

# Organizational Citizenship Behaviour as Payback for Fairly Implemented Competency Development Practices

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## Abstract

*This study examined procedural justice as a mediator of the influence of competency development practices on organizational citizenship behaviour (OCB). The cross-sectional survey research design was employed to collect data from a sample of 421 hotel employees in Tanzania. The results from the Structural Equation Modelling (SEM) provide evidence for statistically significant direct effects of both competency development practices and procedural justice on the OCB dimensions. The results also indicate that procedural justice is a significant partial mediator of the influence of competency development practices on OCB. The findings provide more evidence on the influence of HR practices on OCB using a sample drawn from an African work context in which OCB has been under-researched. The findings imply that consistent and fairly implemented competency development practices may effectively induce employees to exhibit OCB. To promote employees' OCB, which is a necessary condition for delivery of service quality and increased customer satisfaction, it is recommended that managers should adopt HR practices that provide employees with opportunities to develop their competences and create positive perceptions of fairness.*

Keywords: Competency development practices, procedural justice, OCB, Social Exchange Theory, hotel employees

## Introduction

Tourism is globally recognized to have great potential for making a significant contribution to economic growth in many countries through the creation of jobs, driving exports and generation of more income in general (WTTC, 2019). Stressing on the critical role played by tourism in African countries, Sindiga (2018), and Yusuf and Ali (2018) argue that tourism has become an alternative for socio-economic development following the downfall of the sectors that many African countries used to depend upon such as agriculture and mining. In Tanzania, tourism has been earmarked as a major engine for the transformation of the country from a low income to middle income economic status by 2025 (URT, 2016; Yusuf & Ali, 2018). Currently, tourism contributes 17.2% to GDP and 24.0% to exports, with the number of international arrivals increasing to 1,284,279 in 2016; from 1,137,182 in 2015 (BOT & NBS, 2017). Given Tanzania's enormous wealth in natural and cultural endowment the industry is expected to do more for the economy. However, such expectations can be realized only if tourism organizations in all sub-sectors offer quality services and attract more visitors to the country. On one hand, service quality is an established major determinant of destination attractiveness (Baradarani & Kilic, 2017; Nasurdin, Ahmad, & Tan, 2015) while on the other hand service quality is a function of

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employee job performance, especially that goes discretionary behaviour (Nasurdin *et al.*, 2015; Wu & Liao, 2016).

In this globalized economy, a firm needs to be innovative, flexible and fast learning to quickly adjust to the rapidly changing business environment (Sung & Choi, 2018). Due to the fact that tourism organizations operate in a volatile business environment characterized by intense competition, changing customer demands and rapid changes in technology; to be successful they need employees who exhibit OCB. OCB is reflective of employees who are willing and able to perform their jobs beyond the call of the duty even when such performance is not recognized by the firm's reward system (Organ, Podsakoff, & MacKenzie, 2005). According to the extant literature, OCB can increase a firm's competitive advantage through enhanced reputation, greater customer satisfaction and retention, and higher profitability (Nasurdin *et al.*, 2015; Tang & Tang, 2012). Because of the established positive link between employees' OCB and firm's competitive advantage (Aselage & Eisenberger, 2003) managers of organizations in different industries across the world have been trying different HR-related approaches to foster OCB among employees (Baradarani & Kilic, 2017). Stressing on the importance of OCB in creating competitive advantage Frenkel and Bednall (2016) argue that the delivery of quality and innovative service requires employees who are flexible and ready to adapt to unanticipated contingencies.

Despite the existing evidence of the positive association between OCB and different organizational performance parameters (Frenkel & Bednall, 2016; Shin, Sung, Choi, & Kim, 2015; Wu & Liao, 2016) the literature indicates that many organizations have been struggling in inculcating the behaviour among their employees (Guyo & Guyo, 2014). Consequently, researchers have been urged to investigate more on intermediate factors facilitating the influence of different management practices and organizational conditions on OCB (Organ *et al.*, 2005; Podsakoff, MacKenzie, Maynes, & Spoelma, 2014). Despite the extensive research on the determinants of OCB which has been mostly undertaken in Western countries, relatively little empirical evidence is available on the mechanism linking management practices on OCB (Guyo & Guyo, 2014; Kariuki & Kiambati, 2017). The few studies that have included interactional factors have mostly considered employee attitudinal and dispositional factors such as trust, job satisfaction, organizational commitment and self-esteem as mediators with little consideration for organizational factors (Frenkel & Bednall, 2016; Kariuki & Kiambati, 2017).

