CHAPTER V

FINDINGS, DISCUSSION AND CONCLUSION
5.0 INTRODUCTION

5.1 FINDINGS

5.2 DISCUSSION

5.3 MANAGERIAL IMPLICATIONS

5.4 CONCLUSION

5.5 FUTURE EXTENSION OF THE STUDY
5.0 INTRODUCTION

In this chapter the key findings and conclusions of this research are recapitulated. Based on these findings, discussions were made to know the mediating affect of organizational citizenship behavior on HRM practices and individual outcomes. Managerial implications deeply explain the universalistic proposition for the relationship of HRM practices on individual outcomes.

5.1 FINDINGS

5.1.1 SIMPLE PERCENTAGE ANALYSIS

- Most of the production engineers working in textile machine, electric and motor pumps, auto components, and home appliances are under the age group of 20 – 30 years. So that they can implement a new technology and idea in their working environment, which hikes their career growth significantly.
- Majority of the respondents from textile machine, electric and motor pumps, auto components and home appliances are belong to married category.
- Majority of the respondents working in this four major production sectors (textile machine, electric and motor pumps, auto components and home appliances) are graduates which shows that they can use their technical knowledge for the development of the organization.
- In this four major production sectors (textile machine, electric and motor pumps, auto components and home appliances) the population of women is lesser due to tight schedule and heavy work. So, compared to males, female’s respondents are less in production sectors.
- Majority of the respondents in production sectors are having only 1 – 5 years of experience in their current organization which shows that their turnover intention level is higher and engagement level is lower.
- Majority of the respondents in textile machine, electric and motor pumps, auto components and home appliances are having 6 – 10 years of total experience which implies that production engineers are not satisfied in their working environment.
- Majority of the respondents in production sectors belong to the income level of above Rs. 20,000.
5.1.2 ANALYSIS OF VARIANCE

5.1.2.1 Age and Engagement Level of Production Engineers

There is a significant difference between age and engagement level of production engineers in textile machine manufacturing sectors.

5.1.2.2 Education and Engagement Level of Production Engineers

There is a significant difference between education and engagement level of production engineers in auto components manufacturing sectors.

5.1.2.3 Years of Experience in the Current Organization and Engagement Level of Production Engineers

There is a no significant difference between years of experience in the current organization and engagement level of production engineers in all four (textile machine, electric & motor pumps, auto components and home appliances) major manufacturing sectors.

5.1.2.4 Total Experience and Engagement Level of Production Engineers

There is a no significant difference between total experience and engagement level of production engineers in all four (textile machine, electric & motor pumps, auto components and home appliances) major manufacturing sectors.

5.1.2.5 Age and Turnover Intention of Production Engineers

There is a no significant difference between age and turnover intention of production engineers in all four (textile machine, electric & motor pumps, auto components and home appliances) major manufacturing sectors.

5.1.2.6 Education and Turnover Intention of Production Engineers

There is a significant difference between education and turnover intention of production engineers in auto components manufacturing sectors.
5.1.2.7 Income and Turnover Intention of Production Engineers

There is no significant difference between income and turnover intention of production engineers in all four (textile machine, electric & motor pumps, auto components and home appliances) major manufacturing sectors.

5.1.2.8 Years of Experience in the Current Organization and Turnover Intention of Production Engineers

There is no significant difference between years of experience in the current organization and turnover intention of production engineers in all four (textile machine, electric & motor pumps, auto components and home appliances) major manufacturing sectors.

5.1.2.9 Total Experience and Turnover Intention of Production Engineers

There is a significant difference between total experience and turnover intention of production engineers in electric & motor pumps manufacturing sectors.

5.1.3 POST – HOC METHOD

5.1.3.1 Age and Engagement Level of Production Engineers in Textile Machine Manufacturing Sectors

A turkey post – hoc method reveals that the production engineer’s engagement level is significantly higher when their age is between 31 – 40 years.

5.1.3.2 Income and Engagement Level of Production Engineers in Auto Components Manufacturing Sectors

A turkey post – hoc method reveals that the production engineer’s engagement level is significantly higher when their income is between Rs. 10,000 – Rs. 15,000.

