

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME (İNGİLİZCE) ANABİLİM DALI
SAYISAL YÖNTEMLER (İNGİLİZCE) BİLİM DALI

**IDENTIFYING THE IMPACT OF HUMAN RESOURCE DEVELOPMENT
CLIMATE ON JOB ATTITUDES**

Yüksek Lisans Tezi

AKBAR BARMAKY

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Danışmanı: Dr. Öğr. Üyesi Hüseyin Ekizler

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ÖZET

İnsan kaynakları yönetimi (İKY) bağlamındaki mevcut literatüre göre, insan kaynakları geliştirme (İKG) ikliminin, çalışanların iş tutumları üzerindeki önemli rolü yadsınamaz. Bu çalışma, İKG ikliminin iş tutumları üzerinde olan olumlu ve olumsuz etkisini belirlemeyi amaçlamaktadır. Önerilen modelde beş gizli değişken bulunmakta, bunlardan İKG iklimi dışsal değişken, iş katılımı, örgütsel bağlılık, örgütsel vatandaşlık davranışları (OCB) ve ters üretkenlik çalışma davranışları (CWB) içsel değişkenler olarak yer almaktadır. Çalışmada, İran'ın başkenti olan Tahran'da bulunan özel bankalardaki çalışanları kapsayan örneklem seçilmiş olup anket yöntemi ile toplanmış verileri nicel bir yöntem ile analiz edilmiştir. Dağıtılmış olan anketlerden 384 adedi kullanılabilir ve tam olarak elde edilmiştir. Araştırma soruları ve hipotezler önerilen modele göre formüle edilmiş ve Yapısal Eşitlik Modeli (YEM) yöntemi kullanılarak analizler yapılmıştır. Bulgular, İKG ikliminin iş tutumları üzerinde önemli bir belirleyici boyut olduğunu desteklemektedir. Bunların arasında, çalışma katılımı ve örgütsel bağlılık üzerindeki İKG ikliminin belirleyiciliği de dikkat çekicidir. Ayrıca, İKG ikliminin OCB artışında olumlu etkisi ve negatif iş tutumlarında olumsuz etkisi olduğu gözlenmiştir. Sonuçlar, İKY alanındaki akademisyenler için faydalı olacağı gibi, İran özel bankacılık sektöründeki yöneticiler için yönetsel çıkarımlar olacağı da söylenebilmektedir. Çalışmadan elde edilen sonuçların yöneticilere, sektör içindeki çalışanlar arasında örgütsel bağlılık ve iş ilişkilerinin nasıl arttırılacağına dair öngörüler sağlayacaktır. Ayrıca, sonuçlar vatandaşlık davranışları duygusun artması ve üretkenlik karşıtı iş davranışının azaltılması için yöneticilere faydalı olacak ve İran özel bankacılık sektörünün kârlılık, gelir, yatırım getirisi (YG) ve verimliliği Artıracak dolayısıyla işyerinde durgunluk azaltmaya sebep olacaktır.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, İnsan Kaynakları Geliştirme İklimi, İş Tutumları, Bankacılık, Yapısal Eşitlik Modeli

ABSTRACT

According to the extant literature in the context of human resource management (HRM), the preeminent role of human resource development (HRD) climate on employees' job attitudes is irrefutable. This study aims to determine the effect of HRD climate on job attitudes including positive and negative ones. The proposed model consists of five latent variables which are HRD climate as an exogenous variable and work engagement, organizational commitment, organizational citizenship behaviors (OCBs), and counterproductive work behaviors (CWBs) as endogenous variables. The author uses a quantitative method involving questionnaire distribution among employees in different private banks located in Tehran (Capital city of Iran). Among distributed questionnaires, 384 were retrieved and sufficient for proceeding study. Research questions and hypotheses were formulated based on the proposed model. To obtain the results, structural equation modeling (SEM) technique was applied. Findings supported the notion that HRD climate has a significant determination on job attitudes. Among them, the determination of HRD climate on work engagement and organizational commitment is remarkable. Also, HRD climate had a positive role in increasing OCBs and reduction in negative job attitudes. The results will be practical for academics in the field of HRM. It is worthwhile mentioning that there will be managerial implications for the managers in the Iranian private banking industry and results provide initial insights for managers how to increase the sense of organizational commitment and work engagement as defined task duties among employees within the Iranian private banking industry. Besides, the results will be pragmatic for managers for injecting and burgeoning the sense of citizenship behaviors and diminution of counterproductive work behaviors to increase profitability, revenue, return on investment (ROI), and productivity, also avoiding stagnation in the environmental workplace of the Iranian private banking industry.

Keywords: Human Resource Management, Human Resource Development Climate, Job Attitudes, Banking, Structural Equation Modeling

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LIST OF ABBREVIATION

HRM	: Human Resource Management
HRD Climate	: Human Resource Development Climate
OCBs	: Organizational Citizenship Behaviors
CWBs	: Counterproductive Work Behaviors
SEM	: Structural Equation Modeling
ROI	: Return on Investment
RBV	: Resource-based View
OCTAPAC	: Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, and Collaboration
OCBI	: Citizenship Behaviors Directed Toward Individuals
OCBO	: Citizenship Behaviors Directed Towards the Organization
EFA	: Exploratory Factor Analysis
CFA	: Confirmatory Factor Analysis
PCA	: Principal Component Analysis
ML	: Maximum Likelihood
PAF	: Principal Axis Factoring
KMO-MSA	: Kaiser-Meyer-Olkin Measure of Sampling Adequacy
ANOVA	: Analysis of Variance
GFI	: Goodness of Fit Index
RMR	: Root Mean Residual
AGFI	: Adjusted Goodness of Fit Index
NFI	: Normed Fit Index
CFI	: Comparative Fit Index
RMSEA	: Root Mean Square Error of Approximation
ULS	: Unweighted Least Squares
GLS	: Generalized Least Squares
PLS	: Partial Least Squares
FIML	: Full Information Maximum Likelihood
MUI	: Multiple Imputations
FCASO	: Factorial Confirmatory Analysis of Second Order
AVE	: Average Variance Extracted
CR	: Composite Reliability
CB-SEM	: Covariance-based SEM
SLS	: Scale-free Least Squares
ADF	: Asymptotically distribution-free

1. INTRODUCTION

1.1 Problem Statement

In the competitive environment among all business industries including service industries and product industries, all of them are trying their best for finding an appropriate and felicitous way to achieve sustainable competitive advantage. According to resource-based view (RBV), possession of internal strength in any industry or organization which can be obtained through HRM is being in the category of predominant ways (Khiabani, Abdizadeh, & Baroto, 2014). According to the study by Khiabani, Abdizadeh, and Baroto (2016), to enhance productivity and profitability in the company, there are numerous ways and one of them affiliated to the preeminent role of employees.

HRM recites to strategies, manners, plus systems that affect workers' behaviors, attitudes, also performances. Numerous companies allude to HRM as "people more"(Noe, Hollenbeck, Gerhart, & Wright, 1997). Efficient HRM practices are vital, and it presents enhancing of organizational accomplishment by engaging employees which will lead to innovation, productivity, and improvement of a desirable reputation within the firm's society (Tsui & Gomez-Mejia, 1988). According to the conducted studies by scholars, It can be stated, the untold role of HRM and its functionality in the organization performance has been depicted, and it is evident in the literature (Noe et al., 1997). All organizations across the world have a logical plan to accomplish growth or even remain in the contest in the condition that is plausible by the effective utilization of accessible and convenient sources, chiefly human resources through recruitment of qualifications properly, keeping, maintaining, and development plus to fulfill its commitment within implementing expedient and desirable climate to them (Sasirekha & Ashok, 2013). It is noteworthy that the organizational climate is pragmatic for achieving dedicated goals of each employee, company, also a society (Tarab, 2012).

In the field of HRM, there is a concept that is HRD climate of which is defined and drawn in the departments, divisions, subdivisions, and branches as distinguishing characteristics of employees referring to the company and subsystems of it, and indeed, this is reflexed in the way or manner that company coping with workers. (Pareek & Purohit, 2011).

By reviewing literature, it can be stated that the organization's achievement is related to various variables; which is one of the significant and salient ones is depicted in the capabilities and stimulation of employees (Ewis, 2015a). Based on the study conducted by scholars and their proposed model such as Benjamin and David (2012a), Ewis (2015a), and Kanten and Ülker (2013), HRD climate has an indispensable role in work engagement, organizational commitment, OCBs plus CWBs of which will be reviewed comprehensively later in this thesis.

There are other researches by scholars such as Z. X. Chen, Aryee, and Lee (2005) psychological procedure of interaction, convergent thinking, acquirements, inspiration, effectiveness, plus productivity of a company, along with reforming process, work association; job engagement; willingness for turnover purposes, and employee satisfaction.

By reviewing the literature in this research era, author of this study concludes no research has been conducted with problem affiliated to the pivotal and superior effect of HRD climate on job attitudes inclusive of positive and negative ones in the Iranian context exclusively private banking industry. Regarding the nature of banking industry, which is a kind of service brand, and employees play salient and pivotal roles in it, and also an employee can be his/her organization in the customer's eyes, and due to highly competitive environment in the private banking industry in Iran, and taking managerial issues in other countries such as Saudi Arabia, Nigeria, India, and Turkey on this topic; author of this study has been stimulated to determine the impact of HRD climate on work engagement, organizational commitment, OCBs, and CWBs in the Iranian private banking industry.

The remainder of this research is delineated as followings: firstly, the historical perspective from HRM to HRD climate, and functionality of HRD climate in different industries will be stated. Secondly, adequate and expedient literature to previous studies will be reviewed, and variables in the proposed model will be defined. Thirdly, the relationship and consistency among variables will be supported by reviewing the literature review and theoretical knowledge which is a positive psychology approach introduced by Bakker and Schaufeli (2008), and Ludwig and Frazier (2013). Fourthly, the research methodology will be explained step by step. Fifthly, the Structural Equation Modeling (SEM) technique will be utilized for data analysis. Finally, significant conclusions, managerial implications, academic contributions, restrictions, and thenceforth explication of the recommendations.

1.2 The aim of the Study

Former researchers have explored the impact of HRD climate on positive and negative job attitudes. The current study intends identifying the impact of HRD climate on employees' positive job attitudes such as employee engagement and organizational commitment. Moreover, employees' positive extra-role behaviors suchlike, organizational OCBs and negative extra-role behaviors suchlike CWBs in Iranian private banks. Therefore, it can be said that the primary purpose of this study is identifying the effect of HRD climate on job attitudes in the Iranian private banks. The supporting objectives are as follows:

1. Identifying the impact of HRD climate on employee engagement in the Iranian private banks located in Tehran, Iran.
2. Identifying the impact of HRD climate on organizational commitment in the Iranian private banks located in Tehran, Iran.
3. Identifying the impact of HRD climate on OCBs in the Iranian private banks located in Tehran, Iran.
4. Identifying the impact of HRD climate on CWBs in the Iranian private banks located in Tehran, Iran.

1.3 Importance of the Study

At this stage, it is vital to state the significance of this study which has a significant purpose with identifying the impact of HRD climate on job attitudes in the Iranian private banks located in Tehran, Iran. The importance of HRD climate in the banking sector has been mentioned in many studies such as Benjamin and David (2012b). As noted by B. P. Rao (1993) It is stated that the banking industry has realized that employees perform as a vital role in obtaining a tremendous or enormous growth rate for the sector. Generally, in any bank industry; the employee is the chief impetus of innovation and purposive development of business. Efficient utilization of recruiting employees from time to time is the key element of prosperous management in the industry of banking. Besides, Khandelwal, (1988) in his book which has a title “HRD in banks,” stated that the speed of developing in the banking industry does remarkably swift, and also it is the supportive role for boosting the economy, in every country. HRD acquires special meaning in the banking industry due to a variety of factors. First, banking is a labor-intensive industry. Second, the job security of workers in the public sector bank is quite high in this phase of competition among industries facing with each other globally. Besides, the quality of banking services and the goals of banks in fulfilling its socioeconomic aims are incredibly dependent on the workers who produce the services (Khandelwal, 1988). By stating the above notes by scholars, authors of this study can highlight the famous role of HRD climate in the banking sector.

Besides, according to the Hewitt (2012a) which contains information relevant to trends in global employee engagement in 2015, Middle East region after Latin America accounted for highest levels of employee engagement at 67% in 2015 which is highly volatile in the recent period—declining and waning to a low level in 2012 with the amount of 53% engagement, though increasing 14 points during the latest two years. This volatility and quick bounce are possibly correlated to both regional risk and economic opportunities. This is an excellent percentage of employee engagement in the Middle East; because Iran has also been located in this region. However, according to Hewitt (2012a), higher employee engagement would be better, and this result is not sufficient. Nowadays, companies demand engaged employees and this fact strongly confirmed by

the best-selling book as stated by Gratton (2000) and Covey (2004) Moreover, the keyword of “employee engagement” explored more than two million times on the internet (Bakker & Schaufeli, 2008). There is one crucial point according to the study by Harter, Schmidt, and Hayes (2002) which is “Organizations in the top quartile of employee engagement accrued 1% to 4% more in organizational profits annually” which indicates the prominent role of engagement of employees within their tasks.

To sum up, the above notes by scholars highlighted the role of HRD climate in the banking sector and engaging employees in their organizational tasks. It is notable that engaged employee will also be committed and interested to act voluntary actions such as OCBs in their organization. According to the study by Thorbjørnsen and Supphellen (2011) bank is a kind of service brand and employees are the organization’s eyes and employees are marketers. Because employees are in a direct relationship or mutual and face-to-face relationship with clients, this is a crucial point to take into consideration. That is why a great HRD climate will be convenient and beneficial for employees in the banking industry. Through indicating the importance of HRD climate in the banking industry or sector banks as stated earlier, author of this research has been motivated to conduct current research to identify the impact of HRD climate on job attitudes in the Iranian private banks located in Tehran.

2. LITERATURE REVIEW

2.1 Historical Perspective from HRM to HRD Climate

In a competitive era, all the businesses and companies are looking for a way of gaining a competitive advantage in comparison with their competitors. One way for the achievement of mentioned merit is the possession of internal strengths, and it relates to HRM. One of the essential parts of HRM is known as HRD which mainly deals with employees training and development in the organization (Ashok Khurana, 2008). Then he added, after hiring a person as an employee in the organization, the HRM provides a process of managing the talents of employees to accomplish organizational aims utilizing HRD. Some activities of human resource development include training, providing avenues and chances to acquire brand-new skills, capabilities, and distributing some sources which are useful and invaluable for the worker's defined tasks (Ashok Khurana, 2008).

In the 1800s, while the arising of the manufacturing revolution, the source of HRD was proposed to have begun in the United States. However, some scholars discussed that the HRD emergence was in the year of 1913 in “Ford Motor Company” for educating its employees in order to proliferation in production (Haslinda, 2009). Then, Blake (1995) declared that the beginning of HRD could be in the early 1930s, and the emergence of HRD comes from the concept of organization development. Also, DeSimone, Werner, and Harris (2002) in their study proclaimed that in the 1940s, during the outbreak of world war II, employees were trained to produce a different kind of military equipment which could be considered as primary roots of human resources development.

From another standpoint, based on Stead and Lee (1996), From the historical perspective, initiating of HRD was through the 1950s and 1960s when some organizational psychologists published and popularized theories on employees’ development process.

Most importantly, it seems that the HRD origin traces back into the 1960s and 1970s when employment was starting to develop significantly (Ashok Khurana; Nadler, 1970). At the same time, HRD was introduced as a set of theory and act with an agenda of three distinct parts included employees' education and improvement, organizational improvement, and occupation advancement (McGuire, 2011). Subsequently, the "American Society for Training and Development" (ASTD) approved the term of HRD because they accepted that education, improvement of knowledge, and competencies is a dormant way to increase interpersonal capabilities like problem-solving, teamwork, and coaching (Haslinda, 2009) and then, the importance of human resource as an essential asset of organization was emphasized for investing in employees training and education for performance enhancement and consequently increasing productivity and business success (DeSimone et al., 2002).

According to Ashok Khurana (2008), organizations need HRD if that organization wants to be dynamic and on the path of growth and success. Also, for becoming dynamic and growing, the organization needs the efforts, skills, and competencies of its human resources. Besides, this is a fact that the capabilities of employees should steadily be acquired and used. This could be a reason for the need of empowering organizational culture. Expanding on the empowerment of organizational culture theme, it would appear when employees are looking for initiative and use their initiative, take more risks, become more creative and innovative; the organization can be said to have an empowering culture. In this regard, for achieving the stability and safety in the organization, any organization needs adapting or adjustment to the dynamic workplace and embraces the processes of helping workers to acquire and enhance their skills and capabilities (Ashok Khurana, 2008).

In the field of management, both HRM and HRD are fundamental concepts which have specific relationships with organizational human resources. The differentiation of HRM and HRD is expressed by Ashok Khurana (2008), as indicated in the following:

- The role of HRM in the organization is mainly known as maintenance-oriented behaviors whereas HRD is known as development-oriented behaviors.

- In the case of HRM, the structure of the organization is independent while HRD creates an organization structure with interrelated and interdependent characteristics.
- The aim of HRM is mainly to improve and enhance employee's efficiency whereas HRD aims to develop the employees as well as the organization.
- The responsibility of HRM belongs to the department of human resource management and particularly to personnel manager whereas the responsibility of HRD belongs to all directors and rectorates at each level of managing any organization.
- While HRM creates employee motivation through monetary incentives or rewards, the stress of HRD is to motivate its employees by satisfying higher-order needs.

Overall, HRD is an inseparable component of HRM as Guest (1987) stated that in the field of management, HRD has substantial role in the function of HRM in the education and improvement of employees; while Haslinda (2009) declared that HRD was repositioned to depict its function in the role of supplementing HRM rather than supporting role. According to McGuire (2011), although the relationship between HRM and HRD is not clearly explained. However, while each concept has its own identity, it is dependent upon the other for mutual success and the maximization of the potential of human resource in the organization. Two mentioned concepts accept the critical and preeminent function of human resources within an organization. To flourish the employees' potential competencies, the organization needs to create a climate in which continuously identify, develop, nurture, and use these capabilities. Thus, the HRD system aims to create such a climate in order to flourish and develop the potential competencies of employees and workers in the organization.

Moreover, it is essential to declare that all organizations over the world have a reasonable plan to accomplish growth or even stay in the contest of surviving if possible, by the effective utilization of credible sources, particularly human resources by recruitment of prevalent and decent specifications, maintain, and improvement of it to

accomplish commitment by implementing relevant and activating suitable and germane atmosphere to employees (Sasirekha & Ashok, 2013). It is useful to perceive the necessity of organizational climate in the achievement of the dedicated personal objectives, organizational aims, and the community (Tarab, 2012).

Employees towards the organization define organizational climate as perceived attributes, and their sub-systems are expressed as sections, categories, parts, and branches, and naturally, this is an indication of the company's approach in dealing and facing with workers (Pareek & Purohit, 2011).

2.2 HRD Climate

2.2.1 HRD Climate Definition

Since human resources are the fundamental and vital factor in order to achieve organizational success; organizations focus on human resources development activities to ensure that their organizations successfully meet the challenges (DeSimone et al., 2002). For the first time, HRD concept has been applied by Len Nadler in the American Society for Training and Development Conference. Ashok Khurana (2008), based on his definition, HRD is a set of activities which are organized, designed, and conducted for a specific time in order to create behavioral changes. Thenceforth, a cornucopia of studies was conducted for an exposition of HRD terms and to show the HRD function in the context of management and human resource sciences. T. V. Rao (1985) explained that HRD is known as a series of actions for helping workers, in a continuous, organized way in order to

1. Obtaining and strengthening capabilities required to carry out different functions related to their current role or what expected in the future role
2. Increasing and strengthening employees' general capabilities and their dormant potentials and to identify and utilize their possible capabilities for both, an individual employee aims and organizational improvement goals

3. Promoting and developing an organizational culture so that there will be a strong relationship between supervisor and subordinate, great teamwork, and severe collaboration among subunits besides having a tremendous effect on occupational health, inspiration, and satisfaction of organizational members. Ashok Khurana (2008) introduced HRD as an important factor for improving knowledge, skills, abilities and positive work behaviors among employees at all levels in the organizational workplace. As a fact, there is a need to HRD for developing competencies through its different interventions (Mittal, 2013b). So, the emphasis on HRD is on producing and improving existing capabilities and potential skills of a worker to accomplish individual and organizational aims.

Furthermore, the organizational climate has been considered because of its influence on worker behaviors and attitudes which is required for organizational development. Based on West, Smith, Feng, and Lawthom (1998), the term organizational climate mentions the perceptions of the employee regarding the essential factors of their organization. Perceived attributes by organizational members towards their organization and all levels of sub-systems (e.g., departments, units, and branches) (Udai & Surabhi, 2002). Moreover, organizational climate is defined by Schneider, Ehrhart, and Macey (2013) as the individuals perceptions toward specific features of the organizational environment; while Benjamin (2012) asserted that the environment of an organization is a collection of distinctive and discrete features of the company that make it brilliant and luminous from other companies. It also affects the behaviors of employees in the system. The organizational climate has essential outcomes whether on different organizational levels or individual; however, it is useful to determine organizational success.

HRD climate is a noticeable component of organizational climate (Mittal, 2013b). TV Rao and ESJ Abraham (1986) developed the concept of climate, particularly HRD climate. The individual level of climate refers to employees' perceptions towards their organization's work at all level (Joyce & Slocum, 1984); while organizational climate refers to the provided atmosphere of a company for its workers which facilitates

their growth and development (TV Rao & ESJ Abraham, 1986). Scholars showed that the climate perceptions of employees are affected by HRD practices and policies. According to Akinyemi (2014), HRD climate refers to the perceptions of employees about the internal environment of an organization which is affected by the psychological impact, policies, activities, and procedures of their organizations. Research findings displayed that the perception and understanding of workers about the atmosphere of their workplace drives their performances and work behaviors (Parker et al., 2003; Schneider et al., 2013). Based on TV Rao and ESJ Abraham (1986), In order to facilitate HRD practices, obtaining an optimal level of development organizational climate is required, and it can be asserted that it is compulsory. As stated by TV Rao and ESJ Abraham (1986) , this can be distinguished through the tendencies as treating employees, believing the capabilities of employees, encouraging them to experiment as the most critical resources, as well as helps them to recognize their power and weakness points besides creating an organizational environment of trust, autonomy, supportive HRD activities, collaboration, and supportive personal policies.

Therefore, in order to be developed at the individual and organizational level, the employees should perceive that they work in a favorable climate by which their development is possible and in turn cause organizational growth.

2.2.2 The Importance of HRD Climate

One of the significant challenges for any organization is to be survival and sustainable to achieve competitive advantage. As human resources are an essential part of any organization thus, if the organization is effectively developed through proper human resource practices, it will be enabled to meet the challenges (Barney & Wright, 1997). Based on the study of DeSimone et al. (2002), a key factor to achieve organizational success is represented as individuals' abilities and motivation besides organizational ability toward adoption with environmental changes, overcoming the challenges, and exploiting the opportunities. According to Ashok Khurana (2008), the key to the success of any organization through higher productivity, considerable profitability, and better relations are possible by HRD. Then he extended that a suitable

HRD is necessary to provide unlimited benefits. These benefits can be at the individual level or organizational level or both. In the following, some important benefits mentioned:

- More competencies by increasing employee's knowledge, behaviors, attitude, and acquisition of new skills.
- More committed employees.
- More adaptable employees towards changes.
- Creating a respectful and trustworthy organizational environment.
- Improving teamwork spirit in the organization.
- Creating the efficiency culture which leads to more organizational effectiveness and finally achieving organizational goals.
- Improving worker participation in the organization.
- Facilitating better HRD planning by collecting useful data on organizational members' plans and policies.

Scholars revealed that HRD climate is necessary for the growth of employee, and it plays a vital function in the development of the company. According to (Patel, 2005), an essential role of HRD climate in an organization was to assure that its workers obtain competencies and motivation, overcome their weakness and be on the path of development. Jain, Singhal, & Singh (1997) proved that HRD climate has an effect on the augmenting the efficiency and productivity in the company. Furthermore, several studies mentioned the positive correlation among HRD climate and job satisfaction (Z. X. Chen et al., 2005; Krishnaveni & Ramkumar, 2006; Kumar & Patnaik, 2002). which is essential for organizational empowerment (Wu & Short, 1996); also, the HRD climate positively affected job or employee performance (Mohanty, Parija, & Sahu, 2012).

Moreover, the importance of the health of the organizational climate was a favorable issue for some researchers. Gonzalez (1999) Noted that a healthy organizational

climate could determine the ability for sustaining high performance; which is supported by the study of Srimannarayana (2008), an organization with healthy climate strengthens their internal environment at all levels of the organization and fosters commitment, work engagement, and job satisfaction of employees. A strong HRD climate is an essential factor in demonstrating employee commitment to achieving organizational success (Jiang, Lepak, Hu, & Baer, 2012). Besides, this fact is revealed in the study of Mittal (2013b) as said, HRD is needed for organizational development, growth, and survival.

Interestingly, several of those authors who studied organizational climate and HRD climate noted that HRD climate has a significant role in increasing effectiveness, efficiency, productivity, and profit in various ways. According to Walia, Aggarwal, and Jangra (2013), a right HRD climate is required for communication companies to assure that the workplace atmosphere contributes to making employee competency and develop organizational and individual well-being, consecutively, improve the effectiveness and efficiency of employee and organization at all organizational levels. Also, Z. X. Chen et al. (2005) in their study mentioned the several effects of HRD climate in an organization such as problem-solving, efficiency, and productivity, psychological and organizational processes of communication, as well as, work engagement, job satisfaction, and voluntary turnover inventors. HRD climate acting as a robust and puissant intermediary factor to translate HRD practices to the gross profit (Abraham, 1989). So, The HRD practices and policies are beneficial tools on the way to attaining success and organizational goals.

To sum up, HRD climate makes employee welfare and increase the quality of work life through various behavioral and attitudinal outcomes such as employee commitment (Purang, 2008), job satisfaction and OCB (Benjamin, 2012), sequentially, drives to increase the efficiency and effectiveness of employee and company. It seems that a propitious way of employee's development to have a useful and pragmatic contribution to organizational purposes is to have a precise, transparent, and lucid outlook of how an employee becomes productive and efficacious and how they should operate and behave. This is possible by implementing a strong and healthy HRD climate.

2.2.3 Dimensions of HRD Climate

By reviewing in literature, we noticed that a plethora of scholar walk behind and follow the model of HRD climate which is introduced by TV Rao and ESJ Abraham (1986). This model categorized HRD climate into three broad elements, which are delineated as follows: general climate, OCTAPAC culture, and HRD mechanisms.

2.2.3.1 General HRD Climate

It is dealing with the importance assigned to HRD in general from the highest-level management, and hierarchically line supervisors of the organization also concern positive attitudes and right personnel policies towards development(Srimannarayana, 2008). The concept of general climate is an indication of supporting subordinate in the organization by superordinate. Therefore, based on Mittal (2013a); bolstering employees by top managers is a pivotal role in the development of human resources. It is stated by Srimannarayana (2008) that the general climate is the supportive climate that is consequential for the proper implementation of HRD initiatives.

2.2.3.2 OCTAPAC Culture

In reality, the concept of "OCTAPAC" is an abbreviation of "Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, and Collaboration" for depicting the degree of them (Solkhe & Chaudhary, 2011). According to Mittal (2013b), the expression of views, opinions, thoughts, and feeling without any hesitation is explained as openness; Confrontation is explained as problems solving instead of escaping from them; Trust means having confidence in other people, the other person's behavior, and in general anyone or anything else; Autonomy is to let employee work independently with a sense of responsibility; The term pro-activity is used to encourage employees to look for initiative and to take risks; Authenticity is defined as the inclination and proclivity of the group of people to perform whatever they feel and says. (Mittal, 2013b).

2.2.3.3 HRD Mechanisms

Based on TV Rao and ESJ Abraham (1986) successful performance HRD includes making all efforts for using as many HRD mechanisms as possible. Then he added some mechanisms of HRD as performance evaluation, Training, organizational improvement, feedback and consulting or consultancy, job rotation, potential appraisal, employee welfare, performance rewards, personal growth laboratories, career planning, quality of work life, quality circles, worker education programs, managerial learning network, assignment groups, task forces. This category aims to measure the degree of implementing HRD mechanisms seriously (TV Rao & ESJ Abraham, 1986). Figure 2.1 represents a proposed model for HRD climate by TV Rao and ESJ Abraham (1986).

