

ENHANCING ORGANIZATIONAL CITIZENSHIP BEHAVIORS THROUGH HRM PRACTICES: INSIGHTS FROM EMPLOYEE PERCEPTIONS IN MOROCCAN FIRMS

Imane HASINAT  ¹  , Zaynab HJOUI  ² Sofia LOULIDI  ³

¹HECF Business School, Fez, Morocco

²Faculty of Legal, Economic, and Social Science, Sidi Mohamed Ben Abdellah University, Fez, Morocco

³Higher School of Technology, Sidi Mohamed Ben Abdellah University, Fez, Morocco

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Abstract. *Research purpose* – This study examines the impact of Human Resource Management (HRM) practices: recruitment, training, compensation, and performance evaluation, on employees' Organisational Citizenship Behaviour (OCB) in Moroccan companies.

Research methodology – A quantitative approach was employed. Data were collected via a structured questionnaire from 209 non-HR employees across various Moroccan companies. Exploratory Factor Analysis (EFA) was conducted to examine the measurement structure, followed by Structural Equation Modelling (SEM) to assess the relationships between HRM practices and OCB.

Findings – HRM practices have a positive and significant influence on OCB. Training and compensation showed notable effects, while recruitment and performance evaluation also contributed to fostering a positive work environment, enhancing employee engagement, and encouraging behaviours beyond formal job requirements. These results highlight the pivotal role of HRM in promoting organisational commitment and discretionary behaviours.

Research limitations – The use of a convenience sample and self-reported data limits generalisability and may introduce bias. The quantitative design does not fully capture the complexity of employee experiences, and data collection faced constraints due to refusals and limited collaboration. The study does not investigate the relationship between HRM practices and counterproductive behaviours, suggesting avenues for future research.

Practical implications – Managers should prioritise transparent recruitment, continuous training, fair compensation, and objective performance evaluations to encourage OCB. These practices help cultivate a motivated and collaborative workforce, supporting organisational productivity and a positive work environment.

Originality/Value – This study contributes uniquely by examining the effect of HRM practices on OCB in the Moroccan context, which remains underexplored. By focusing on employee perceptions, it provides actionable insights for HRM research and policy, helping organisations enhance work behaviour and overall performance.

Keywords: human resource management practices, Organizational Citizenship Behaviour (OCB), private Moroccan companies, employee perceptions, recruitment, training, compensation, performance evaluation.

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 Corresponding author. E-mail: imanehasinat@gmail.com

1. Introduction

In today's competitive environment, Human Resource Management (HRM) practices are increasingly regarded as strategic levers for attracting, developing, and retaining talent. Beyond administrative functions, they enhance adaptability, performance, and engagement, contributing to long-term organisational success (Katou, 2013; Margahana, 2020). Contemporary

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frameworks view HRM as an integrated system developing employees' abilities, motivation, and opportunities (Guerci et al., 2015).

Core practices: recruitment, training, performance evaluation, and compensation, are recognised as key drivers. HRM not only improves individual performance but also fosters positive organisational attitudes, encouraging discretionary behaviours such as Organisational Citizenship Behaviours (OCB) (Ramos & Ellitan, 2023; Sungwa, 2025).

OCB, defined as voluntary behaviours exceeding formal role requirements that strengthen cooperation, cohesion, and climate, is crucial for organisational effectiveness (Bal & De Lange, 2015). Social Exchange Theory posits that employees reciprocate favourable treatment with prosocial behaviours (Gould-Williams & Davies, 2005), while alignment with organisational values further nurtures such effort (Kang & Hwang, 2023).

Empirical studies confirm that coherent and fair HRM systems foster engagement and OCB performance-focused practices reinforce OCB (Bowen & Ostroff, 2004; Mo & Shi, 2017; Snape & Redman, 2010; Sun et al., 2007), and inclusive organisational cultures promote prosocial identification (Veseli & Çetin, 2023). Recent findings highlight that perceived fairness and support embedded in HRM systems generate reciprocal dynamics enhancing OCB (Salunkhe et al., 2024).

Nevertheless, gaps remain. Few studies disentangle the specific effects of individual HR practices: recruitment, training, evaluation, and compensation, on OCB. Employees' perceptions of these practices, critical to behavioural responses, are often overlooked. Moreover, existing research is concentrated in Western and Asian contexts, with North Africa underrepresented, limiting generalisability. Employees' perceptions appear particularly consequential, acting as signals of fairness, support, and investment, consistent with Social Exchange and Signalling theories (Bowen & Ostroff, 2004; Kehoe & Wright, 2013; Worku & Debela, 2024). Focusing on the four core practices directly addresses calls for clarifying which HRM levers foster discretionary effort.