5.1.3.3 Total Experience and Turnover Intention of Production Engineers in Electric and Motor Pumps Manufacturing Sectors

A turkey post – hoc method reveals that the production engineer’s turnover intention level is significantly lower when their total experience is above 10 years.
5.1.4 INTERCORRELATION ANALYSIS

5.1.4.1 Mean, Standard Deviation and Correlation of all Studied Variables

The inter-correlation results reveals that retention oriented compensation is positively related to altruism \((r=0.26, p<0.01)\), conscientiousness \((r=0.36, p<0.01)\), teambuilding \((r=0.32, p<0.01)\), loyalty \((r=0.41, p<0.01)\), employee engagement \((r=0.27, p<0.01)\) and negatively related to turnover intention \((r=-0.33, p<0.01)\), formalized training is positively related to altruism \((r=0.35, p<0.01)\), conscientiousness \((r=0.44, p<0.01)\), teambuilding \((r=0.50, p<0.01)\), loyalty \((r=0.46, p<0.01)\), employee engagement \((r=0.34, p<0.01)\) and negatively related to turnover intention \((r=-0.33, p<0.01)\), empowerment is positively related to teambuilding \((r=0.13, p<0.05)\) and employee engagement \((r=0.14, p<0.01)\), rewards & recognition is positively related to altruism \((r=0.34, p<0.01)\), conscientiousness \((r=0.38, p<0.01)\), teambuilding \((r=0.34, p<0.01)\), loyalty \((r=0.52, p<0.01)\), employee engagement \((r=0.29, p<0.01)\) and negatively related to turnover intention \((r=-0.45, p<0.01)\). Altruism is positively related to employee engagement \((r=0.28, p<0.01)\) and negatively related to turnover intention \((r=-0.11, p<0.05)\), conscientiousness is positively related to employee engagement \((r=0.26, p<0.01)\), teambuilding is positively related to employee engagement \((r=0.33, p<0.01)\) and negatively related to turnover intention \((r=-0.23, p<0.05)\), loyalty is positively related to employee engagement \((r=0.34, p<0.01)\) and negatively related to turnover intention \((r=-0.25, p<0.05)\). The inter-correlation results preliminarily supported the proposed relationship between variables in diagram 1.3.1.

5.1.4.2 Mean, Standard Deviation and Correlation of all Studied Variables in Textile Machine Manufacturing Sectors

The inter-correlation results shows that formalized training is positively related to teambuilding \((r=0.27, p<0.01)\) and negatively related to turnover intention \((r=-0.19, p<0.05)\), empowerment is positively related to teambuilding \((r=0.25, p<0.05)\), rewards & recognition is positively related to conscientiousness \((r=0.25, p<0.01)\) and teambuilding is positively related to employee engagement \((r=0.20, p<0.05)\).

5.1.4.3 Mean, Standard Deviation and Correlation of all Studied Variables in Electric and Motor Pumps Manufacturing Sectors

The inter-correlation results shows that retention oriented compensation is positively related to altruism \((r=0.36, p<0.01)\), conscientiousness \((r=0.43, p<0.01)\), teambuilding \((r=0.34, p<0.01)\), and negatively related to turnover intention \((r=-0.33, p<0.01)\), formalized training is positively related to altruism \((r=0.35, p<0.01)\), conscientiousness \((r=0.44, p<0.01)\), teambuilding \((r=0.50, p<0.01)\), loyalty \((r=0.46, p<0.01)\), employee engagement \((r=0.34, p<0.01)\) and negatively related to turnover intention \((r=-0.33, p<0.01)\), empowerment is positively related to teambuilding \((r=0.13, p<0.05)\) and employee engagement \((r=0.14, p<0.01)\), rewards & recognition is positively related to altruism \((r=0.34, p<0.01)\), conscientiousness \((r=0.38, p<0.01)\), teambuilding \((r=0.34, p<0.01)\), loyalty \((r=0.52, p<0.01)\), employee engagement \((r=0.29, p<0.01)\) and negatively related to turnover intention \((r=-0.45, p<0.01)\). Altruism is positively related to employee engagement \((r=0.28, p<0.01)\) and negatively related to turnover intention \((r=-0.11, p<0.05)\), conscientiousness is positively related to employee engagement \((r=0.26, p<0.01)\), teambuilding is positively related to employee engagement \((r=0.33, p<0.01)\) and negatively related to turnover intention \((r=-0.23, p<0.05)\), loyalty is positively related to employee engagement \((r=0.34, p<0.01)\) and negatively related to turnover intention \((r=-0.25, p<0.05)\). The inter-correlation results preliminarily supported the proposed relationship between variables in diagram 1.3.1.
p<0.01), loyalty (r=.45, p<0.01) and negatively related to turnover intention (r=-.47, p<0.01),
formalized training is positively related to altruism (r=.35, p<0.01), conscientiousness (r=.36,
p<0.01), teambuilding (r=.35, p<0.01), loyalty (r=.40, p<0.01), employee engagement (r=.29,
p<0.01) and negatively related to turnover intention (r=-.23, p<0.01), empowerment is
positively related to teambuilding (r=.25, p<0.01), and negatively related to turnover
intention(r=-.21, p<0.05), rewards & recognition is positively related to altruism (r=.28,
p<0.01), conscientiousness (r=.25, p<0.01), teambuilding (r=.34, p<0.01), loyalty (r=.49,
p<0.01), employee engagement (r=.23, p<0.01) and negatively related to turnover intention
(r=-.53, p<0.01). Teambuilding is positively related to employee engagement (r=.24, p<0.05)
and negatively related to turnover intention (r=-.30, p<0.01), loyalty is positively related to
employee engagement (r=.21, p<0.05) and negatively related to turnover intention (r=-.28,
p<0.01).