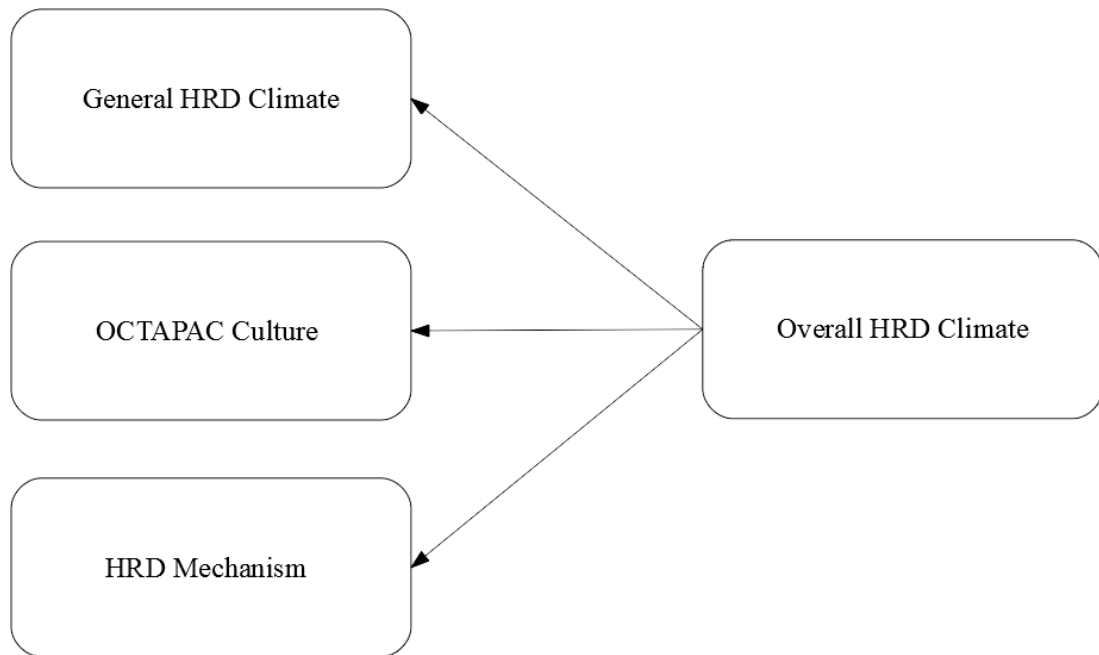


Figure 2-1 : Proposed Model for HRD Climate (Rao and Abraham, 1986)

2.2.4 HRD Climate and Its Function

HRD climate definitions and its importance have been mentioned earlier. It is significant to mention that the pivotal role of HRD climate in individuals and organizations are essential to take into consideration. Jain et al. (1997) depicted in his

study, HRD Climate has a positive and direct correlation with organizational effectiveness and productivity. Moreover, In the context of the workplace, the HRD Climate has an essential function in assuring competency, motivation, and development of workers (Patel, 2005). In the study by Benjamin and David (2012b) the role of HRD climate on employee commitment was examined in Jordanian banks. Mittal (2013b) has mentioned the significant role of HRD climate and its components for employees and organizations including private and public Indian banks. In the study by Ewis (2015a) within the scope of three telecommunication companies in Saudi Arabia, the role of HRD climate on job attitudes, e.g., employee engagement, organizational commitment and extra-role behavior such as OCBs were examined, and the results were found a positive effect of HRD climate on mentioned work attitudes.

By reviewing in literature, the author of this study can deduce that HRD climate is beneficial for both individuals and organizations and based on Ashok Khurana (2008) HRD climate plays a pivotal role in organizational effectiveness.

As the purpose of this research, which is recognizing and identifying the effect of HRD climate on positive and negative job attitudes in the Iranian private banks located in Tehran, Iran, therefore, it will be beneficial to further explanations and expositions of the functionality of HRD climate in the workplace of the bank industry such as public and private banks according to previously conducted studies intending to support the importance of current research. Besides, the author would like to explain the functionality of HRD climate in the manufacturing sector based on previously conducted studies in order to further explanation and the prominent role of HRD climate in different industries.

2.2.4.1 The Functionality of HRD Climate in Public and Private Sector Banks

As stated earlier, the HRD climate is significant and essential and brings helpful insights into individuals and managers in the organizations. Mittal, (2013b) stated that HRD has developed and emerged as a crucial component of ampler business and HRM blueprints. There are many conducted studies related to HRD climate in different industries. Since the main or major focus of this research is on the banking sector,

therefore; it will be convenient to review related previous studies and bringing into discussion the functionality of HRD climate in the banking industry including public and private. In the study conducted by Mittal (2013b) in India entitled “HRD Climate in Public & Private Sector Banks” to assess the employee's perception with respect to HRD climate in the two preeminent banks in India including SBI as a public bank and AXIS as a private bank. He took the quantitative approach and used the scale introduced by TV Rao and ESJ Abraham (1986). In SBI and Axis bank 180 survey questionnaires among employees were distributed, and the number of the completed questionnaire in SBI bank and Axis bank was 103 and 77 respectively. The study indicated the following results:

- The perceived general climate of SBI bank was better than of Axis bank.
- The scores of OCTAPAC dimension in SBI bank and Axis bank have no considerable difference.
- The perceived HRD mechanism in SBI bank was better than in Axis bank.
- Finally, the overall perceived HRD climate of SBI bank was better than of Axis bank.

To sum up, it can be asserted that the HRD climate of the SBI bank as a public sector bank was found better than of Axis bank as a private sector counterpart. Therefore, the prime administration of Axis bank should be more apprehensive regarding the development of bank workers. They should frame and schedule policies to make fancy and hospitable workplace for the enjoyment of employees and help them to acquire knowledge and obtain competencies. The executive manager or super-ordinate should bolster their subordinates to utilize their potential and assist them in gaining new capabilities.

There are other studies in the banking industry such as the study by B. P. Rao (1993), Benjamin (2012), and Benjamin and David (2012b). According to the TV Rao and ESJ Abraham (1986), a right HRD climate is responsible for increasing organizational performance.

By reviewing related study by Mittal (2013b) in depth and bringing into discussion other relevant researches, author of this study can state the prominent role of

HRD climate in organizations especially banking industry and banking sector which is the scope of this present research.

2.2.4.2 The Functionality of HRD Climate in Manufacturing, Service, and IT Sectors

At this stage, it will be convenient to review a study entitled “HRD climate in India” which has been conducted in manufacturing, service, and IT sectors in India, in order to highlight the functionality of HRD climate in different organizations. Here is the review of this study: Srimannarayana (2008) conducted a study in 42 organizations in India involving the manufacturing, service and IT sectors to assess the extent of HRD climate in 42 organizations. Among 42 organizations, 18 of them were manufacturing sector, 13 of them were service sectors, and 11 of them were IT sectors. Srimannarayana (2008) took the quantitative approach and used the highly cited scale introduced by TV Rao and ESJ Abraham (1986) and distributed questionnaire among employees in mentioned organizations. It is worthwhile noting that HRD climate scale by Rao and Abraham (1986) is a function of three dimensions which are “general HRD climate, OCTAPAC culture, and HRD mechanism.” In this study, questionnaires were completed by employees. Table 2.1 contains information related to different sectors and the number of respondents within organizations.

Table 2-1: Information related to Indian Organization

Sector	Number of Organizations	Respondents
Manufacturing sector	18	726
Service sector	13	458
IT sector	11	721
Total	42	1905

Source: Srimannarayana (2008)

Based on the results in the study by Srimannarayana (2008), more desirable HRD climate was predominated in the manufacturing with 62.39 % rather than in service

sectors and IT as well. Moreover, highly moderate HRD climate prevailed in the 42 organizations with 59.61 %. Obtained results for each dimension of the HRD climate are as indicated below:

- The manufacturing sector had the highest general HRD climate in comparison with IT and service sectors with a percentage of 61.88, 59.48, and 55.50 respectively.
- Manufacturing sector with overall OCTAPAC culture had the first place in comparison with service and IT sectors respectively with the percentage of 61.12, 58.15, and 55.66.
- Manufacturing sector with overall HRD mechanism had the first place in comparison with service and IT sectors respectively with the percentage of 62.24, 59.98, and 55.42.

The review of the above comprehensive study in India was only an example. There are many studies in different countries in different sectors such as engineering, software, etc. as mentioned earlier by the author of this present research. By reviewing in literature, stating definition of HRD and HRD climate, its importance, and role of HRD climate in different organizations, author of this research can deduce that role of HRD climate on individuals and organizations like organizational effectiveness is undeniable and this is a salient point to take into consideration and HRD climate has attracted researchers' attention.

2.3 Related Models of HRD Climate and Job Attitudes in Literature

2.3.1 Benjamin and David's Model (2012)

Benjamin and David (2012b) conducted research in Nigeria to measure employees' perception and recognition of commitment about the prevailing developmental climate inside the Nigerian bank industry in the circumstances of reform and revolution. According to the research by Benjamin and David (2012b), given the

preceding, the study of the impact of HRD climate on workers attitude is a significant point to take into consideration. As stated by Sanusi and Governor (2011) in the study by Benjamin and David (2012b), the Nigerian banking sector “ plays the important role of promoting economic growth and development through the process of financial intermediation.” Based on research by Benjamin and David (2012b) banking sector in Nigeria was undergoing a sequence of reformations that had drastically diminished its number and with severe implications for HRM. To exemplify, the reconsolidations practice during 2005 shrunk the commercial bank number from 89 to 25 utilizing mergers and acquisitions. Above mentioned points drove to start downsizing commercial banks and sequentially an extreme decline in the number of the bank workers.

Additionally, banks ought to tackle the difficulty of attracting, engaging, improving and preserving skills worker. The changing landscape of the banking business, besides, its importance in elevating economic growth and development, made researching by Benjamin and David (2012b). Therefore, the primary purpose of the study was an investigation of HRD climate on employee commitment in order to resolve the problem and recommendation for HR managers in the Nigerian banking sector. In order to achieve the objective, Benjamin and David (2012b) took a quantitative approach including distribution of 303 questionnaires. A sum of (303) employees working in the eight recapitalized banks in the Southwestern of Nigeria answered a survey questionnaire which is intended to measure the following dimensions: "HRD Climate, Affective, Normative and Continuance Commitment." They are all commercial banks and must have a minimum of 200 million US dollars as a fund of initial establish capital. It is worthwhile noting that the survey questionnaire development was based on the independent variable of which was HRD climate and the dependent variable of which was employee commitment. Scale related to HRD climate was adapted from (T. Rao & Abraham, 1999). The HRD climate scale introduced by Rao and Abraham (1999) consists of 38-item. Besides, the scale introduced by employee commitment was adapted from J. Meyer and Allen (1997), and it is notable that in the scale introduced by Meyer and Allen (1997), employee commitment is a function of three dimensions which are “affective, normative, and continuance.” After data collection, in order to data processing and obtaining findings related to the impact of HRD climate on employee commitment, Benjamin and David

(2012b) utilized descriptive statistics, reliability test and Pearson product moment correlation coefficient of variables. Results supported that positive impact of HRD climate on “affective commitment, continuance commitment, and normative commitment.” The following figure illustrates the results of the study by Benjamin and David (2012b) and the proposed model of their study. Figure 2.2 represents a proposed model of this reviewed study.

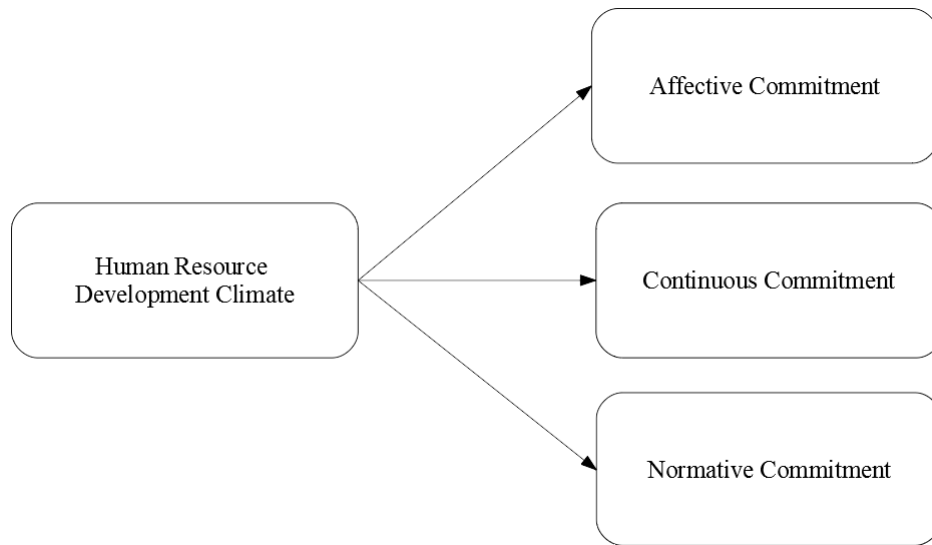


Figure 2-2: Research Model by Benjamin and David (2012)

2.3.2 Kanten and Ülker Model (2013)

Kanten and Ülker (2013) conducted a study in Turkey to investigate the impact of organizational climate on CWBs. The scope of the study conducted by Kanten and Ülker (2013) was production oriented companies in the solar energy and metal industries. In order to investigate the effect of organizational climate on CWBs, authors took a quantitative approach using a questionnaire which measured organizational climate and its dimensions and CWB. For further clarification and better understanding, it is significant to mention that the development of the questionnaire was based on previous literature and scales introduced by previous scholars. For organizational climate, the scale introduced by Giles (2010) and Heyart (2011) and for CWB, introduced scale by Bennett and Robinson (2000) were used by Kanten and Ülker (2013). It is notable that sample in the study by Kanten and Ülker (2013) was 300 and after questionnaire distribution among employees, 204 completed questionnaire was returned from employees’ of two

enterprises in the field of metal and solar energy in Turkey. Results supported a significant and negative relationship between CWBs and dimensions of organizational climate such as “reward, warmth, support/commitment, organizational structure, and organizational standards.” Besides, “warmth relationship environment, support/commitment, and organizational standards” dimensions were observed to have an effect on CWBs. Another significant finding in the study conducted by Kanten and Ülker (2013) supported that there was no high correlation between CWBs and risk, conflict dimensions of organizational climate. The obtained results from this study confirmed that; in organizational behavior studies, organizational climate is a significant predictor or determinant of CWBs and finding of the study by Kanten and Ülker (2013) were in line and confirmed previous relevant researches by scholars (Alias, Mohd Rasdi, Ismail, & Abu Samah, 2013; S. H. Appelbaum, Iaconi, & Matousek, 2007; Biron, 2010; Fagbohungebe, Akinbode, & Ayodeji, 2012; Kidwell & Valentine, 2009; Litzky, Eddleston, & Kidder, 2006; Peterson, 2002; Saidon, Galbreath, & Whiteley, 2012; Vardi, 2001) as stated in the study by Kanten and Ülker (2013). Figure 2.3 depicts the proposed research model of this research.

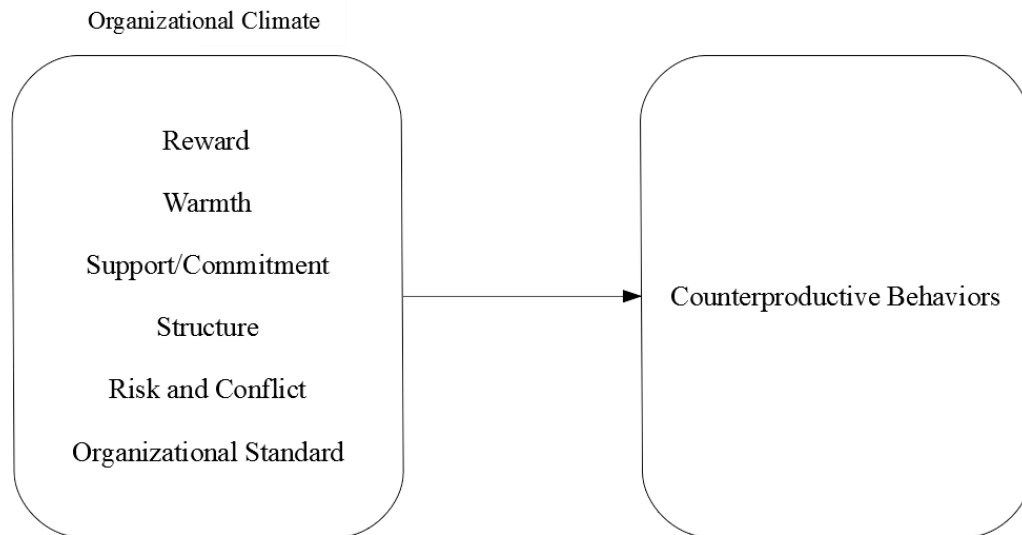


Figure 2-3: Proposed Research Model in the Study by Kanten and Ülker (2013)

2.3.3 Ewis Model (2015)

Ewis (2015a) conducted a study in Saudi Arabia to determine the functionality of HRD climate in forming positive job attitudes including “organizational commitment, work engagement, and extra-role behaviors” such as OCBs. The scope of the study by Ewis (2015a) was three telecom companies in Saudi Arabia. He took a quantitative method and collected 246 useful questionnaires from employees in three telecom companies in Saudi Arabia. The model of this research was based on literature and the relationship between HRD climate with organizational commitment, work engagement, and OCBs. The model of the study was adapted from previous literature in this research era by scholars. Each of the mentioned variables within the model used in this study had its dimensions. HRD climate was a function of three dimensions, which were general climate, HRD mechanisms, and HRD culture. Organizational commitment was a function of three dimensions, which were affective, continuance, and normative. Work engagement was a function of three dimensions that were vigor, dedication, and absorption. Finally, OCB was a function of two dimensions which were OCB-individual and OCB-organization. In order to data analysis, Ewis (2015a) utilized the SEM technique. Findings within the study supported the notion that HRD climate has a significant effect on “organizational commitment, work engagement, and OCBs.” HRD climate has a positive impact and a statistically positive significant relationship on organizational commitment, work engagement, and OCBs. Moreover, the study had its

contribution to academicians in this research era and managers within telecom companies in Saudi Arabia. Figure 2.4 represents the proposed model of this reviewed study.

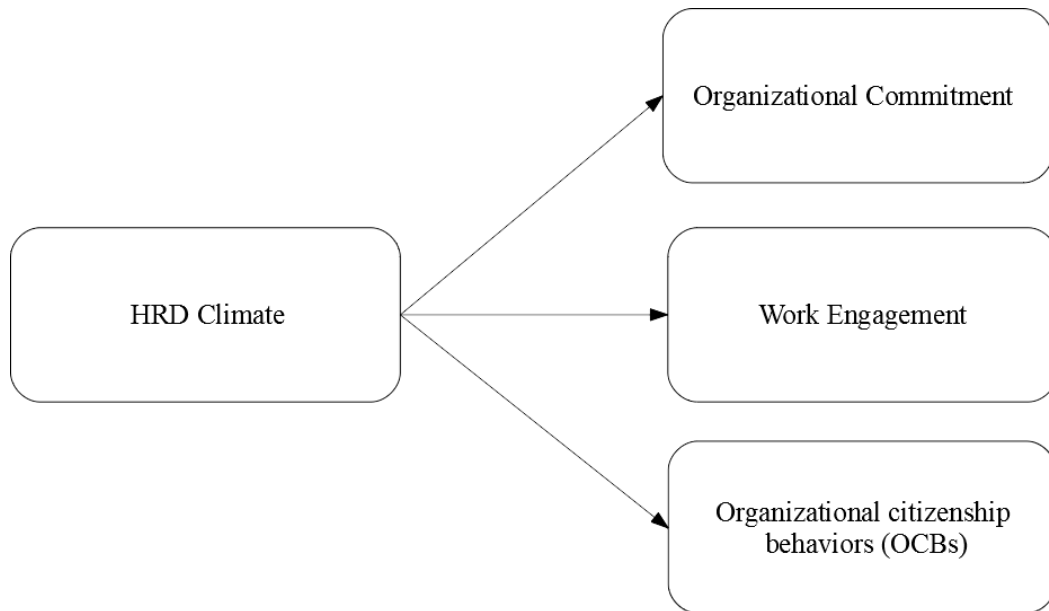


Figure 2-4: Research Model of Study by Ewis (2015)

2.3.4 The Conclusion of Relevant Reviewed Studies

Referring to the reviewed studies, author of this thesis can conclude that job attitudes and their importance have been considered as research problems in different service industries such as telecom industries, banking sector, and also manufacturing industries in different countries. It is worthy of mentioning that in order to enhance positive job attitudes and decreasing negative job attitudes, the role of HRD climate in building job attitudes especially job attitudes in mentioned reviewed studies are irrefutable and role of HRD climate in building positive job attitudes has attracted researchers' attention and managers in the industries. With these points in mind, the author of this thesis has been stimulated to conduct research in order to identify the impact of HRD climate on positive and negative job attitudes. Table 2.2 contains substantial information according to the review of three major studies as reviewed earlier in this thesis.

Table 2-2 Summary of Information Related to Reviewed Studies

NO.1	
Author(s) and Year/ Country	(Benjamin & David, 2012a)/Nigeria
Industry	Banking sector
Research Problem	Organizational commitment and its dimensions which are Affective, Normative and Continuance Commitment
Research Model	Human Resource Development Climate as an independent variable Affective, Normative and Continuance Commitment and dependent variables
Research Method	Quantitative approach: the distribution of questionnaires involving 303 questionnaires among employees of selected recapitalized Nigerian commercial Banks
Research Results	The positive impact of HRD climate on affective commitment, continuance commitment, and normative commitment
NO. 2	
Author(s) and Year/ Country	(Kanten & Ülker, 2013)/ Turkey
Industry	Production oriented companies in the solar energy and metal industries
Research Problem	Employees' CWBs
Research Model	organizational climate and its dimensions as the independent variable and CWB as the dependent variable
Research Method	Quantitative Approach: 204 completed questionnaires were returned from employees of two enterprises in the field of metal and solar energy in Turkey
Research Results	Organizational climate is a significant predictor or determinant of CWBs
NO.3	
Author(s) and Year/ Country	(Ewis, 2015b)/ Saudi Arabia
Industry	Three telecom companies in Saudi Arabia
Research Problem	Positive job attitudes including “organizational commitment and work engagement, and extra-role behaviors” such as OCBs
Research Model	HRD climate as an exogenous variable organizational commitment, work engagement and OCBs as endogenous variables
Research Method	Quantitative Approach: 246 effective questionnaires from employees in three telecom companies in Saudi Arabia
Research Results	Organizational climate is a significant predictor or determinant of CWBs

2.4 Employee Engagement

There is a conceptual ambiguity concerning the definition of employee engagement since there are various relevant terms such as “job satisfaction, job involvement, work involvement, organizational commitment, and organizational citizenship behavior” which all mentioned terms have been used either similarly or non-similarly in the context of literature.

The concept of Employee engagement is the term usually spoken about, but it is a hardly understood idea. Commonly, an employer apprehends about the benefit of the joyful and satisfied worker, but the difficulty is to drag and grasp the content and justified worker for the company. Engagement of employees is evidence of clarifying this.

Several definitions of engagement are preeminent in the literature. The first researcher Kahn (1990)) to declare that engagement indicates the psychological presence of an employee while performing his/her organizational responsibilities as stated in the study by Andrew and Sofian (2012). Kahn (1990) describe employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Researchers’ opinion is that the description illustrates the concept of engagement as a presentation of existing “present at work.” It is necessary to have an appropriate mental state of being ‘present at work.’ Because, to be involved, an individual must to think, feel and perform on his/her work. The definition of Dharmasiri (2010) can strengthen this idea. He asserts employee engagement captures the essence and spirit of employees’ head, hands and heart engagement into the job. This refers to employee’s psychological status (e.g., one is identification in the organization), his/her disposition (e.g., one feels positively towards the organization) and performance (e.g., one’s level of discretionary effort). Briefly, it captivates affective (feeling), cognitive (thought) and behavioral (working) dimensions of a worker. Shuck and Wollard (2010) have described employee engagement as “an individual employee’s cognitive, emotional and behavioral state directed toward desired organizational outcomes.”

Definition by Maslach and Leiter (2008) indicates employee engagement as a dynamic state of association with individually fulfilling actions that intensify one’s feeling of professional efficacy. Schaufeli, Martinez, Pinto, Salanova, and Bakker (2002) describe engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” They assert that engagement is not an ephemeral and specific state, but rather, it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior.”

Therefore, it can be said that they introduced a model for employee engagement of which is a function of three dimensions those are vigor, dedication, and absorption.

“Employee engagement refers to the individual’s involvement and satisfaction with as well as enthusiasm for work” indicated by Harter et al. (2002). Robbins, Judge, Millett, and Boyle (2013) explain employee engagement as a specific involvement with euphoria and passion for doing the job. Robbins et al. (2013) see involvement as a building block of employee engagement.

An engaged employee as defined by Armstrong (1999), Armstrong and Taylor (2014) is someone “who is aware of business context, and works closely with colleagues to improve performance within the job for the benefit of the organization.” Armstrong (1999) highlights the idea named “teamwork” with the declaration called “works closely with colleagues to improve performance”; several authors have an opinion that employee engagement was an aggregate of behavior and attitude. Storey (2009) define engagement as behavior and attitudes that are positive enough to enable excellent work performance in harmony with the company's purpose. Hewitt (2012b) describes engagement as an emotional and intellectual association that causes employees to perform their best job. He also indicates that engagement is an individual psychological and behavioral state and its consequence as Say, Stay and Strive.

Engagement can be understood and realized by employees remaining committed to the organization, believing in standing prepared to go higher and beyond what is anticipated of them to perform excellent service to the client (Cook, 2008). Pursuant to Cook (2008) engagement could be abridged by how positively the employee:

- thinks about the organization
- feels about the organization
- being proactive about obtaining organizational aims for clients, co-workers and other stakeholders

While defining Employee Engagement should not be ignored the role and influence of Cook (2008) on commitment and organizational behaviors. Employee

Engagement has various dimensions. Cook chiefly pay his consideration to the dimension named customer satisfaction. Robbins et al. (2013) mention that highly engaged employees have an enthusiasm for their job and feel a profound relationship to their company. Furthermore, they describe employee engagement as an individual's involvement with, satisfaction with, and passion for, the task she does.

2.4.1 Schaufeli and Martinez Model (2002)

By reviewing the above literature, it can be said that one of the models of which has attracted researchers' attention is the model introduced by Schaufeli, Martinez et al. (2002) as stated earlier and Figure 2.5 represents this model.

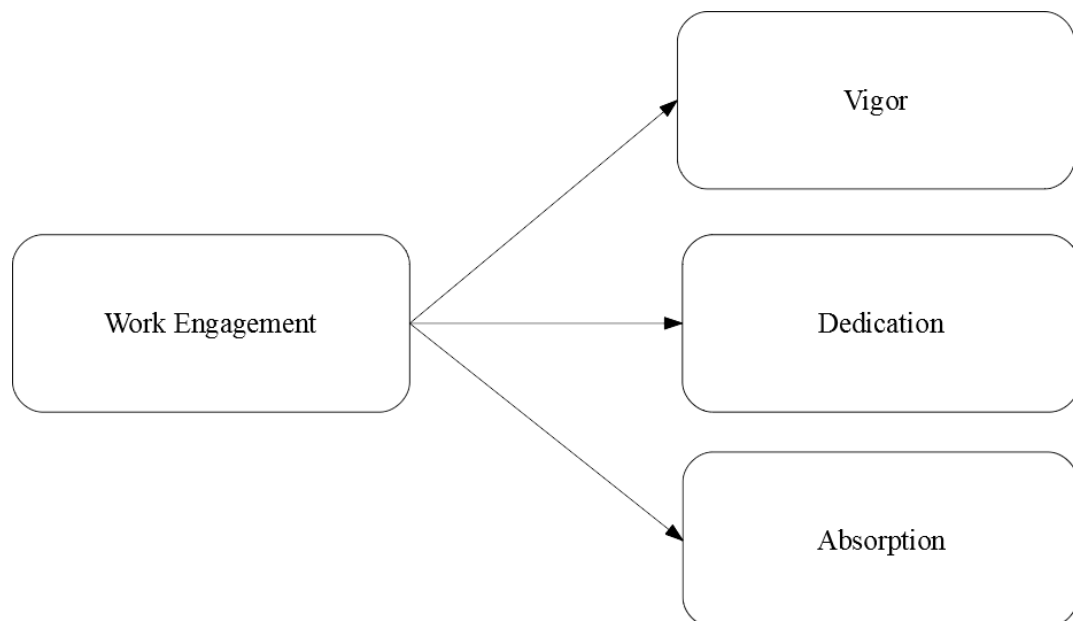


Figure 2-5: Employee Engagement Model

Vigor is distinguished by significant levels of energy and mental resilience during working time, the eagerness to spend effort in one's job, and persistence while facing the difficulties.

Dedication points out that being actively involved in one's job and encountering a sense of significance, passion, motivation, self-esteem, and challenge.

Absorption is described by being entirely concentrated and gladly engrossed in one's job, how time passes fast, and one has troubles with detaching oneself from the job.

By reviewing the definitions of employee engagement implies disagreement between researchers concerning the exact definition of the construct named employee engagement should be. Various scholars have described the construct named employee engagement in various ways.

Kahn (1990) was the first researcher according to Andrew and Sofian (2012), to bring forth that engagement means the psychological presence of an employee while performing his/her organizational tasks. Schaufeli and Martinez et al. (2002) describe employee engagement as a psychological mood. In a different manner Armstrong (1999) believe that engagement as a behavior. Hewitt (2012b, 2013), Macey and Schneider (2008), Shuck and Wollard (2010), and Storey (2009) consider employee engagement is a mixture of psychological mood and behavioral consequences.

Researchers strongly declare that work engagement is unique, and it is an aggregate of behavior and attitude. It is ostensible that there is a correlation between OCBs, commitment, work engagement, and job involvement. From those task-associated characters employee engagement is most mainly affiliated with the present construct of work involvement and job involvement. By that knowledge, the practical description of employee engagement is formed. It could be asserted that; "Employee Engagement is the extent to which an employee gets involved in the job and the organization cognitively, emotionally and behaviorally."

2.4.2 The Importance of Employee Engagement

Reviewing of HRM and Organizational Behavior concepts in the literature show increasing consideration of employee engagement which is an employee associated result leads to the contribution of organizational efficiency.

The buzzword of management circuits is Employee engagement because that empowers the organization to exceed and attain a competitive position. The workers that engaged are usually faithful, innovative, and productive and client orientated and also,

they own an intention of staying by the organization for the distant future. Moreover, even they are the people who go the further distance to accomplish organizational aims without any hesitation. Joo & Mclean (2006) declared that engaged workers are valuable organizational assets for continued competitive advantage and an important asset. Myriad organizations consider that worker engagement is an authoritative reference of competitive advantage and therefore, has been drawn to its stated strength to answer challenging organizational obstacles such as enhancing workplace performance and fecundity between broad economic deterioration (Brad Shuck, Rocco, & Albornoz, 2011; Macey & Schneider, 2008).