In Morocco, institutional and market transformations highlight human capital's importance, yet evidence on HRM–OCB dynamics is scarce. This study examines how employees' perceptions of HRM practices influence OCB in Moroccan private firms, specifically the perceived effects of recruitment, training, performance evaluation, and compensation on employees' willingness to exceed formal duties. The central research question is: How do perceived HRM practices affect employees' organisational citizenship behaviours in the Moroccan private sector?

The article is structured as follows: the literature review presents the conceptual background and hypotheses; the methodology details the sample, instruments, and data collection; results are discussed in relation to prior research; and the conclusion outlines implications, limitations, and future directions.

2. Literature review

2.1. Organizational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour (OCB) was first conceptualised as “discretionary individual actions that are not explicitly recognised by formal reward systems but collectively

promote organisational effectiveness" (de Geus et al., 2020, p. 259). This seminal definition has since been refined, with Organ (1988) emphasising that OCB enhances the social and psychological environment required for effective task performance, despite the absence of formal recognition.

Although definitions vary, consensus holds that OCB encompasses behaviours beyond formal role requirements that nevertheless contribute to organisational functioning and growth (Al-Ahmadi & Mahran, 2022). A persistent debate concerns its discretionary nature. Morrison (1994) noted that employees may perceive OCB as implicit job requirements, while Borman and Motowidlo (1997) proposed the concept of contextual performance, positioning OCB as both voluntary and role-prescribed. Despite such nuances, the construct remains rooted in voluntary, unrewarded behaviours that sustain a positive organisational climate (Podsakoff et al., 2000).

OCB contrasts with Counterproductive Work Behaviours (CWB), which entail detrimental acts such as theft, sabotage, or misuse of resources (Oldewage & Jonck, 2025). While OCB enhances cooperation, resource efficiency, and retention, CWB undermines organisational performance. Foundational taxonomies by Williams and Anderson (1991), Podsakoff et al. (2000), and Borman (2004) describe its manifestations, providing the basis for contemporary studies that increasingly investigate antecedents and contextual moderators. Recent contributions underscore the roles of leadership, organisational culture, justice perceptions, and individual-level factors in fostering OCB (Choong et al., 2025; Iqbal et al., 2024).

Overall, OCB remains central in organisational behaviour research, illustrating how voluntary, often unrecognised actions support the social and psychological environment vital for organisational success.

2.2. Linking HRM practices to OCB: conceptual foundations

Human Resource Management (HRM) practices, encompassing recruitment, training, performance evaluation, and compensation, are critical levers for enhancing organisational performance and employee outcomes (Veth et al., 2019). However, their effectiveness depends not only on design and strategic intent but also on employees' perceptions and interpretations (Xiao & Cooke, 2020).

Employees' perceptions reflect subjective evaluations of HRM based on daily experiences, which may differ from management's intended practices and influence behavioural responses (Beijer et al., 2019). Wang et al. (2020) distinguish intended, implemented, perceived, and enacted HR practices, highlighting that misalignment, especially between intended and perceived, can undermine trust and motivation.

Perceptions are active interpretations of both the content ("what") and implementation ("how") of HRM practices (Meijerink et al., 2021; Wang et al., 2020). Meijerink et al. (2021) differentiate descriptive perceptions, reflecting factual experiences, from evaluative perceptions, concerning fairness and quality. When perceived as fair and supportive, HRM practices encourage employees to reciprocate through discretionary behaviours, such as Organisational Citizenship Behaviour (OCB) (Cropanzano & Mitchell, 2005; Jiang et al., 2015).

This aligns with Social Exchange Theory (SET), whereby employees who perceive organisational support adopt reciprocal behaviours (Cropanzano & Mitchell, 2005; Cropanzano et al.,

2017). Equitable compensation, transparent evaluations, and meaningful training signal that employees are valued, fostering discretionary efforts. This “zone of reciprocity” describes how employees assess treatment and determine responses, including OCB (Kilroy et al., 2022).

Signalling Theory complements this perspective, emphasising that HRM practices convey organisational values and intentions (Connelly et al., 2011). Consistent commitment to employee development and well-being, via fair appraisal and career opportunities, strengthens trust and loyalty, thereby promoting OCB and reinforcing organisational cohesion (Guest & Conway, 2002; Podsakoff et al., 2009).

In sum, employees’ perceptions of HRM practices are pivotal for organisational outcomes. By ensuring fairness, transparency, and support, organisations can cultivate a work environment that motivates discretionary, constructive behaviours such as OCB. The following section examines the specific impact of recruitment, training, evaluation, and compensation on OCB, drawing on empirical evidence.