5.1.4.4 Mean, Standard Deviation and Correlation of all Studied Variables in Auto
Components Manufacturing Sectors

The inter-correlation results reveals that retention oriented compensation is positively
related to altruism (r=.46, p<0.01), conscientiousness (r=.47, p<0.01), teambuilding (r=.58,
p<0.01), loyalty (r=.61, p<0.01), employee engagement (r=.48, p<0.01) and negatively
related to turnover intention (r=-.36, p<0.01), formalized training is positively related to altruism (r=.42, p<0.01), conscientiousness (r=.60, p<0.01), teambuilding (r=.57, p<0.01),
loyalty (r=.70, p<0.01), employee engagement (r=.58, p<0.01) and negatively related to turnover intention (r=-.42, p<0.01), rewards & recognition is positively related to altruism (r=.41, p<0.01), conscientiousness (r=.45, p<0.01), teambuilding (r=.44, p<0.01), loyalty (r=.68, p<0.01), employee engagement (r=.38, p<0.01) and negatively related to turnover intention (r=-.45, p<0.01). Altruism is positively related to employee engagement (r=.43,
p<0.01), conscientiousness is positively related to employee engagement (r=.61, p<0.01),
teambuilding is positively related to employee engagement (r=.33, p<0.01) and negatively
related to turnover intention (r=-.56, p<0.05) and negatively related to turnover intention (r=-
.23, p<0.05) loyalty is positively related to employee engagement (r=.64, p<0.01) and
negatively related to turnover intention (r=-.25, p<0.01).
5.1.4.5 Mean, Standard Deviation and Correlation of all Studied Variables in Home Appliances Manufacturing Sectors

The inter-correlation results show that retention oriented compensation is positively related to altruism ($r=0.19$, $p<0.05$), formalized training is positively related to altruism ($r=0.27$, $p<0.01$), conscientiousness ($r=0.19$, $p<0.05$), teambuilding ($r=0.58$, $p<0.01$), empowerment is positively related to loyalty ($r=0.20$, $p<0.05$) and rewards & recognition is negatively related to turnover intention ($r=-0.28$, $p<0.01$).

5.1.5 REGRESSION ANALYSIS

5.1.5.1 The Effect of Hrm Practices on OCB and the Effect Of OCB on Individual Outcomes Among Production Engineers

Beta values of retention oriented compensation = 0.257, 0.358, 0.322, 0.407 at $p<0.001$ shows that retention oriented compensation practices is having significant relationship with organizational citizenship behavior.

Beta values of formalized training = 0.348, 0.441, 0.500, 0.456 at $p<0.001$ shows that formalized training practices is having significant relationship with organizational citizenship behavior.

Empowerment = 0.127 at $p<0.05$ shows that empowerment practices is having significant relationship with organizational citizenship behavior.

Beta values of rewards & recognition = 0.244, 0.357, 0.343, 0.520 at $p<0.001$ shows that rewards & recognition practices is having significant relationship with organizational citizenship behavior.

Beta values of altruism= 0.277, conscientiousness=0. 261, team building =0.327, loyalty=0.340 at $p<0.001$ shows that organizational citizenship behavior is having significant relationship with engagement level of production engineers.

Beta values of altruism= -0.113, conscientiousness=-0.093, team building =-0.228, loyalty=-0.248 at $p<0.001$ shows that organizational citizenship behavior is having significant relationship with turnover intention.
5.1.5.2 The Effect of HRM Practices on OCB and the Effect of OCB on Individual Outcomes Among Production Engineers in Textile Machine Manufacturing Sectors

Beta values of retention oriented compensation = 0.186, at p<0.010 shows that retention oriented compensation practices is having significant relationship with organizational citizenship behavior (loyalty).

Beta values of formalized training = 0.186, 0.270 at p<0.010, p<0.01 shows that formalized training practices is having significant relationship with organizational citizenship behavior (conscientiousness and team building).

Beta values of empowerment = 0.185, 0.253 at p<0.10, p<0.05 shows that empowerment practices is having significant relationship with organizational citizenship behavior (altruism and team building).

Beta values of rewards & recognition = 0.258 at p<0.001 shows that rewards & recognition practices is having significant relationship with organizational citizenship behavior (conscientiousness).

Beta values of team building = 0.200 at p<0.05 shows that organizational citizenship behavior (team building) is having significant relationship with engagement level of production engineers.