Richman (2006) states current investigations have formed it explicit that great employee engagement decodes into the expanded discretionary effort, greater productivity and lower turnover at the worker level, as well as enhanced client satisfaction and support, benefit and stockholder value for the organization. Therefore, it can be deduced that employee engagement performs a pivotal role in organizations as stated by scholars.

2.5 Organizational Commitment

2.5.1 Importance of Organizational Commitment

The value of organizational commitment has been indicated in the literature as it associates to various materials (i.e., task, aim, profession), and business in numerous fields (i.e., sociology, manufacturing psychology, health psychology) (Celik, Dedeoglu, & Inanir, 2015; Martin & Roodt, 2008). The willingness of researchers in organizational commitment concept as it is an essential component of the employee's psychosocial status because workers with a higher level of organizational commitment are often engaged in behaviors alike great accomplishment in work and citizenship activities, which are assumed to be efficacious for the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Various investigations on organizational commitment reported that it is based on job experience rather than the preference of workers (Addae, Praveen Parboteeah, & Velinor, 2008).

Furthermore, organizational commitment is described as an idea of exchange, also recognized as the reward-value model (Mottaz, 1988). Eisenberger, Fasolo, & Davis-

LaMastro (1990) discovered proof that workers are worried about how the organization values their contributions and conserves their well-being within a reward system. Anyone by specific demands, aspirations, and abilities join a company wherever he or she could use his or her skills and satisfy one's primary needs that the employer provides for (Kalleberg, 1977). Nevertheless, if a company fails to meet a person's expectations, one has to anticipate that the work performance and the organizational commitment of the worker will decline and that the worker defection will raise. Based on J. P. Meyer and Herscovitch (2001), while commitment is to an actuality, the behavioral indications are sometimes regarded to be completely particular (e.g., continued membership). In other circumstances, they are recognized to be entirely wide (e.g., working toward organizational goals). Table 2.3 contains the definitions of organizational commitment by previous scholars.

Table 2-3: Definitions of Organizational Commitment

Source	Definition	Type
(Scholl, 1981)	A stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function.	General definition
(R. B. Brown, 1996)	An obliging force which requires that the person honor the commitment, even in the face of fluctuating attitudes and whims.	
(Mowday, Steers, & Porter, 1979)	The relative strength of an individual's identification with and involvement in a particular organization.	Organizational commitment
(Rusbult & Farrell, 1983)	Refers to the likelihood that an individual will stick with a job, and feel psychologically attached to it, whether it is satisfying or not.	Job commitment
(Blau, 1985)	One's attitude toward one's profession or vocation.	Occupational/career commitment
(Tubbs, 1993)	A committed person is thought to adopt a specific performance goal and to persist in attempts to reach it even though difficulties.	Goal commitment
(Herscovitch & Meyer, 2002)	A psychological state that binds an employee to a course of action deemed necessary for the successful implementation of a change initiative.	Commitment to organizational change
(Weissbein, Plamondon, & Ford, 1999)	Involves the willingness of the person to put forth to enact the strategy.	Commitment to a strategy

2.5.1.1 Different Models of Organizational Commitment

2.5.1.2 Meyer and Allen's Three-Component Model

Model of Meyer and Allen (1991) (Three-Dimensional Organizational Commitment) is widely used and recognized among researchers in this research era (Celik et al., 2015; Gohar, Bashir, Abrar, & Asghar, 2015; Wasti, 2005). J. P. Meyer and Allen (1991) Explain organizational commitment as a psychological mood that includes three parts denominated the three-component model (TCM). They designated them as affective, continuance, and normative commitment. The TCM incorporates three mental moods that define the workers' involvement in the company, and they are specific issues when the worker is determining of staying or leaving the company (J. P. Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Solinger, Van Olffen, & Roe, 2008). Diversification of all elements is in strength crosswise the period, subject to the workplace conditions

Besides, Allen & Meyer (1997) stated a three-scale evaluation set to evaluate these three element commitment pattern and nominated the set they produced as emotional, normative and continuation commitment scales. This scale appraises companies by discovering what sort of commitment their workers have to the organization and on which components they should be working more.

The first element, affective commitment, assigns to the workers' emotional attachment and involvement with the company (J. P. Meyer & Allen, 1991). The organizational commitment components described by Porter, Steers, Mowday, and Boulian (1974) related to the singularities of affective commitment. The robust affective commitment of workers leads to staying in the company because he/she has willingness in this case. Individual characters and job backgrounds are integral parts of affective commitment. In fact, Emotional commitment involves the commitment that the person feels toward the company in an emotional aspect and is defined as the desire to dwelling in the working environment of the company (J. P. Meyer & Allen, 1991). Mowday, Porter, and Steers (1982) Concentrate on four principal elements forming the emotional commitment consisting of personal, structural, characteristics of the job and work experiences. Despite the pragmatism or practicality of those elements, J. P. Meyer and

Allen (1991) Declared that the emotional commitment in terms of staying in the company chiefly connected to work experiences. According to Ketchand and Strawser (2001), an emotional commitment is inferable from a worker recognition of himself/herself with the company's mission and vision and the passion that he/she demonstrates about contributing to the fulfillment of stated mission and vision. J. P. Meyer and Allen (1991) Declared that workers who have powerful and overwhelming emotional commitment would stay in the company because they have a penchant for pursuing in this manner. According to Laschinger, Finegan, Shamian, and Casier (2000) workers who have significant emotional commitment will collaborate with the company more and have less inclination to depart the company.

The secondary element named continuance commitment associates to the perception of costs connected with leaving the company (J. P. Meyer & Allen, 1991). If the variable is puissant, the worker will remain in the company because he/she claims. Continuance commitment is based on individual qualifications, other career choices, and investments that are scaled by elements such as interchangeable skills, formal education, self-investment and rewards (Allen & Meyer, 1990). Definition of Continuation commitment by J. P. Meyer and Allen (1991) as the anticipated cost of abandoning the company. Anything that could raise the cost of moving the company has the potential to form a continuation commitment. According to Ketchand and Strawser (2001) continuation commitment is the willingness of the worker to stay within the company not because of his/her emotional commitment but because of the cost that abandoning the company will produce. As noted by Wahn (1998) this need is expedient to stay with the company to the absence of an option and the cost of returning to the same situation in the company. Along these lines, these sorts of workers will proceed to contribute to the company because of the financial earnings that they will execute besides their wage or due to the concern of losing it.

The third component, normative commitment, depicts a perception of duty to continue employment (J. P. Meyer & Allen, 1991). If the element is active, the worker perceives that he/she should stay in the company. The elements of normative commitment are personal characteristics, socialization experiences, and organizational investments.

Normative commitment is defined by J. P. Meyer and Allen (1991) as a substantial point to stay within a particular company. Normative commitment compounds of workers' feeling the compulsion to stay within the company because of the ethical and social criteria. Normative commitment stems from workers' ethical dedication deriving from the cost that the company paid on training these workers or particular social ethics. Akhtar & Tan (1994) declared that normative commitment could be generalized by hiring workers fastidiously, work examinations, compliance education, and organizational socialization. This will produce the new workers' adjustment to the company easily, and it will help the organizational and individual expectations to correspond to each other as well. That one may make holding the workers easier; it is essential to set ostensible communication channels for the solutions to predicaments and discussions due to the change of organizational ethics and individual expectations in time. Figure 2.6 depicts a proposed model for the organizational commitment by J. Meyer and Allen (1997), J. P. Meyer and Allen (1991).

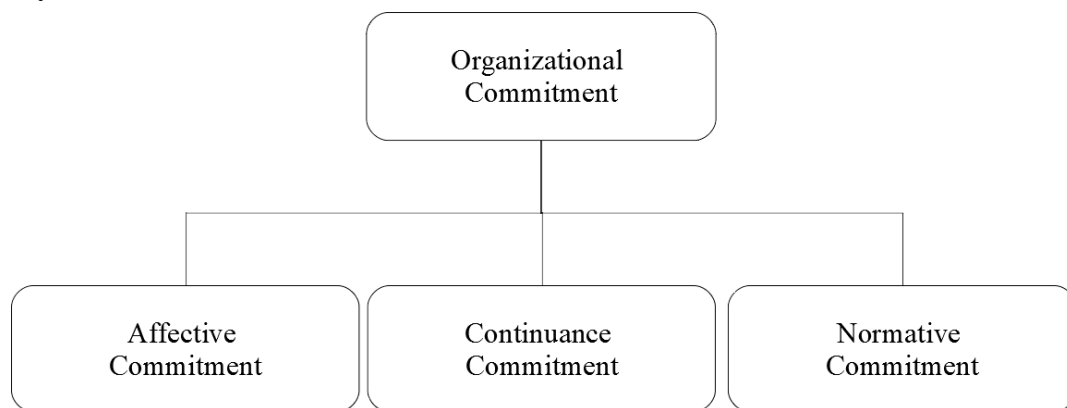


Figure 2-6: Organizational Commitment Model Introduced by Meyer and Allen (1991), Meyer and Allen (1997)

2.5.1.3 O'Reilly and Chatman's Model

O'Reilly and Chatman (1986) explored their multidimensional structure based on the presumption that commitment expresses an attitude with respect to the company, and there are multifarious mechanisms which attitudes could improve. Hence, based on the study by Kelman (1958) on attitude and behavior change, O'Reilly and Chatman (1986) discussed that commitment could get three discrete patterns, which they marked compliance, identification, and internalization.

Compliance happens while attitudes, and corresponding behaviors, are utilized to obtain specific bonuses. In fact, this is an instrumental involvement for specific extrinsic rewards.

Identification happens while a person admits influence to establish or keep a gratifying relationship. In other words, the appendage based on a wish for affiliation with the company.

Internalization happens while influence to be admitted. The reason is that attitudes and behaviors one is being inspired to approve are harmonious with extant values. It means that the involvement declared on congruence between employee and company values.

However, scholars have some trouble in discriminating identification and internalization (Chatman & O'Reilly, 1990; O'Reilly, Chatman, & Caldwell, 1991). Consequently, O'Reilly and co-workers consolidated the identification and internalization of items to form what named normative commitment. Based on J. P. Meyer and Allen (1991) this construct matches more closely to affective commitment in Meyer and Allen's model and should not be perplexed about what the latter's usage of the phrase normative commitment. Figure 2.7 depicts a proposed model for the organizational commitment by O'Reilly and Chatman (1986).

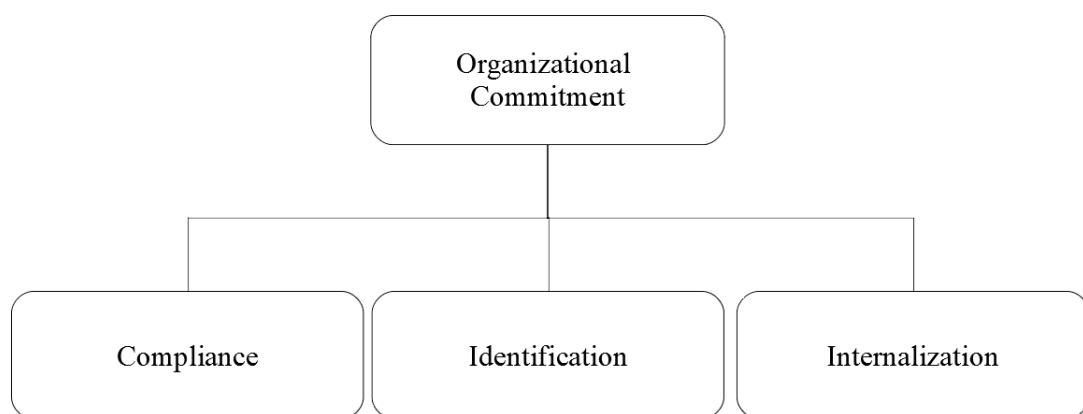


Figure 2-7: Organizational Commitment Model Introduced by O'Reilly, Chatman et al. (1991)

2.6 Organization Citizenship Behavior (OCB)

2.6.1 OCB Definitions

It seems that the first definition of OCB referred to Barnard (1938) when he described the importance of “willingness to cooperate” to the organizational behavior science. Since then, Many scholars have mentioned to the various definition of OCB (S. Appelbaum et al., 2004; Bienstock, DeMoranville, & Smith, 2003; Bolino & Turnley, 2003; D. W. Organ, 1988; D. W. Organ, Podsakoff, & MacKenzie, 2005). For the first time, in the early 1980s, Organ introduced the notion of organizational citizenship behavior in the world of science (Smith, Organ, & Near, 1983).

According to D. W. Organ (1988), OCB is a discretionary behavior of employee which is explicitly not recognized through the formal reward system of the organization but is useful for improving the effectiveness and function of any organization. Organ’s definition involves three essential features which are mentioned by other scholars. First, OCBs as discretionary behaviors (S. Appelbaum et al., 2004); Second, going beyond job description (S. Appelbaum et al., 2004; Bolino & Turnley, 2003); and third, having positively contribution to overall organizational effectiveness (Barroso Castro, Martín Armario, & Martín Ruiz, 2004; Netemeyer, Boles, McKee, & McMurrian, 1997; D. W. Organ et al., 2005). In addition, Bienstock et al. (2003) stated that OCB is an extra-role of employee's behavior. Also, in the study of Murphy, Athanasou, and King (2002) OCB is introduced as an element of job performance. In fact, OCB involves both behaviors which are interpersonal helping such as voluntarily helping to a specific person(s) at work, as well as impersonal helping such as sportsmanship and organizational loyalty which have a positive contribution to organizational effectiveness (D. W. Organ et al., 2005). To sum up, it can be said that OCBs are discretionary and voluntary behaviors of the employee who is not in the framework of official duties.

2.6.2 Importance of OCB

The role of OCB in organizational research is brilliant, and several scholars have mentioned the critical role of OCB. According to Grant and Mayer (2009), in recent years, OCB, as one of the relevant subject in the field of organizational behavior, has attracted

the attention of both researchers and practitioners. As stated, based on D. W. Organ et al. (2005), the efficiency and effectiveness of the organization could be improved through OCBs. It seems that there is a positive impact of OCB on the profitability of the organization without any impact on customer satisfaction (Koys, 2001). Also, OCB can progressively make to increase the function and effectiveness of the organization (Bienstock et al., 2003). Furthermore, Poncheri (2006) believed that OCB has an affirmative impact on employees and their organization, while Chiu and Tsai (2007) asserted that the effect of OCB is on the innovation, collaboration, and teamwork of employees.

Several studies supported that HRD climate as a predictor of the OCB can promote the learning process and improve organizational productivity. According to Biswas (2010), HRD climate has a positive impact on OCB, so that it could be the reason for such behaviors of the employee; which is supported through the study of (Ewis, 2015a). Benjamin (2012) went further than previous studies because he believed that HRD climate is the forerunner of OCB. Also, Sabri and Sami (2014) in their study indicated that HRD climate makes to increase the positive behaviors and attitudes of employees in the organization.

It can be said that although OCB is known as voluntary and discretionary work, OCB has a pivotal role in the efficiency and development of an organization. Therefore, organizational behavior and overall organizational effectiveness have been linked with each other and OCB as one type of organizational behavior have crucial results in the workplace.

2.6.3 OCB Models in Literature

2.6.3.1 Organ's (1988) Model

The most common model in the field of organizational citizenship behavior is Organ's model with five dimensions (Owen, Pappalardo, & Sale, 2007). The model that appears to have gained ascendancy in the literature is the Organ's five-dimensional approaches to organizational citizenship (D. W. Organ, 1988; D. W. Organ & Ryan, 1995; Schnake, Cochran, & Dumler, 1995). D. W. Organ (1988) introduced the model of five

dimensions for OCB included “altruism, conscientiousness, sportsmanship, courtesy, and civic virtue,” respectively.

Altruism behaviors involve those behaviors that can directly influence colleagues (Salehzadeh, Shahin, Kazemi, Shaemi Barzoki, & Sheard, 2015); assisting co-workers and subordinates to fulfill their commitments in exceptional situations, or in a sense which goes beyond expectations (D. Organ, 1991). Accordingly, the benefits of altruism involve individual-directed behavior (D. W. Organ, 1997); furthermore, altruism enhances the level of worker effectiveness. Yen and Niehoff (2004), inspires cooperation among workers and enhances integrity and solidarity while group working (Islam, Ahmad, Ahmed, & Mohammad, 2012).

Conscientiousness has attracted a surpassing deal of consideration from scholars who are concerned about OCB (Borman, Penner, Allen, & Motowidlo, 2001). Conscientiousness, as described by D. Organ (1991), is a behavior that goes beyond the particular requirements of a company. Conscientiousness behaviors point out voluntary behaviors that go beyond work needs, and that may not be noticed by anyone. (Redman & Snape, 2005). Based on Salehzadeh et al. (2015) conscientiousness is the voluntary behaviors in a manner beyond what is expected. Conscientious people are really beneficial to the company (D. W. Organ, 1997). According to Konovsky and Organ, (1996), there is a meaningful association and kindred spirit among conscientiousness and each element of OCB.

Besides, conscientious workers have a penchant for being extra knowledgeable and for being apprised about goods and services which are offered (Yen & Niehoff, 2004). It can be said that conscientiousness is the best medium in order to increase job effectiveness. King, George, and Hebl (2005) explicated that in theory, conscience is something similar to a luminous object such as a lamp that illuminates the passage of desired purpose behaviors; therefore, conscientiousness may be a consequential dimension of OCB.

Sportsmanship is defined as the avoidance of negative behaviors such as complaining (D. W. Organ, 1988). Owen et al. (2007) asserted that a single chronic

complainer could have an extremely adverse effect on the morale of a whole group. Thus, it can be stated that sportsmanship is a citizen-like posture of abiding by unavoidable difficulties and impositions of work, without nagging or fretting or indicating complaints about problematic situations (Salehzadeh et al., 2015).

Courtesy regards to the gestures that help others to stop interpersonal problems from happening, such as notification of the job agenda to someone that is needed or advising others before practicing any actions that would affect them (D. W. Organ, 1988). Courtesy includes treating others by reverence, stopping obstacles from occurring by having others notified of one's determinations and actions that may affect them and apprising others who may find it beneficial and pragmatic (Modassir & Singh, 2008). The fundamental meaning of courtesy is evading actions that execute collaborators' job harder and providing them ample notice to get prepared while you add to their duties. One example of courtesy in the organization is leaving the copy machine or printer in good condition for other employees (D. W. Organ et al., 2005). Altruism and courtesy classified into individual-directed behavior, and the positive relationship among each of them and OCB has also been confirmed in the literature. (Williams & Anderson, 1991).

Civic virtue refers to individual behaviors that display a responsible concern for the wellbeing and image of an organization, employees are willing to participate in civic virtue behaviors (Borman et al., 2001; Redman & Snape, 2005); and responsible behavior such as constructive involvement in the organizational policy (Borman et al., 2001; Salehzadeh et al., 2015). Thus, civic virtue is explained as constructive engagement in the political process of the company and contribution to this process by revealing beliefs, participating in the meetings, conversing the subjects of the day with co-workers, and reading organizational communications such as emails for the welfare of the company (Owen et al., 2007). Figure 2.8 represents OCB model proposed by D. W. Organ (1988)

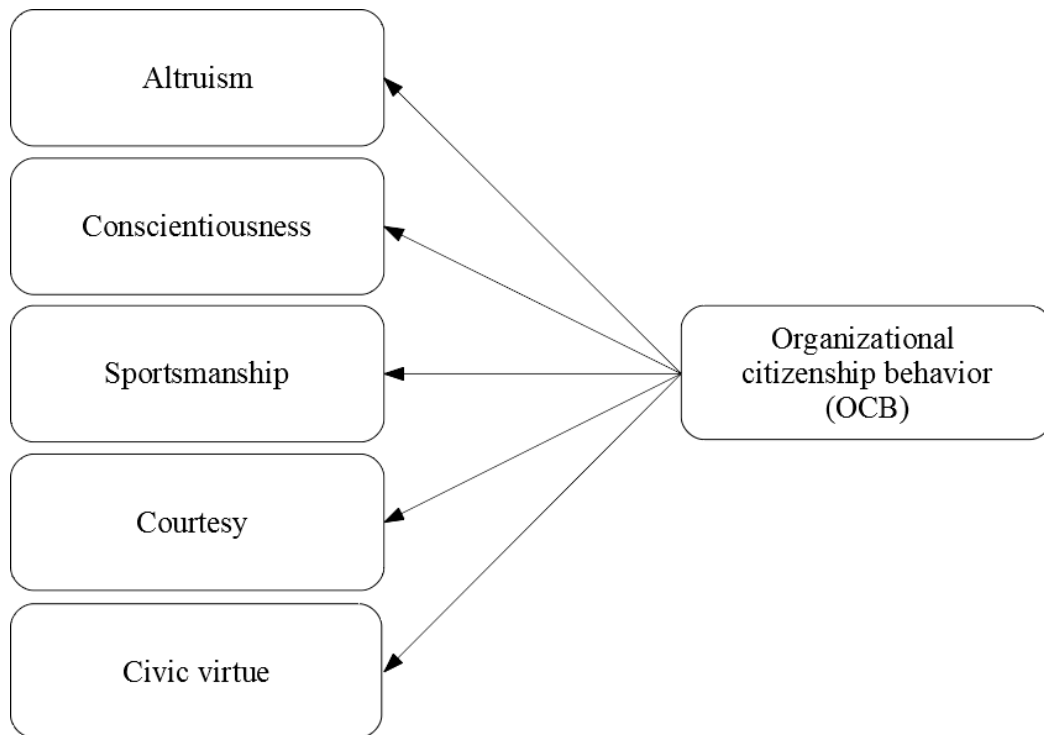


Figure 2-8: Organ's (1988) OCB Model

2.6.3.2 William and Anderson's (1991) Model

A different view on the dimensionality of OCB came from Williams and Anderson (1991), who divided OCB into two types: (1) behaviors directed at specific individuals in the organization, such as courtesy and altruism (OCBI); and (2) behaviors concerned with benefiting the organization as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO).

2.6.3.2.1 Citizenship Behaviors Directed Toward Individuals (OCBI)

OCBI refers to the behaviors that immediately benefit specific individuals within an organization and, thereby, contribute indirectly to organizational effectiveness (Lee & Allen, 2002; Williams & Anderson, 1991). So, OCB-I indirectly affects organizational performance through its effect on other's performances. Podsakoff et al. (2000) Designated this dimension as helping behavior and described that as eagerly helping others with work-related difficulties. While other scholars in this era have ascribed this category of behavior in some forms, all are like Williams and Anderson (1991)

description of OCBI. Accordingly, OCB-I is recommended to be more felicitous to employee relationship and friendship among employees (Halbesleben & Bowler, 2007).

2.6.3.2.2 Citizenship Behaviors Directed Towards the Organization (OCBO)

The other dimension of OCB involves behaviors benefiting from the company without actions explicitly intended toward any organizational affiliate or members (e.g., adhering to informal rules, volunteering for committees). Podsakoff et al. (2000) labeled this organizational compliance as it involves internalization of a company's rules and policies. Furthermore, Williams and Anderson (1991) Explained it that as behaviors that serve the company as overall. Those behaviors constitute giving prior notification concerning absenteeism from a job or informally adhering to rules created to maintain order. For exemplification, devoting additional attempt to organizational performance such as serving additional hours is related to OCB-O. Figure 2.9 represents OCB model proposed by Williams and Anderson (1991).

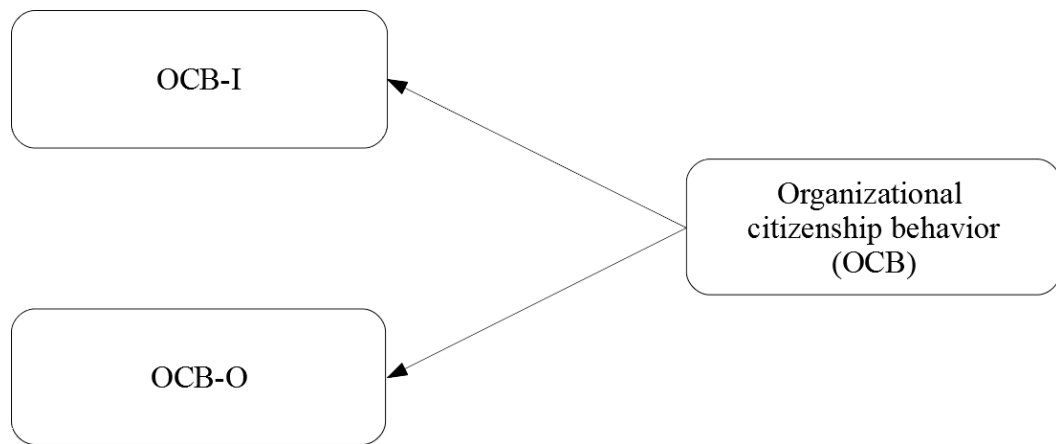


Figure 2-9: Williams and Anderson's (1991) Model

2.6.3.3 Graham (1991) Model

Based on Graham (1991), Van Dyne, Graham, and Dienesch (1994) proposed a three-pillar pattern of OCB by increasing political philosophy to organizational backgrounds. They conceptualized OCB as a global theory that contains all positive

organizationally expedient behaviors of individuals. They introduced three concepts for an explanation of OCB; those are obedience, loyalty, and participation.

2.6.3.3.1 Organizational obedience

that overlays by general compliance D. W. Organ (1988), was defined as admitting the rules and regulations that stand vital for a company to function and it involved behaviors such as being on time and performing completion or in other words, working completely (Graham, 1991).

2.6.3.3.2 Organizational loyalty

It is described as identification with loyalty to super-ordinates and exclusively fidelity to the organization, excelling from the parochial interests of individuals, workgroups, and departments (Graham, 1991).

2.6.3.3.3 Organizational participation involves

Convening in the non-required conferences, sharing knowledge and opinions with colleagues, and being eager to deliver unfortunate news were described as behaviors that indicate organizational participation which corresponds to civic virtue(D. W. Organ, 1988) and preserving the organization from tortuous situations (George & Brief, 1992). Figure 2.10 represents OCB model proposed by Graham (1991).

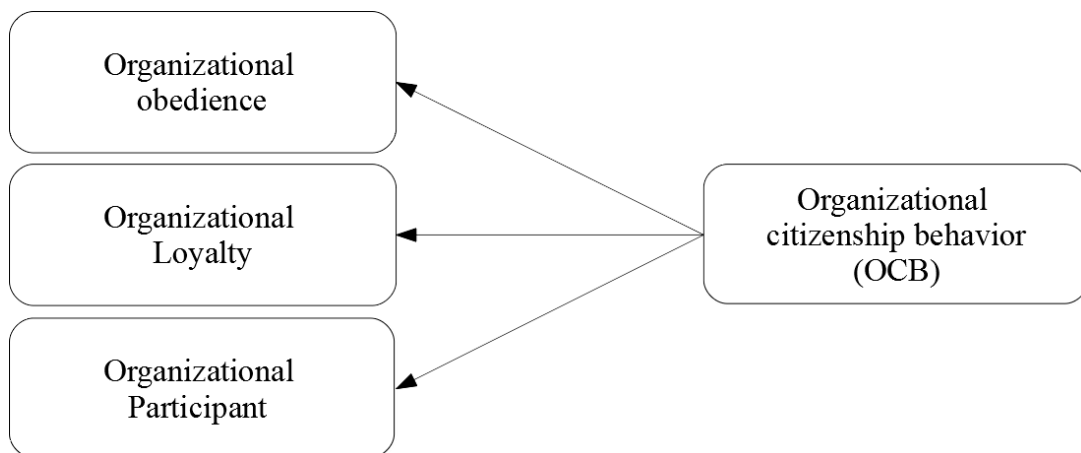


Figure 2-10: Graham (1991) Model

2.7 Counterproductive Work Behavior

In recent years, counterproductive work behaviors (CWB_s) as a form of volitional and active behavior has emerged as a significant concern among researchers and managers so that, these behaviors frequently studied in the area of organizational behaviors science. Unfortunately, as the study of these forms of behavior has grown, so there is a vast amount of definitions, concepts, and constructs (Griffin & Lopez, 2005). The nature of CWB_s comes from the lack of motivation of employee to adopt the rational expectations of the organization (Kaplan, 1975). According to Robinson and Bennett (1995) counterproductive behavior is defined as a voluntary act can violate seriously organizational norms and can be a threat to the well-being of both the organization and its employees. CWB consists of behaviors which are harmful to both organization and individual (Spector & Fox, 2005); This behavior is contrary to the interests of the organization (Sackett, 2002). Based on Spector and Fox (2005) CWB are a series of behaviors which are intentional and volitional also harm or intend to cause harm organization or another relative of an organization such as employees, customers, and supervisors or generally all stakeholders. Here is some example of these behaviors included, a range of abusive and unpleasant behaviors in order to damage property, to steal, and to make an unauthorized withdrawal (Spector et al., 2006).

Furthermore, some scholars mentioned that counterproductive behaviors broadly are also known as unproductive behaviors which are harmful and can damage the organizational goals. They believed that such unproductive activities directly affect organizational function or property or even make to reduce the effectiveness and the efficiency by hurting employees (Klotz & Buckley, 2013; Le Roy, Bastounis, & Poussard, 2012; Mann, Budworth, & Ismaila, 2012). However, there was a disagreement about the name of these set of activities or what to call these behaviors. In fact, the studies of CWB were conducted under different labels from different theoretical perspectives for example, deviance (Hollinger, 1986; Robinson & Bennett, 1995), retaliation (Skarlicki & Folger, 1997), and revenge (Bies, Tripp, & Kramer, 1997), aggression (Douglas & Martinko, 2001). Also, these negative-oriented activities and behaviors have been called in literature as employee withdrawal, organizational misbehavior, dysfunctional behavior, antisocial

organizational behavior, dishonesty, organizational deviance, and counterproductive behavior (Everton, Jolton, & Mastrangelo, 2007).