This study identifies employees' perceptions of procedural justice as an intermediate outcome that links competency development practices to employees' OCB. While procedural justice refers to employee perceptions of fairness of the general procedure used in implementing management initiatives and policies in the workplace (Cropanzano, Bowen, & Gilliland, 2007) competency development practices denote the support an organization provides for employees to advance their performance capabilities and their careers through increased knowledge, skills, and experiences (Armstrong & Taylor, 2014). Specifically, the study examines whether the influence of competency development practices on employees' OCB is mediated by their perceptions of procedural justice. The literature is indicative of the failure of competency development practices to produce desirable outcomes due to the existence of certain organizational conditions that may shape employee interpretations, reactions, and motivation toward specific HR initiatives (Kariuki & Kiambati, 2017). Unfortunately, research that has specifically examined the role of procedural justice in the influence of competency development practices on OCB is scant in the OCB-

related literature especially within an African country context (Dartey-Baah, Anlesinya, & Lamptey, 2019; Masvaure & Buitendach, 2019). African countries like Tanzania have unique inherent characteristics that may affect the applicability of empirical findings established in developed western countries hence the need for more research.

### **Literature Review and Hypotheses**

Conceived within the social exchange theory the current study examined the influence of competency development practices on employees' OCB through perceived procedural justice. These concepts are briefly described below.

#### ***The concept of Organizational Citizenship Behaviour (OCB)***

The term OCB denotes a behaviour in which an employee performs his/her job above and beyond the prescribed role requirements without an explicit promise of reward for the behaviour. Organ (1988) defines OCB as "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" (p. 4). It is generally operationalized to include helping people in an organization with a relevant task or problem (altruism), participation in the political life of the organization (civic virtue) and preventing work-related problems with other members of the organization (courtesy). The other attributes of OCB are demonstrating tolerance and refraining from complaining or creating grievance in the organizational working environment (sportsmanship) and going beyond the minimum levels of compliance in areas such as care for organizational resources, use of company time and attendance (conscientiousness).

OCB is said to contribute to the aggregate effectiveness and efficiency of the organization and it enhances the social and psychological environment within which work is performed (Dash & Pradhan, 2014), which result into improved quality of products and services, customer satisfaction, and profitability (Podsakoff *et al.*, 2014). Its association with improved effectiveness and efficiency of organizations has been the reason for the continued research interest in more than three past decades. Most of the research on OCB has been on its determinants (Kariuki & Kiambati, 2017; Lee, Kim, & Kim, 2013; Nasurdin *et al.*, 2015; Sechudi & Olivier, 2016) and its consequences (Podsakoff *et al.*, 2014; Wu & Liao, 2016). Unfortunately, relatively few studies have explored the mechanism by which OCB is related to HR practices especially in developing economies like Tanzania (Guyo & Guyo, 2014).

#### ***Perceived Competency Development Practices***

Competency development practices can be described as the provision of opportunities for employees to learn and advance professionally and improve their contribution attainment towards organizational goals. Kurtessis *et al.* (2017) define competency development initiatives as the creation of an environment for employees to advance their careers and improve effectiveness in their jobs. Therefore, perceived competency development practices (PCDP) represent the level of employees' satisfaction with their workplaces that they are managed in a way that enhances their knowledge, skills, and motivation through practices. Competency development practices include performance appraisal, training, and career management, skill-based pay increments, and recognition for a job well done. Gupta and Singh (2010) posit that competency development practices improve existing employees' productivity.

Perceived support competency development practices can also enhance employees' perceptions of the organization's support which may motivate discretionary behaviours, hence contribute to the firm's performance (Schneider & Reichers, 1983). Perceived support for competency development not only enhances employees' specific knowledge and skills but also enables employees to develop feelings that they are valued which is likely to improve their perception of organizational justice and stimulate their engagement in OCB. In this study, it is proposed that the firm's competency development initiatives will positively lead to employees' perceptions of procedural justice which will, in turn, induce employees to engage in OCB. Tremblay, Cloutier, Simard, Chênevert, and Vandenberghe (2010) suggest that HR practices are likely to influence employees' workplace attitudes and behaviours if they improve employees' perceptions of procedural justice.

### ***Perceived Procedural Justice***

Procedural justice is one of the dimensions of organizational justice which involves the existence and consistent application of formal rules and policies on matters affecting employees (Greenberg, 1990). Lee *et al.*, (2013) define procedural justice referring to the fairness of the process by which resources or outcomes are determined and distributed. Therefore, perceived procedural justice (PPJ) represents employees' general perceptions of fairness of the process by which resources and rewards are determined or distributed (Sung, Choi, & Kang, 2017). Employees perceive the existence of procedural justice when they feel that resources and rewards are fairly allocated, they participate in decision making, and they are treated with dignity and respect. The literature indicates that employees' reactions to HR practices and programmes are shaped by their perception of procedural justice. According to (Sung *et al.*, 2017) employees may not display strong negative reactions to the unappealing distribution of outcomes if the decision-making process is fair. Therefore, perceived fairness of procedures about HR practices such as competency development may mitigate employees' unfavourable reactions toward unsatisfactory HR practices.