Organizational citizenship behavior is not having a significant relationship with turnover intention.

5.1.5.3 The Effect of HRM Practices on OCB and the Effect of OCB on Individual Outcomes Among Production Engineers in Electric and Motor Manufacturing Sectors

Beta values of retention oriented compensation = 0.361, 0.426, 0.346, 0.456 at p<0.001 shows that retention oriented compensation practices is having significant relationship with organizational citizenship behavior.

Beta values of formalized training = 0.354, 0.360, 0.355, 0.404 at p<0.001 shows that formalized training practices is having significant relationship with organizational citizenship behavior.
Beta values of empowerment = 0.171, 0.259 at p<0.10, p<0.01 shows that empowerment practices is having significant relationship with organizational citizenship behavior (altruism and team building).

Beta values of rewards & recognition = 0.288, 0.251, 0.343, 0.499 at p<0.01, p<0.05, p<0.001 shows that rewards & recognition practices is having significant relationship with organizational citizenship behavior.

Beta values of team building =0.200, loyalty=0.029 at p<0.05 shows that organizational citizenship behavior (team building and loyalty) is having significant relationship with engagement level of production engineers.

Beta values of team building =-0.304, loyalty=-0.285 at p<0.01 shows that organizational citizenship behavior (team building and loyalty) is having significant relationship with turnover intention.

5.1.5.4 The Effect of HRM Practices on OCB and the Effect of OCB on Individual Outcomes among Production Engineers in Auto Components Manufacturing Sectors

Beta values of retention oriented compensation = 0.467, 0.477, 0.582, 0.617 at p<0.001 shows that retention oriented compensation practices is having significant relationship with organizational citizenship behavior.

Beta values of formalized training = 0.429, 0.602, 0.575, 0.701 at p<0.001 shows that formalized training practices is having significant relationship with organizational citizenship behavior.

There is no significant relationship between empowerment practices organizational citizenship behavior.

Beta values of rewards & recognition = 0.416, 0.450, 0.442, 0.680 at p<0.001, shows that rewards & recognition practices is having significant relationship with organizational citizenship behavior.

Beta values of altruism=0.431, conscientiousness=0.617, team building =0.569, loyalty=0.649 at p<0.001 shows that organizational citizenship behavior is having significant relationship with engagement level of production engineers.
Beta values of team building =-0.235, loyalty=-0.257 at p<0.05, p<0.01 shows that organizational citizenship behavior (team building and loyalty) is having significant relationship with turnover intention.

5.1.5.4 The Effect of HRM Practices on OCB and the Effect of OCB on Individual Outcomes among Production Engineers in Home Appliances Manufacturing Sectors

Beta values of retention oriented compensation = 0.195, 0.179, 0.174 at p<0.010 shows that retention oriented compensation practices is having significant relationship with organizational citizenship behavior.

Beta values of formalized training = 0.271, 0.587 at p<0.01, p<0.001 shows that formalized training practices is having significant relationship with organizational citizenship behavior (altruism, teambuilding).

Beta values of empowerment = 0.181, 0.209 at p<0.10, p<0.05 shows that empowerment practices is having significant relationship with organizational citizenship behavior (altruism and loyalty).

Beta values of rewards & recognition = 0.181 at p<0.10 shows that rewards & recognition practices is having significant relationship with organizational citizenship behavior.

There is no significant relationship between organizational citizenship behavior and engagement level of production engineers.

Beta values of loyalty =-0.179 at p<0.10 shows that organizational citizenship behavior (loyalty) is having significant relationship with turnover intention.