According to Douglas and Martinko (2001) aggressive employees, who experience unhealthy or chronic anger, become a problem when their anger hurts others in the workplace. One definition of counterproductive work behavior is workplace deviance which is a component of job performance (Spector & Fox, 2005); in order to harm the organization (Robinson & Bennett, 1995); also, based on Hollinger (1986) production deviance is described when employees perform their duties purposefully in the way of failure. Also, retaliation is known as a response to injustice which can occur in different forms (Folger & Skarlicki, 2005).

Moreover, researches in this field suggested that CWB is grouped according to their target. Such behaviors have various targets as well; organization-targeted which is known as CWB-O, and interpersonal-targeted or CWB-I. For instance, production deviant, stealing, sabotage, and withdrawal are organizational-related (CWB-O) while abuse and interpersonal conflict are individual-related (CWB-I) (Spector et al., 2006). Thus, according to the above literature, it can be concluded that there are various definitions from a various perspective in this kind of Unproductive or counterproductive work behaviors.

2.7.1 The Importance of CWB

Most of the studies in the area of counterproductive work behaviors demonstrated the important role of CWB_s in various ways. In reality, employees' involvement in CWB seriously influences the other employees' well-being and organization. According to Lawrence and Robinson (2007) any form of CWB_s often happens in any workplace and organization. For instance, based on Harper (1990), it is estimated that about 33% to 75% of employees are engaged in different forms of these behaviors (CWB_s) such as absenteeism, sabotage, theft, and vandalism. It can be seen that there is financially a loss of billions of US dollars annually because of the impact of CWB on organization (Chao, Cheung, & Wu, 2011; Coffin, 2003; Greenberg, 1997), also the

outcome of CWB leads to a decrease in work performance and productivity (Hershcovis & Barling, 2010; Lawrence & Robinson, 2007).

As said before, CWB is a kind of behavior that employees consciously choose to involve in and this behavior can act against the interests of the organization (Chang & Smithikrai, 2010). The similarity of these behaviors is to violate organizational norms so that they can be a threat to personal and organizational well-being (Peterson, 2002). Most importantly, the effects of engaging in these behaviors are broad and significant. Based on Henle, Giacalone, and Jurkiewicz (2005), the victims of CWB are more probably to be engaged in turnover, have low morale, increased concern and job insecurity, damaged confidence, and suffered psychologically and physically. Also, interpersonal relationships (Estes & Wang, 2008) and the quality of teamwork (Aubé, Rousseau, & Tremblay, 2011) are affected by CWB. Further, scholars showed that the guaranty of organizational health could be possible through interpersonal relationships among its members. The evidence of this fact has been said in the study of Koys (2001) increasing healthy interpersonal relationships by CWB and augmenting OCB result to the organizational health.

An issue with studying CWB is that engaging in counterproductive extra-task behavior can be affected by organizational climate. Kidwell and Valentine (2009) stated that a supportive organizational climate in both social and emotional side cause to decrease the tendency towards counterproductive behavior by employees. Besides, if the climate of an organization is directed towards achieving organizational goals and do not consider the employees' health and well-being, employees will tend to more engage in CWB (Vardi, 2001); which is supported by Kanten and Ülker (2013). It means that the feeling of working in unfavorable organizational climate makes to avoid positive extra-role behavior and more involve in CWB.

Therefore, today, CWB is an important concern of organizations because of deviant and unproductive behaviors which have become a costly and constant threat in any organization. Several studies demonstrated that CWB has the physical, psychological, social, also financial effects on both employees and the organization (Fagbohunge et al., 2012). In other words, according to Brooks (2012) from one side,

CWBs, make to increase organizational costs, lateness, turnover, and absenteeism while from another side, make to decrease commitment and the sense of OCB and productivity. Then they extended that CWB can lead to two main costs included financial costs and social costs. Financial costs can be such as loss of productivity and profits also; social costs can be such as physical and mental hurt, job dissatisfaction. Because of the importance and costs of arising from CWBs, organizations and managers would like to manage these behaviors properly (Biron, 2010).

Thus, in such an environment, low morale and damaged self-esteem cause employees to lose their interest. Additionally, as a result, loss of interest may lead to reduced work performance, effectiveness, efficiency, and productivity.

2.7.2 Spector et al. Model (2006)

According to Spector et al. (2006) CWBs were classified into five main dimensions. They developed the CWB Checklist for counterproductive work behaviors. In the following, the author of this study will explain the five dimensions of CWB based on Spector et al. (2006) included abuse, workplace deviance, sabotage, theft, and withdrawal.

2.7.2.1 Abuse

Abuse is defined as harmful behaviors towards others which can physically and psychologically harm employees by creating threats, unpleasant comments, disregarding the other person, or undermining the ability of people to work effectively (Spector et al., 2006). Then, they added that one kind of aggressive behaviors is abuse behaviors. The evidence of this fact is shown through the organizational behavior literature. According to Berkowitz (1998) abuse as a stressor in the workplace is linked to serious aggression through negative emotions.

Furthermore, the effects of the work stressors may become apparent as physical suffering or psychological discomfort. Spector et al. (2006) expressed that abuse and sabotage are highly related to anger and stress. Certainly, there are additional factors which contribute to emerging such behaviors. For instance, based on Keashly and Harvey

(2005) organizational culture and social norms are the other factors to support or inhibit these behaviors. Spector and Fox (2005) believed that abuse behaviors related to both negative emotions and stressors. Accordingly, it can be said that this form of counterproductive workplace behavior is crucial because of its physical and psychological results on members which may lead to harm organization.

2.7.2.2 Workplace Deviance

Drawing on Robinson and Bennett (1995), workplace deviance is the voluntary behavior which violates the norms of the organization; thereby it can be a threat to the well-being of employees as well as the organization. Deviant behavior can be grouped based on the target. Employees can engage in workplace deviance in two forms as interpersonal and organizational deviance (Bennett & Robinson, 2000). Some examples of these behaviors are shown as, to leave early, to slow down their work intentionally, excessive absenteeism, and to take long breaks. These behaviors may be harmful to another employee (s) which is known as interpersonal deviance behaviors (Robinson & Bennett, 1995). Based on Hollinger (1986) the concept of organizational or production deviance is referred to as the purposeful failure to carry out job duties effectively. However, both of them can be a factor in harming any organization.

2.7.2.3 Sabotage

According to P. Y. Chen and Spector (1992) Sabotage is defined as the intentional damage or disrupt the physical property of the organization. It seems that production deviance and sabotage have close meaning, but these two forms of behaviors are different. Sabotage behaviors affect the physical property of an organization while production deviance behaviors destroy and disorder the process of work. Also, sabotage behaviors are more active whereas, production deviance in nature generally is passive (Spector et al., 2006).

2.7.2.4 Theft

A critical dimension of measuring CWB_s is theft as a serious problem in any organization. Theft can be defined as to steal something which is not belonging to us or

slow performing the duties in order to get overtime salary (Ansari, Maleki, Mazraeh, & Arab-Khazaeli, 2013). Like sabotage, theft can be a type of aggression in order to harm the organization (Neuman & Baron, 1997). Scholars noted different motivating factors for theft. Some of the potential factors motivating theft include: the feeling of injustice, demographic characteristics, low level of self-control, stress, personality, and work environment factors (Payne & Gainey, 2004); while, Mustaine and Tewksbury (2002) expressed three main reasons for theft which are job dissatisfaction, economic need, and injustice. From these three factors, injustice has received remarkable attention from researchers whereas they demonstrated a clear relationship between the perception of inequity or injustice and theft (Greenberg, 1990). Therefore, negative emotions (e.g., feeling injustice in the organization) and other stressors (e.g., work environment factors) could be led to stealing by low self-control employee.

2.7.2.5 Withdrawal

The set of behaviors related to the restriction of time working is known as withdrawal. It means that these persons tend to work less than the required time in the organization (Spector et al., 2006). Examples of withdrawal behaviors are absenteeism, leaving early or arriving late. Some studies mentioned the reasons for withdrawal. According to Johns (1997), withdrawal could be a result of dissatisfaction at work. Then he added that the reason of absence, as a more common form of withdrawal, could be because of social norms, physical and psychological disorders, labor–management conflict, different cultures, individual characteristics, and stress. In addition, an employee might be motivated to perform withdrawal behavior by a desire to hurt the organization (Spector et al., 2006). However, they extended that there is a difference between withdrawal and other forms of CWB because these employees try to avoid or get away from a situation rather than directly harm the organization. From the above literature, although an employee may not wish directly to harm the organization, however, the effects of withdrawal can harm the organization. Figure 2.11 represents a proposed model for CWB by Spector et al. (2006).

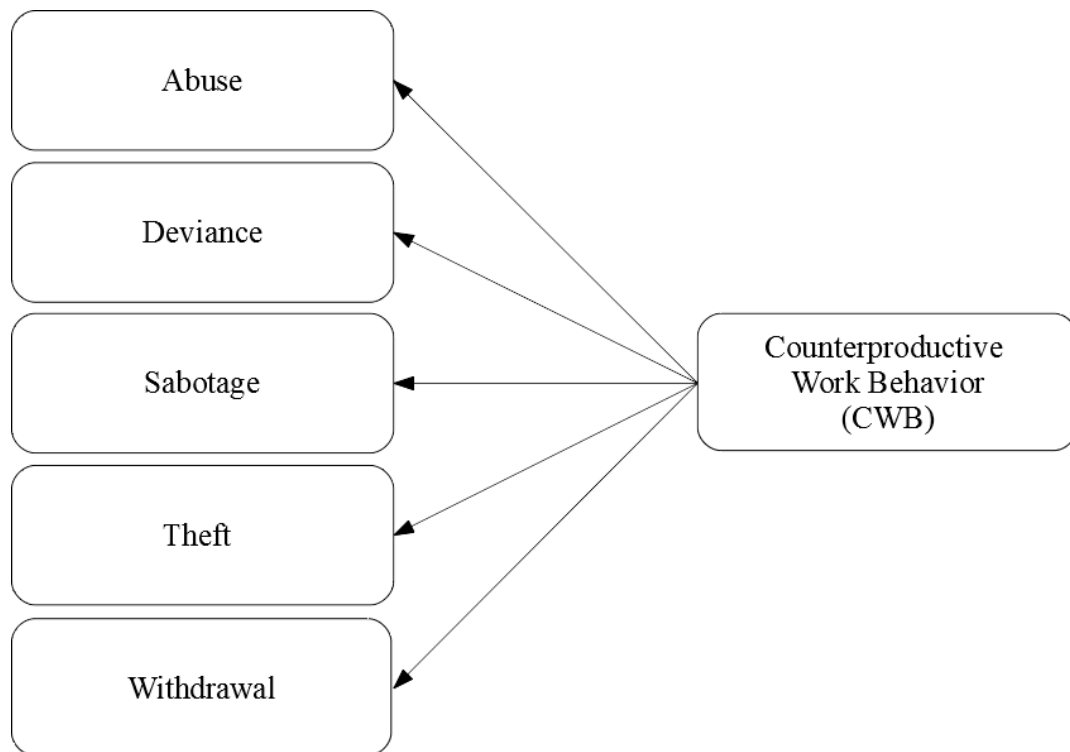


Figure 2-11: Spector et al. (2006)'s Model

2.8 Proposed Research Model for HRD Climate and Job Attitudes

2.8.1 Supporting Consistency among Variables by Theoretical Knowledge

At this stage, it is worthwhile mentioning that the consistency between an exogenous variable which is HRD climate and endogenous variables which are employee engagement, organizational commitment, OCB, and CWB should be supported by theoretical knowledge. It means that a theory of which explains whether the HRD climate has positive determination on each endogenous variable or not. Here, it is significant to mention the HRM is in the field of management that covers the HRD climate as the core concept of this research. Job attitudes like employee engagement, organizational commitment, OCB, and CWB are part of organizational behavior in management. There should be a theory of which related to supporting positive determination between HRD climate and each of job attitudes as mentioned earlier. In organizational behavior studies and organizational psychology studies, there is a theory under the name of “positive psychology approach” of which will be discussed in depth in the following sub-headings.

2.8.2 Statement of “Positive Psychology” Approach

Ludwig and Frazier (2012) noted “based on a positive psychology approach, engagement is associated as an invaluable state for employees. The reason is that according to the surveys on the construct have supported that it correlates with some organizational tactics such as human resource policies, procedural justice and positive outcomes such as growth, lower costs, lower absenteeism”. It is worthwhile mentioning that as stated by Fred Luthans, Youssef, and Rawski (2011) “positive psychology is nothing new to behavior analysis, which has many practicalities through the field organizational behavior management to create and engages workforce and culture.”

Martin Seligman who is a pioneer of “Positive Psychology Approach” stated in his publications that purpose of positive psychology is to initiate for acceleration a change in the theory of psychology from preoccupation exclusively with repairing the worst things in life to also forming positive qualities (Burns & Seligman, 1991; Forgeard, Jayawickreme, Kern, & Seligman, 2011; Seligman, 1996, 2007; Seligman & Csikszentmihalyi, 2000). The conclusion is that positive psychology addresses the strong points and merits which is beneficial and pragmatic for any individuals and communities to prosper (Bakker & Schaufeli, 2008).

Skinner (1974) mentioned that positive outcomes resulting from behavior could bring a positive psychological state such as euphoria.

Based on Perrin (2003), organizational variables might be expedient to engagement inclusive of human resources, strategies, merits, customs, conventions, technology, and so forth (Perrin, 2003).

F Luthans, Norman, Avolio, and Avey, (2008) “explored whether the recently emerging core construct of positive psychological capital (consisting of hope, resilience, optimism, and efficiency) plays a role in mediating the impacts of a supportive organizational climate with employee outcomes. Utilizing three diverse samples, results revealed that employees’ psychological capital is positively relevant to their performance, satisfaction, and commitment and that a supportive climate is relevant to employees’ engagement, satisfaction, and commitment. The study’s major hypothesis that

employees' psychological capital mediates the relationship between supportive climate and their performance was also supported”.

By reviewing in literature and stating a positive psychology approach, it can be deduced that “employees will be more engaged in their tasks in flourishing organizations”(Bakker & Schaufeli, 2008).

The proposed research model in the present study consists of HRD climate and job attitudes including employee engagement, commitment, OCBs, and CWBs. According to reviewed literature and positive psychology approach and as the purpose of the current study which is identifying the impact of HRD climate on mentioned job attitudes, therefore author can conclude that HRD climate has positive determination on positive job attitudes and increasing positive attitudes in the proposed research model which are employee engagement, commitment, and OCB. Moreover, HRD climate is a significant predictor of negative job attitude in the proposed research model which is CWB. It means that the HRD climate has positive determination in decreasing negative attitudes in the workplace due to the nature of HRD climate and its concept as defined earlier in this thesis.

2.9 Proposed Model in the Current Study

By reviewing in literature and statement of theories that support consistencies between the exogenous variable of this study which is HRD climate with each of endogenous variables which are employee engagement, organizational commitment, OCBs, and CWBs. The model proposed in this study is a comprehensive model in comparison with previous relevant proposed research models by scholars as reviewed earlier in this thesis. Because the model proposed in the current study includes positive/negative job attitudes as mentioned earlier, and it can be deduced that it will be really practical and beneficial to contribute to the existing knowledge in the field of HRM and exclusively the relationship between HRD Climate and job attitudes. Figure **2.12** illustrates the proposed research model of this study by the author of this thesis. There is another salient point for the research model in the current study. As reviewed in-depth earlier, for each of variables including HRD climate, employee engagement,

organizational commitment, OCB, and CWB, related models introduced by previous scholars were reviewed and important points about each model of latent variables and dimensions of them were discussed.

To sum up, for each latent variable in the proposed research model in the current study, the author has a logical plan to use the best and highly cited models for each latent variable. For further clarification, below are the significant points for each of the variables:

- *HRD Climate Model by Rao and Abraham in 1986*: by reviewing in literature, the author can deduce that model introduced in 1986 by Rao and Abraham is a strong model which covers the concept of HRD climate, and this model has been cited and utilized by other scholars. As stated earlier in depth, this model is a function of three dimensions which are General HRD climate, OCTAPAC culture, and HRD culture.
- *Employee Engagement Model by Schaufeli, Martinez, et al. (2002)*: by reviewing in literature, the author can deduce that model introduced in 2002 by Schaufeli, Martinez, et al. (2002) is a strong model which covers the concept of employee engagement and this model has been cited and utilized by other scholars. As stated earlier in depth, this model is a function of three dimensions which are vigor, dedication, and absorption.
- *Organizational Commitment Model by Meyer and Allen's three-component model in 1991*: by reviewing in literature, the author can deduce that model introduced in 1991 by Meyer and Allen is a strong model which covers the concept of organizational commitment, and this model has been cited and utilized by other scholars. As stated earlier in depth, this model is a function of three dimensions which are an affective, continuance, and normative commitment.
- *OCB Model by Organ 1988*: by reviewing in literature, the author can deduce that model introduced in 1988 by Organ that is known and famous as the father of "OCB theory" is a strong model which covers the concept of OCB, and this model has been cited and utilized by other scholars. As stated earlier in depth, this model

is a function of five dimensions which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

- *CWB Model by Spector, Fox, et al. in 2006*: by reviewing in literature, the author can deduce that model introduced in 2006 by Spector, Fox et al. in 2006 is a strong model which covers the concept of CWB, and this model has been cited and utilized by other scholars. As stated earlier in depth, this model is a function of five dimensions which are abuse, workplace deviance, sabotage, theft, and withdrawal.

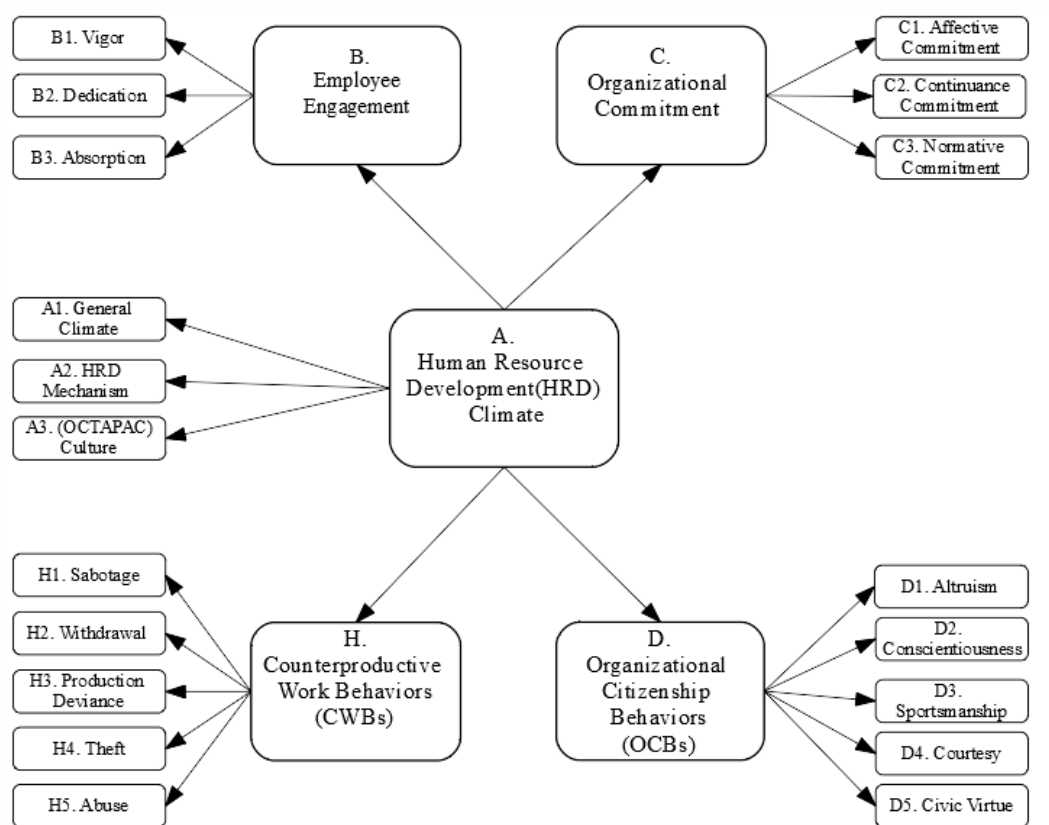


Figure 2-12: Proposed Research Model

2.9.1 Research Questions

Development of research questions (RQs) is in line or in accordance with the proposed research model of which has been depicted in figure **2.12**. Therefore, RQs of the current study are delineated as indicated below:

- Is HRD climate having a positive determination on employees' work engagement in the Iranian private banks located in Tehran, Iran?
- Is HRD climate having a positive determination on employees' organizational commitment in the Iranian private banks located in Tehran, Iran?
- Is HRD climate having a positive determination on employees' OCBs in the Iranian private banks located in Tehran, Iran?
- Is HRD climate having a positive determination on employees' CWBs in order to the diminution of these negative attitudes in the workplace of Iranian private banks located in Tehran, Iran?

2.9.2 Hypotheses Development

Referring to the proposed research model of this study, which has been depicted in figure **2.12** and the relationship amongst variables regarding reviewed literature earlier, thus; the following hypotheses of the present study are developed and illustrated in figure **2.13**:

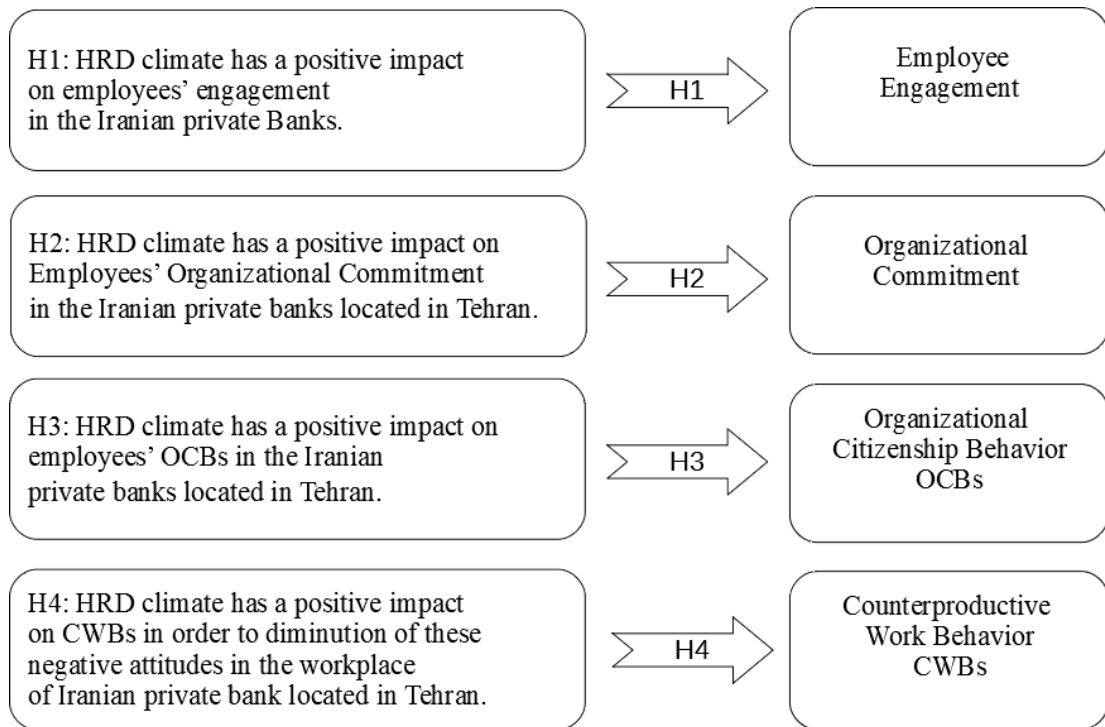


Figure 2-13: Developed Testable Hypotheses of Current Study

3. RESEARCH METHODOLOGY

To outline this chapter, it is followed by stating steps of designing the study and the aim of the research. Then, development of the questionnaire which is based on validated scales established by previous scholars for exogenous and endogenous variables will be explained. Afterward, issues relevant to sample size and procedure of data collection will be construed. Finally, substantial analyses which are related to data processing in this study will be explicated in-depth. Mentioned consequential sections are as indicated in the following sections of this chapter.

3.1 Research Design

The present study is a kind of confirmatory study for the proposed model as illustrated earlier. In the present research, it can be stated that endogenous variables are employee engagement, organizational commitment, OCB, and CWB and the exogenous variable is HRD climate as illustrated in the proposed research model of the study. After writing up former chapters, the author of this thesis has a logical plan for implementation of followings steps in order to the achievement of the main research objective, minor research objectives, answering research questions and testing developed hypotheses. There are some steps as delineated below to reach the solid conclusion of this research:

- Aims of the research
- Developing survey instrument based on established and validated scales proposed by TV Rao and E Abraham (1986) for HRD climate, scale introduced by Schaufeli, Salanova, González-Romá, and Bakker (2002) for employee engagement, scale introduced by J. P. Meyer and Allen (1991) for organizational commitment, scale introduced by D. W. Organ et al. (2005) for OCB, and scale introduced by Spector et al. (2006) for CWB.

- Translation of the original versions of the established and validated scales into the Persian language to make sure consistency of translated one with the original version and distribution among employees
- Definition of the scope and sample size
- Taking a quantitative method inclusive of questionnaires distribution.
- Selection of a field worker with adequate knowledge for the explication of research instrument' content for employees
- Creating Google form link for questionnaire
- Proceeding distribution of questionnaires
- Performing reliability tests in order to assure about the reliability of the questionnaire in order to continue with conducting a study in the private banks in Tehran, Iran.
- Obtaining the results through IBM SPSS AMOS Version 24 software which includes running statistical tests such as reliability test, factor analysis, and descriptive statistics for demographic part
- Data processing through SEM technique including running CFA with two-step strategy in AMOS Program.

3.2 The Aim of the Research

The present study aims to identify the effect of HRD climate on job attitudes involving positive and negative ones in the Iranian private banks in Tehran, Iran. Referring to the proposed research model in this research, positive job attitudes are employee engagement (B), organizational commitment(C) and positive extra role behavior namely OCB (D) and negative job attitude namely (CWB) (H). In order to achieve the main objective of the study, there should be supporting or minor objectives. Minor objectives are delineated as followings:

- Identifying the effect of HRD climate on employee engagement in the Iranian private banks in Tehran, Iran.
- Identifying the effect of HRD climate on organizational commitment in the Iranian private banks in Tehran, Iran.
- Identifying the effect of HRD climate on OCB in the Iranian private banks in Tehran, Iran.
- Identifying the effect of HRD climate on CWB in the Iranian private banks in Tehran, Iran.

3.3 Questionnaire Development

The development of a standard questionnaire of current research is according to the scales proposed by scholars as mentioned earlier. The expedient information has been represented in table 3.1. “All questions or items were rated on a five-point frequency-based scale (1= strongly disagree, 2= disagree, 3= Neutral, 4= agree, 5= strongly agree)” as done by many scholars which are intensifying labeling. There is another point to take into consideration that questionnaire of this research involves seven questions related to the demographic part which are, gender, job position, education, age, nationality, marital status and job experience (F1-F7). Questionnaire inclusive of English and Persian versions can be found in the appendix part.

Table 3-1: Description of the Questionnaire for Exogenous Variable and Endogenous Variables

Name of Variable	No. of Items and Supporting Reference	No. of Dimensions
Exogenous variable: HRD Climate(A) as labeled in the proposed research model	40 Items adapted to scale from TV Rao and E Abraham (1986)	Original scale involves three dimensions which are (A1, A2, A3) (Refer to the proposed research model in this master thesis.
Endogenous variable: Employee Engagement(B) as labeled in the proposed research model	17 Items adapted scale from Schaufeli, Salanova, et al. (2002)	Original scale involves three dimensions which are (B1, B2, B3) (Refer to the proposed research model in this master thesis.
Endogenous variable: Organizational Commitment(C) as labeled in the proposed research model	24 Items adapted scale from J. P. Meyer and Allen (1991)	Original scale involves three dimensions which are (C1, C2, C3) (Refer to the proposed research model in this master thesis.
Endogenous variable: OCB (D) as labeled in the proposed research model	24 Items adapted scale from D. W. Organ et al. (2005)	Original scale involves five dimensions which are (D1, D2, D3, D4, and D5) (Refer to the proposed research model in this master thesis.
Endogenous variable: CWB (H) as labeled in the proposed research model	33 Items adapted scale from Spector et al. (2006)	Original scale involves five dimensions which are (H1, H2, H3, H4, and H5) (Refer to the proposed research model in this master thesis.

3.4 Sampling Techniques and Sample Size

A sample is some part of a larger or target population. The primary aim of sampling is to extrapolate an unknown characteristic of a population (William Zikmund, Barry Babin, Jon Carr, & Mitch Griffin, 2012).

There are some striking and exemplary steps in choosing a sample which is delineated; Firstly, the sampling frame. A sample frame is included in all the stages that scholars must draw in order to select a sample. Explanation of some significant and substantial concepts in the sampling frame is pragmatic of which some of them are defined as indicated below:

According to the William Zikmund et al. (2012), “the population is any complete group of entities that share a common set of characteristics. The sampling unit is a single element or groups of elements subject to selection in the sample. Probability sampling is a sampling technique in which every member of the population has a known, nonzero probability of selection”. Also as noted by William Zikmund et al. (2012) “Non-probability sampling is a sampling technique in which units of the sample are selected

based on personal judgment or convenience; the selection of sampling units in non-probability sampling is entirely arbitrary because researchers rely heavily on the personal judgment.”