### ***The Social Exchange Theory***

The examination of competency development practices and procedural justice as determinants of OCB fits well within the social exchange perspective developed by Blau in 1964 (Cropanzano & Mitchell, 2005). The social exchange theory (SET) suggests that employees trade their effort, loyalty, and commitment to the organization for the benefits and rewards that are provided fairly and consistently by the firm (Sanga, 2014). SET is based on the reciprocity norm which postulates that a person provides a benefit to another in the expectation that it will be returned in an equivalent but not necessarily similar manner (Jiang, Sun, & Law, 2011). In the workplace setting, SET suggests that favourable organizational conditions and management practices create a strong obligation for employees to repay their organization with beneficial behaviour and actions. The reciprocity norm invokes employees to vary the levels of their contributions according to their perceptions of the organization's contribution to their welfare and wellbeing (Aselage & Eisenberger, 2003). SET is also suggestive of the fact that the impact of management initiatives and policies on employees' behaviour is dependent upon their influence on employees' perceptions of fairness of procedures used in implementing.

Aselage and Eisenberger (2003) suggest that in employment relationships, social exchanges are initiated by organizations that adopt management practices that indicate how they value employees and care for their well-being. In this study, competency development practices were

expected to predict employees' OCB through their positive effect on employees' perceptions of procedural justice. Competency development practices are part of organizational favours that, according to Eisenhardt (1989), may be repaid by employees' discretionary effort such as OCB. Therefore, under SET, competency development practices are expected to predict employees' OCB through their positive effect on employees' perceptions of procedural justice.

### **Hypotheses of the Study**

#### ***Perceived Competency development practices and OCB***

Employees tend to interpret the provision of competency development opportunities as indicative of the organization's commitment to their well-being, which under SET, has to be reciprocated (Aselage & Eisenberger, 2003). Sung and Choi (2018) opine that employees who receive benefits of training such as improvement in their job-related knowledge and skills may reciprocate with increased effort. Previous research also indicates a positive relationship between PCDP and OCB. For instance, in the investigation of the effects of training and development on employee outcomes Sung and Choi (2018) confirmed a positive indirect effect of training and development on innovative performance. Innovation is one of the employee work outcomes, indicating that OCB may also be positively influenced by competency development practices. In another study, Kehoe and Wright (2013) also examined the relationship between employees' perceptions of high-performance HR practices and OCB using data collected from employees at a multiunit food service organization. The results indicate that employees' perceptions of high-performance HR practice were positively related to OCB. In this study, the opportunity for competency advancement was one of the dimensions of high-performance HR practices.

Therefore, in this study, it was expected that employees with higher PCDP would engage more in OCB. Accordingly, the following hypothesis was proposed:

**Hypothesis 1:** PCDP has a positive influence on employees' OCB.

#### ***Perceived Competency Development Practices and Perceived Procedural Justice***

SET is suggestive of the fact that HR practices that enhance competency development create organizational conditions by which employees evaluate the way they are treated by their organizations (Laschinger & Finegan, 2005; Lee *et al.*, 2013). The provision of performance appraisals, training, coaching, promotions, feedback and counselling to help employees improve and grow are likely to be interpreted by employees as fair treatment. In many previous studies of employment relationships, PPJ has been used as an indicator of the quality of social exchange relationships between employees and organizations (Ko & Hur, 2014; Sung *et al.*, 2017). Studies that have specifically examined the relationship between PCDP and PPJ are scarce in the OCB literature. However, there are several empirical studies involving other constructs from which relationships between these constructs are reflected. For example, Dikshit and Dikshit (2014) investigated the mediating role of procedural justice in this relationship between high-performance human resource practices and corporate entrepreneurship. They found that training was significantly and positively related to procedural justice. In another study, Shin *et al.* (2015) investigated top management ethical leadership contribution to organizational outcomes in Korean companies. They found that top management ethical leadership significantly predicted the procedural justice climate. In these studies, competency development practices were assessed as a dimension of the investigated constructs.

In the current study, we posit that HR practices that enhance employees' competence development are likely to contribute to their perception of fairness of processes and procedures used in the workplace. We then hypothesize that:

**Hypothesis 2:** PCDP has a positive influence on PPJ.

***Perceived Procedural Justice and OCB***

PPJ and OCB are two variables that have been extensively investigated, especially in developed Western and Asian countries, with most results confirming a strong positive association between the two variables (Lee *et al.*, 2013; Zhang & Agarwal, 2009). Generally, the literature shows that employees engage more in OCB when they perceive that the procedures are observed and are applied consistently in the workplace. Ribeiro and Semedo (2014) contend that when employees feel satisfied that HR practices are fairly implemented, they feel that they are obliged to respond with favourable attitudes and behaviour which may include OCB. In their investigation of the effects of procedural justice, transformational leadership, and organizational complexity on OCB in Korea, Lee *et al.* (2013) found a positive effect of procedural justice on OCB. The positive influence of procedural justice on OCB was also established by Lehmann, Willenbrock, Grohmann, and Kauffeld (2013) in their study which examined the influence of procedural justice on OCB, commitment and trust. In another study by Shim and Faerman (2017) determining the antecedents of public employees' OCB among public servants in Korea procedural justice was established as an important antecedent of employees' OCB. Based on this brief discussion, it is reasonable to expect a positive relationship between PPJ and OCB, formally stated as:

**Hypothesis 3:** PPJ has a positive influence on OCB dimensions (Altruism, Conscientiousness, and Sportsmanship).

***PPJ as a Mediator of the Relationship between PCDP and Employees' OCB***

A mediator is a variable that transfers the indirect effect of an independent variable on the dependent variable (Civelek, 2018). Empirical studies that have specifically investigated the mediator effect of perceived procedural justice (PPJ) on the relationship between PCDPs and OCB are scarce especially in an African country context. However, SET and previous empirical studies indicate that in spite of receiving favourable benefits employees may feel dissatisfaction if they experience procedural injustice (Ko & Hur, 2014). Takeuchi, Marinova, and Lepak (2004) contend that opportunity for career growth has many features. These features affect employees' perceptions of fairness in the workplace which induce employees to respond with favourable work behaviours including OCB.