2.3. Recruitment and OCB

Recruitment and selection practices critically shape employees’ perceptions of fairness and organisational support, key antecedents of Organisational Citizenship Behaviour (OCB). Transparent and equitable recruitment fosters organisational commitment and encourages behaviours beyond formal job requirements. Empirical evidence supports this link: Begum et al. (2014) in the Chinese banking sector, and Nazar (2016) in Sudanese banks, report that fair recruitment is positively associated with OCB dimensions such as altruism, civic virtue, and conscientiousness. Similarly, Bibi et al. (2021) found that rigorous recruitment in Pakistani healthcare institutions strengthened OCB by enhancing organisational cohesion.

Recent research by Barattucci et al. (2025) highlights that timely and transparent communication during recruitment enhances perceptions of fairness, organisational identification, and willingness to recommend or reapply, factors that promote extra-role behaviours post-hire. Collectively, these studies indicate that recruitment is not merely an operational task but a strategic mechanism influencing employees’ propensity to engage in OCB. Based on this literature review, we formulate the following hypothesis:

H1: *Recruitment positively impacts Organisational Citizenship Behaviour (OCB).*

2.4. Training and OCB

Training is a strategic HR practice that enhances employees’ skills, resources, and perceptions of organisational support, all key antecedents of Organisational Citizenship Behaviour (OCB). Theoretically, training signals organisational investment and aligns with Social Exchange Theory (SET), whereby employees reciprocate favourable treatment through discretionary behaviours (Ashill et al., 2006; Bolino & Turnley, 2003).

Empirical evidence consistently supports this relationship. High-quality training programmes foster OCB by improving capabilities and promoting collaboration (Pawirosumarto et al., 2017). Accessible and equitable training enhances employees’ sense of fairness and value, further motivating OCB (Gupta & Shaw, 2014).

Positive effects have been observed across sectors and contexts: Rubel and Rahman (2018) in Bangladeshi banks, Achdani et al. (2019) in Indonesian supply chain services, and

Albloush and Alhareth Mohammed (2020) in the Jordanian public sector, where perceived training partially mediated the OCB-performance link. More recently, Mohamed Sobhi Mohamed et al. (2024) demonstrated in a quasi-experimental study in an Egyptian hospital that training based on the OCB model improved nurse managers' knowledge, practices, and organisational effectiveness.

Collectively, these findings indicate that training not only develops technical competencies but also reinforces a psychological contract of support and fairness, increasing employees' propensity to engage in OCB. Based on this literature review, we formulate the following hypothesis:

H2: *Training positively impacts Organizational Citizenship Behaviour (OCB).*

2.5. Compensation and OCB

Compensation is a central HRM lever influencing employee attitudes and behaviours beyond formal job requirements. Equitable and competitive compensation enhances employees' sense of value and organisational commitment, fostering Organisational Citizenship Behaviour (OCB) (Makau et al., 2017; Yanti & Supartha, 2017). This aligns with Social Exchange Theory (SET), whereby employees reciprocate favourable treatment with discretionary, pro-social actions. Performance-based schemes are particularly effective, as they clarify the link between contributions and rewards (Darma & Supriyanto, 2017; Suryani et al., 2019; Tashtoush & Eyupoglu, 2020).

Evidence, however, is mixed. Khan and Hossain (2020) found compensation positively related to OCB overall, but not to conscientiousness. Manenzhe and Ngirande (2021) reported compensation as the primary predictor of OCB among South African academics when considered alongside training. Rustandi et al. (2023) confirmed that compensation enhances OCB, which in turn improves performance.

Compensation also functions as a signal of organisational support, consistent with Signalling Theory (Spence, 1978). Fair and supportive systems reinforce trust and motivate OCB (Salunkhe et al., 2024). Yet, in some contexts, other HRM practices such as training or employee involvement may exert stronger effects (Araka & Dinah, 2025). Based on this literature review, we formulate the following hypothesis:

H3: *Training positively impacts Organizational Citizenship Behaviour (OCB).*

2.6. Performance evaluation and OCB

Performance Evaluation (PE) is a key HRM practice influencing employee attitudes and behaviours beyond formal job requirements. It systematically assesses, develops, and rewards performance against organisational standards (Gamage, 2014). When conducted with transparency, objectivity, and fairness, PE enhances perceptions of recognition and organisational justice, which underpin trust, commitment, and Organisational Citizenship Behaviour (OCB) (Alfes et al., 2013).