In this confirmatory research, the author has a plan to implement probability random sampling, and simple random sampling that guarantees each element in the population has an equal chance of being involved in the sample. Information related to determining sample size and different kinds of sampling is comprehensive, and all information cannot be explained in this thesis due to the limitations of words. Therefore, the author should recapitulate this part and exclusively illustrating the following figure.

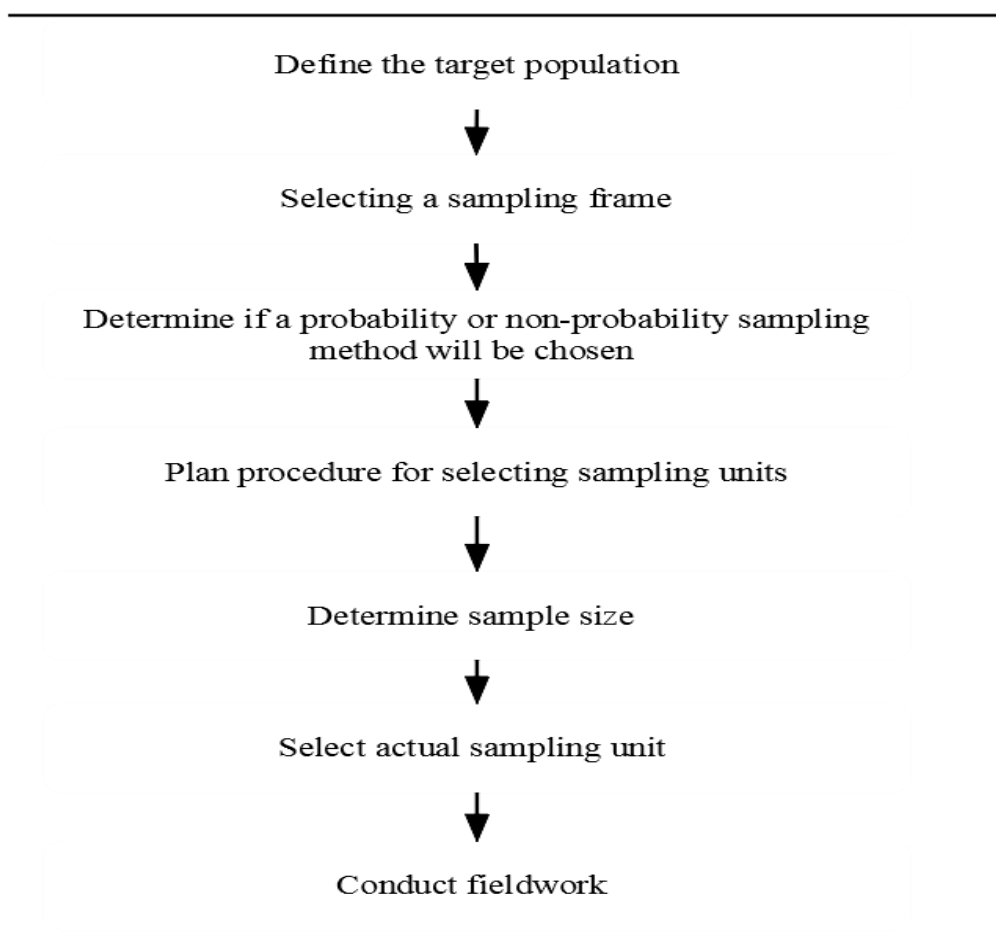


Figure 3-1: Steps in the Determining of a Sample

Source: Zikmund, Babin, et al. (2012)

3.5 Data Collection

Data gathering for the current research was a problematic procedure due to the length of the survey questionnaire. In order to the amelioration of this step of research, this procedure was done with the help of a fieldworker who had sufficient knowledge about the content of the survey questionnaire and had no bias. Survey questionnaires were printed out and distributed among respondents by probability random sampling technique, and there was no prejudice for distribution of printed questionnaires among employees of Iranian private banks located in the capital city of Iran, Tehran. Besides, all questionnaires items were created in Google form and distributed via social accounts such as Facebook and LinkedIn by the author of this thesis. For more explanation, it is worthwhile mentioning that more than 500 questionnaires were printed and distributed. Among them, 309 complete and valid copies were returned. It is worthy to state that many of the returned questionnaires were incomplete and invalid. Author of this study did not consider them and excluded them. In the case of sending the created link in Google form, 75 complete and valid ones were filled via respondents. In fact, there was weak cooperation by respondents because of the length of the questionnaire. As a result, 309 valid copies and 75 filled links from Google form were gathered, totally 384 filled questionnaires were used.

3.6 Data Analysis

For initiating data analysis, to answer RQs, and to test testable hypotheses and achievement of the primary and minor objectives, felicitous and expedient statistical analyses should be performed. Thus, the author describes major information relevant to each statistical test and an explanation of the reason for running the required tests. The following statistical tests should be explained prior to proceed for the next chapter of this thesis which is data analysis and findings.

3.6.1 Factor Analysis

According to the Coakes and Steed (2009), “factor analysis is a data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that recapitulate the consequential information contained in the variables. More

frequently, factor analysis is used as an exploratory technique when the researcher wishes to recapitulate the structure of a set of variables. However, confirmatory factor analysis is really felicitous and practical for testing a theory about the structure of a particular domain". It is worthy of explicating that " when the researcher's goal is to construct a reliable test, factor analysis is an additional means of determining whether items are tapping into the same construct (Coakes & Steed, 2009)".

Based on W Zikmund, B Babin, J Carr, and M Griffin (2012), "factor analysis is a prototypical multivariate, interdependence technique that statistically identifies a reduced number of factors from a larger number of measured variables." W Zikmund et al. (2012) also, note that factor analysis can be categorized into two groups:

- "Exploratory factor analysis (EFA): it is conducted when the researcher is not sure about how many factors may exist among a set of variables."
- "Confirmatory factor analysis (CFA): it is run when the researcher has strong theoretical expectations about the factor structure (number of factors and which variables relate to each factor) before conducting the analysis. CFA is an excellent tool for assessment of construct validity because it provides a test of how well the researcher's "theory" about the factor structure fits the actual observation."

In the current research, the author concentrates on CFA because, in the proposed research model, consistency amongst variables has been supported by theoretical knowledge as written in-details earlier. Another point to take into consideration is that CFA is appropriate because the original scales introduced by previous scholars as mentioned earlier for research instrument have been cited and utilized.

As stated by Coakes and Steed (2009), "there are seven methods of factor extraction: Principal components (PC), Unweighted least squares, Generalized least squares, Maximum likelihood, Principal axis factoring (PAF), Alpha factoring, and Image factoring" and additionally as noted by Coakes and Steed (2009), PC and PAF are the most well-chosen ones of these methods for conducting factor analysis. Too much discussion in the literature has been among scholars over which method is the most well-

chosen and or felicitous. As explicated by the Coakes and Steed (2009), there are several substantial steps in the comprising factor-analytic process which are delineated one by one as numbered in this section:

1. “Computation of the correlation matrix: to determine the appropriateness of the factor-analytic model.”
2. “Factor extraction: to determine the number of factors necessary to represent the data.”
3. “Rotation: to make the factor structure more interpretable. Rotation may be orthogonal (factors are uncorrelated with one another) or oblique (factors are correlated). The choice of rotation is both empirically and theoretically driven. The criteria for making this selection can be found in any good multivariate statistics text”. Moreover, as mentioned by Coakes and Steed (2009), there are several assumptions and practical considerations underlying the application of PAF and PC which are indicated as below:
 - a. “Sample size: a minimum of five subjects per variable is required for factor analysis. A sample of 100 subjects is acceptable, but sample sizes of 200+ are highly or extremely recommended.”
 - b. “Normality: factor analysis is strong and overwhelming to assumptions of normality. However, if variables are normally distributed, then the solution is improved.”
 - c. “Linearity: because factor analysis is based on correlation, linearity is important. If linearity is not present, the solution may be degraded.”
 - d. “Outliers among cases: factor analysis is sensitive to outlying cases. These cases need to be identified and either removed from the data set or brought into the distribution by transformation or recode options.”
 - e. “Multicollinearity and singularity: this assumption is not relevant for PC. However, in the case of PAF, singularity, and multicollinearity can be identified if any of the squared multiple correlations are near equal to 1.00 If this is the case, the inclusion of the offending variables needs to be reconsidered.”
 - f. “Factorability of the correlation matrix: a correlation matrix that is appropriate for factor analysis will have several sizeable correlations. Inspect the

matrix for correlation in excess of 0.3 and, if none is found, reconsider the use of PAF. The anti-image correlation matrix is used to assess the sampling adequacy of each variable. The measures of sampling adequacy are displayed on the diagonal of the anti-image correlation matrix. Variables with a measure of sampling accuracy that falls below the acceptable level of 0.5 should be excluded from the analysis. Bartlett's test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy are both tests that can be used to determine the factorability of the matrix as a whole. If Bartlett's test of sphericity is large and significant, and the Kaiser-Meyer-Olkin measure is greater than 0.6, then factorability is assumed"

g. "Outliers among variables: a variable with low squared multiple correlations with all other variables, and low correlations with all important factors, is an outlier among the variables. These outliers may need to be omitted from the analysis."

It is notable to mention that important measures and their acceptable level in the outputs of factor analysis according to valid references are as indicated below. It is really important to take into consideration other significant points have been stated earlier based on (Coakes & Steed, 2009):

- According to the Kaiser (1974), KMO-MSA value above 0.6 is acceptable, and it represents a measure of sampling adequacy. When the value is above 0.6, it is an indication of the sufficiency of the size of the sample.
- According to the Bartlett (1954), a probability value (P-value) equal with 0.001 is acceptable.
- According to the J. F. Hair, Sarstedt, Ringle, and Mena (2012), communality item's value above 0.5 is acceptable.
- According to the Churchill Jr (1979), variance/loading's value above 0.4 is acceptable.

In the present research, factor analysis with PCA extraction method will be run for all 138 items (A1.1-H5-18), and remarkable outputs will be interpreted in the next chapter of this thesis.

3.6.2 Reliability Test

According to the Coakes and Steed (2009), “there are several different reliability coefficients. One of the most commonly used is Cronbach’s alpha, which is based on the average of items within a test if the items are standardized. If the items are not standardized, it is based on the average covariance among the items. Because Cronbach’s alpha can be explicated as a correlation coefficient, it ranges from 0 to 1.00 as stated earlier, Cronbach’s alpha is an indication of the internal consistency of scale”. Based on notes by Gefen, Straub, and Boudreau (2000), the value of Cronbach’s alpha for exploratory study should fulfill the threshold of 0.6 and for confirmatory study should meet the threshold of 0.7.

This study is confirmatory research and implementing SEM technique that is a confirmatory procedure, thus; author of the current study has the logical plan or schedule for conducting reliability test and calculation of Cronbach’s alpha for each dimension of exogenous variable and endogenous variables and then for each latent variable. It means that referring to the proposed research model in this thesis, a reliability test for each dimension will be run separately and then for the latent variable. For example, for A1, A2, A3, and then A. this procedure will be the same for other latent variables and their dimensions.

3.6.3 Descriptive Statistics

It is a practical test for exploring collected data, summarizing, and description of the data or in another word; descriptive statistics is a practical analysis if researchers want to have general observations about the data collected (Coakes & Steed, 2009).

W Zikmund et al. (2012) state that: “descriptive analysis is the elementary transformation of raw data in a way that describes the basic characteristics such as central tendency, distribution, and variability (W Zikmund et al., 2012. p.486)”.

Descriptive statistics give much information about the central tendency which involves (mode, median and mean), distribution, and variability of each variable which involves (standard deviation, variance, range, interquartile range). Through descriptive statistics, researchers can represent frequency table which is a table “ shows the different ways respondents answered a question(W Zikmund et al., 2012. p.488) ” and bar, pie chart, the histogram for demographic variables.

In this study, the author aims to perform descriptive statistics for the variables relevant to demographic part (F1-F8) in order to the achievement of the result relevant to frequency table and statistics table inclusive of measures of central tendency and standard deviation.

3.7 An Introductory Explanation of SEM Technique

According to the Blunch (2012), SEM is recognized as a felicitous and well-appropriate technique for data analysis in many spectra, and it has been enticed by the global attention of scholars since its emergence. It is noteworthy that the pragmatism of SEM in solving glitches in many disciplines is undeniable due to its merits as a powerful technique for data processing. In principle, SEM is a confirmatory procedure. This statement indicates that testing a model which has been formulated prior. One of the superiorities of SEM is that it is often called analysis of covariance structure and this is important for data analysis and leads to more accurate results and solid findings(Blunch, 2012).

The above short explanation was a synoptic explanation of SEM. At this stage, in order to define SEM in-depth and further, there are also needs to review some substantial concepts such as reverse testing procedure, fit indices and others which have been represented in sequence in this part of the thesis. Before proceeding for those mentioned concepts, it is consequential to delineate an abridged history of SEM. Thenceforth; the author will state the purpose of selecting SEM in this research and its superiorities over another method.

3.7.1 History of SEM

As noted by Blunch (2012), “SEM can trace its history back more than 100 years. At the beginning of the twentieth century laid the foundation for factor analysis and thereby for the measurement model in SEM. About 20 years after Spearman (1904), Wright (1918, 1921) developed a so-called path analysis. He formulated a series of rules that connected correlation among the variables to parameters in a model of the assumed data-generating process. It is worthy to state that most of the work by Wright (1918, 1921) was based on models exclusively manifest variables, but a few also included with latent variables. In the early 1970s, path analysis and factor analysis were integrated to form the general SEM of today. Cardinal in its development was Jöreskog and van Thillo (1972), who created the well-known Linear Structural Relations (LISREL) for analyzing such models”.

SEM is a technique for data analysis, and it can be done through a similar program like EQuationS (EQS) introduced by Bentler (1985), Analysis of Moment Structure (AMOS) introduced by Arbuckle (1989). Moreover, of course, other statistical programs are similar and practical for SEM. The prioritization of utilizing SEM was in psychology and thenceforth science of marketing. Bagozzi (1980) about the advantage of SEM in marketing. Afterward, scholars from different fields of sciences including social and life ones have used SEM and this technique has been appreciated by scholars. It is noteworthy to mention that today; there are many studies by scholars to implement this technique in researches such as (Blunch, 2012; Byrne, 2016; Lomax & Schumacker, 2004, 2012) and others.

3.7.2 Recursive versus Non-recursive Models

In a recursive model, “causation flows in only one direction. It means that a consequent variable never exerts causal influence (either directly or indirectly) on an antecedent variable that first exerts a causal influence on it(Science, 1975)”.

In a non-recursive model, “causation may flow in more than one direction. For further explanation, a variable may have a direct or indirect effect on another variable that preceded it in the causal chain(Science, 1975)”.

It is consequential to state that the proposed model in this study is a recursive model because of causal relationship which is only in one direction from the HRD climate to job attitudes. In the structural model, there are one-sided arrows from HRD climate to each of job attitudes, and according to the literature and theoretical knowledge as explained earlier in this thesis, there is no direct or indirect effect from each of job attitudes to HRD climate. These statements support that the proposed model is a recursive model.

3.7.3 Reverse Testing Procedure in SEM

At this stage, it is important to mention that there are a few problems with SEM. One of them is reverse testing procedure in SEM. For further explanation, it is well known that the philosophy of traditional statistical testing is based on the formulation of two hypotheses which are H_0 and H_1 (Blunch, 2012).

H_0 is the hypothesis that represents the status quo, while H_1 is the hypothesis that the researcher wants to support. If the data do not support H_0 , this hypothesis is rejected, and H_1 is supported. In SEM this logic is reversed. H_0 states that the model researcher wants to support is true, and H_1 that is not (Blunch, 2012). The conclusion is that failure to reject the null hypothesis is, therefore, an indication of an excellent model fit to the data collected (Ingram, Cope, Harju, & Wuensch, 2000).

3.7.4 Reflexive and Formative Indicators

There is a usual misunderstanding among researchers who are not familiar with SEM sufficiently regarding reflexive or formative indicators (Blunch, 2012). Therefore, there is a need for further explanation of these concepts.

Based on Blunch (2012), "In a confirmatory factor model and also in an exploratory factor model, the arrows point from the latent variable to its manifest indicators. These indicators which are called reflexive indicators, they reflect the underlying latent variable. In contrast, formative indicators form or define the latent variable".

Referring to the proposed model of this research, all five latent variables inclusive of exogenous and endogenous variables (HRD climate and each of job attitudes), their indicators are reflexive ones because they reflect the underlying latent variable.

3.7.5 Estimation Methods in SEM

SEM-AMOS offers several estimation methods which are depicted in the sequence as follows.

1. Maximum likelihood (ML)
2. Unweighted least squares (ULS)
3. Generalized least squares (GLS)
4. Scale-free least squares (SLS)
5. Asymptotically distribution-free (ADF) estimation

Defining each of mentioned estimation methods is out of words limitation of this thesis. However, it is worthy of deciphering ML estimation method of which is applicable and will be used in the present study.

“ML (an iterative procedure) attempts to maximize the likelihood that the obtained values of the criterion variable will be correctly predicted(Ingram et al., 2000)”. “ML has a number of desirable qualities which are its consistency and ML estimator is asymptotically unbiased asymptotically adequate, and asymptotically normally distributed. Thus, ML is the preferred estimation method in SEM(Blunch, 2012)”. In the present research, while running CFA for the proposed model; ML estimation method will be performed.

3.7.6 Fit Indices in SEM

The principal reason for the invention of a long series of fit indices in SEM refers to another problem in SEM which is the dependence of χ^2 test on sample size. The χ^2 test

has a weakness that if the sample is sufficiently small, any model is accepted, and if it is adequately large, any model will be rejected. In order to solve this problem, fit indices or fit measures have been constructed to help to evaluate the extent to which the model is supported by the collected data (Blunch, 2012). The output provides myriad of fit indices. However, in the present study, the author explains important fit indices which should be reported after running model.

CMIN: “is a Chi-square statistic comparing the tested model and the independence model to the saturated model (Ingram et al., 2000)”.

CMIN/DF: “is an index of how much the fit of data to the model has been reduced by dropping one or more paths. One rule of thumb is to decide to drop too many paths if this index exceeds 2 or 3 (Ingram et al., 2000)”.

Root mean square residual (RMR): “is an index of the amount by which the estimated (by our model) variances and covariances differ from the observed variances and covariances. Smaller is better, of course (Ingram et al., 2000)”.

The goodness of fit index (GFI): “tells what proportion of the variance in the sample variance-covariance matrix is accounted for by the model. This should exceed .9 for a good model. For the saturated model, it will be a perfect 1 (Ingram et al., 2000)”.

AGFI (adjusted GFI): “is an alternate GFI index in which the value of the index is adjusted for the number of parameters in the model. The fewer the number of parameters in the model relative to the number of data points (variances and covariances in the sample variance-covariance matrix), the closer the AGFI will be to the GFI (Ingram et al., 2000)”.

The Normed Fit Index (NFI): “is simply the difference between the two models’ chi-squares divided by the chi-square for the independence model. Values of .9 or higher (some say .95 or higher) indicate good fit (Ingram et al., 2000)”.

The Comparative Fit Index (CFI): “uses a similar approach (with a non-central chi-square) and is said to be a good index for use even with small samples. It ranges from 0 to 1, like the NFI, and .95 (or .9 or higher) indicates good fit (Ingram et al., 2000)”.

The Root Mean Square Error of Approximation (RMSEA): “estimates lack fit compared to the saturated model. RMSEA of .05 or less indicates good fit and .08 or less adequate fit. LO 90 and HI 90 are the lower and upper ends of a 90% confidence interval on this estimate(Ingram et al., 2000)”.

PCLOSE: “is the p-value testing the null hypothesis that RMSEA is no greater than .05(Ingram et al., 2000)”.

Modification Indices: “they make suggestions about loosening certain model parameters in order to modify the overall model fit. If any decisions made on the basis of modification indices are theoretically meaningful and do not result in an unidentified model, they can be practical in improving model specification(Albright, 2006; Albright & Park, 2009)”.

3.8 SEM Technique

In the present study, SEM which is a powerful technique for data analysis through running CFA will be utilized. CFA will be run for the proposed model of the research and for testing the formulated hypotheses. For further clarification, it is important to state that “CFA is a common statistical method used to find a small set of unobserved variables (also called latent variables) which can account for the covariance among a larger set of observed variables (also called manifest variables)(Albright, 2006)”. It is notable that CFA is theory-driven. This is a salient and conspicuous point referring to the proposed model of the current study that is supported by the theoretical framework. “With CFA it is possible to place substantively meaningful constraints on the factor model, such as setting the impact of one latent variable to equal zero on a subset of the observed variables. The advantage of CFA is that it allows for testing hypotheses about a particular factor structure(Albright, 2006)”. “CFA is a special case of the SEM, also recognized as the covariance structure. SEM is inclusive of two components: a measurement model linking a set of observed variables to a usually smaller set of latent variables and a structural model linking the latent variables through a series of recursive and non-recursive relationships (Albright, 2006)”. In addition, there are two strategies which are a one-step strategy and a two-step strategy. In the one-step strategy, the

measurement model and structural model will be run at a time. However, in the two-step strategy, firstly the measurement model will be run, and then, the structural model will be run (Anderson & Gerbing, 1988).

There are some points in CFA such as model specification and identification, estimation method, the goodness of fit in SEM; “it is usual to display confirmatory factor models as path diagrams in which squares represent observed variables and circles represent the latent concepts. Additionally, single-headed arrows are used to insinuate a direction of assumed causal influence, and double-headed arrows are used to represent covariance between two latent variables(Albright, 2006)”. It is notable that when the Degree of Freedom is equal with zero, the model is just-identified. (Blunch, 2012; Byrne, 2013)

After running CFA as stated earlier, the results of covariance, and regression weights will be illustrated on the AMOS Graphics and there are many output tables such as regression weights, standardized regression weights, covariance, variance, minimization history, model fit summary including fit measures or indices, modification indices, squared multiple correlations, indirect, direct and total effects, and other tables of which some of the related tables to this study will be explained in this thesis.

3.8.1 Purpose of Selection of SEM-AMOS Program and Its Superiorities

According to the above notes and studying highly cited published articles, books, and E-books about SEM, author of this research can deduce that scholars have pursued advanced studies through SEM technique and this technique has attracted researchers’ attention. There are fundamental reasons for implementing SEM technique in the studies by scholars. In one sentence, it can be stated that studies of which data analysis by researchers is based on SEM are really valid and judicious, and those researches are based on “Sound Methodological Foundation.” Thus, the author of this thesis can assert that the superior role of SEM over other methods is undeniable due to some vital reasons which are highlighted as indicated below in sequence. Besides, it is worthy of mentioning that these outstanding roles of SEM are limited to the scope of utilizing SEM in this study

because SEM is really broad, and it has many commendable roles which are out of the scope of this study. Here are some of SEM's superiorities:

1. Sound methodological foundation as mentioned earlier in this section.
2. SEM is called analysis of covariance structure of which leads to sound, more valid results.
3. SEM is a confirmatory procedure, and it is also theory-driven. This sentence is synchronized or in accordance with the proposed model of this study which is supported or bolstered by the theoretical framework and causal relationship between HRD climate, and each of job attitudes has been investigated prior by previous scholars. The conclusion is that utilizing SEM is an appropriate choice for this research and reaching more valid and solid results.
4. Illustration or depiction of the run model in applied programs such as AMOS in the visual basic (VB).
5. Assessment of fitting model to the data according to the standard residual covariance and various fit indices.
6. Regression analysis in SEM is more advanced that regression analysis in SPSS and the results will be more accurate and sounder in judgment.
7. SEM requires a large sample size, and this point is really important to take into consideration a complex model. It means that "the more complex model, the larger sample size." This is the noticeable point because when the sample is adequate and big enough, results will be more stable.
8. As mentioned earlier, the proposed model of this research consists of five latent variables and their dimensions. As explained, they are reflective ones. SEM- AMOS is the best choice for running models with reflective or reflexive indicators such as the proposed model of this study. It is noteworthy to state that when latent variables in a model consisting of formative indicators, SEM- AMOS is not suitable and another program that is Partial Least Squares(PLS)

invented by Wold (1975) is the best choice for data analysis. The conclusion is that SEM-AMOS is well-chosen for this study and another point is that a broad spectrum of SEM technique with different programs.

9. It is solving the problem of incomplete data in SEM-AMOS through two ways which are full information maximum likelihood (FIML) and multiple imputations (MUI). In contrast, in SPSS the only way is multiple imputations (MUI). This is another superiority of SEM which does not apply to this study. Mentioning this superiority of SEM is just for the further information of readers of this thesis.
10. Assessment of models which includes two-way causation and calculation of stability index. This superiority of SEM is not applicable and useful for the present research. Mentioning this superiority of SEM is just for the further information of readers of this thesis.
11. According to the Blunch (2012), there is an important note to take into consideration that is “a covariance or correlation summary of raw data can hide many problems in the raw data, such as non-normality, non-linearity, outliers, and so forth. Thus, with this point in mind; reading research in the form of article or thesis in which a covariance or correlation matrix is the only kind of data processed and published is another superiority of SEM because SEM is an analysis of covariance structure

4. DATA ANALYSIS AND FINDINGS

The outline of this chapter, it is followed by firstly, descriptive statistics for demographic part of the questionnaire. Secondly, reliability tests for checking the internal consistency of dimensions and latent variables will be run. Thirdly, factor analysis with PCA extraction method for ensuring the adequacy of sample size, checking correlation matrix and other relevant issues will be conducted. Fourthly, the SEM technique using a two-step strategy which includes an illustration of the measurement model and structural model in the path diagram will be utilized. Above mentioned steps of data processing of this study are delineated in the following sections of this chapter.

4.1 Descriptive Statistic for Demographic Variables

Descriptive statistics were conducted for seven variables (F1-F7) of the demographic part, of which relevant frequency table for each of them will be indicated in the following sub-sections. These results are related to the collected data from employees in the Iranian private banking industry.

4.1.1 Measures of Central Tendency and Variability for Demographic Part

The central tendency involves three main measures which include Mean, Median and Mode. Besides, the measures of variability involve range, interquartile range, standard deviation, and variance. In this thesis, these measures were computed for (F1-F7) as shown in table 4.1. It is worthy to highlight that significant ones have been reported in table 4.1.

Table 4-1: Measures of Central Tendency and Variability

	Sample Size	Mean	Std. Deviation
Gender	384	1.513	0.500
Job Position	384	1.213	0.410
Education	384	2.270	0.804
Age group	384	1.817	0.702
Nationality	384	2.002	0.051
Marital Status	384	1.466	0.499
Job Experience group	384	1.929	0.992
Name of the bank	384	1.963	0.835

4.1.2 Gender (F1)

Based on the descriptive statistics for the gender variable (F1) of responses from the 384 respondents, 187 of them are male which accounts for 48.7 %, and 197 of them are female which accounts for 51.3 %. The results can be seen in table 4.2.

Table 4-2: Gender Representation of the Sample

	Frequency	Percent
Male	187	48.7
Female	197	51.3
Total	384	100.0

4.1.3 Job Position (F2)

Based on the descriptive statistics for the job position variable (F2) of responses from the 384 respondents, 302 of them are an employee who is the same as 78.6 %, and 82 of them are a manager which is the same as 21.4 %. The results can be seen in table 4.3.

Table 4-3: Job Position Representation of the Sample

	Frequency	Percent
Employee	302	78.6
Manager	82	21.4
Total	384	100.0

4.1.4 Education (F3)

Based on the descriptive statistics for education variable (F3) of responses from the 384 respondents, 65 of them are diploma which is equal to 16.9 %, 171 of them are bachelor who is equal to 44.5%, 127 of them are master which is equal to 33.1 %, and 21 of them are Ph.D. which is equal to 5.5 %. The results can be seen in table 4.4.

Table 4-4: Education Representation of the Sample

	Frequency	Percent
Diploma	65	16.9
Bachelor	171	44.5
Master	127	33.1
PhD	21	5.5
Total	384	100.0

4.1.5 Age (F4)

As can be seen in the frequency table 4.5, the highest number of respondents is relevant to the age group that is inclusive of 31-40 years old. Besides, in comparison with

other age groups of the respondents, 51-60 age groups have the lowest number which is only five respondents. The results can be seen in table 4.5.

Table 4-5: Age Representation of the Sample

	Frequency	Percent
21-30	131	34.1
31-40	197	51.3
41-50	51	13.3
51-60	5	1.3
Total	384	100.0

4.1.6 Nationality (F5)

Based on the descriptive statistics for the nationality variable (F5) of responses from the 384 respondents, 383 of them are from Iran which is equivalent to 99.7 %. Moreover, exclusively, one of them has been from a foreign country. The results can be seen in table 4.6.

Table 4-6: Nationality Representation of the Sample

	Frequency	Percent
Iran	383	99.7
Europe	1	.3
Total	384	100.0

4.1.7 Marital Status (F6)

Based on the descriptive statistics for the marital status variable (F6) of responses from the 384 respondents, 205 of them are single which is equal with 53.4 %,

and 179 of them are married which is equal with 46.6 %. The results can be seen in table 4.7.

Table 4-7: Marital Status Representation of the Sample

	Frequency	Percent
Single	205	53.4
Married	179	46.6
Total	384	100.0

4.1.8 Job Experience (F7)

Job experience variable (F7) in the demographic part was designed based on five categories. As can be seen in the frequency table 4.8, 163 of the respondents have the least job experience which is 1-5 years of experience; while only six respondents have the most work experience with 21-25 years of experience. The results can be seen in table 4.8.