A study of the relationship between career returns and training, and promotion opportunity by Frenkel and Bednall (2016) established that the opportunities employees' career development that is provided under procedurally just conditions induce employees to exert more discretionary work effort. Shin *et al.* (2015) investigated the influence of top management ethical leadership on organizational outcomes in Korean companies and found that the procedural justice climate mediated the effects of top management ethical leadership and OCB. In another study of high-performance work systems and employee work outcomes in Ireland, Heffernan and Dundon (2016) established a mediation relationship between high-performance work systems and work pressure through procedural justice. It should be noted that in all these studies, competency

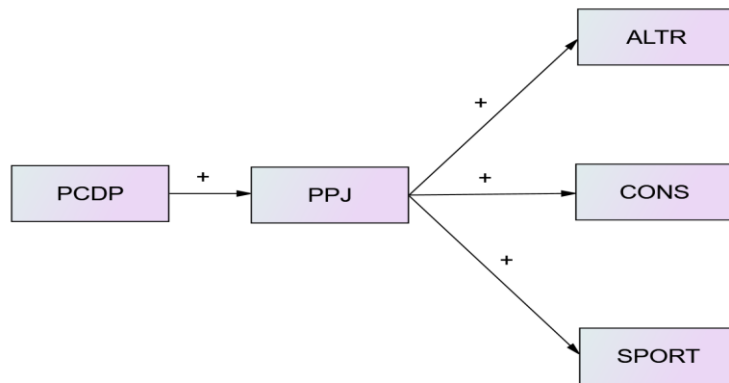
development practices were examined as a dimension of either high performing HRM practices or transformational leadership.

Therefore, the provision of opportunity for competency advancement is likely to improve employees’ perceptions of fairness in the workplace which in turn prompt employees to engage more in OCB. In other words, high PCDPs represent a necessary but not sufficient condition for effective stimulation of employees’ OCB unless they are accompanied by positive perceptions of fairness in the workplace. Accordingly, the following hypothesis was proposed:

**Hypothesis 4:** The influence of PCDP on OCB dimensions (Altruism, Conscientiousness, and Sportsmanship) is mediated by PPJ.

The above-hypothesized relationships can well be summarized using the conceptual model presented below. The model indicates that perceived competency development practices will through their positive influence of on perceived procedural justice, positively influence the dimensions of OCB namely Altruism, Conscientiousness and Sportsmanship.

**Figure 1: Theoretical Model of the Study**



**Study Methodology**

In this study, a cross-sectional explanatory research design was adopted for the collection and analysis of quantitative primary data. Explanation Tory research design corresponds to the research objective of the current study which seeks to explain the influence of competency development practices on OCB through procedural justice. The research setting for this study was the hotel industry. This was considered to be more appropriate to analyse the relationship between competency development practices, procedural justice, and OCB because it is one of the high-contact service industries of which, as Wu and Liao (2016) posit, service quality is largely dependent upon employees’ attitudes and behaviour which may include OCB. The population for the study was all employees working in tourist hotels in Tanzania from which a sample of 438 employees from 11 tourist hotels was drawn to become participants in the study. While participants were selected randomly from staff lists provided by HR managers of each of the participating tourist hotels, hotels were conveniently selected based on their willingness to take part in the study. Convenience sampling of tourist hotels was unavoidable due to reluctance among them to allow their employees to participate in the study.

The sample was 52.1% male and had age ranging from 18 to 55 years with a mean age of approximately 28.6 years. The majority of the participants were Tanzanian citizens (78.4%) and

had the highest level of education of secondary school with vocational training (80.3%) with those who had received an education of higher than a diploma being 5.9%. Their work experience ranged from 1 to 16 years with the mean experience being 4.7 years.

A survey questionnaire was developed by combining items adapted from instruments which had been developed by previous researchers for measurement of PCDP, PPJ, and OCB. The adapted scales have been used extensively in previous studies hence their use in the current study could ensure both reliability and validity of measurement and study results. All items were modified to fit into the 7-point Likert-scale format (1 = extremely disagree to 7 = extremely agree). Competency development practices were assessed using items seven items adapted from the Conditions of Work Effectiveness Questionnaire (CWEQ-II) developed by Laschinger, Finegan, Shamian, and Wilk (2001) with a sample item being “I have a chance to gain new skills and knowledge on the job”. Five items were adapted from Moorman’s Organizational Justice Scales (Moorman, 1991) for the measurement of procedural justice. An example of items measuring procedural justice was “work-related decisions are made in an unbiased manner”.