5.1.6 BARON AND KENNEY THREE STEP MODEL OF REGRESSION ANALYSIS

5.1.6.1 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Engagement Level

In model 1, retention oriented compensation (β=0.088, p<0.010), formalized training (β=0.225, p<0.001) and rewards & recognition (β=0.185, p<0.01) is found to be positively related to altruism (ΔR²=0.17, p<0.001), retention oriented compensation (β=0.200, p<0.001), formalized training (β=0.329, p<0.001) is found to be positively related to conscientiousness (ΔR²=0.25, p<0.001), retention oriented compensation (β=0.145, p<0.01),
formalized training ($\beta=0.414$, $p<0.001$) and empowerment ($\beta=0.075$, $p<0.10$) is found to be positively related to team building ($\Delta R^2=0.28$, $p<0.001$), retention oriented compensation ($\beta=0.170$, $p<0.001$), formalized training ($\beta=0.414$, $p<0.010$) and rewards & recognition ($\beta=0.315$, $p<0.001$) is found to be positively related to loyalty ($\Delta R^2=0.34$, $p<0.001$). In model 2, retention oriented compensation ($\beta=0.139$, $p<0.01$), formalized training ($\beta=0.233$, $p<0.001$) and empowerment ($\beta=0.104$, $p<0.05$) is positively related to engagement ($\Delta R^2=0.16$, $p<0.001$). In model 3, the result reveals a significant effect of altruism on engagement ($\beta=0.16$, $p<0.01$; $\Delta R^2=0.18$, $p<0.001$), conscientiousness on engagement ($\beta=0.10$, $p<0.05$; $\Delta R^2=0.17$, $p<0.001$), team building on engagement ($\beta=0.17$, $p<0.01$; $\Delta R^2=0.18$, $p<0.001$), loyalty on engagement ($\beta=0.20$, $p<0.001$; $\Delta R^2=0.19$, $p<0.001$) while retention oriented compensation and formalized training become less significant on production engineers engagement level. Therefore from the results of the above three models it is found that organizational citizenship behavior (altruism, conscientiousness, teambuilding, loyalty) partially mediates the relationships (1) between retention oriented compensation and employee engagement (2) between formalized training and employee engagement

5.1.6.2 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Turnover Intention

In model 1, retention oriented compensation ($\beta=0.088$, $p<0.010$), formalized training ($\beta=0.225$, $p<0.001$) and rewards & recognition ($\beta=0.185$, $p<0.01$) is found to be positively related to altruism ($\Delta R^2=0.17$, $p<0.001$), retention oriented compensation ($\beta=0.200$, $p<0.001$), formalized training ($\beta=0.329$, $p<0.001$) is found to be positively related to conscientiousness ($\Delta R^2=0.25$, $p<0.001$), retention oriented compensation ($\beta=0.145$, $p<0.01$), formalized training ($\beta=0.414$, $p<0.001$) and empowerment ($\beta=0.075$, $p<0.10$) is found to be positively related to team building ($\Delta R^2=0.28$, $p<0.001$), retention oriented compensation ($\beta=0.170$, $p<0.001$), formalized training ($\beta=0.414$, $p<0.010$) and rewards & recognition ($\beta=0.315$, $p<0.001$) is found to be positively related to loyalty ($\Delta R^2=0.34$, $p<0.001$). In model 2, retention oriented compensation ($\beta=0.154$, $p<0.01$) formalized training ($\beta=0.104$, $p<0.05$) and rewards & recognition ($\beta=0.329$, $p<0.001$) is negatively related to turnover intention ($\Delta R^2=0.24$, $p<0.001$). In model 3, the result reveals a significant effect of altruism on turnover intention ($\beta=0.16$, $p<0.01$; $\Delta R^2=0.25$, $p<0.001$), conscientiousness on turnover intention ($\beta=-0.19$, $p<0.001$; $\Delta R^2=0.26$, $p<0.001$), team building on turnover intention ($\beta=-0.15$, $p<0.01$; $\Delta R^2=0.24$, $p<0.01$) and loyalty on turnover intention ($\beta=-0.344$, $p<0.001$;
while retention oriented compensation and rewards & recognition become less significant on production engineers turnover intention. Therefore from the results of the above three models it is found that organizational citizenship behavior (altruism, conscientiousness, team building, loyalty) partially mediates the relationships (1) between retention oriented compensation and turnover intention (2) between rewards & recognition and turnover intention.

5.1.6.3 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Engagement Level in Textile Machine Manufacturing Sectors

In model 1, formalized training ($\beta=0.24, p<0.05$), empowerment ($\beta=0.24, p<0.05$) is found to be positively related to teambuilding ($\Delta R^2=0.13, p<0.05$). In model 2, rewards & recognition ($\beta=0.09, p<0.01$) is positively related to engagement ($\Delta R^2=0.14, p<0.01$). In model 3, the result reveals a significant effect of team building on engagement ($\beta=0.15, p<0.05; \Delta R^2=0.06, p<0.01$) while rewards & recognition become less significant on production engineers engagement level. Therefore from the results of the above three models it is found that organizational citizenship behavior (teambuilding) partially mediates the relationship between human resource management practices (rewards & recognition) and engagement level.