Empirical studies support this link. Gamage (2014) found that fair and systematic PE fosters engagement and OCB in Japanese manufacturing SMEs. Similarly, Nazar (2016) reported that objective evaluations and constructive feedback in Sudanese banks increased OCB via

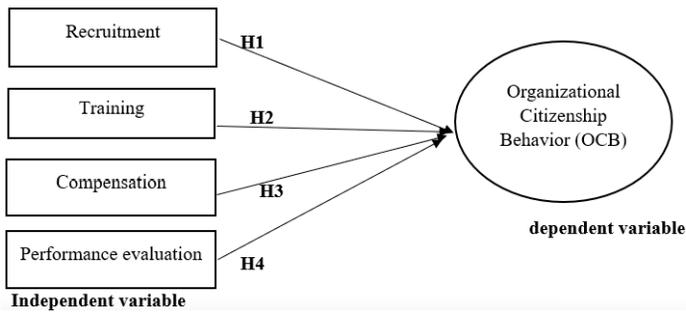


Figure 1. Conceptual framework for testing variables

motivation and commitment. Recent analyses highlight mediating mechanisms: Na-Nan et al. (2020) used structural equation modelling in Thailand's automotive sector to show that job satisfaction and organisational commitment mediate the impact of perceived fairness in PE on OCB, confirming the importance of appraisal justice.

Overall, PE positively influences OCB, with mediators such as job satisfaction and organisational commitment, and moderators like organisational trust, shaping the effect. Effectiveness depends on perceived fairness, objectivity, and transparency, as well as contextual factors. Based on this literature review, we formulate the following hypothesis:

H4: *Performance evaluation positively impacts Organizational Citizenship Behaviour (OCB).*

Building on the literature, a conceptual research model (Figure 1) positions HRM practices (recruitment, training, compensation, and performance evaluation) as independent variables, and OCB as the dependent variable.

3. Methodology

3.1. Sample and procedure

This study employed a quantitative research design to empirically test the proposed hypotheses. Data were gathered through a structured, self-administered questionnaire designed to capture employee perceptions of Human Resource Management (HRM) practices and Organisational Citizenship Behaviour (OCB) within the Moroccan private sector. The instrument included demographic questions (e.g., age, gender, education, tenure) and items on four HRM practices: recruitment, training, compensation, and performance evaluation.

The survey was conducted over two months (March–April 2023), enabling the collection of responses from employees across diverse industries and regions. The target population consisted of non-HR employees. To ensure compliance with this criterion, a screening question at the start of the questionnaire asked respondents to indicate their functional area (e.g., HR, finance, marketing, operations). Only those not working in HR departments were retained, ensuring that the data reflected the perceptions of employees as recipients rather than designers or implementers of HR practices.

Focusing on non-HR employees was a deliberate choice, as the aim was to capture employees' lived experiences of HRM practices, rather than the potentially biased views of

HR professionals. This approach strengthens the validity of the findings by highlighting how HRM practices are perceived at the employee level, which directly influences OCB.

A convenience sample of 209 valid responses was obtained. While non-probability sampling limits generalisability, the sample exhibited sufficient geographic and sectoral diversity. The size was adequate for advanced analyses, including Exploratory Factor Analysis (EFA) and Structural Equation Modelling (SEM) (Hair et al., 2017; Kline, 2018). To maximise participation, the questionnaire was distributed online via Google Forms, LinkedIn, and targeted email invitations.

3.2. Measuring instruments

3.2.1. Independent variable

The independent variable, perceived Human Resource Management (HRM) practices, was operationalised through four dimensions: recruitment, training, compensation, and performance evaluation. Recruitment practices (Kiogora & Njoroge, 2021; Table 2) captured transparency, fairness, and person-job fit. Training practices (Marwat et al., 2006; Table 3) assessed the availability, quality, and strategic alignment of development initiatives. Compensation (Akbar & Rohmandiyas, 2021; Table 4) reflected employees' perceptions of how rewards foster motivation, creativity, and skill development. Performance evaluation (Marwat et al., 2006; Table 5) examined the objectivity of appraisal systems, feedback quality, and their role in HR decisions. All items were rated on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree).

3.2.2. Dependent variable

The dependent variable, Organisational Citizenship Behaviour (OCB), was measured with seven items (Table 8) adapted from Koopmans et al. (2014). The scale captured employees' discretionary and proactive behaviours that extend beyond formal job requirements, such as taking on extra responsibilities, initiating tasks independently, embracing challenges, engaging in continuous learning, and actively participating in team discussions. Responses were rated on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree).

3.3. Statistical analysis

Statistical analysis was conducted using Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) in AMOS 24.0, following the two-step approach recommended by Hair et al. (2017) and Kline (2018). CFA was first used to assess the reliability and validity of the constructs. Model fit was evaluated through standard indices, including χ^2 , GFI (>0.90; Hair et al., 2009), RMSEA (<0.08; Hu & Bentler, 1999), and CFI (≥ 0.95 ; Hu & Bentler, 1999). Convergent validity was confirmed through factor loadings and Average Variance Extracted (AVE), applying Fornell and Larcker's (1981) criteria.

