theories suggest that the practice of human resources encourage the employees to be ready to allocate their good behavior for the purpose of the organization (Barney and Wright, 1997; Wright *et al.*, 1997; MacDuffie, 1995). Mentoring and incentives are strategies that strengthen this impact (Collins and Clark, 2003).

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND HUMAN RESOURCE PRACTICE

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

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

In the context of leadership behaviour, the human resources practices affect organizational citizenship behaviour through transformational leadership. It is because transformational leadership supports a culture that motivates employees to participate in the development of the Organization (Ghafoor *et al.*, 2011). The employees are motivated by a transformative leader, and it then shows high OCB (Ghafoor *et al.*, 2011).

On the characteristics of OCB is supported by the existence of a norm in relation to sharing behaviour (Dysvik and Kuvaas, 2008). It is communicated and created through training, and it is the responsibility of the HRD (Human Resource Development). It is one form of Human Resource practices (Jha, 2011). Moreover, Moynihan, Timothy and Patrick (1999 in Mandey, 2013) put effort in improving the performance of citizenship as a form of high-performing HR practices.

The features of jobs that can be affected by HR to encourage citizenship behaviour are directed at job leaning closely on innovation. It has been proved by Joseph (2012) in his research on the software companies in India. His study is about innovative HR practices for dealing positively with the performance of employees, either in the citizenship aspect of the importance of the practice, the introduction of practices or the satisfaction of HR practices.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND HUMAN RESOURCE PRACTICES IN THE RESTAURANT INDUSTRY

In the context of the restaurant and food service, a number of studies have also conducted by examining the relationship between human resource practices and organizational citizenship behaviors. For example, Wright *et al.* (2004) analyze a sample of 45 units of labour food service companies in the U.S. and Canada. They found that the HR practice had an effect on organizational citizenship behaviour. In addition, Koys (2001 in Wright *et al.*, 2004) examine at a restaurant with 28 branches. They found that the practice of HR has a strong impact on organizational citizenship behaviours. However, the effect is felt after a year of new practice HR run.

It should be understood that, employee's profile that are heterogeneous and unbalanced encourages the occurrence of alienation in the restaurant business. The alienation has an impact on low involvement in working as well as citizenship behaviour (Rurkkhum, 2010). A great HR intervention must keep minority employees to feel powerful, and meaningful. It results in high employee engagement and citizenship performance. These minority employees including employees are under age or higher education.

HRD in the environment of the restaurant business has a part that is not too involved. Wood and Demenez (2007) showed that managers at the restaurants are not too involved compared with managers in financial services institutions such as banks. However, the HR Manager, who has low involvement in the restaurant, does not necessarily give the development of citizenship behaviour on social dynamics in the environment of employees. It is especially if HR does not do the selection from the beginning to choose the prospective employees that suitable to be the employee based on the citizenship behaviour.

CONCLUSION

This literature review shows that the restaurant industry is an industry with a high level of employee dismissal. The dismissal of the employees is the end of extreme from a spectrum of involvement of employees in the business. At the end of the left, there is citizenship performance that not only reflects that an employee performs well in their work, but also provides assistance for businesses without demanding compensation. In other words, the researchers feel that the company is a place where employee became one of its citizens who have responsible. The task of HRD is shifting employees from the extreme right to the extreme left. In other words, it is from the desire of employees to stop working to be the desire of employees to help businesses with a vengeance.

In order to encourage OCB, there are a number of strategies that can be taken by the HRD. For example, HRD recruit the new employee based on the level of OCB through a test that is designed specially. In addition, HRD should apply transformational leadership at the level of human resource management. HRD should also be motivational intervention directed at employees with young age or higher education than the majority. Besides, HRD should enhance involvement of management with employees positively.

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