5.1.6.4 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Turnover Intention in Textile Machine Manufacturing Sectors

In model 1, formalized training ($\beta=0.24, p<0.05$), empowerment ($\beta=0.24, p<0.05$) is found to be positively related to teambuilding ($\Delta R^2=0.13, p<0.05$). In model 2, retention oriented compensation ($\beta=-0.17, p<0.01$) is negatively related to turnover intention ($\Delta R^2=0.05, p<0.01$). In model 3, the result reveals a significant effect of OCB(team building) on turnover intention ($\beta=-.15, p<0.01; \Delta R^2=0.07, p<0.01$), while retention oriented compensation become less significant on production engineers turnover intention. Therefore from the results of the above three models it is found that organizational citizenship behavior (team building) partially mediates the relationship between human resource management practices (retention oriented compensation) and turnover intention.
5.1.6.5 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Engagement Level in Electric and Motor Pumps Manufacturing Sectors

In model 1, retention oriented compensation ($\beta=0.39$, $p<0.01$) and formalized training ($\beta=0.24$, $p<0.05$) is found to be positively related to conscientiousness ($\Delta R^2=0.22$, $p<0.001$), formalized training ($\beta=0.23$, $p<0.05$) is found to be positively related to altruism ($\Delta R^2=0.18$, $p<0.01$) and retention oriented compensation ($\beta=0.15$, $p<0.05$) and rewards & recognition ($\beta=0.12$, $p<0.01$) is found to be positively related to loyalty ($\Delta R^2=0.31$, $p<0.001$). In model 2, formalized training ($\beta=0.23$, $p<0.05$) is positively related to engagement ($\Delta R^2=0.11$, $p<0.01$). In model 3, the result reveals a significant effect of loyalty on engagement ($\beta=0.10$, $p<0.01$; $\Delta R^2=0.11$, $p<0.05$) while formalized training become less significant on production engineers engagement level. Therefore from the results of the above three models it is found that organizational citizenship behavior (loyalty) partially mediates the relationship between human resource management practices (formalized training) and engagement level.

5.1.6.6 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Turnover Intention in Electric and Motor Pumps Manufacturing Sectors

In model 1, retention oriented compensation ($\beta=0.39$, $p<0.01$) and formalized training ($\beta=0.24$, $p<0.05$) is found to be positively related to conscientiousness ($\Delta R^2=0.22$, $p<0.001$), formalized training ($\beta=0.23$, $p<0.05$) is found to be positively related to altruism ($\Delta R^2=0.18$, $p<0.01$) and retention oriented compensation ($\beta=0.15$, $p<0.05$) and rewards & recognition ($\beta=0.12$, $p<0.01$) is found to be positively related to loyalty ($\Delta R^2=0.31$, $p<0.001$). In model 2, retention oriented compensation ($\beta=-0.27$, $p<0.05$) is negatively related to turnover intention ($\Delta R^2=0.34$, $p<0.001$). In model 3, the result reveals a significant effect of team building on turnover intention ($\beta=-0.11$, $p<0.01$; $\Delta R^2=0.35$, $p<0.001$), while retention oriented compensation become less significant on production engineers turnover intention. Therefore from the results of the above three models it is found that organizational citizenship behavior (team building) partially mediates the relationship between human resource management practices (retention oriented compensation) and turnover intention.
The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Engagement Level in Auto Components Manufacturing Sectors

In model 1, retention oriented compensation ($\beta=0.29$, $p<0.05$) is found to be positively related to altruism ($\Delta R^2=0.27$, $p<0.001$), formalized training ($\beta=0.50$, $p<0.001$) is found to be positively related to conscientiousness ($\Delta R^2=0.40$, $p<0.001$), retention oriented compensation ($\beta=0.40$, $p<0.001$), formalized training ($\beta=0.38$, $p<0.001$) is found to be positively related to team building ($\Delta R^2=0.43$, $p<0.001$), retention oriented compensation ($\beta=0.20$, $p<0.05$), formalized training ($\beta=0.40$, $p<0.001$) and rewards & recognition ($\beta=0.30$, $p<0.01$) is found to be positively related to loyalty ($\Delta R^2=0.61$, $p<0.001$). In model 2, retention oriented compensation ($\beta=0.26$, $p<0.01$), formalized training ($\beta=0.49$, $p<0.001$) is positively related to engagement ($\Delta R^2=0.39$, $p<0.001$). In model 3, the result reveals a significant effect of altruism on engagement ($\beta=0.19$, $p<0.05$; $\Delta R^2=0.42$, $p<0.001$), conscientiousness on engagement ($\beta=0.40$, $p<0.001$; $\Delta R^2=0.49$, $p<0.001$), team building on engagement ($\beta=0.30$, $p<0.01$; $\Delta R^2=0.44$, $p<0.001$), loyalty on engagement ($\beta=0.52$, $p<0.001$; $\Delta R^2=0.50$, $p<0.001$) while retention oriented compensation and formalized training become less significant on production engineers engagement level. Therefore from the results of the above three models it is found that organizational citizenship behavior (altruism, conscientiousness, teambuilding, loyalty) partially mediates the relationships (1) between retention oriented compensation and employee engagement (2) between formalized training and employee engagement.