In the second stage, SEM tested the hypothesised effects of recruitment, training, compensation, and performance evaluation on OCB. Path significance was assessed using regression coefficients and Critical Ratios (CR), analogous to t-tests. This approach ensured rigorous validation of the measurement model while providing robust evidence of the structural relationships between HRM practices and OCB.

4. Results

4.1. Descriptive results

The sample demonstrates notable demographic and professional diversity. The services sector is most represented (18%), followed by telecommunications (14%) and leisure and tourism (10%), indicating a predominance of service industries. Large companies constitute 54% of the sample, with medium (26%), small (13%), and very small firms (8%) comprising the remainder. Most participants are young, with 32% aged 25–30 and 23% aged 35–40. Regarding education, 43% hold a Bac+5 degree, while 38% have 5–10 years of professional experience, suggesting career stability. Finally, 33% occupy managerial or leadership roles.

4.2. Confirmatory factor analysis of HRM practices

4.2.1. HRM practice's reliability analysis

To assess the internal consistency of the measurement scales used, a reliability analysis of human resource management practices was conducted. The results of this analysis, based on Jöreskog's Rhô coefficient, are presented in Table 1.

Table 1. Reliability analysis of Human Resource Management (HRM) practices

Practices	Jöreskog's Rhô
Recruitment	0.874
Training	0.912
Compensation	0.846
Performance evaluation	0.846

Reliability analysis confirmed satisfactory internal consistency for all HRM practices (Table 1). Training showed the highest composite reliability (Jöreskog's Rhô = 0.912), followed by recruitment (0.874), while compensation and performance evaluation both scored 0.846, exceeding the recommended 0.70 threshold. These results indicate strong alignment between items and their constructs, strengthening the measurement model and ensuring validity for subsequent structural analyses.

4.2.2. Recruitment convergent validity

To further assess the measurement properties of the recruitment construct, a convergent validity analysis was conducted. The detailed results, including standardized loadings, critical ratios, and AVE, are presented in Table 2.

Validity indices confirm that the measurement scale for Recruitment is adequate (Table 2). Standardised loadings range from 0.578 to 0.720, exceeding the 0.50 benchmark (Hair et al., 2010). All critical ratios (CR > 1.96; Bagozzi & Yi, 2012) were significant at $p = 0.000$, indicating strong item contributions. The Average Variance Extracted (AVE = 0.537) also surpasses the 0.50 threshold (Fornell & Larcker, 1981), confirming convergent validity.

Table 2. Convergent validity analysis of the "recruitment" variable

Variables	Items	Standardized Gamma Coefficients	Critical Ratio (CR)	Sig (p-values)	AVE
Recruitment	1. Recruitment ensures the right person is in the right position.	0.603	9.488	0.000	0.537
	2. Information about the company and the job is available during recruitment.	0.595	8.844	0.000	
	3. Merit is the sole criterion for selecting candidates.	0,651	9.815	0.000	
	4. After recruitment, I was placed in a position where I could utilise my skills.	0.590	8.079	0.000	
	5. After recruitment, the company facilitated my work by providing the necessary resources.	0.583	8.910	0.000	
	6. I critique the recruitment of underperforming employees.	0.720	8.422	0.000	
	7. All recruited employees have the skills required to perform their work well.	0.600	8.877	0.000	
	8. I enjoy my job.	0.578	8.822	0.000	

4.2.3. Training convergent validity

A convergent validity analysis was also performed for the training construct to evaluate the measurement quality of its items. The results, including standardized loadings, critical ratios, and AVE, are summarized in Table 3.

Table 3. Convergent validity analysis of the "training" variable

Variable	Items	Standardized Gamma Coefficients	Critical Ratio (CR)	Sig (P-values)	AVE
Training	1. Our company conducts extensive training programs for employees, ensuring all quality aspects are respected.	0.779	8.540	0.000	0.666
	2. Employees receive annual training programs for each position.	0.846	7.479	0.000	
	3. Training needs are identified through a formal performance evaluation process.	0.788	8.440	0.000	
	4. Formal training programs are provided to teach new employees the skills required for their job.	0.798	8.306	0.000	
	5. New skills and knowledge are periodically shared to enhance teamwork.	0.766	8.675	0.000	
	6. Identified training needs are realistic, useful, and aligned with the company's overall strategy.	0.670	9.333	0.000	

Validity indices confirm the robustness of the training scale (Table 3). Standardised loadings range from 0.670 to 0.846, above the 0.50 benchmark (Hair et al., 2010). All critical ratios (CR > 1.96; Bagozzi & Yi, 2012) were significant at $p = 0.000$, indicating strong item contributions. The Average Variance Extracted (AVE = 0.666) exceeds the 0.50 threshold (Fornell & Larcker, 1981), supporting convergent validity.

4.2.4. Compensation convergent validity

The measurement quality of the compensation construct was evaluated through a convergent validity analysis. The results, including standardized loadings, critical ratios, and AVE, are presented in Table 4.