All the dimensions of *OCB* were measured using the scales developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990). Only three out of their five dimensions were adapted (Altruism, Conscientiousness, and Sportsmanship). The three OCB dimensions were preferred because they have demonstrated validity in many previous studies conducted in cross-cultural settings (Chen, Hui, & Sego, 1998). The sample items include Altruism – “I help others who have work-related problems”; Conscientiousness – “I obey company rules and regulations even when no one is watching”; and Sportsmanship – “I focus on the positive side of the hotel, rather than what’s wrong”. The internal consistency was measured in terms of Cronbach Alpha coefficients, Average Variance Extracted (AVE), and Composite Reliability (CR) for all the five subscales as presented in *Table 1*. Additionally, in the current study age, gender, tenure, educational level, job-category and monthly salaries as biographical were included as control variables because studies have shown that these variables are related to employee work outcomes (Chang & Chen, 2011). All the respondents voluntarily completed the survey questionnaires administered by the researcher. 438 survey questionnaires were collected however only 421 of them were complete and usable.

The hypothesized relationships were tested using structural equation modelling (SEM). With the main research objective of examining the influence of two independent variables (PCDP and PPJ) and three dependent variables (the three dimensions of OCB), SEM was found to be the most effective analytical instrument (Hair, Black, & Babin, 2010). The collected data were examined and reviewed for completeness before the application of any analytical technique. Variable scores were then examined to check for normality, extreme skewness and kurtosis, missing values, outliers and abnormal distribution using descriptive statistics such as means, standard deviation, minimum, maximum values and histograms and case summary (Hair *et al.*, 2010). No serious violation of the multivariate assumptions was observed except for the two univariate outliers and seventeen multivariate outliers that were treated accordingly. While the univariate outliers were re-coded by checking on how they appear in the questionnaires the all the multivariate outliers were detected thus leaning the remaining sample for further analysis to be N=421.



**Findings of the study**

**Correlation and Reliability Coefficients and Descriptive Statistics**

Table 1 presents the mean, standard deviation, reliability coefficient, and correlations for each of the study variables. As Table 1 indicates, all the correlation and reliability coefficients are within the acceptable limits,  $r \geq 0.30$  for inter-factor correlations and  $\alpha \geq 0.70$  for reliability.

**Table 1: Correlation, Reliability and Descriptive Statistics**

Variables	#	Mean	SD	$\alpha$	AVE	CR	1	2	3	4	5
1. Developmental Initiatives	7	3.77	1.2	0.87	0.59	0.91	1				
2. Procedural Justice	5	3.60	1.5	0.90	0.60	0.90	.81**	1			
3. Altruism	4	4.25	1.2	0.84	0.72	0.87	.66**	.64**	1		
4. Conscientiousness	5	3.86	1.4	0.88	0.61	0.89	.72**	.67**	.75**	1	
5. Sportsmanship	4	3.63	1.3	0.82	0.53	0.82	.73**	.71**	.74**	0.80**	1

Note: N = 421  
 \*\* = Significant at  $p \leq 0.05$   
 # = Number of Items  
 $\alpha$  = Cronbach Alpha  
 AVE = Average Variance Extracted  
 CR = Composite Reliability

**Confirmatory Factor Analysis**

Before testing for the hypothesized relationships, the confirmatory factor analysis was conducted to examine the distinctiveness of the study constructs. The IBM-SPSS AMOS computer software (Arbuckle, 1997) version 24 with maximum-likelihood estimation method was used to estimate the fit of the five-factor measurement model: Perceived Competency development practices - PCDP, Perceived Procedural Justice - PPJ and the three OCB dimensions (Altruism - ALTR, Conscientiousness - CONSC, and Sportsmanship - SPORT). The commonly recommended fit statistics indicated that the five-factor model fit was reasonably good. However, it was observed after a close examination of the modification indices that three items were cross-loading between factors. The cross-loading items were *proc1* and *proc7* into PCDP and *altr1* into SPORT. As recommended by Hooper *et al.* (2008, p. 56), these items had to be deleted from the model. The modified measurement model produced an acceptable fit with all the statistics being above the recommended cut-off points:  $\chi^2= 649.705$  ( $p = .001$ );  $df = 467$ ;  $\chi^2/df = 1.26$ ; SRMR = 0.026; GFI = 0.910; CFI=0.986; and RMSEA = 0.028 ( $p = 1$ ). The factor loadings among items and correlation coefficients among factors were also impressive, all being above the recommended cut-off points of 0.70 and 0.30 (Kline, 2011, p. 116) respectively.