Table 4-8: Job Experience Representation of the Sample

	Frequency	Percent
1-5	163	42.4
6-10	119	31.0
11-15	74	19.3
16-20	22	5.7
21-25	6	1.6
Total	384	100.0

4.2 Reliability Test for Each Latent Variable and Its Dimensions

Reliability tests were conducted for each latent variable and its dimensions. For example, for A and its dimensions which are A1, A2, and A3. This procedure was identical to other latent variables. As stated in the previous chapter for the exploratory study, Cronbach's alpha value should be above 0.6 (Cronbach, 1951). In the confirmatory study, it should be above 0.7 (Nunnally & Bernstein, 1994). SEM is a confirmatory procedure, and when Cronbach's alpha value meets the threshold of 0.7, there is no need for item deletion, and there is adequate internal consistency for dimensions or latent variables. As can be seen in table 4.9, the value of Cronbach's alpha is acceptable for all latent variables, and also it is acceptable for all dimensions except H3 which has a result of 0.539 less than 0.6 and this dimension should be removed. B1, D2, and H4 have results of 0.687, 0.666, and 0.685 respectively. Mentioned results are approximately near to 0.7 of which meet the required results at this stage. The conclusion is that the study is reliable to proceed based on the obtained findings represented in table 4.9.

Table 4-9: Results of Reliability Tests

Dimension or Latent Variables	Cronbach's Alpha Value	No. of Items
A1. General Climate	.901	9
A2. HRD Mechanism	.870	9
A3. (OCTAPAC)Culture	.905	22
A. Human Resource Development Climate	.959	40
B1. Vigor	.687	6
B2. Dedication	.822	5
B3. Absorption	.860	6
B. Employee Engagement	.879	17
C1. Affective Commitment	.858	8
C2. Continuance Commitment	.863	8
C3. Normative Commitment	.861	8
C. Organizational Commitment	.937	24
D1. Altruism	.910	5
D2. Conscientiousness	.666	5
D3. Sportsmanship	.916	5
D4. Courtesy	.888	5
D5. Civic Virtue	.861	4
D. Organizational Citizenship Behavior (OCBs)	.934	24
H1. Sabotage	.708	3
H2. Withdrawal	.705	4
H3. Production Deviance	.539	3
H4. Theft	.685	5
H5. Abuse	.778	18
H. Counterproductive Work Behavior (CWBs)	.877	33

4.3 Exploratory Factor Analysis

EFA was run with (PCA) extraction method and varimax rotation for 135 items of survey questionnaire (A1.1-H5.18) except items related to H3. One of the major output tables and presumably one of the salient ones is the correlation matrix. According to the

Coakes and Steed (2009), when the considerable numbers of correlations in this output table of EFA exceed .3, therefore; the matrix is suitable for factoring. According to the results of EFA as run, the matrix is appropriate for factoring.

Another remarkable table is KMO and Bartlett's Test. It is noteworthy that the sample size is a consequential point into consideration. For a better explanation, "correlation coefficients fluctuate from sample to sample, much more so in small samples than in large." Thus, the factor analysis's reliability is really dependent on the sample size (Field, 2005). Based on Coakes and Steed (2009), for the case of the sample size, more than 200 is highly recommended. Table relevant to KMO and Bartlett's Test in EFA is conspicuous because the results in this table represent information relevant to the adequacy of sample size. According to the Coakes and Steed (2009) and Kaiser (1974), Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) should be far greater than .6. The obtained result expedient to (KMO-MSA) is equal with .925. This meets the threshold. The conclusion is that the sample size is sufficient. Besides, it is obvious that Bartlett's test of Sphericity is significant; ($\chi^2= 41355.145$, $p=0.000$) with a degree of freedom equal with 9045. P-Value is equal to .000 and less than 0.05. It is important to state that EFA is data-driven in contradiction of CFA which is theory-driven and practical for theory development. The expedient result of p-value based on Bartlett's test is an indication of the suitability of data for factorability.

4.4 Structural Equation Modeling

After conducting reliability analysis and EFA, confirmatory factor analysis and path analysis were run. Recalling that, the current study is a confirmatory one, and a survey questionnaire with the proper standard has been developed based on validated and established scales with previous scholars as cited earlier in this thesis. In order to implement SEM technique, recommended a two-step strategy approach by Anderson and Gerbing (1988) will be used. The first step, running CFA for measurement model of the proposed model to fit the model to the collected data and trashing items in order to an examination of reliability, validity including convergent and discriminant of the overall measurement model. The second step, CFA for the structural model will be run in order

to answer research questions and testing testable hypotheses developed earlier based on a review of literature in this thesis.

4.4.1 Confirmatory Factor Analysis for the Measurement Model

First of all, Factorial Confirmatory Analysis of Second Order (FCASO) is not applicable to evaluate the reliability and validity scores of the scales of five latent variables in the proposed research model inclusive of exogenous and endogenous ones (A, B, C, D, and H) by using the estimation method of maximum likelihood. The reason that lies behind this statement is some fundamental reasons which are delineated as indicated below:

1. The proposed research model of current study includes five latent variables, and each latent variable is a function of its dimensions. According to the literature, A has a determination on each of job attitudes of which is a direct prediction and one-sided arrow from HRD Climate to each of job attitudes (B, C, D, and H) separately.
2. Illustration of second-order of CFA for each job attitudes is completely wrong because, in the second-order of CFA for each job attitude and its dimension, there should be a one-sided arrow from each job attitude to each of its dimension.
3. Referring to the above points, in illustration of structural and path coefficient of the proposed model, it is necessary to draw a one-sided arrow from A to each job attitude (B, C, D, and H). Therefore, in the second-order of each job attitude, there should be two residual moments on each job attitude and each of its dimensions. The conclusion is that illustration of the second-order structural model is not acceptable and judicious due to concepts which are not supported by literature and the most remarkable point, drawing model in this way is conformed to the pattern introduced by MacKinnon (2008) for statistical mediation analysis. According to the literature and theoretical framework of the proposed model, there is no mediation effect between A and each of the dimensions of job attitudes through job attitudes. For

example, there is no relevant literature for the mediating role of B between A and B1. This statement is also interchangeable for other relationship as exemplified earlier. To sum up, the implementation of second-order is wrong, and this contention can be supported by conceptual, strategic, and statistical considerations for mediation analysis by (Baron & Kenny, 1986; MacKinnon, 2008).

By reviewing the above points, a measurement model was drawn in path diagram of the AMOS program including all items. Covariance arrows were drawn among five latent variables, and the model was run. Results of fit indices were not acceptable in the first run. Important results are: ($CMIN = 25332.165$; $df = 9305$; $CMIN/df = 2.722$; $P = 0.000$, $P_{CLOSE} = 0.000$; $GFI = 0.356$; $CFI = 0.584$; $RMSEA = 0.067$). As can be seen, results are rejected. Relevant figure illustrated in AMOS has been appended in the appendix part of this thesis. Besides, figures 4.1 and 4.2 depict measurement models of the proposed model with H3 and without H3 respectively.

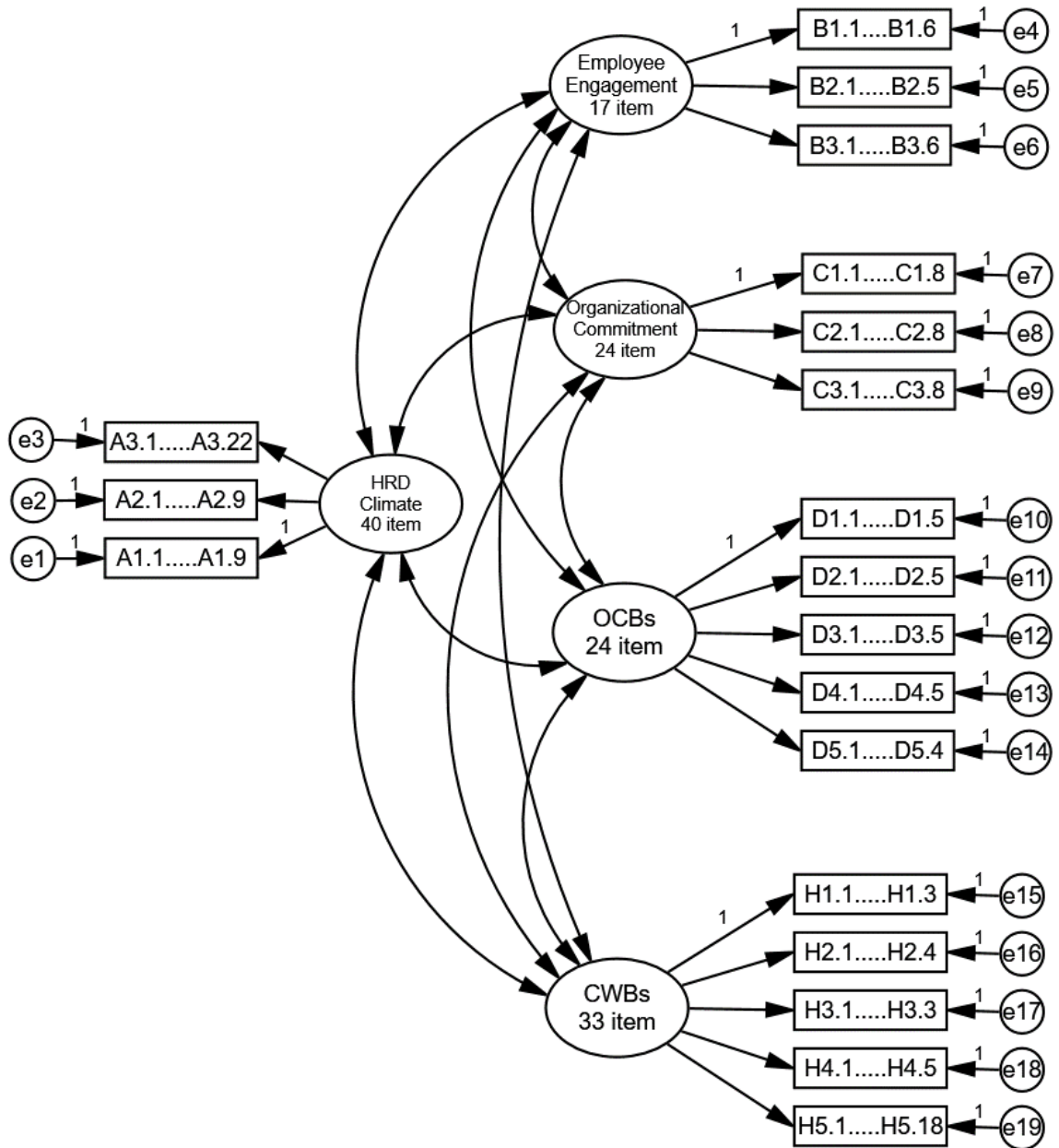


Figure 4-1: Overall Measurement Model of the Study

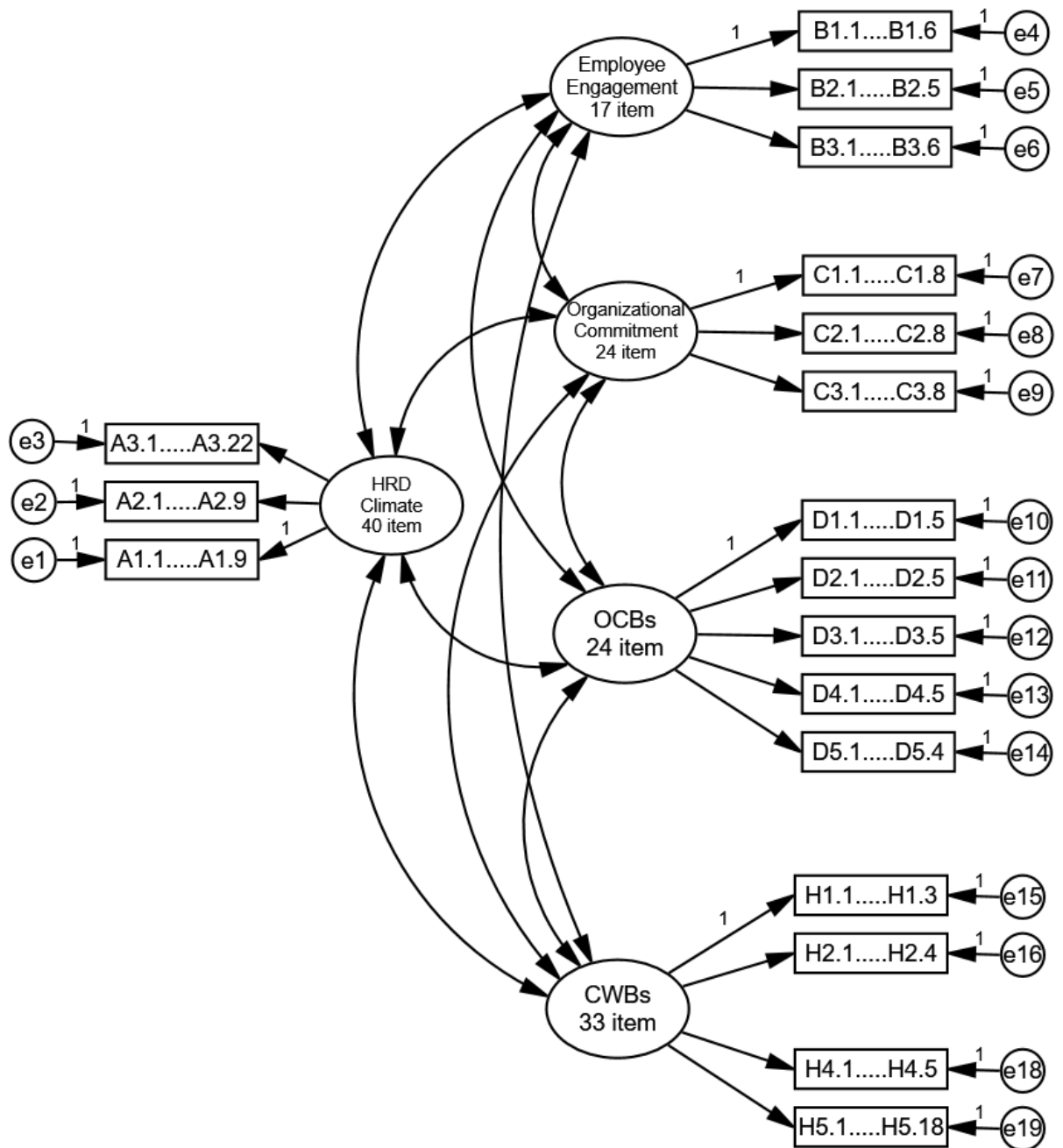


Figure 4-2: Overall Measurement Model without H3

After the first run, according to the standardized residual covariance table Blunch (2012) and item loadings Churchill Jr (1979) of which are practical for achieving further fitting model to the collected data, items were trashed one by one. It is noteworthy from 135 items, 85 items were excluded, and finally, adjustment of the model to data was acceptable. Among five latent variables, 23 items were trashed from A. 11 items were trashed from B. 17 items were trashed from C. 13 items were excluded from D. 24 items were excluded from H.

It is worthy of highlighting that while fitting the model to the collected data, four dimensions which were B2, C2, D2, and H4 were removed completely due to the exclusion of their items.

In general, among dimensions of proposed model B2, C2, D2, H3, and H4 were removed. The obtained results of the implementation of the last run of CFA inclusive of items represents that the analyzed model has a good adjustment or overall quite fit the collected data. Important results are: ($CMIN= 2447.98$; $df = 1165$; $CMIN/df = 2.101$; $P=0.000$, $P_{CLOSE} = 0.023$; $GFI = 0.792$; $CFI = 0.919$; $RMSEA = 0.054$). As it is obvious CFI is acceptable of which has a result of 0.919 because according to the Blunch (2012), when CFI is below 0.80; it is hardly serious. Moreover, RMSEA is between the threshold of 0.05 and 0.08 that is an indication of a good fit based on Blunch (2012) and Byrne (2016). It is worthy of mentioning that the last run of CFA measurement model in the program has been appended in the appendix part of the thesis.

Based on defined codes for each item in the last run, from the remained items related to each dimension; author calculated average of remained items for each dimension in order proceed for drawing final measurement model, which is in line, synchronized, and consistent with the proposed research model. The fit indices of the model are found as indicated: ($CMIN= 109.204$; $df = 67$; $CMIN/df = 1.630$; $P=0.001$, $P_{CLOSE} = 0.870$; $GFI = 0.961$; $CFI = 0.991$; $RMSEA = 0.041$). As can be seen, all fit measures are excellent, and it indicates an excellent fit for the collected data. The final measurement model including calculation of averages can be seen in figure 4.3.

4.4.1.1 Correlations among Latent Variables

Table 4.10 is based on the results of the final measurement model which has been illustrated in figure 4.3 and it contains correlations among A, B, C, D and H. Correlation analyses results revealed that A was positively related with B ($R = 0.801$, $p < 0.01$), C ($R = 0.570$, $p < 0.01$), D ($R = 0.500$, $p < 0.01$), and H ($R = -0.304$, $p < 0.01$). Represented information in table 4.10 also summarizes the correlation among job attitudes as endogenous variables in the proposed model of this study. All results indicate the notion that correlation analyses are synchronized with the reviewed literature and in line with theory.

According to the findings, it can be stated that employees in the private banking industry in Tehran, Iran believe in implementation of HRD climate in the workplace of which is an appropriate way for increasing the level of engagement, commitment as task duties of employees and flourishing positive extra-role behaviors such as OCBs among employees and diminution of negative job attitudes such as CWBs among employees.

Table 4-10: Results of Correlations among Five Latent Variables

Latent Variable	1	2	3	4
1- A				
2- B	0.801**			
3- C	0.570**	0.593**		
4- D	0.500**	0.488**	0.170**	
5- H	-0.304**	-0.299**	-0.286**	-0.129**

** Significant at $p < 0.01$

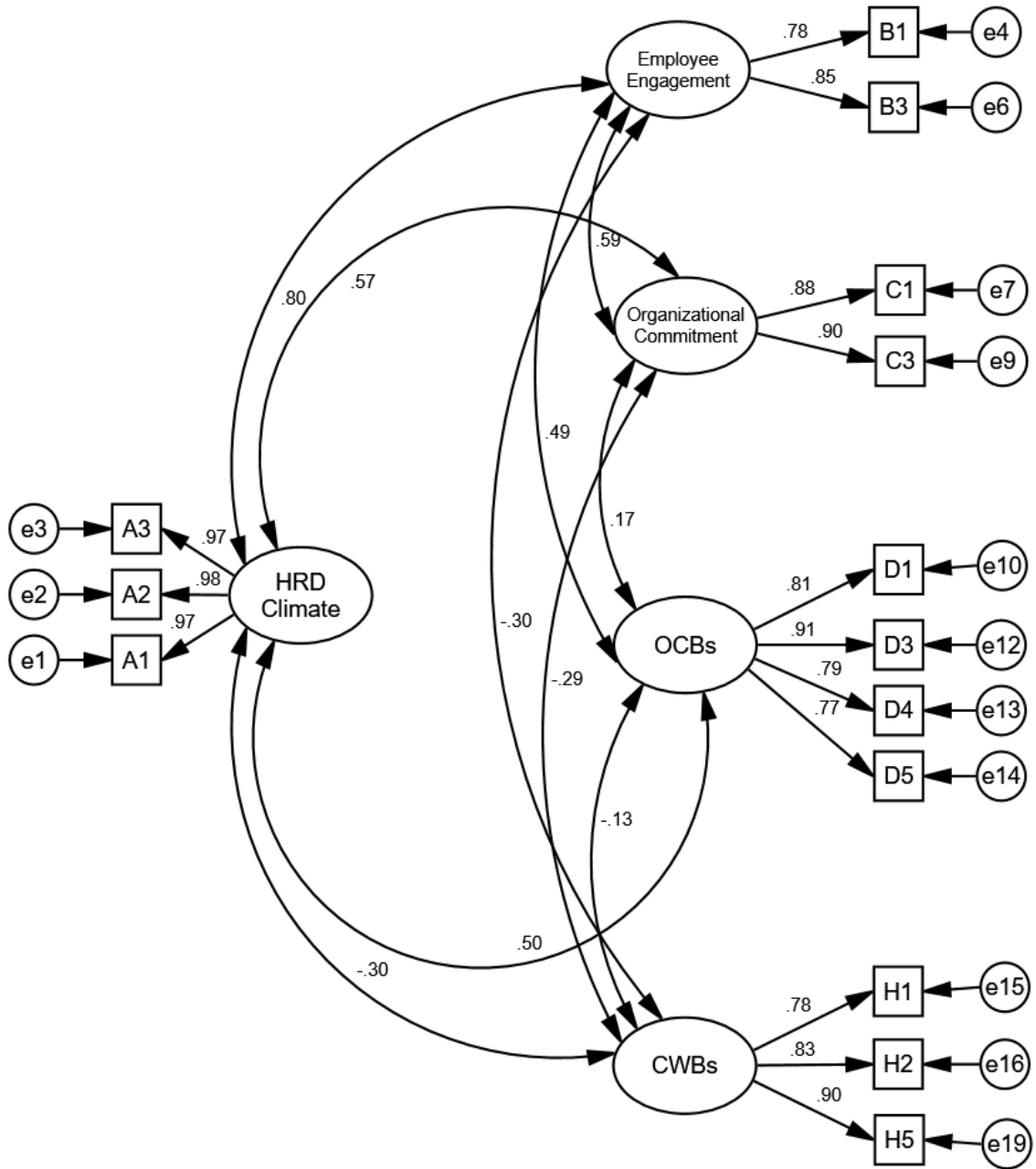


Figure 4-3: CFA for the Measurement Model

Furthermore, the reliability for remained items was evaluated with Cronbach's Alpha, the Composite Reliability (CR) based on Bagozzi and Yi (1988). The values of Cronbach's Alpha and the CR for each of latent variables (A, B, C, D, and H) are higher than 0.7 which indicate the presence or reliability in the scales of latent variables (J. Hair, Anderson, Tatham, & Black, 1995; Nunnally & Bernstein, 1994).

Average Variance Extracted (AVE) is higher than 0.5 for each of latent variables (A, B, C, D, and H) which is an acceptable threshold according to the Bagozzi and Yi (1988), Fornell and Larcker (1981). These obtained values indicate that theoretical proposed model has a proper adjustment of data. All results related to AVE and CR were obtained through James Gaskin (2012) and J. Gaskin (2012). Based on findings, the author can conclude that results meet the acceptable threshold, and all are reliable and valid in order to continue with data processing for answering research questions, and testing developed hypotheses in this study. Tables 4.11, 4.12, 4.13, 4.14 and 4.15 contain results of EFA and CFA for each latent variable of proposed research model respectively.

Table 4-11: EFA and CFA Results for Human Resource Development Climate

Item	EFA	CFA	AVE	alpha	CR
Factor 1 A: Human Resource Development Climate			.947	.980	.982
A1. General Climate				.961	
Item A1.1	.854	.899			
Item A1.2					
Item A1.3	.871	.917			
Item A1.4	.879	.942			
Item A1.5					
Item A1.6	.840	.874			
Item A1.7					
Item A1.8	.867	.929			
Item A1.9					
A2. HRD Mechanism				.942	
Item A2.1	.870	.892			
Item A2.2	.865	.909			
Item A2.3					
Item A2.4					
Item A2.5	.831	.874			
Item A2.6	.823	.843			
Item A2.7	.830	.876			
Item A2.8					
Item A2.9					
A3. (OCTAPAC)Culture				.932	
Item A3.1					
Item A3.2					
Item A3.3	.830	.853			
Item A3.4					
Item A3.5	.816	.846			
Item A3.6					
Item A3.7					
Item A3.8					
Item A3.9					
Item A3.10	.850	.898			
Item A3.11					
Item A3.12	.784	.815			
Item A3.13					
Item A3.14					
Item A3.15					
Item A3.16	.645	.685			
Item A3.17	.718	.773			
Item A3.18					
Item A3.19					
Item A3.20					
Item A3.21	.786	.817			
Item A3.22					

Table 4-12: EFA and CFA Results for Employee Engagement

Item	EFA	CFA	AVE	alpha	CR
Factor 2 B. Employee Engagement			.661	.853	.795
B1. Vigor				.720	
Item B1.1					
Item B1.2					
Item B1.3					
Item B1.4					
Item B1.5	.544	.661			
Item B1.6	.462	.726			
B2. Dedication		Excluded dimension			
Item B2.1					
Item B2.2					
Item B2.3					
Item B2.4					
Item B2.5					
B3. Absorption				.814	
Item B3.1	.558	.715			
Item B3.2					
Item B3.3					
Item B3.4	.743	.674			
Item B3.5	.500	.728			
Item B3.6	.412	.746			

Table 4-13: EFA and CFA Results for Organizational Commitment

Item	EFA	CFA	AVE	alpha	CR
Factor 3 C. Organizational Commitment			.792	.886	.884
C1. Effective Commitment				.819	
Item C1.1					
Item C1.2	.626	.672			
Item C1.3	.683	.693			
Item C1.4					
Item C1.5	.754	.801			
Item C1.6	.736	.751			
Item C1.7					
Item C1.8					
C2. Continuance Commitment		Excluded dimension			
Item C2.1					
Item C2.2					
Item C2.3					
Item C2.4					
Item C2.5					
Item C2.6					
Item C2.7					
Item C2.8					
C3. Normative Commitment				.765	
Item C3.1					
Item C3.2					
Item C3.3	.670	.744			
Item C3.4	.658	.699			
Item C3.5	.674	.718			
Item C3.6					
Item C3.7					
Item C3.8					

Table 4-14: EFA and CFA Results for Organizational Citizenship Behavior

Item	EFA	CFA	AVE	alpha	CR
Factor 4 D. Organizational Citizenship Behavior OCBs			.667	.940	.893
D1. Altruism				.904	
Item D1.1	.714	.785			
Item D1.2	.719	.784			
Item D1.3					
Item D1.4	.733	.794			
Item D1.5					
D2. Conscientiousness		Excluded dimension			
Item D2.1					
Item D2.2					
Item D2.3					
Item D2.4					
Item D2.5					
D3. Sportsmanship				.883	
Item D3.1					
Item D3.2	.790	.848			
Item D3.3	.767	.792			
Item D3.4					
Item D3.5	.733	.796			
D4. Courtesy				.875	
Item D4.1	.773	.775			
Item D4.2	.737	.740			
Item D4.3					
Item D4.4					
Item D4.5	.695	.700			
D5. Civic Virtue				.820	
Item D5.1					
Item D5.2	.726	.714			
Item D5.3	.710	.707			
Item D5.4					

Table 4-15: EFA and CFA Results for Counterproductive Work Behavior

Item	EFA	CFA	AVE	alpha	CR
Factor 5 H. Counterproductive Work Behavior			.707	.896	.878
H1. Sabotage				.708	
Item H1.1	.714	.649			
Item H1.2	.653	.656			
Item H1.3	.675	.567			
H2. Withdrawal				.740	
Item H2.1	.760	.797			
Item H2.2					
Item H2.3	.760	.723			
Item H2.4					
H3. Production Deviance			Excluded dimension		
Item H3.1					
Item H3.2					
Item H3.3					
Item H3.4					
Item H3.5					
H4. Theft			Excluded dimension		
Item H4.1					
Item H4.2					
Item H4.3					
Item H4.4					
Item H4.5					
H5. Abuse				.818	
Item H5.1					
Item H5.2					
Item H5.3					
Item H5.4					
Item H5.5					
Item H5.6					
Item H5.7					
Item H5.8					
Item H5.9					
Item H5.10					
Item H5.11					
Item H5.12	.747	.802			
Item H5.13	.617	.592			
Item H5.14	.736	.786			
Item H5.15	.689	.713			
Item H5.16					
Item H5.17					
Item H5.18					

4.4.2 Confirmatory Factor Analysis for the Structural Model

In order to answer research questions and developed research hypotheses in this confirmatory study, a model of structural equations of CFA was applied through the AMOS program (Blunch, 2012; T. Brown, 2006; Byrne, 2016). Furthermore, according to the study by Bagozzi and Yi (1988), the achievement of modification indices less than 3.84 is an indication of the excellent fit of the model to data. Therefore, after running a structural model, the modification indices table was checked in order to detect any covariance arrows which were higher than 3.84. There were no modification indices above the threshold of 3.84 which is a sign of excellent fit. Figure 4.4 depicts the structural model which is consistent with the final measurement model.

Consequently, table 4.16 and figure 4.4 for structural model represent the results in a more detailed way regarding the implementation of the model of structural equations with the calculation of averages of remained items which is synchronized with final measurement model. As can be seen in the mentioned table adjustment of the model to data was acceptable. Findings reveal that the differences between models which are measurement and structural models are not significant in the similar runs, which can explain the relationships seen among the latent constructs (Anderson & Gerbing, 1988; Hatcher, 1994).

The conclusion is that the overall model fit appears quite acceptable. The χ^2 test yields a value of 146.510 which, evaluated with 73 degrees of freedom, has a corresponding p-value of .000. As noted in the previous chapter of the thesis, χ^2 is dependent on sample size, and this result is an indication of adequate sample size and excellent fit to the collected data. Besides, the result of p-value reveals that the null hypothesis is supported, and this statement is in line with the rule of reverse testing procedure in SEM. Moreover, the results of RMSEA and P-CLOSE are equal with .051, and .414 respectively. All tests suggest that the model has an excellent fit to the data (Albright, 2006).

Structural model represents results of determination of A on each of job attitudes which are B, C, D, and H. Table 4.17 contains results of determination of A on each job

attitude which are B, C, D, and H. Additionally; structural model also elucidates the overall relationship of each latent variable with its dimensions. The overall relationship between each latent variable and its dimension will be discussed in the next chapter of this thesis. Figure 4.4 illustrates run structural model inclusive of standardized regression weights at a significant level of ($p < 0.01$).