Table 4. Convergent validity analysis of the “compensation” variable

Variable	Items	Standardized Gamma Coefficients	Critical Ratio (CR)	Sig (P-values)	AVE
Compensation	1. The compensation I receive increases my motivation at work.	0.863	9.119	0.000	0.860
	2. The compensation I receive enhances my creativity at work.	0.947	6.877	0.000	
	3. The compensation I receive improves my skills at work.	0.891	8.752	0.000	
	4. The compensation I receive boosts my productivity at work.	0.947	6.857	0.000	
	5. The compensation I receive enhances the quality of my work.	0.892	8.739	0.000	

Validity indices confirm that the compensation scale is very strong (Table 4). Standardised loadings range from 0.863 to 0.947, well above the 0.50 benchmark (Hair et al., 2010). All critical ratios (CR > 1.96; Bagozzi & Yi, 2012) were significant at $p = 0.000$, indicating strong item contributions. The Average Variance Extracted (AVE = 0.860) exceeds 0.50 (Fornell & Larcker, 1981), supporting convergent validity.

4.2.5. Performance evaluation convergent validity

Convergent validity was also assessed for the performance evaluation construct to examine the quality of its measurement items. The results, including standardized loadings, critical ratios, and AVE, are summarized in Table 5.

Validity indices confirm that the performance evaluation scale is adequate (Table 5). Standardised loadings range from 0.546 to 0.784, mostly above the 0.50 benchmark (Hair et al., 2010). All critical ratios (CR > 1.96; Bagozzi & Yi, 2012) were significant at $p = 0.000$, indicating strong item contributions. The Average Variance Extracted (AVE = 0.601) exceeds 0.50 (Fornell & Larcker, 1981), supporting convergent validity.

Table 5. Convergent validity analysis of the "performance evaluation" variable

Variable	Items	Standardized Gamma Coefficients	Critical Ratio (CR)	Sig (P-values)	AVE
Performance evaluation	1. Employee performance is measured using quantifiable results and objectives.	0.748	7.832	0.000	0.601
	2. Employees receive feedback and guidance to improve their performance.	0.784	7.215	0.000	
	3. Employees have confidence in the evaluation system.	0.780	7.294	0.000	
	4. The evaluation system strongly influences individual and team behaviour.	0.546	9.427	0.000	
	5. Evaluation data are used to make decisions such as job rotation, training, and compensation.	0.678	8.633	0.000	

4.2.6. Model fit of the independent variable

The overall fit of the measurement models for each HRM practice was evaluated using multiple goodness-of-fit indices. The results, including χ^2 , χ^2/df , GFI, AGFI, RMSEA, NFI, and CFI, are presented in Table 6.

Table 6. Model fit indices for HRM practices

Practices	χ^2	Df	χ^2/df	GFI	AGFI	RMSEA	NFI	CFI
Recruitment	45.321	18	2.518	0.920	0.940	0.075	0.973	0.988
Training	35.123	15	2.342	0.940	0.930	0.065	0.965	0.992
Compensation	60.952	20	3.048	0.934	0.981	0.099	0.952	0.993
Performance evaluation	7.501	5	1.500	0.985	0.956	0.049	0.980	0.993

Model fit indices indicate an overall satisfactory fit for the HRM constructs (Table 6). Recruitment shows good fit ($\chi^2/df = 2.518$; GFI = 0.920; AGFI = 0.940; RMSEA = 0.075; NFI = 0.973; CFI = 0.988). Training demonstrates strong fit ($\chi^2/df = 2.342$; GFI = 0.940; AGFI = 0.930; RMSEA = 0.065; NFI = 0.965; CFI = 0.992). Compensation exhibits a slightly weaker fit ($\chi^2/df = 3.048$; RMSEA = 0.099), although GFI (0.934), AGFI (0.981), and CFI (0.993) remain high, suggesting minor model adjustments could improve specification. Performance evaluation shows excellent fit ($\chi^2/df = 1.500$; GFI = 0.985; AGFI = 0.956; NFI = 0.980; CFI = 0.993; RMSEA = 0.049). Overall, all constructs demonstrate adequate to excellent fit, with compensation potentially benefiting from refinement due to its higher RMSEA.

4.3. Confirmatory factor analysis of OCB

4.3.1. OCB reliability analysis organizational

The internal consistency of the Organizational Citizenship Behaviour (OCB) scale was assessed, and the results are reported in Table 7.

Table 7. Reliability analysis of the Organizational Citizenship Behaviour (OCB) variable

Variable	Jöreskog's Rhô
Organizational Citizenship Behaviour (OCB)	0.903

The measurement scale for the endogenous latent variable "Organizational Citizenship Behaviour (OCB)," evaluated through the seven items selected after exploratory factor analysis, demonstrates good reliability and convergent validity (Table 7). Jöreskog's Rho coefficient, with a satisfactory value of 0.903, ensures the scale's internal consistency.