**Testing for Mediation Relationships**

The general hypothesis of the current study was that the effects of PCDP on the of OCB dimensions are mediated by PPJ. To establish mediation between PCDP and OCB dimensions through PPJ Baron and Kenny’s (1986) recommended procedure with Hayes’ modifications (Hayes, 2009) was adopted. The procedure involves four steps: (i) confirming that the independent variable (*X*) is correlated with the dependent variable (*Y*); (ii) showing that *X* is correlated with the mediator (*M*); (iii) showing that *M* affects *Y* when *X* is controlled; (iv) checking whether or not the direct effect of *X* on *Y* (with *M* being controlled) is zero to establish that *M* completely or partially mediates the *X-Y* relationship and checking if the

indirect effects of  $X$  are significant. In line with Hayes' modifications of the Baron and Kenny's (1986) the effects PCDP on the OCB, dimensions were decomposed into direct and indirect effects and tested for significance of the indirect effects using bootstrapping procedure. In following Baron and Kenny's (1986) procedure a series of nested structural models were tested. Baron and Kenny's (1986) procedure has been used in several other structural equation modeling studies including Heffernan and Dundon (2016); and Aryee, Budhwar, and Chen (2002).

The correlation coefficients reported in *Table 1* show that PCDP was significantly related to all the three OCB dimensions and PPJ thus satisfying Baron and Kenny's (1986) 1<sup>st</sup> and 2<sup>nd</sup> requirements of mediation. Results also showed that the relationship between PCDP and OCB dimensions remained significant even after colling for PPJ in the structural model but the regression coefficients decreased in magnitude thus suggesting partial mediation (See *Table 2* and *3* below). As *Table 3* below shows, bootstrapping test results indicated that all the indirect relationships between PCDP and OCB dimensions through PPJ were significant.

**Hypothesis 1** stated that PCDP has a positive influence on OCB. The hypothesis is supported as indicated by the results presented in *Table 2*, PCDP has significant positive effect on all the OCB dimensions: ALTR <--- PCDP ( $b = 0.695$ ,  $p < 0.05$ ); CONS <--- PCDP ( $b = 0.756$ ,  $p < 0.05$ ); and SPORT <--- PCDP ( $b = 0.766$ ,  $p < 0.05$ ). Therefore, PCDP is a strong predictor of Altruism, Conscientiousness and Sportsmanship. It was also theorized through **Hypothesis 2** that PCDP would positively affect PPJ. *Table 2* indicates that PCDP is a significant predictor of PPJ ( $\beta = 0.725$ ,  $p < 0.05$ ). The results are also in support of **Hypothesis 3** in which it was hypothesized that PPJ would positively affect the OCB dimensions: ALTR <--- PROC ( $\beta = 0.370$ ,  $p < 0.05$ ); CONS <--- PROC ( $\beta = 0.305$ ,  $p < 0.05$ ); and SPORT <--- PROC ( $\beta = 0.378$ ,  $p < 0.05$ ). Finally, **Hypothesis 4** stated that PPJ would mediate the relationship between PCDP and the OCB dimensions. The effects of PCDP on the OCB dimensions were tested while controlling for PPJ and the results showed that PPJ was a partial mediator of the effects of PCDP on all the OCB dimensions. The results in *Table 3* show that, with all the first three Baron and Kenny's (1986) conditions of mediation having being satisfied, when PCDP and PPJ were tested in the same model simultaneously, the direct effects of PCDP on the OCB dimensions as indicated by the regression coefficients decrease but remain significant. These results suggest partial mediation and hence in support of **Hypothesis 4**.

The Bootstrapping test results reported in *Table 3* confirmed that the indirect effects of PCDP on the OCB dimensions were significant. Additionally, the results from the estimation of the full mediation model with paths connecting PCDP with OCB dimensions through PPJ were compared with that of the partial mediation model which included direct paths from PCDP to ALTR, CONSC, and SPORT. The partial mediation model yielded a relatively better fit to the data (see *Table 2*) as compared to the full mediation model ( $\chi^2 = 505.48$  ( $p = .001$ );  $df = 271$ ;  $\chi^2/df = 1.86$ ; GFI = 0.907; CFI = 0.963; and RMSEA = 0.045,  $p = 1$ ). A comparison of the results from the two models indicated that the revised model had a significant decrease in Chi-Square ( $\Delta\chi^2 = 20.62$ ,  $df = 3$ ,  $p = 0.00012$ ) and improvement in the fit indices as well as regression estimates.

**Table 2: Fit Statistics and Regression Coefficients of the Partially Mediated Relationship between Developmental Initiatives and OCB Dimensions through Procedural Justice**

The goodness of Fit Statistics	Chi-Square	Degrees of Freedom	CMIN/DF	GFI	CFI	RMSEA
	484.854	268	1.809	0.913	0.966	0.044
Regression Coefficient	Variables		UnStandardized Estimate	S.E.	C.R.	P
	PROC <--- PCDP		0.725	0.05	14.56	***
	ALTR <--- PROC		0.341	0.089	3.821	***
	CONS <--- PROC		0.327	0.092	3.539	***
	SPORT <--- PROC		0.400	0.096	4.154	***
	ALTR <--- PCDP		0.312	0.077	4.068	***
	CONS <--- PCDP		0.471	0.081	5.784	***
SPORT <--- PCDP		0.419	0.083	5.03	***	

Note: N = 421

\*\* = Significant at  $p \leq 0.05$

As Table 3 below shows, the estimates and p-values generated through bootstrapping show that the indirect effects of PCDP to all the OCB dimensions are statistically significant. These results mean that there is both a significant direct effect between PCDP and OCB and a significant indirect effect through PPJ. In other words, the results show that PPJ partially mediates the relationships between PCDP and the OCB dimensions.