The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Turnover Intention in Auto Components Manufacturing Sectors

In model 1, retention oriented compensation ($\beta=0.29$, $p<0.05$) is found to be positively related to altruism ($\Delta R^2=0.27$, $p<0.001$), formalized training ($\beta=0.50$, $p<0.001$) is found to be positively related to conscientiousness ($\Delta R^2=0.40$, $p<0.001$), retention oriented compensation ($\beta=0.40$, $p<0.001$), formalized training ($\beta=0.38$, $p<0.001$) is found to be positively related to team building ($\Delta R^2=0.43$, $p<0.001$), retention oriented compensation ($\beta=0.20$, $p<0.05$), formalized training ($\beta=0.40$, $p<0.001$) and rewards & recognition ($\beta=0.30$, $p<0.01$) is found to be positively related to loyalty ($\Delta R^2=0.61$, $p<0.001$). In model 2, formalized training ($\beta=-0.24$, $p<0.01$) and rewards & recognition ($\beta=-0.26$, $p<0.01$) is
negatively related to turnover intention ($\Delta R^2 = 0.26$, $p<0.001$). In model 3, the result reveals a significant effect of altruism on turnover intention ($\beta = -0.31$, $p<0.01$; $\Delta R^2 = 0.33$, $p<0.001$), conscientiousness on turnover intention ($\beta = -0.32$, $p<0.01$; $\Delta R^2 = 0.32$, $p<0.001$), while formalized training and rewards & recognition become less significant on production engineers turnover intention. Therefore from the results of the above three models it is found that organizational citizenship behavior (altruism, conscientiousness) partially mediates the relationships (1) between formalized training and turnover intention (2) between rewards & recognition and turnover intention.

5.1.6.9 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Engagement Level in Home Appliances Manufacturing Sectors

In model 1, retention oriented compensation ($\beta = 0.21$, $p<0.05$), formalized training ($\beta = 0.28$, $p<0.001$) is found to be positively related to altruism ($\Delta R^2 = 0.15$, $p<0.01$), formalized training ($\beta = 0.57$, $p<0.001$) is found to be positively related to team building ($\Delta R^2 = 0.36$, $p<0.001$). In model 2, retention oriented compensation ($\beta = 0.03$, $p<0.01$) and empowerment ($\beta = 0.18$, $p<0.05$) is positively related to engagement ($\Delta R^2 = 0.04$, $p<0.01$). In model 3, the result reveals a significant effect of altruism on engagement ($\beta = 0.22$, $p<0.05$; $\Delta R^2 = 0.08$, $p<0.05$) while retention oriented compensation become less significant on production engineers engagement level. Therefore from the results of the above three models it is found that organizational citizenship behavior (altruism) partially mediates between human resource management practices (retention oriented compensation) and engagement level.

5.1.6.10 The Mediating Role of Organizational Citizenship Behavior on HRM Practices and Productions Engineers Turnover Intention in Home Appliances Manufacturing Sectors

In model 1, retention oriented compensation ($\beta = 0.21$, $p<0.05$), formalized training ($\beta = 0.28$, $p<0.001$) is found to be positively related to team building ($\Delta R^2 = 0.36$, $p<0.001$). In model 2, rewards & recognition ($\beta = -0.28$, $p<0.01$) is negatively related to turnover intention ($\Delta R^2 = 0.11$, $p<0.01$). In model 3, (table 99) reveals a significant effect of OCB (loyalty) on turnover intention ($\beta = -0.17$, $p<0.01$; $\Delta R^2 = 0.13$, $p<0.05$), while rewards & recognition become less significant on production engineers turnover intention. Therefore from the results of the above three models it is found that organizational citizenship behavior (loyalty)
partially mediates between human resource management practices (rewards & recognition) and turnover intention.

5.2 DISCUSSION

The present study attempted to test the relationship between perceived HRM practices and employees’ individual outcomes (engagement level, turnover intention) with the intervention of a behavioral mediator among production engineers especially working in research & development, product design and quality checking departments in four major manufacturing sectors (textile machine, electric & motor pumps, auto components and home appliances) that, to date, has received little attention in HRM literature. The results of this study provide a strong indication that the effects of HRM practices (i.e., retention-oriented compensation and formalized training, rewards & recognition in this study) on individual outcomes (engagement level and turnover intention) might not be so simple, meaning there might be some behavioral facts mediating the relationship. Shaw et al. (1998) have shown that the use of ‘high-performance HRM practices’ enhances individual outcomes. However, the questions of how and why ‘high-performance HRM practices’ reinforce individual consequence still remain. The black-box on this relationship thus clearly needs to be uncovered. The researcher have found that retention-oriented compensation, formalized training and rewards & recognition are positively related to organizational citizenship behavior, employee engagement level while they are negatively associated with turnover intention. Furthermore, the researcher have also found that organizational citizenship behavior mediates the effects of retention-oriented compensation and formalized training on engagement level of production engineers and organizational citizenship behavior mediates the effects of retention-oriented compensation and rewards & recognition on turnover intention of production engineers. The researcher tested the research model using a sample of manufacturing sectors in Coimbatore district, the results support all hypotheses expect empowerment. The findings confirm the researchers’ (Li and Putterill 2007; Rowley et al. 2004; Kim and Leung 2007) prediction that the key to success for manufacturing sectors is to modify their HRM practices to adapt to the manufacturer work context such as its business culture. It also confirms the argument that contemporary manufacturing style HRM is not a rigid set of unified principles and concepts but rather a contextual-sensitive system that can be modified and adapted in its subsidiaries.
5.3 MANAGERIAL IMPLICATIONS