4.3.2. OCB convergent validity

Convergent validity for the Organizational Citizenship Behaviour (OCB) construct was assessed, and the results are presented in Table 8.

Table 8. Convergent validity analysis of Organisational Citizenship Behaviour (OCB)

Variable	Items	Standardized gamma coefficients	Critical Ratio (CR)	Sig (p)	AVE
Organizational Citizenship Behaviour (OCB)	1. I have taken on additional responsibilities.	0.645	9.532	0.000	0.626
	2. I have initiated new tasks on my own once previous ones were completed.	0.625	9.598	0.000	
	3. I have accepted tasks that present a challenge when offered.	0.815	8.316	0.000	
	4. I have worked to keep my professional knowledge up to date.	0.856	7.585	0.000	
	5. I have worked to maintain and update my professional skills.	0.859	7.500	0.000	
	6. I have continued to seek new challenges in my work.	0.748	9.003	0.000	
	7. I have actively participated in work meetings.	0.674	9.417	0.000	

Convergent validity for Organisational Citizenship Behaviour (OCB) is satisfactory (Table 8). Standardised loadings range from 0.625 to 0.859, exceeding the 0.50 benchmark (Hair et al., 2010). All critical ratios ($CR > 1.96$; Bagozzi & Yi, 2012) were significant at $p <$

0.001. The Average Variance Extracted (AVE = 0.626) surpasses 0.50 (Fornell & Larcker, 1981), indicating that the construct explains a substantial portion of item variance. These results confirm strong convergent validity and internal consistency, supporting the reliability of the OCB measurement.

4.3.3. Model fit analysis for the dependent variable

The fit of the measurement model for Organizational Citizenship Behaviour (OCB) was evaluated using multiple goodness-of-fit indices, as summarized in Table 9.

Table 9. Model fit indices for the measurement model of Organizational Citizenship Behaviour (OCB)

Indices		Organizational citizenship behaviour
Parsimonious fit index	χ^2	33.776
	Ddl	14
	χ^2/ ddl	2.414
Absolute fit index	GFI	0.991
	AGFI	0.981
	RMSEA	0.061
Incremental fit index	NFI	0.896
	CFI	0.910

Model fit indices for Organisational Citizenship Behaviour (OCB) indicate an overall good fit (Table 9). The χ^2/df ratio is 2.414 ($\chi^2 = 33.776$, $\text{df} = 14$), within the acceptable range. Absolute fit indices are strong (GFI = 0.991; AGFI = 0.981), and RMSEA = 0.061 indicates a reasonable approximation. Incremental fit indices (NFI = 0.896; CFI = 0.910) confirm satisfactory model adequacy. Overall, the OCB model demonstrates an adequate and reliable fit to the data.

4.4. Structural model of HRM practices and OCB

4.4.1. Estimating HRM practices – OCB coefficient

The estimated causal effects of HRM practices on Organizational Citizenship Behaviour (OCB) are presented in Table 10.

Table 10. Estimation of causal coefficients between HR practices and organizational citizenship behaviour

Variables	Organizational citizenship behaviour		
	Gamma	T	Sig
Recruitment	0.275	4.390	0.000
Training	0.110	1.630	0.009
Compensation	0.141	2.443	0.001
Performance evaluation	0.945	2.172	0.000

Causal estimates indicate that all HRM practices positively and significantly influence Organisational Citizenship Behaviour (OCB) (Table 10). Recruitment ($\Gamma = 0.275$, $T = 4.390$, $p = 0.000$), training ($\Gamma = 0.110$, $T = 1.630$, $p = 0.009$), and compensation ($\Gamma = 0.141$, $T = 2.443$, $p = 0.001$) each show significant positive effects, while performance evaluation has the strongest impact ($\Gamma = 0.945$, $T = 2.172$, $p = 0.000$). Overall, all four practices contribute to enhancing OCB, with performance evaluation exerting the greatest effect.

4.4.2. Global model fit

The overall quality and fit of the structural model linking HRM practices to Organizational Citizenship Behaviour (OCB) are summarized in Table 11.

Table 11. Quality indices of the structural model between HRM practices and organizational citizenship behaviour

Indices		Organizational citizenship behaviour
Parsimonious fit index	χ^2	459,8
	Ddl	65
	χ^2/ ddl	7.07
Absolute fit index	GFI	0,880
	AGFI	0,237
	RMSEA	0,113
Incremental fit index	NFI	1,000
	CFI	1,000

Fit indices for the structural model show perfect incremental indices ($NFI = 1.000$; $CFI = 1.000$), but other indices indicate suboptimal fit. The χ^2/df ratio is 7.07, $GFI = 0.880$, $AGFI = 0.237$, and $RMSEA = 0.113$, suggesting that the model could benefit from further adjustments (Table 11). Overall, while incremental fit is satisfactory, improvements in parsimony and absolute fit indices are recommended to enhance overall model adequacy.