Table 4-16: Results of the Structural Equation Modelling Analysis

Hypothesis	Standardized Regression Weight	p-value	Result
H ₁ : HRD Climate → Work Engagement	.803	0.000**	Supported
H ₂ : HRD Climate → Organizational Commitment	.571	0.000**	Supported
H ₃ : HRD Climate → OCBS	.501	0.000**	Supported
H ₄ : HRD Climate → CWBs	-.306	0.000**	Supported
Fit Indices	CMIN= 146.510; df = 73; CMIN/df = 2.007; P=.000, P CLOSE = .414; GFI = .951; CFI = .984; RMSEA = .051		

** Significant at $p < 0.01$

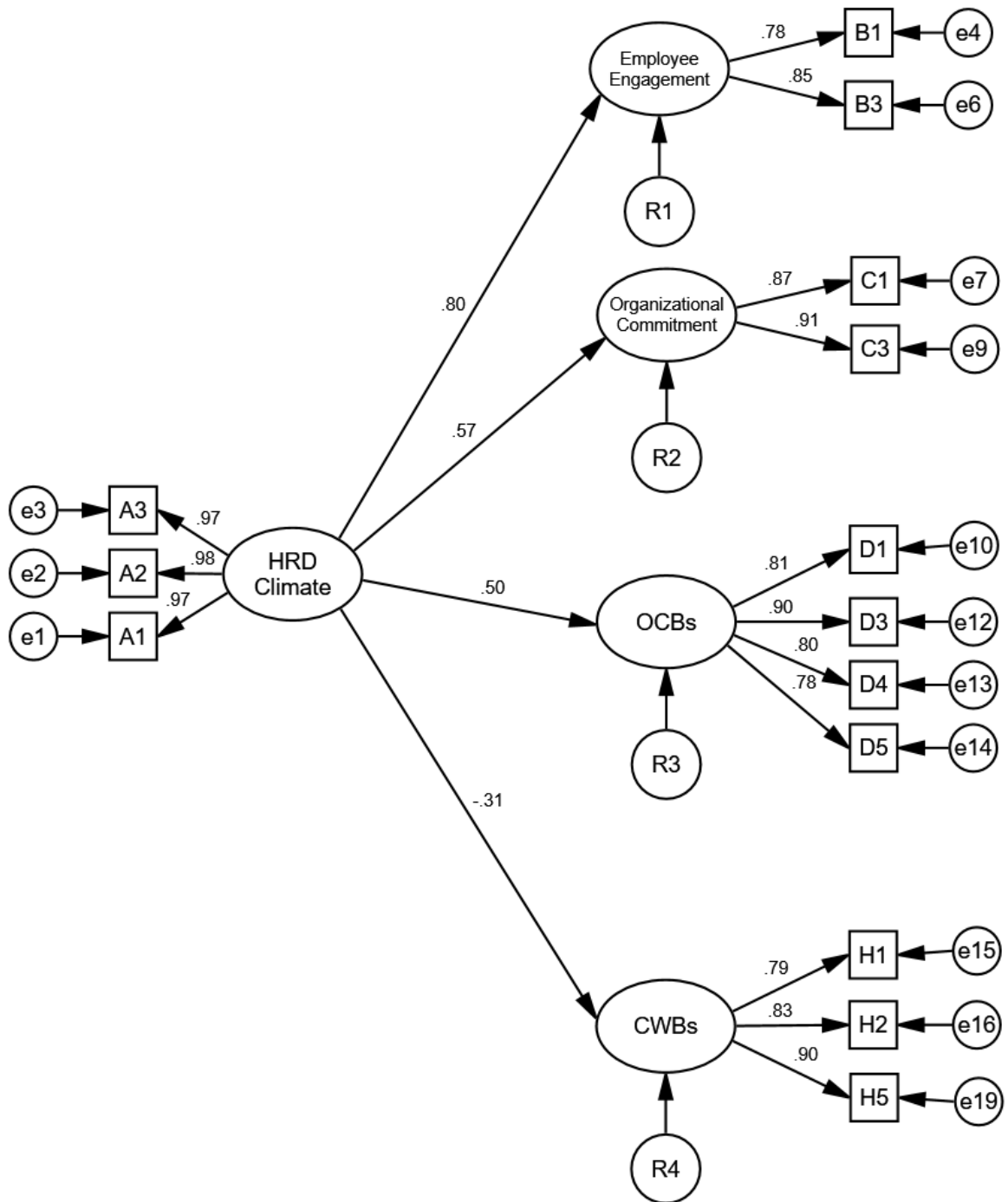


Figure 4-4: CFA for Structural Model and Path Coefficients

4.5 Summary of Status of Hypotheses and RQs

Table 4.17 represents the obtained results related to RQs and research hypotheses of this study. Referring to research questions and hypotheses, findings indicate that A has positive effects on B, C, D, and negative coefficient of determination on H. With these results, it is possible to establish that the implementation of HRD Climate in the Iranian private banking industry located in Tehran, Iran has positive determination on increasing the sense and injecting the sense of organizational engagement, organizational commitment, expansion of positive voluntary attitudes such as OCBs and positive impact on diminution of negative attitudes such as CWBs in this study.

Table 4-17: Table Relevant to Status of Hypotheses and RQs

No.	Hypothesis	Status of RQ and Hypothesis	Remarks
1	Is HRD climate having a positive determination on employees' work engagement in the Iranian private banks located in Tehran, Iran?	Answered	Positive standardized regression weights which is equal with .803 P = .000 P CLOSE= 0.414
2	Is HRD climate having a positive determination on employees' organizational commitment in the Iranian private banks located in Tehran, Iran?	Answered	Positive standardized regression weights which is equal with .571 P value = .000 P CLOSE= 0.414
3	Is HRD climate having a positive determination on employees' OCBs in the Iranian private banks located in Tehran, Iran?	Answered	Positive standardized regression weights which is equal with .501 P value = .000 P CLOSE= 0.414
4	Is HRD climate having a positive determination on employees' CWBs in order to the diminution of these negative attitudes in the workplace of Iranian private banks located in Tehran, Iran?	Answered	Negative standardized regression weights which is equal with .306 P value = .000 P CLOSE= 0.414
5	H1: HRD climate has a positive impact on employees' engagement in the Iranian private banks located in Tehran.	Supported	Positive standardized regression weights which is equal with .803 P = .000 P CLOSE= 0.414
6	H2: HRD climate has a positive impact on employees' organizational commitment in the Iranian private banks located in Tehran.	Supported	Positive standardized regression weights which is equal with .571 P value = .000 P CLOSE= 0.414
7	H3: HRD climate has a positive impact on employees' OCBs in the Iranian private banks located in Tehran.	Supported	Positive standardized regression weights which is equal with .501 P value = .000 P CLOSE= .414
8	H4: HRD climate has a positive impact on CWBs in order to the diminution of these negative attitudes in the workplace of Iranian private banks located in Tehran.	Supported	Negative standardized regression weights which is equal with .306 P value = .000 P CLOSE= 0.414

5. DISCUSSION AND CONCLUSION

To outline this chapter, it is followed by stating major conclusions according to the findings of the research. Afterward, managerial implications and practical contributions for managers in the private banking industry in Tehran, Iran, and academic contributions for scholars will be explained. Then, limitations while conducting this research will be stated, and finally, recommendations and avenues for future studies will be suggested.

5.1 Major Conclusions

The current research was carried out to identify the effect of HRD climate on job attitudes inclusive of positive and negative ones exclusively in the private banking industry in a relationship with the research problems which are job attitudes of employees located in Tehran, Iran.

The proposed model in the present study consisted of five latent variables which are HRD climate as an exogenous variable. Moreover, job attitudes which were employee engagement, employee commitment, OCBs, and CWBs as endogenous variables.

Findings of the research supported the notion that HRD climate had positive determination on positive job attitudes and a negative coefficient of determination on negative job attitude that is CWBs within the scope of this research which is private banking industry located in Tehran, Iran. The major conclusions have been delineated in following sub-sections.

5.1.1 Effect of HRD Climate on Employee Engagement

Based on the findings, it can be stated that the HRD climate has a positive direct effect on employee engagement with .803 standardized regression weights. This result reveals that the implementation of HRD climate in the private banking industry in Tehran, Iran is an excellent strategy for increasing the sense of engagement among employees. The conclusion is that the results of the current study are in line and by previous studies as reviewed in a literature review of this thesis (Ewis, 2015b). Moreover, the results and

consistencies among current research and previous studies are according to the Positive Psychology Approach by Bakker and Schaufeli (2008); Ludwig and Frazier (2013).

5.1.2 Effect of HRD Climate on Organizational Commitment

Based on findings, it can be stated that the HRD climate has a positive direct effect on organizational commitment with .571 standardized regression weights. This result reveals that the implementation of HRD climate in the private banking industry in Tehran, Iran is a great strategy for increasing the sense of commitment among employees. The conclusion is that the findings of the present study are in line with previous studies as reviewed in a literature review of this thesis (Benjamin & David, 2012a; Ewis, 2015b). Besides, the results of the current study and previous studies are based on Positive Psychology Approach by Bakker and Schaufeli (2008); Ludwig and Frazier (2013).

5.1.3 Effect of HRD Climate on OCB

Based on findings, it can be stated that the HRD climate has a positive direct effect on OCB with .501 standardized regression weights. This result reveals that the implementation of HRD climate in the private banking industry in Tehran, Iran is a great strategy for increasing the sense of citizenship behaviors by employees. Which is a positive voluntary action and augmenting these positive actions will be really beneficial in the environmental workplace and result of this study indicates that imitation of OCBs is an outcome of the implementation of HRD climate within the scope of this research. The conclusion is that the results of this study are in line and synchronized or consistent with previous studies as reviewed in a literature review of this thesis (Ewis, 2015b). Besides, the results of the current study and previous studies are based on Positive Psychology Approach by Bakker and Schaufeli (2008); Ludwig and Frazier (2013).

5.1.4 Effect of HRD Climate on CWB

Based on findings, it can be stated that the HRD climate has a negative direct effect on CWB with .306 negative standardized regression weights. This result supports the notion that implementation of HRD climate is a great and suitable strategy for diminishing negative job attitudes such as CWBs. According to the finding; it can be

asserted that the diminution of CWBs is an outcome of the implementation of HRD climate within the scope of this study. The conclusion is that the results of this study are in line and synchronized or consistent with previous studies as reviewed in a literature review of this thesis (Kanten & Ülker, 2013). Besides, the results of the current study and previous studies are based on Positive Psychology Approach by Bakker and Schaufeli (2008); Ludwig and Frazier (2013).

5.1.5 The Relationship Between HRD Climate and its Dimensions

As stated in this thesis previously, HRD climate is a function of three dimensions which are general climate, HRD mechanisms, and OCTAPAC. These dimensions are reflexive or reflective indicators for HRD climate. Findings of the current study revealed that all three dimensions had a positive and significant relationship with HRD climate in the Iranian private banking industry in Tehran, Iran according to the collected data. The standardized regression weights related to the relationship between HRD climate and its dimensions are 0.970, 0.982, and 0.967 respectively. As it is clear HRD mechanisms had the highest relationship. Recalling that the general climate is the supportive climate that is consequential for the implementation of HRD initiatives properly (Srimannarayana, 2008). The general climate is an initiative for implementing the HRD climate. OCTAPAC, as explained in-depth earlier in this thesis, can be an appropriate way for the amelioration of important cultural concepts in reality. HRD mechanism also described earlier in this thesis; it aims to measure seriously the degree of implementing HRD mechanisms such as job rotation, employee welfare, training program and so forth. As mentioned earlier in the relevant section in this thesis. Referring to the stated notes, the positive significant relationship of each dimension with HRD climate, and bringing into a discussion that HRD climate is an integral part of organizational climate. Author of this study can deduce that implementation of HRD climate in the private banking industry in Tehran, Iran is an expedient strategy in short and long terms in order to boost positive job attitudes and reduction in negative one which is CWBs referring to the proposed model of this study.

5.1.6 The Relationship Between Employee Engagement and its Dimensions

As stated in this thesis previously, employee engagement is a function of three dimensions which are vigor, dedication, and absorption. These dimensions are reflexive or reflective indicators of employee engagement. Findings of the current study revealed that both vigor and absorption had a positive and significant relationship with employee engagement in the Iranian private banking industry in Tehran, Iran according to the collected data. It is worthy of mentioning that dedication was excluded during the fitting measurement model to the data. The standardized regression weights related to the relationship between employee engagement and its dimensions vigor and absorption are .777 and .847 respectively. As it is clear absorption had the highest relationship.

5.1.7 The Relationship Between Employee Commitment and its Dimensions

As stated in this thesis previously, employee commitment is a function of three dimensions which are affective, continuance, and normative. These dimensions are reflexive or reflective indicators of employee commitment. Findings of the current study revealed that affective and normative had a positive and significant relationship with employee commitment in the Iranian private banking industry in Tehran, Iran according to the collected data. It is worthy of mentioning that continuance was excluded during the fitting measurement model to the data. The standardized regression weights related to the relationship between employee commitment and its dimensions affective and normative are .867 and .913 respectively. As it is clear normative had the highest relationship.

5.1.8 The Relationship Between OCB and its Dimensions

As stated in this thesis previously, OCB is a function of five dimensions which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These dimensions are reflexive or reflective indicators for OCB. Findings of the current study revealed that four dimensions which are altruism, sportsmanship, courtesy, and civic virtue had a positive and significant relationship with OCB in the Iranian private banking industry in Tehran, Iran according to the collected data. It is worthy of mentioning that conscientiousness was excluded during the fitting measurement model to the data. The standardized regression weights related to the relationship between OCB and its

dimensions altruism, sportsmanship, courtesy, and civic virtue are 0.810, 0.903, 0.796, and 0.778 respectively. As it is clear sportsmanship had the highest relationship.

5.1.9 The Relationship Between CWB and its Dimensions

As stated in this thesis previously, CWB is a function of five dimensions which are sabotage, withdrawal, production deviance, theft, and abuse. These dimensions are reflexive or reflective indicators for CWB. Findings of the current study revealed that three dimensions which are sabotage, withdrawal, and abuse had a positive and significant relationship with CWB in the Iranian private banking industry in Tehran, Iran according to the collected data. Among five dimensions, production deviance and theft were excluded during the fitting measurement model to the data. The standardized regression weights related to the relationship between CWB and its dimensions sabotage, withdrawal, and abuse are 0.785, 0.832, and 0.902 respectively. As it is clear abuse had the highest relationship.

5.2 Managerial Implications

This research implies meaningful messages to managers in service industries especially within the scope of this study. Because findings of this study confirmed that HRD climate have positive determination on job attitudes and the results of this study were synchronized with previous studies as stated earlier. Therefore, it can be deduced that current study will bring helpful, initial insights, realization, and practical contributions to the managers of the private banking industry in Tehran, Iran that HRD climate will be a salient predictor for augmenting the sense of job attitudes among employees which is the aim of each service industry.

This research points out the roles of HRD climate for the amelioration of working environment in the Iranian private banking industry and its salubrious impacts for increasing the sense of engagement, commitment, positive voluntary actions such as OCBs and the preeminent role of HRD climate in waning negative attitudes in the workplace such as CWBs. Therefore, the outstanding role of HRD climate in providing a salutary workplace is unavoidable.

Based on findings, managers of the private banking industry in Tehran, Iran should formulate a basic strategy in order to allocate or husbanding resources for the implementation of HRD climate in the working environment.

To sum up, all above notes and stating implications for managers in the private banking industry in Tehran, Iran will be really beneficial for both of employees and managers because it will lead to increasing return on investment (ROI), revenue, profitability for this industry and avoiding stagnation because each employee is like an asset.

5.3 Academic Contributions to the Existing Knowledge

As the nature of research, the current study had some contributions to the body of knowledge in this era. Firstly, the most and presumably the significant contribution is proposing a model of the current study by reviewing in literature and supporting by the theoretical framework as stated earlier in this thesis. It is noteworthy to state that the model within this study is a comprehensive model about the research problems which is job attitudes and no study to date has addressed implementing a proposed model of this study in service industry especially banking industry exclusively private banks in Tehran, Iran. Secondly, based data analysis on a sound methodological foundation which is SEM through the AMOS program that is sophisticated software and covariance-based SEM (CB-SEM). Thirdly, for further clarification of readers of this thesis and representing a validation of collected data from employees; the trend of data analysis has been represented step by step with sufficient bibliography such as highly cited e-books and articles for example Blunch (2012), Coakes and Steed (2009), and Livote and Wyka (2009).

5.4 Limitations of the Study

Apart from the contributions of this research, there were limitations while conducting and finalizing it. Objectively, data collection was a tough task because of some reasons. Firstly, many of employees did not embrace filling questionnaire due to the length of a questionnaire which involved 138 items for scales of the proposed model of this study, and seven (7) items for the demographic part. Thus, convincing employees

for completion of survey questionnaire accurately was a problematic step. Secondly, human resource managers of some branches were reluctant in order to permit to distribute questionnaires among employees and data gathering in each branch was impossible without their permission. They were not willing because they thought that, it is a kind of invasion of their privacy and some of them due to confidentiality reasons.

Subjectively, concentration on collecting accurate data and removing all incomplete questionnaires was a significant point to take into consideration. Collected data had to be accurate because data processing was based on a sound methodological foundation which was CB-SEM-AMOS. On the other hand, the proposed model of current research was an advanced model including five variables and its dimension as illustrated and mentioned earlier in this thesis and achieving acceptable fit indices and adequate overall model fit to the collected data were in need of accurate, normal data and adequate sample size and lastly expertise in AMOS program. Finally, it can be stated that the scope of this study was exclusively restricted to private banks in Tehran, Iran.

5.5 Recommendations for Future Studies

At this stage, it will be beneficial to highlight avenues for future studies in this research era which are: Firstly, implementation of a proposed model of the current study by scholars in different kinds of service industries such as automobile industry, hospitality industry, and others in different countries. The reason that lies behind this recommendation is that the model is a comprehensive model and supported by theoretical knowledge. Secondly, targeting and defining a larger sample or statistical population. Thirdly, studies similar to this research can be replicated and conducted in hospitality industries in tourism destinations. To exemplify Singapore, Istanbul, and Dubai. Fourthly, extensions of research could be conducted to cover both kinds of banks in Tehran, Iran which are private and public ones. The current study was limited to the cluster of private banks in Tehran, Iran. Therefore, extensions to this study are highly suggested in order to clustering private and public banks with the mixture of qualitative and quantitative methods in the future research development in Iran and other countries in banking industries or even other kinds of service industries. Fifthly, testing mediation effect of a mediator between HRD climate and job attitudes in order to determine standardized

indirect and direct effects of HRD climate on job attitudes and role of a mediator through utilizing pattern introduced by MacKinnon (2008) for statistical mediation analysis. Sixthly, identifying the effect of HRD climate on other job attitudes for example work motivation, job satisfaction, and salient job attitudes. Lastly, it is highly recommended pursuing advanced studies for investigating moderator variable between HRD climate and job attitudes in order to the testing role of moderator through running hierarchical regression analyses which can be a laudable achievement by scholars in future studies.

6. APPENDIX

6.1 Survey Questionnaire Persian Version

SECTION A: Human Resource Development Climate (HRD Climate) Based on Scale Introduced by TV Rao and ESJ Abraham (1986)

A1. General Climate

- A1.1** در سازمان من، مدیریت ارشد مشتاق نیست که کارکنان از کار خود احساس رضایت (لذت) داشته باشند.
- A1.2** در سازمان من، رفتار مدیریت ارشد کاملاً با اصول انسانی هماهنگ می باشد.
- A1.3** توسعه و افزایش کارایی کارمندان در محل کار من بخش مهمی از کار مدیران و سرپرستان می باشد.
- A1.4** سازمان من، سیاست منابع انسانی روشنی در مورد توسعه کارکنان خود ندارد.
- A1.5** مدیریت ارشد قطعاً تمایل به توسعه کارکنان خود دارد.
- A1.6** مدیران و سرپرستان در کارهای فعلی و آینده کارکنان تازه کار مربی و راهنمای آنها هستند.
- A1.7** در سازمان به افراد با عملکرد ضعیف در زمانی که مورد نیاز باشد کمک و همکاری می شود.
- A1.8** مدیریت ارشد باور دارد که کارکنان می توانند در هر زمانی توسعه داشته باشند.
- A1.9** جو روانی محیط کار کمک می کند که هر فردی توانایی های خود را توسعه دهد.

A2. HRD Mechanisms

- A2.1** در سازمان من، مدیریت ارشد قابلیت و توانایی کارکنان خود را شناسایی و از آن سوء استفاده می کند.
- A2.2** در سازمان من، ارتقاء شغلی بر پایه شایسته سالاری است، بر پایه پارتی بازی نیست.
- A2.3** در سازمان ما سیاست روشن و برنامه ریزی شده ای جهت تشویق کارکنان وجود ندارد.
- A2.4** سیستم شناسایی و تمجید از کارکنانی که وظیفه خود را به خوبی انجام می دهند توسط سرپرستان و مدیران فراهم نشده است.
- A2.5** در سازمان من، ارزیابی عملکرد کارکنان بر اساس معیارهای عینی و اصولی می باشد و به پارتی بازی تکیه ندارد.
- A2.6** در سازمان من، کارکنان در خصوص نقاط ضعف موجود به صورت کاملاً متمدن بحث می کنند.
- A2.7** در سازمان من، اشتراک گذاری واقعی نظرات، احساسات، و ایده ها در جلسات و حوادث وجود دارد.
- A2.8** سازمان من با تامین رفاه کارکنان خود به دنبال بهره وری بهینه از توان آنها در محیط کار می باشد.
- A2.9** در سازمان من، امکان چرخش و جابجایی شغلی توسعه توانایی کارکنان را تسهیل نموده است.

A3. HRD Cultural Dimensions (OCTAPAC) culture

- A3.1** کارمندان در سازمان من ارتباط دوستانه دارند و حتی در خصوص مسایل شخصی خود، با سرپرستان خود گفتگو می کنند.
- A3.2** کارکنان سازمان هیچ برداشت ذهنی ثابت و از پیش تعیین شده در مورد همدیگر ندارند.
- A3.3** کارمندان در سازمان بدون واژه به بیان یا بحث در مورد احساسات خود با ما فوق می پردازند.
- A3.4** کارمندان از بیان یا بحث در مورد احساسات خود با دیگر همکاران خود راحت هستند.
- A3.5** کارمندان در این سازمان از مشخص شدن نقاط ضعف و قوت خود از طرف مدیران و سرپرستان آزاده خاطر می شوند.
- A3.6** کارمندان از بیان یا بحث در مورد احساسات خود با همکارانشان و مافوق ترس دارند.
- A3.7** هنگامی که مشکلات بوجود می آید کارکنان در مورد مشکلات آشکارا بحث و سعی می کنند آنها را حل کنند بدون اینکه پشت سر هم همدیگر را متهم نمایند.
- A3.8** افراد با شایستگی کمتر در انجام وظایف خود برای به دست آوردن صلاحیتهای لازم توسط دیگر افراد کمک می شوند و تنها گذاشته نمی شوند.
- A3.9** هنگامی که کارمندی مرتکب اشتباه می شود بجای اینکه در جهت تنبیه او اقدام نمایند سرپرستان با او طوری برخورد میکنند که اشتباه خود را درک کرده و از آن درس بگیرد.

- A3.10** افراد سازمان به همدیگر اعتماد ندارند.
- A3.11** در سازمان من کارمندان به استفاده از روشهای جدید و ایده های خلاق تشویق می شوند.
- A3.12** به کارمندان فرصت داده می شود مطالب فرا گرفته شده از دورههای آموزشی را امتحان کنند.
- A3.13** کارمندان به انجام ابتکار عمل در کار تشویق می شوند و در انجام وظائف خود منتظر تشریفات صدور دستورالعمل های کاری نیستند.
- A3.14** تفویض اختیار به منظور تشویق جوانان به توسعه توانایی خود برای مسئولیت های بالاتر در این سازمان کاملاً رایج است.
- A3.15** هنگامی که افراد با سابقه اختیارات خود رابه جوانتر ها تفویض می نمایند ، جوانترها از آن به عنوان یک فرصت برای توسعه استفاده می کنند.
- A3.16** مدیریت ارشد سازمان برای شناسایی و استفاده از پتانسیل کارکنان تلاش می کند.
- A3.17** هنگامی که نتیجه کاری کارکنان به آنها داده می شود آن را جدی می گیرند و از آن برای توسعه استفاده می کنند.
- A3.18** هنگامی که کارکنان برای آموزش حمایت می شوند ، آنها آن را جدی نمی گیرید و برای توسعه از آن استفاده نمی کنند.
- A3.19** کارمندان برای برنامه های آموزشی بر اساس نیازهای آموزشی حرفه ای و تخصصی یا واقعی مورد حمایت قرار می گیرند.
- A3.20** کارکنان در این سازمان به یکدیگر کمک می کنند.
- A3.21** کار تیمی و گروهی اولویت بالایی در سازمان دارد.
- A3.22** برنامه های آینده سازمان برای کمک به سرپرستان و کارکنان در جهت توسعه جوانترها یا تازه کاران و آماده سازی آنها برای آینده شناخته شده است.

SECTION B: Employee Engagement, Based on Scale Introduced by Schaufeli, Salanova, et al. (2002)

B1. Vigor

- B1.1** من در محل کار خود احساس انرژی و شور نمی کنم.
- B1.2** به شغلم ، من احساس قوی یا علاقه شدید ندارم.
- B1.3** هر روز صبح، از رفتن به محل کارم احساس خوبی دارم.
- B1.4** من می توانم این شغل را برای مدت بسیار طولانی ادامه بدهم.
- B1.5** در شغلم ، من بسیار انعطاف پذیر هستم.
- B1.6** در محل کار، من همیشه ثابت قدم و خستگی ناپذیر هستم ، حتی زمانی که همه چیز خوب پیش نرود.

B2. Dedication

- B2.1** من در مورد شغلم، هیجان زده و علاقه مند نیستم.
- B2.2** شغلم برای من الهام بخش نیست.
- B2.3** من بابت تمام کارهایی که در کارم انجام می دهم افتخار می کنم.
- B2.4** کاری که من در محل کارم انجام می دهم پر معنی و هدفمند است.
- B2.5** به نظر من، شغل من چالش برانگیز است.

B3. Absorption

- B3.1** من احساس خوبی دارم وقتی که سخت کار می کنم.
- B3.2** زمانی که سخت کار می کنم تمرکز خودم را از دست میدهم.
- B3.3** وقتی که من کار می کنم احساس آرامش دارم.
- B3.4** وقتی که من کار می کنم متوجه گذر زمان نمی شوم
- B3.5** وقتی که من کار می کنم، هر چیز دیگری در اطرافم را فراموش می کنم.
- B3.6** دشوار است که خودم را از کارم جدا کنم.

SECTION C: Organizational Commitment Based on Scale Introduced by J. P. Meyer and Allen (1991)

C1. Affective Commitment

- C1.1** برای من بسیار خوشحال کننده خواهد بود در این سازمان تا آخر عمر کاریم کار کنم.
- C1.2** من دوست دارم در مورد سازمانم با افراد بیرون سازمان صحبت کنم .

C1.3 مشکلات سازمان ، به من ربطی ندارد.

C1.4 وابسته شدن یا ملحق شدن به یک سازمان دیگر برای من دشوار نیست.

C1.5 من سازمانم را بخشی از خانواده خود می بینم .

C1.6 من احساس میکنم از نظر عاطفی به سازمان دلبسته هستم.

C1.7 سازمان من ارزش و جایگاهی متفاوت برای من دارد

C1.8 من احساس می کنم وابستگی قوی به سازمانم دارم

C2. Continuance Commitment

C2.1 برای من مهم نیست چه اتفاقی بعد از رفتن من برای سازمانم بوجود بیاید.

C2.2 برای من بسیار آسان است که سازمانم را ترک کنم.

C2.3 زندگی من تا حد زیادی تحت تاثیر قرار خواهد گرفت اگر من سازمان را ترک کنم.

C2.4 برای من بسیار پرهزینه خواهد بود که سازمان را هم اکنون ترک کنم.

C2.5 در حال حاضر، بودن من در سازمان یک ضرورت است نه تمایل شخصی.

C2.6 من احساس می کنم که انتخاب های زیادی ندارم در صورتی که سازمانم را ترک کنم.

C2.7 من جایگزین های کاری بسیاری دارم در صورتی که سازمان را ترک کنم .

C2.8 اگر چه گزینه های دیگر با مزایای بهتر و تلاش کمتر وجود دارد من به کارم در سازمان ادامه می دهم.

C3. Normative Commitment

C3.1 من فکر می کنم که اغلب کارمندان این روزها از یک سازمان به سازمان دیگر می روند.

C3.2 من باور دارم که یک فرد همیشه باید به سازمانش وفادار باشد.

C3.3 جابجایی از سازمانی به یک سازمان دیگر به نظر من اخلاقی به نظر نمی رسد.

C3.4 وفاداری به سازمان برای من خیلی مهم نیست زیرا تعهد اخلاقی نسبت به آن ندارم و اجباری در کار نیست.

C3.5 اگر من پیشنهاد دیگری برای یک کار بهتر در جای دیگر داشته باشم فکر می کنم درست باشد که سازمانم را ترک کنم.

C3.6 وفادار ماندن به یک سازمان را به عنوان یک ارزش می دانم.

C3.7 اگر کارکنان در یک سازمان برای همیشه کار می کردند خیلی بهینه و همه چیز به خوبی بود یا پیش می رفت

C3.8 فکر می کنم واجد شرایط بودن در سازمان ملموس تر و مثبت به نظر می رسد.

SECTION D: Organizational Citizenship Behavior (OCB) based on Scale Introduced by D. W. Organ et al. (2005)

D1. Altruism

D1.1 مایلیم به افرادی که غایب بوده اند کمک کنم.