**Table 3: Direct and Indirect Effect of Developmental Initiatives on OCB Dimensions**

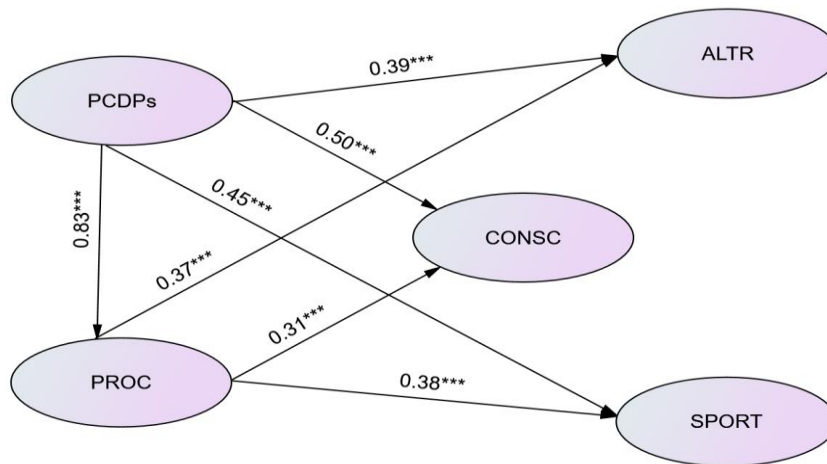
Dependent Variables	PCDP		
	Direct Effect	Indirect Effect	Total Effect
PROC	0.831	0	0.831
SPORT	0.452	0.314**	0.766
CONS	0.503	0.253**	0.756
ALTR	0.388	0.307**	0.695

Note: N = 421

\*\* = Significant at  $p \leq 0.05$

In general, the partial mediation model shows that all of the hypothesized relationships are supported as indicated by the path estimates in Figure 1 which are all significant at  $p < 0.005$ . This means that PCDP influences OCB directly and indirectly through PPJ. In other words, higher levels of PCDP lead to higher levels of PPJ which results in more employees' OCB. It must be noted that these findings hold even when the effects of gender, nationality, age, and education are controlled. The partial mediation structural model could still attain acceptable fit when tested while controlling for these demographic variables. The changes to the parameter estimates were also found to be negligible.

**Figure 2: Mediated Relationship between Developmental Initiatives and OCB Dimensions through Procedural Justice**



Source: Field Data

The Squared Multiple Correlations ( $R^2$ ), which measure the variance explained of the dependent variables, indicate that the final model explains 69% of the variance in PPJ, and 52.6%, 60% and 63.1% of the variance in the OCB factors: Altruism, Conscientiousness, and Sportsmanship. This means that with the influence of demographic variables being controlled, the proportions of the variability in Altruism, Conscientiousness, and Sportsmanship explained by the containing Perceived Competency Development Practices and Perceived Procedural Justice are 52.6%, 60%, and 63.1% respectively. The proportions make quite a respectable result especially when you compare it to the results that are reported in the previous HR journal articles. Conversely, the results mean less than half of the variance in all the OCB dimensions were explained by other variables.

### Discussion of Findings

This study was a response to studies suggesting that the influence of HR practices on OCB is not linear but a large portion of unexplained variation is explained by other organizational and individual conditions (Guyo & Guyo, 2014). Employees' OCB was hypothesized to be predicted by PCDP and PPJ. Overall, the results indicate that first, the majority of hotel employees in Tanzania feel that their workplaces do not provide adequate opportunities for their competency development and that the policies and procedures used in decision making and distribution of resources and rewards are somehow not fairly applied. As a result, hotel employees' engagement in OCB is generally low. Employees' rating of their perceptions of opportunity for career progression and procedural justice and their engagement in OCB as reflected by the mean-values in *Tables 1* indicate relatively lower scores on almost all the variables compared to results from similar studies (e.g. Tang & Tang, 2012; Zhang & Agarwal, 2009). The scores for all the study variables were below the mid-value on the 7-point Likert scale.

Secondly, the results support the overall hypothesized relationship that PPJ mediates the effects of PCDP on employees' OCB. It has been proven that the opportunity for career growth is significant and positively related to OCB (*Hypothesis 1*). The results also confirm partial

mediation through procedural justice of the effects of PCDP on OCB (*Hypothesis 4*). In mediating the effects of PCDP on OCB, PPJ significantly relates to PCDP (*Hypothesis 2*) on one hand and with the OCB dimensions on the other (*Hypothesis 3*). These results signify that positive perceptions of competency development practices motivate employees to engage in OCB by inducing their perceptions of fairness in the workplace. In other words, higher levels of perceived competency development practices lead to a higher level of perceived procedural justice which in turn results in more performance of OCB among employees.