Here are the results of our hypothesis testing analyses:

The hypothesis testing analyses reveal that all four HRM practices positively influence Organisational Citizenship Behaviour (OCB).

- *Recruitment*: Exhibits a significant positive effect on OCB ($\beta = 0.275$, $T = 4.390$, $p < 0.001$), supporting **H1**.
- *Training*: Positively impacts OCB ($\beta = 0.110$, $p = 0.009$), confirming **H2**.
- *Compensation*: Demonstrates a significant positive influence on OCB ($\beta = 0.141$, $T = 2.443$, $p < 0.01$), supporting **H3**.
- *Performance evaluation*: Positively affects OCB ($\beta = 0.442$, $T = 2.172$, $p < 0.001$), confirming **H4**.

Overall, these findings indicate that recruitment, training, compensation, and performance evaluation each contribute significantly to enhancing employees' discretionary, extra-role behaviours.

5. Discussion

This study highlights the critical role of employees' perceptions of HRM practices, recruitment, training, compensation, and performance evaluation, in fostering Organisational Citizenship Behaviour (OCB). Grounded in Social Exchange and Signalling Theory, the findings demonstrate that fair, transparent, and supportive HRM practices elicit discretionary behaviours that exceed formal job requirements.

Recruitment positively influences OCB by enhancing perceived fairness and alignment between competencies and job requirements, fostering satisfaction, engagement, and organisational trust (Ahmed, 2016; Barattucci et al., 2025; Bibi et al., 2021). Social Exchange Theory explains this reciprocity, whereby employees respond to transparent selection processes with voluntary, pro-social actions.

Training similarly impacts OCB, as high-quality, relevant programmes signal organisational investment and commitment to long-term employee development. This perceived support encourages loyalty and citizenship behaviours, consistent with the findings of Rubel and Rahman (2018), Albloush and Alhareth Mohammed (2020), and Mohamed Sobhi Mohamed et al. (2024).

Compensation emerges as a motivational driver, with equitable remuneration reinforcing job satisfaction, engagement, and organisational commitment. Employees reciprocate fair rewards with discretionary behaviours, supporting prior research (Araka & Dinah, 2025; Makau et al., 2017; Suryani et al., 2019; Rustandi et al., 2023; Salunkhe et al., 2024).

Performance evaluation promotes OCB when appraisals are objective, constructive, and transparent. Fair evaluations strengthen trust, clarify expectations, and signal organisational support, thereby stimulating citizenship behaviours (Nazar, 2016; Na-Nan et al., 2020).

Collectively, these results reinforce existing literature and offer practical and theoretical implications. Methodologically, SEM enabled robust testing of HRM-OCB relationships. Practically, managers should prioritise transparent recruitment, development-oriented training, fair compensation, and constructive evaluations to foster engagement and discretionary effort.

Theoretically, the study suggests avenues for future research, including potential moderating effects of organisational size, sector, and cultural norms, as well as interactions among HRM practices that influence employee outcomes.

Limitations include suboptimal model fit (RMSEA = 0.113; $\chi^2/df = 7.07$), organisational heterogeneity, and cultural or structural specificities that may affect perceptions. The use of a non-probability convenience sample of 209 respondents and reliance on self-reported data limit generalisability and may introduce bias. Finally, logistical constraints restricted data collection scope and model parsimony. Future studies could adopt qualitative or mixed methods to capture more nuanced organisational dynamics.

6. Conclusions

This study highlights the strategic role of HRM practices, recruitment, training, compensation, and performance evaluation in fostering Organisational Citizenship Behaviour (OCB).

Grounded in Social Exchange and Signalling Theory, the findings indicate that when HRM practices are perceived as fair, transparent, and supportive, they enhance trust, signal organisational commitment, and encourage proactive, discretionary behaviours.

Managerially, the results underscore the need for HRM strategies that motivate and empower employees, including transparent recruitment, equitable compensation, high-quality training, and objective, developmental evaluations. Cultivating a culture of inclusion and employee participation further reinforces OCB.

Theoretically, the study contributes empirical evidence linking HRM perceptions to citizenship behaviours, supporting the integration of social exchange and signalling perspectives. Future research could explore HRM effects across diverse organisational, cultural, and sectoral contexts, and examine their interaction with other outcomes, such as counterproductive behaviours or employee well-being, to deepen understanding of HRM's influence on workplace dynamics.

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