D1.2 مایلیم به افرادی که حجم سنگین کاری دارند کمک کنم.

D1.3 مایل نیستم به افراد تازه کار حتی اگر ضروری باشد کمک کنم.

D1.4 مایلیم به افرادی که در خصوص حل مشکلات کاری تلاش میکنند کمک کنم.

D1.5 همیشه آماده ام تا به افراد دور و برم کمک کنم.

D2. Conscientiousness

D2.1 بیشتر از ساعت کاری در محل کار نمی مانم.

D2.2 بیشتر از استراحت تعیین شده توسط سازمان استراحت نمی کنم .

D2.3 ز قوانین و مقررات سازمان حتی اگر کسی شاهد نباشد پیروی می کنم .

D2.4 بعنوان یکی از کارمندان وظیفه شناس حساب می شوم.

D2.5 اعتقاد دارم به اینکه در ازای حقوق منصفانه باید کار صادقانه انجام داد.

D3. Sportsmanship

- D3.1 در مورد مسائل بی اهمیت زیاد شکایت می کنم
- D3.2 همیشه به جنبه مثبت شرایط نگاه می کنم تا به جنبه منفی آن
- D3.3 هرگز خطاهای در حال انجام در سازمان را کنجکاوی نمی کنم
- D3.4 تمایل داشتن به بزرگ جلوه دادن مشکلات (از گاه، کوه ساختن)
- D3.5 مشکلات نمایان و قابل توجهی در سازمان وجود دارند که نیازمند توجه و کمک کارکنان می باشد

D4. Courtesy

- D4.1 قبل از انجام هر کاری که ممکن است بر روی کسی تاثیرگذار باشد با همکاران خویش صحبت کند.
- D4.2 نحوه رفتار م بر شغل دیگران تاثیر میگذارد.
- D4.3 از حقوق دیگران سواستفاده نمی کنم.
- D4.4 از مشکل آفرینی برای همکارانم لذت می برم.
- D4.5 متوجه شدم که رفتارم بر همکارانم تاثیر دارد.

D5. Civic Virtue

- D5.1 حضور داشتن در جلساتی که اجباری نیستند ولی مهمند.
- D5.2 حضور در کارهایی که لازم نیستند ولی کمک به وجهه شرکت می کنند.
- D5.3 توجه کردن به تغییرات جدید و به روز در سازمان.
- D5.4 اطلاعیه ها، یادداشتهای و غیره در سازمان را نمی خوانم و توجه نمی کنم.

SECTION H: Counterproductive Work Behavior (CWB) based on Scale Introduced by Spector et al. (2006)

H1. Sabotage

- H1.1 عمدا از وسایل و تجهیزات محیط کار درست استفاده نمی کنم یا عمدا آسیب و هدر می رسانم.
- H1.2 هرگز به قطعات و تجهیزات یا اموال آسیب نمی رسانم.
- H1.3 به عمد محل کار کثیف می کنم و یا آشغال می ریزم.

H2. Withdrawal

- H2.1 بدون هماهنگی و اجازه به محل کار دیر می آیم.
- H2.2 در منزل می مانم و سر کار نمی روم و مریضی را بهانه می کنم در حالی که مریض نیستم.
- H2.3 زمان استراحت کاری من بیشتر از زمانی که مجاز هست طول می کشد.
- H2.4 هرگز محل کار را زودتر از زمانی که مجاز هست ترک نمی کنم

H3. Production deviance

- H3.1 کار خود را به درستی و صادقانه انجام می دهم.
- H3.2 زمانی که لازم است کاری سریعاً انجام شود عمدا آرام کار می کنم.
- H3.3 عمدا دستورالعمل های کاری را نادیده می گیرم.

H4. Theft

- H4.1 چیزی که متعلق به کارفرما هست بدون اجازه بر می دارم.
- H4.2 هرگز ابزار و وسایل کاری را بدون اجازه به منزل نمی برم.
- H4.3 سعی میکنم بیشتر از ساعاتی که کار کردم از محل کارم پول دریافت کنم.
- H4.4 هرگز بدون اجازه مدیر یا سرپرست از سازمان پول بر نمی دارم.
- H4.5 چیزی متعلق به شخص دیگری را در محل کار بر می دارم یا می دزدم.

H5. Abuse

- H5.1** در خارج از محل کار به مردم می گویم که در چه جای بی خودی کار می کنم
- H5.2** یک شایعه مخرب و مضر را در محیط کار آغاز می کنم و یا گسترش می دهم.
- H5.3** در برابر یک مشتری مهربان و فروتن بودن.
- H5.4** هرگز به خاطر عملکرد شغلی همکارانم به آنها توهین نمی کنم
- H5.5** زندگی شخصی دیگر کارکنان را وسیله شوخی قرار می دهم.
- H5.6** بعضی از افراد را در محل کار نادیده می گیرم.
- H5.7** در محل کار به خاطر خطای خودم، شخص دیگری راسرزنش می کنم
- H5.8** در محل کار معمولاً با دیگر همکاران بحث و جدل می کنم.
- H5.9** در محل کار افراد دیگر را بصورت شفاهی اذیت می کنم.
- H5.10** در محل کار به همکارانم با حرکت یا اشاره دست فحش و ناسزا می گویم.
- H5.11** در محل کار با خشونت همکارم را تهدید می کنم
- H5.12** در محل کار همکارم را تهدید می کنم ولی نه بصورت فیزیکی
- H5.13** در محل کار به همکارم چیز زشت و ناپسند می گویم تا احساس بد داشته باشند
- H5.14** کاری انجام دادن برای بد جلوه دادن همکار در سازمان.
- H5.15** با یک شوخی زننده در محل کار، همکاران را شرمسار می کنید
- H5.16** هرگز بدون اجازه کسی ، نگاه به ایمیل / وسائل خصوصی دیگران نمی کنم
- H5.17** در محل کار همکاران را تحت فشار قرار می دهید
- H5.18** در محل کار سربه سر همکارم می گذارم و توهین می کنم.

SECTION F: PERSONAL DETAILS

F1) Gender:	Male	Female				
F2) Job Position:	Employee	Manager				
F3) Education:	Diploma	Bachelor	Master			
F4) Age						
F5) Country of Origin (Nationality):	Middle East	Iran	Europe	Africa	North America	
F6) Marital Status:	Single	Married				
F7) Job Experience:						

6.2 Survey Questionnaire English Version

SECTION A: Human Resource Development Climate (HRD Climate) Based on Scale Introduced by TV Rao and ESJ Abraham (1986)

A1. General Climate

- A1.1** In my company, top management is not keen to enjoy staff their work. (R)
- A1.2-** In my company, Top management deals with humanely.
- A1.3-** Development of the subordinates' important part of the job of managers and supervisors.
- A1.4-** In my company, we do not have clear human resources policies regarding the development of employees. (R)
- A1.5-** Top management has certainly willing to staff development.
- A1.6-** Chiefs are coached juniors on the current and future tasks.
- A1.7-**Assistant provide to low-performance individuals when required.
- A1.8-** Top management is convinced that can be staff development at any time.
- A1.9-** Psychological climate helps the individual to development his/her abilities.
-

A2. HRD Mechanisms

- A2.1-**In my company, top management identifies and exploits the capabilities of its staff.
- A2.2-**In my company, the upgrade relies on meritocracy and not on cronyism.
- A2.3-**We do not have in our company clear and well-known policies to motivate employees. (R)
- A2.4-**Supervisors are not providing recognition and gratitude to any employee doing a good job. (R)
- A2.5-** In my company, performance evaluation relies on objective criteria rather than cronyism.
- A2.6-**In my company, the employees are communicated of weakness's points in a civilized way.
- A2.7-**In my company, there is a genuine sharing of opinions, feelings, and ideas in meetings and events.
- A2.8-** My company is interested in the welfare of its staff in order to save their energies to work.
- A2.9-**In my company, Job rotation facilitates employee development.
-

A3. HRD Cultural Dimensions (OCTAPAC) culture

- A3.1-** Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.
- A3.2-** People in this organization do not have any fixed mental impressions about each other
- A3.3-**Employees are not afraid to express or discuss their feelings with their superiors
- A3.4-** Employees are not afraid to express or discuss their feelings with their subordinates.
- A3.5-** Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.
- A3.6-** Employees are afraid to express or discuss their feelings with their subordinates. (R)
- A3.7-** When problems arise, people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.
- A3.8-** People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended
- A3.9-** When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him
- A3.10-** People do not trust each other in this organization. (R)
-

-
- A3.11- Employees are encouraged to experiment with new methods and try out creative ideas
A3.12- Employees returning from training programs are given opportunities to try out what they have learned
A3.13- Employees are encouraged to take the initiative and do things on their own without having to wait for instructions from supervisors.
A3.14- Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.
A3.15- When seniors delegate authority to juniors, the juniors use it as an opportunity for development.
A3.16- The top management of this organization makes efforts to identify and utilize the potential of the employees.
A3.17- When behavior feedback is given to employees, they take it seriously and use it for development.
A3.18- When employees are sponsored for training, they do not take it important and not using for development. (R)
A3.19- Employees are sponsored for training programs based on genuine training needs.
A3.20- People in this organization are helpful to each other.
A3.21- Team spirit is of high order in this organization.
A3.22- The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.
-

SECTION B: Employee Engagement, Based on Scale Introduced by Schaufeli, Salanova, et al. (2002)

B1. Vigor

- B1.1. I do not feel energized at work. (R)
B1.2. At my job, I do not feel strong and vigorous. (R)
B1.3. All morning, I feel like going to work.
B1.4. I can continue working for very long periods at a time.
B1.5. At my job, I am very resilient, mentally.
B1.6. At my work, I always persevere, even when things do not go well.
-

B2. Dedication

- B2.1. I am not excited about my job. (R)
B2.2. My job does not inspire me. (R)
B2.3. I am proud of the work that I do.
B2.4. I find the work that I do full of meaning and purpose.
B2.5. To me, my job is challenging.
-

B3. Absorption

- B3.1. I feel happy when I am working hard.
B3.2. I am not really focused on when I am working hard. (R)
B3.3. I get carried away when I am working.
B3.4. Time flies when I am working.
B3.5. When I am working, I forget everything else around me.
B3.6. It is difficult to detach myself from my job.
-

SECTION C: Organizational Commitment Based on Scale Introduced by J. P. Meyer and Allen (1991)

C1. Affective Commitment

- C1.1 I'll be very happy when I spend the rest of my career in my company
C1.2 I like to talk about my company with people in the outside it.
C1.3 My company's problems are not my own problems. (R)
C1.4 It is not difficult for me affiliation to another company. (R)
C1.5 I feel like 'part of the family' at my company.
C1.6 I feel 'emotionally attached' to my company.
C1.7 My company represents a personal meaning to me.
C1.8 I feel a strong affiliation with my company.
-

C2. Continuance Commitment

- C2.1 I'm not afraid of what might happen if I left my company. (R)
C2.2 It is easy for me to leave my company. (R)
C2.3 My life will be affected greatly if I leave my company.
-

-
- C2.4** It would be too costly for me to leave my company now.
C2.5 Right now, staying with my company is a matter of necessity as much as desire.
C2.6 I feel that I have very few options to consider leaving my company.
C2.7 I have many alternatives if I left my company.
C2.8 I will stay in my company, although there are other alternatives with better benefits and less sacrifice.
-

C3. Normative Commitment

- C3.1** I think that people these days move from company to company too often.
C3.2 I believe that a person must always be loyal to his or her company
C3.3 Jumping from company to company does not seem at all ethical to me.
C3.4 Loyalty to my company is not very important because it is not a moral obligation towards it. (R)
C3.5 If I got another offer for a better job elsewhere, I would feel it was right to leave my company. (R)
C3.6 I was taught to believe in the value of remaining loyal to one company.
C3.7 Things were better if people stayed in one company forever.
C3.8 I think that to be a 'company man' is sensible anymore.
-

SECTION D: Organizational Citizenship Behavior (OCB) based on Scale Introduced by D. W. Organ et al. (2005)

D1. Altruism

- D1.1** Helps others who have been absent.
D1.2 Helps others who have heavy workloads.
D1.3 Not helping orient new people even though it is required. (R)
D1.4 Willingly helps others who have work-related problems.
D1.5 Is always ready to lend a helping hand to those around him/her.
-

D2. Conscientiousness

- D2.1** Attendance at work is not above the norm. (R)
D2.2 Does not take extra breaks.
D2.3 Obeys company rules and regulations even no one is watching.
D2.4 Is one of my conscientious employees.
D2.5 Believes in giving an honest day's work for an honest day's pay.
-

D3. Sportsmanship

- D3.1** Consumes a lot of complaining about trivial matters.
D3.2 Always focuses on what is right with his or her situation, rather than the negative side of it. (R)
D3.3 Never finds fault with what the agency/company is doing. (R)
D3.4 Tends to make 'mountains out of mole hills' (makes problems bigger than they are).
D3.5 Is the classic 'squeaky wheel' that always needs greasing?
-

D4. Courtesy

- D4.1** 'Touches base' with others before initiating actions that might affect them.
D4.2 Is mindful of how his/her behavior affects other people's jobs?
D4.3 Does not abuse the rights of others.
D4.4 Tries to create problems for coworkers. (R)
D4.5 Considers the impact of his/her action on coworkers.
-

D5. Civic Virtue

- D5.1** Attends meetings that are not mandatory but are considered important.
D5.2 Attends functions that are not required but help the company image.
D5.3 Keeps abreast of changes in the organization.
D5.4 Not Reading and keeping up with organization announcements, memos, and so on. (R)
-

SECTION H: Counterproductive Work Behavior (CWB) based on Scale Introduced by Spector et al. (2006)

H1. Sabotage

- H1.1** Purposely wasted your employer's materials/supplies
H1.2 Never damaging a piece of equipment or property. (R)
-

H1.3 Purposely dirtied or littered your place of work

H2. Withdrawal

H2.1 Came to work late without permission.

H2.2 Stayed home from work and said you were sick when you were not.

H2.3 Taken a longer break than you were allowed to take.

H2.4 Never leaving work earlier than you were allowed to. (R)

H3. Production deviance

H3.1 Honestly did your work correctly. (R)

H3.2 Purposely worked slowly when things needed to get done.

H3.3 Purposely failed to follow instructions.

H4. Theft

H4.1 Stolen something belonging to your employer.

H4.2 Never taking supplies or tools home without permission. (R)

H4.3 Put in to be paid for more hours than you worked.

H4.4 Never taking money from your employer without permission. (R)

H4.5 Stole something belonging to someone at work.

H5. Abuse

H5.1 Told people outside the job what a lousy place you work for.

H5.2 Started or continued a damaging or harmful rumor at work.

H5.3 Being modest and kind to a client or customer. (R)

H5.4 Never insulting someone about their job performance. (R)

H5.5 Made fun of someone's personal life.

H5.6 Ignored someone at work.

H5.7 Blamed someone at work for error you made.

H5.8 Started an argument with someone at work.

H5.9 Verbally abused someone at work.

H5.10 Made an obscene gesture (the finger) to someone at work.

H5.11 Threatened someone at work with violence.

H5.12 Threatened someone at work, but not physically.

H5.13 Said something obscene to someone at work to make them feel bad.

H5.14 Did something to make someone at work look bad.

H5.15 Played a mean prank to embarrass someone at work.

H5.16 Never looking at someone at work's private mail/property without permission. (R)

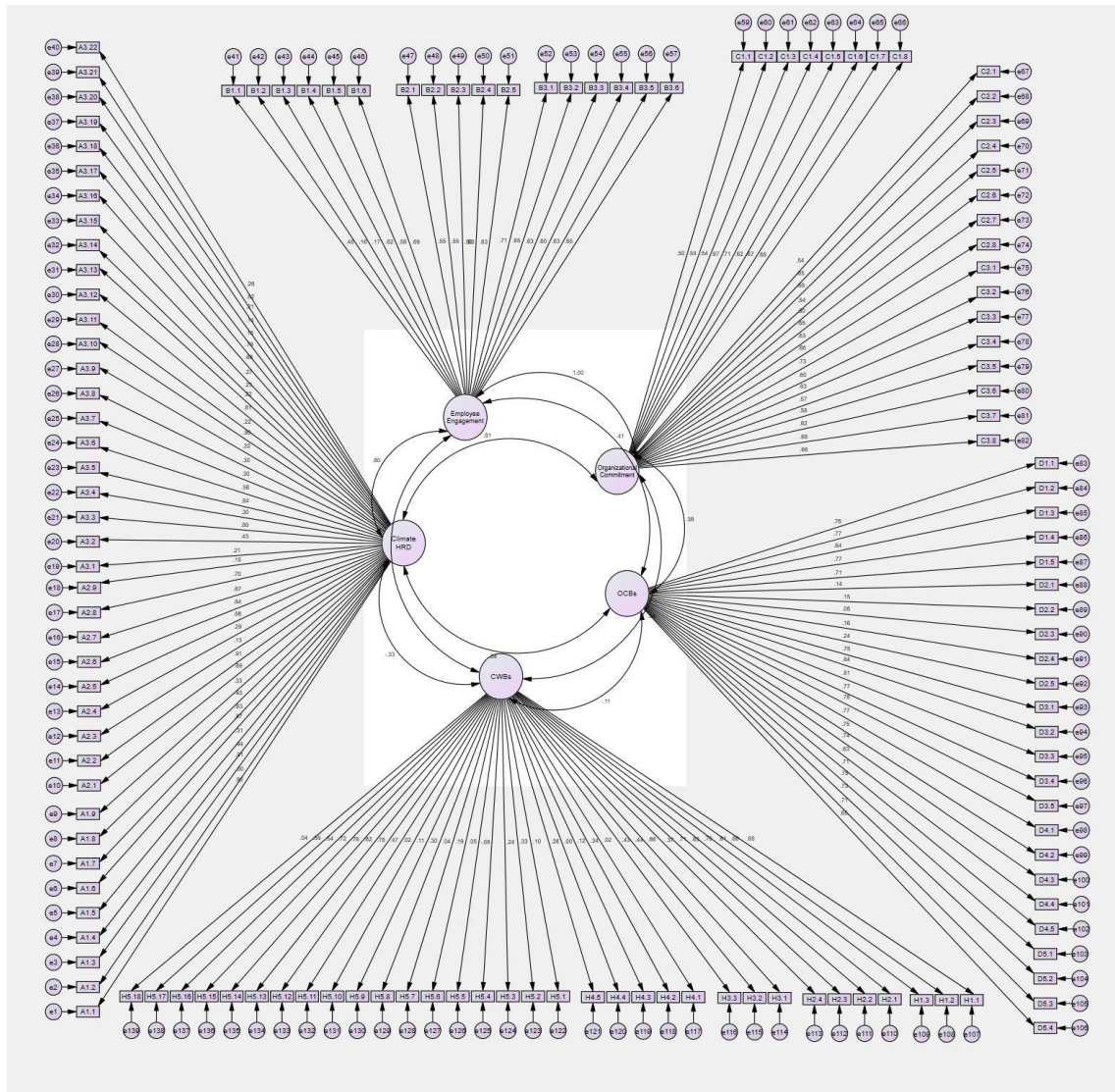
H5.17 Hit or pushed someone at work.

H5.18 Insulted or made fun of someone at work.

SECTION F: PERSONAL DETAILS

F1) Gender:	Male	Female				
F2) Job Position:	Employee	Manager				
F3) Education:	Diploma	Bachelor	Master			
F4) Age						
F5) Country of Origin (Nationality):	Middle East	Iran	Europe	Africa	North America	
F6) Marital Status:	Single	Married				
F7) Job Experience:						

6.3 Measurement Model Including All Items



MODEL FIT SUMMARY

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	286	25332.165	9305	.000	2.722
Saturated model	9591	.000	0		
Independence model	138	48002.159	9453	.000	5.078

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.139	.356	.336	.345
Saturated model	.000	1.000		
Independence model	.442	.096	.083	.095

BASELINE COMPARISONS

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.472	.464	.586	.578	.584
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

PARSIMONY-ADJUSTED MEASURES

Model	PRATIO	PNFI	PCFI
Default model	.984	.465	.575
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	16027.165	15557.651	16503.789
Saturated model	.000	.000	.000
Independence model	38549.159	37868.172	39236.867

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	66.141	41.846	40.620	43.091
Saturated model	.000	.000	.000	.000
Independence model	125.332	100.651	98.873	102.446

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.067	.066	.068	.000
Independence model	.103	.102	.104	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	25904.165	26230.018	27034.049	27320.049
Saturated model	19182.000	30109.451	57072.613	66663.613
Independence model	48278.159	48435.388	48823.347	48961.347

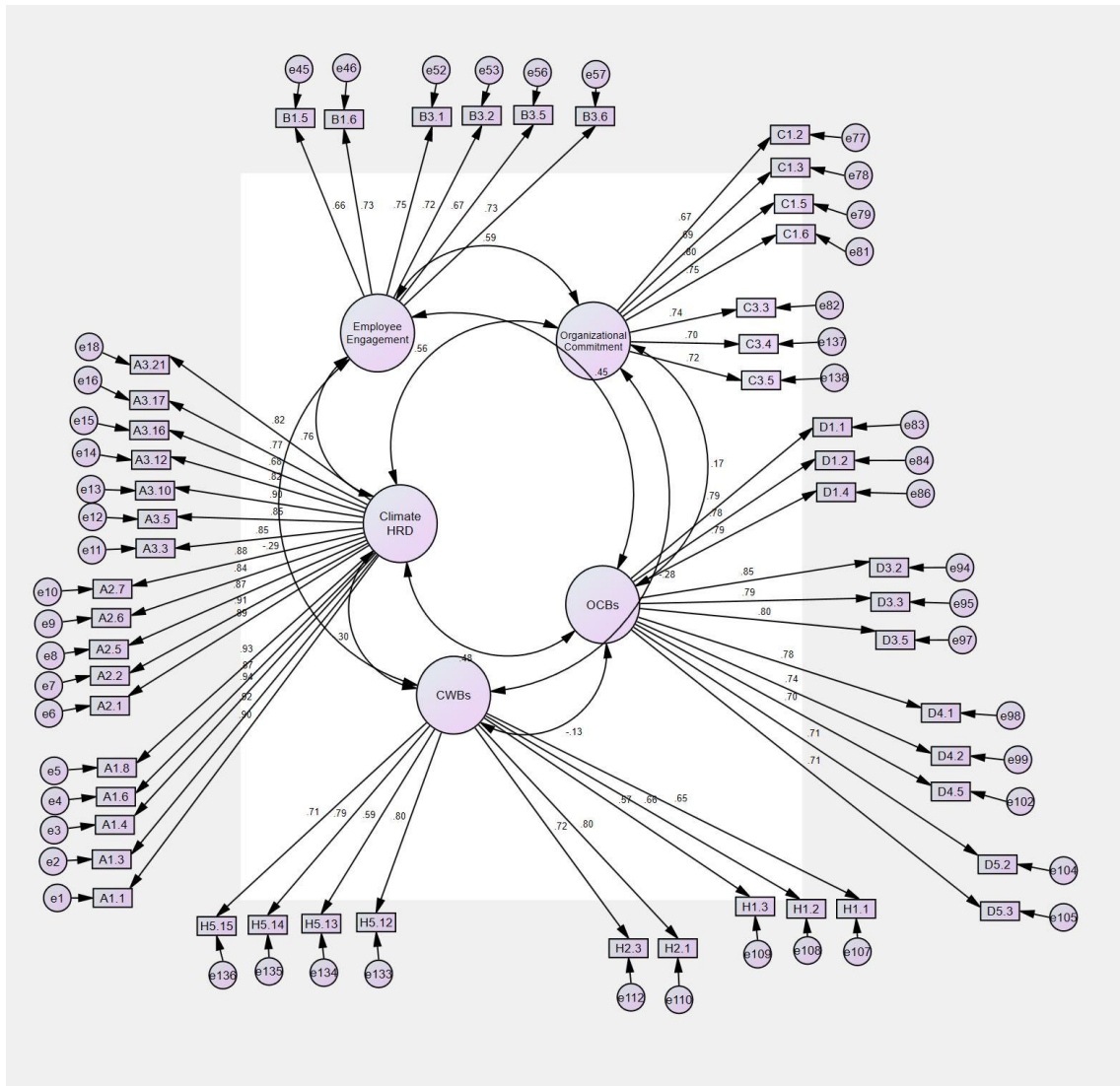
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	67.635	66.409	68.879	68.486
Saturated model	50.084	50.084	50.084	78.615
Independence model	126.053	124.275	127.848	126.463

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	145	146
Independence model	78	78

6.4 Measurement Model Including Remained Items



MODEL FIT SUMMARY

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	110	2447.098	1165	.000	2.101
Saturated model	1275	.000	0		
Independence model	50	17113.224	1225	.000	13.970

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.066	.792	.772	.724
Saturated model	.000	1.000		
Independence model	.772	.117	.081	.112

BASELINE COMPARISONS

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.857	.850	.920	.915	.919
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

PARSIMONY-ADJUSTED MEASURES

Model	PRATIO	PNFI	PCFI
Default model	.951	.815	.874
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1282.098	1143.862	1428.046
Saturated model	.000	.000	.000
Independence model	15888.224	15468.870	16314.016

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	6.389	3.348	2.987	3.729
Saturated model	.000	.000	.000	.000
Independence model	44.682	41.484	40.389	42.595

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.054	.051	.057	.023
Independence model	.184	.182	.186	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2667.098	2700.893	3101.669	3211.669
Saturated model	2550.000	2941.717	7587.069	8862.069
Independence model	17213.224	17228.586	17410.756	17460.756

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	6.964	6.603	7.345	7.052
Saturated model	6.658	6.658	6.658	7.681
Independence model	44.943	43.848	46.055	44.983

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	195	201
Independence model	30	31

6.5 Validity Master Calculated by StataWiki

A	B	C	D	E	F	G	H	I	J
	CR	AVE	MSV	MaxR(H)	CWBs	HRD	ENGAGEMENT	OCBs	commitment
CWBs	0.878	0.707	0.092	0.892	0.841				
HRD	0.982	0.947	0.642	0.985	-0.304	0.973			
ENGAGEMENT	0.795	0.661	0.642	0.986	-0.299	0.801	0.813		
OCBs	0.893	0.677	0.250	0.988	-0.129	0.500	0.488	0.823	
commitment	0.884	0.792	0.352	0.989	-0.286	0.570	0.593	0.170	0.890
No Validity Concerns - Wahoo!									

6.6 Model Fit Summary Related to the Last Run of Measurement Model

MODEL FIT SUMMARY

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	38	109.204	67	.001	1.630
Saturated model	105	.000	0		
Independence model	14	4630.808	91	.000	50.888

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.027	.961	.939	.613
Saturated model	.000	1.000		
Independence model	.525	.296	.187	.256

BASELINE COMPARISONS

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.976	.968	.991	.987	.991
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

PARSIMONY-ADJUSTED MEASURES

Model	PRATIO	PNFI	PCFI
Default model	.736	.719	.729
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	42.204	17.462	74.850
Saturated model	.000	.000	.000
Independence model	4539.808	4320.580	4766.282

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.285	.110	.046	.195
Saturated model	.000	.000	.000	.000
Independence model	12.091	11.853	11.281	12.445

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.041	.026	.054	.870
Independence model	.361	.352	.370	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	185.204	188.302	335.328	373.328
Saturated model	210.000	218.560	624.817	729.817
Independence model	4658.808	4659.949	4714.117	4728.117

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.484	.419	.569	.492
Saturated model	.548	.548	.548	.571
Independence model	12.164	11.592	12.755	12.167

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	306	340
Independence model	10	11

6.7 Model Fit Summary Related to the Last Run of the Structural Model

MODEL FIT SUMMARY

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	32	146.510	73	.000	2.007
Saturated model	105	.000	0		
Independence model	14	4630.808	91	.000	50.888

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.045	.951	.929	.661
Saturated model	.000	1.000		
Independence model	.525	.296	.187	.256

BASELINE COMPARISONS

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.968	.961	.984	.980	.984
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

PARSIMONY-ADJUSTED MEASURES

Model	PRATIO	PNFI	PCFI
Default model	.802	.777	.789
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	73.510	42.832	111.969
Saturated model	.000	.000	.000
Independence model	4539.808	4320.580	4766.282

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.383	.192	.112	.292
Saturated model	.000	.000	.000	.000

Model	FMIN	F0	LO 90	HI 90
Independence model	12.091	11.853	11.281	12.445

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.039	.063	.414
Independence model	.361	.352	.370	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	210.510	213.119	336.930	368.930
Saturated model	210.000	218.560	624.817	729.817
Independence model	4658.808	4659.949	4714.117	4728.117

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.550	.470	.650	.556
Saturated model	.548	.548	.548	.571
Independence model	12.164	11.592	12.755	12.167

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	246	272
Independence model	10	11

6.8 Standardized Regression Weights and Path Coefficients of Last Run of the Structural Model

			Estimate
Employee_Engagement	<---	HRD_Climate	.803
Organizational_Commitment	<---	HRD_Climate	<u>.571</u>
OCBs	<---	HRD_Climate	.501
CWBs	<---	HRD_Climate	-.306
A1	<---	HRD_Climate	.970
A2	<---	HRD_Climate	.982
A3	<---	HRD_Climate	.967
B1	<---	Employee_Engagement	.777
B3	<---	Employee_Engagement	.847
C1	<---	Organizational_Commitment	.867
C3	<---	Organizational_Commitment	.913
D1	<---	OCBs	.810
D3	<---	OCBs	.903
D4	<---	OCBs	.796
D5	<---	OCBs	.778
H1	<---	CWBs	.785
H2	<---	CWBs	.832
H5	<---	CWBs	.902

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