The findings of the current study are consistent with SET and other management theories, which link HRM practices with employees' attitudes and behaviour, such as Herzberg's Two-Factor Motivation theory and Vroom's Expectancy Theory. They also confirm the findings established in several previous studies which have mostly been conducted in developed Western and Asian economies (e.g. Frenkel & Bednall, 2016; Ribeiro & Semedo, 2014; Schilpzand, Martins, Kirkman, Lowe, & Chen, 2013; Shin *et al.*, 2015; Takeuchi *et al.*, 2004) in which HRM practices have been found to significantly contribute to employees' OCB. A good example is a study by Schilpzand *et al.* (2013) in the USA which established that perceived fairness mediated the relationship between High-Performance HR practices and OCB. The results from these studies are similar to what has been established in the current study. However, the fact that in previous studies both competency developmental practices and procedural justice were examined as dimensions in HR and justice bundles while in the current study they have been examined as independent constructs or variables. It must also be noted that the findings of this study validate the applicability in an African country context of existing empirical findings obtained in studies that have been mostly been undertaken in Western countries.

### ***Theoretical Implications***

This study has confirmed that the management principles and practices developed in advanced economies to influence work attitudes and behaviour can satisfactorily be applied in other contexts including Africa in general and Tanzania in particular. The findings of this study provide evidence that cultural value orientations are becoming less an obstacle in the application of best HR practices globally. The findings suggest that despite the difference in cultural orientations in Tanzania, hotel employees are responsive to modern HRM practices such as competency development practices. Therefore, given the rapid changes that are taking place in the business environment in general and in the tourism industry in particular, organizations have to support the continuous development of skills among their employees to motivate them to engage in discretionary behaviour like OCB. The increasingly competitive nature of the tourism industry demands organizations to have employees who are able and willing to address unanticipated cases, solving new problems, and who can satisfy customers to exceed their expectations.

The study makes several important contributions to the HRM literature in general and OCB literature in particular. First, it has demonstrated the suitability of the adapted measurement instruments in the context where such instruments have rarely been used. The results from the reliability tests and confirmatory factor analysis show that all the adapted instruments were reliable and valid for use in an African country work context. Second, the study is among the few studies that have investigated OCB and its antecedents in a post-socialist African country where studies on HRM are scarce (Kamoche & Newenham-Kahindi, 2012) let alone studies on OCB. Kamoche, Siebers, Mamman, and Newenham-Kahindi (2015) assert that African countries are

relatively under-researched in the field of management in general and human resource management in particular. The findings of this study confirm the applicability of the factors established to influence OCB in African countries in general and Tanzania in particular.

Third, the study investigated several relationships that do not specifically feature in mainstream HRM literature. This includes analysis of competency development practices and procedural justice as independent rather than as dimensions in other constructs. This has enabled us to understand the power of specific HR practices in predicting OCB so that exaggeration or underestimation can be avoided. Fourth, procedural justice has been confirmed to partially mediate the effects of competency development practices on OCB which suggest it to be one of the mechanisms through which HR practices can influence the employees' OCB. Studies that have specifically examined the three variables (competency development practices, procedural justice, and OCB) in a single study are scarce in the OCB literature and HRM literature in general. In general, the findings of this study add to our understanding of the mediating role of procedural justice in the relationship between HRM practices and OCB.

### ***Managerial and Policy Implications***

The results of this study have some insights that can help managers of tourist hotels and other organizations in Tanzania. Hotels make one of the core services provided in any tourism industry (Baum, 2006). The performance of the country's tourism industry is largely dependent upon the quantity and quality of accommodation services. The low mean values perceived PCDP and PPJ as established in this study imply that employees are not happy with the way HR related policies and procedures are implemented in the hotel industry in Tanzania. Such unfavourable perceptions negatively impact on employees' performance of OCB. Since OCB is an established correlate of service quality and customer satisfaction, the quality of accommodation service is likely to be negatively affected which will consequently tarnish the image of Tanzania as a tourist destination. Given the critical role employees' OCB plays in service quality, hotels have to pay attention to their employees by adopting competency development practices which induce them to feel they are fairly treated and encourage them to continually engage in OCB. Nasuridin *et al.* (2015) maintain that when employees feel well treated by the firm's HR practices, they devote more resources to effectively deliver at the highest level.

To promote employees' OCB organizations, managers must adopt practices that offer employees opportunities that advance their career and performance capability. Such practices may include training, continuous performance appraisals and timely feedback, recognition of good performance, coaching and mentorship, and skill-based rewards. These kinds of practices are likely to create positive perceptions of fairness in the workplace and elicit OCB among employees. If applied appropriately competency development practices will generate perceptions of fairness which will foster positive behavioural reactions as having been reported in the extant studies. Increased levels of OCB among hotel employees will lead to an improvement in service quality and customer satisfaction which will, in turn, lead to an improved image of Tanzania as a destination thereby attracting new visitors and revisits among tourists.

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