The argument that OCB mediates the effects of HRM practices on individual outcomes the organization can be supported by the Foucauldian notion of discipline (Foucault 1977). Foucault’s (1977) theory relating to surveillance and discipline no longer solely represents visible power such as supervisor observations in the workplace, but has become more internalized as ‘those on whom it is exercised tend to be more strongly individualized’ (p. 190). OCB is perhaps perceived as a new management concept to govern the ‘souls and hearts’ of production engineers to cope with organizational goals and directions. It may be a kind of self-discipline. The core heart of production units are the technical engineers, working in research & development, product & design and quality checking because these professionals possess specific skills that are mandatory for the economic development of the organizations. These professionals are implementing lot of new innovative production techniques to facilitate a sustainable development besides their competitors. The higher Turnover intention level and lower engagement level arises from the heavy demand for them in the job market. Thus, manufacturers refined production systems in order to solve the problem of severe labor turnover and to motivate the workforce, and hence be successful in the business. Traditionally, changes in work organization are regarded as the analysis of procedures, data flow, activities, objects, transactions, and processes, whereas the new philosophy recognizes that sustained advantage is not just a product of automation and quality, but the involvement of the workforce (Ciborra, Patriotta and Erlich 1996). Similarly, Miller and O’Leary (2002) pointed out that ‘rethinking the factory’ meant both a physical reconstruction of the factory, as well as a reconstruction of ideas and practices about how to govern the actions of persons within the reengineered customer-driven factory. Recognizing this issue, major production sectors such as textile machine, electric & motor pumps, auto components and home appliances have increasingly put emphasis on seeking improvements in human resource practices. Under the system of flexible production, or the so-called lean and fit organization designed by Womack, Jones and Roos (1990), the notion of OCB is perhaps considered as the panacea for depressed employee loyalty due to massive layoffs, thus rendering the organizations healthier. Various research findings have consistently suggested that employees are more likely to contribute discretionary effort to organizations through the decentralization of production responsibilities to shop-floor teams (MacDuffie 1995). Therefore, by manufacturing the OCB value through the use of sophisticated HRM practices, control ‘rested on shaping workers’ identities, emotions,
attitudes, and beliefs” (Barley and Kunda 1992). In other words, OCB, considered as a management concept, reinforces discretionary individual behavior through the use of sophisticated HRM practices, thus resulting in high engagement level and lower rates of turnover intention. Second, the findings suggest that the universalistic proposition for the relationship of HRM on individual outcomes is not that simple. Indeed, it requires the intervention (mediation) of behavioral reactions.

5.4 CONCLUSION

The current research work tries to answer the questions of how and why high performance HRM practices reinforce desirable individual consequences. In particular we found that: (1) Retention-oriented compensation, Formalized training and Rewards & Recognition are positively related to organizational citizenship behavior (2) organizational citizenship behavior increases production engineer’s engagement level (3) organizational citizenship behavior lowers production engineer’s turnover intention (4) organizational citizenship behavior (altruism, conscientiousness, teambuilding, loyalty) partially mediates the relationships (i) between retention oriented compensation and employee engagement (ii) between formalized training and employee engagement (5) organizational citizenship behavior (altruism, conscientiousness, team building, loyalty) partially mediates the relationships (i) between retention oriented compensation and turnover intention (ii) between rewards & recognition and turnover intention.

5.5 FUTURE EXTENSION OF THE STUDY

The present study has three major limitations which should be focused in future study. First, the study was limited to production engineers along with relatively small sample size which was preferred through purposive sampling method confined with small geographic area. Second, since the data was collected from a few production sectors located in Coimbatore district, we may not know the generalizability of the findings. Future research is thus; recommend to collect data from other states, nations, public enterprises or non-profit organizations to investigate the effect of HRM practices on engagement and turnover intention. Third, we examined OCB as the only behavioral mediator in the model. Thus, we still do not confirm much about other behavioral reactions mediate the relationship of HRM on employee engagement and turnover intention. Future studies may therefore further investigate a variety of behavioral mediators such as job satisfaction, employment commitment and flexibility on the relationship.