Superior Role of Human Resource Development Climate and Its Impact on Job Attitudes

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 authors use 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. 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, 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: HRM, HRD Climate, Job Attitudes, Banking, Structural Equation Modeling

1. Introduction

In the competitive environment among all business industries including service industries and product industries, all of them are trying their best for finding a suitable way in order to obtain a sustainable competitive advantage. According to the resource-based view (RBV), possession of internal strength in any industry or organization which can be obtained through Human Resource Management (HRM) is one of the overwhelming ways [1]. According to the study by Khiabani et el.[2], there are many ways in which to increase the efficiency and profitability of an organization; one of these ways relates to employees.

HRM refers to policies, practices, and systems that influence employees' behaviors, attitudes, and performances. Many companies refer to HRM as "people practices" [3]. Effective HRM has been shown to enhance company performance by contributing employees which will lead to innovation, productivity, and development of a favorable reputation in the firm's community [4]. According to the conducted studies by scholars, It can be stated, the potential role of HRM in company performance has been recognized [3]. All organizations across the world have a logical plan to achieve growth or even survive in the competition as long as possible through the efficient use of available resources, especially human resources by recruitment of the most appropriate specifications, maintain, and development and to achieve its commitment through providing appropriate and enabling environment to them [5].

In the HRM context, there is a concept that is HRD climate of which is defined as perceived attributes by employees towards the organization and their sub-systems represented in the departments, divisions, units, and branches, and of course that is reflected in the way the organization deal with employees [6].

According to the literature, it can be stated that organization's success is related to many variables; which is one of the important and salient ones is represented in capabilities and motivation of employees [7]. Based on the studies conducted by scholars and their proposed models such as [7,8,9], HRD climate has a significant role on work engagement, organizational commitment, OCBs and CWBs of which will be reviewed in-depth later in this research paper.

By reviewing the literature in this research era, authors of this study conclude that lack of study to date has addressed the issue related to the role 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 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; authors of this research have been motivated to conduct a research with the purpose of determining the effect 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, significance of the research and the historical perspective from HRM to HRD climate 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. Fourthly, the research methodology will be explained. Fifthly, the Structural Equation Modeling (SEM) technique will be utilized for data analysis. Finally, major conclusions, managerial implications, academic contributions, limitations, and thenceforth recommendations will be explicated.

1.1   *Importance of the Study*

The importance of HRD climate in the banking sector has been mentioned in many studies such as [10]. As noted by B. P. Rao,[11] in his study in the banking industry in India, it is stated that banking industry has realized that the human resource or the personnel are to play an important role to achieve a high rate of growth for the sector. An employee is generally regarded as an innovator and supporter of innovations and a conscious developer of business in any banking industry. The key to successful management in banking industry lies in the effective utilization of the personnel they recruit from time to time. Besides, Khandelwal [12] in his book which has a title " HRD in banks," stated that Banking industry is fast developing and it has been assigned a crucial role in each country's economic development. 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 employees in public sector bank is quite high in this age of global competition. Besides, the quality of banking services and the objectives of banks in achieving its socioeconomic goals are highly dependent on the employees who deliver the services [12]. By stating the above notes by scholars, authors of this study can highlight the salient role of HRD climate in the banking sector. In addition, according to the Hewitt[13] which contains information relevant to trends in global employee engagement in 2015, Middle East region after Latin America accounts for highest levels of employee engagement at 67% in 2015 which is a great volatility in the last five years—falling to a low of only 53% engaged in 2012, but rising 14 points in just the last two years. This volatility and rapid bounce are likely related to both regional risk and economic opportunities. This is a great percentage of employee engagement in the Middle East; because Iran has also been located in this region. However, according to Hewitt[13], the higher employee engagement would be better, and this result is not sufficient. Today's organizations are in need of engaged employees. This is not only illustrated by best-selling books that convincingly make this case [14] and [15] but also by the fact the keyword ''employee engagement'' yields for over 2 million hits on the World Wide Web [16]. There is one crucial point according to the study by Harter et el.[17] 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 et el. [18] 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 very important point to take into consideration. That is why a great HRD climate will be really practical and beneficial for employees in the banking industry

2.   Literature Review

2.1   *Historical Perspective from HRM to HRD Climate*

One of the essential parts of HRM is known as HRD which is mainly deals with employees training and development in the organization [19]. Then he added, after hiring a person as an employee in the organization, the HRM provides a process of managing the talents of employees in order to achieve organizational objectives through human resource development. Some activities of human resource development include training, creating

opportunities to learn new skills and capabilities, and distributing some resources which are beneficial and valuable for the employee's duties [19].

In the 1800s, during the advent of the industrial revolution, the origin of HRD was proposed to have begun in the USA. However, some authors argued that the emergence of HRD was in 1913 in Ford Motor Company for training its employees in order to produce mass production [20]. Then, Blake [21] 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 et el.[22] 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.

On the other hand, based on Stead & Lee [23], the historical beginning of HRD was during 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[19,24]. At the same time HRD was introduced as a set of theory and act with an agenda of three distinct parts included employee training and development, organization development, and career development [25]. Subsequently, the "American Society for Training and Development" (ASTD) approved the term of HRD because they accepted that training and development knowledge and competencies make to increase interpersonal skills like problem-solving, teamwork, and coaching [20] 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 [22].

2.2 *HRD Climate*

For the first time, the concept of HRD was applied by Len Nadler in American Society for Training and Development Conference[19]. 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. Since then, a plethora of research has been conducted to define the term of HRD and to show the role of HRD in the context of management and human resource sciences. T. V. Rao [26] explained that human resource development is known as a process of helping employees, in a continuous, organized way in order to: Obtain and strengthen capabilities required to carry out different functions related to their current role or what expected in the future role. Increase and strengthen employees' general capabilities also to discover and utilize their potential capabilities for both, their own goals and organizational improvement goals. Promote and develop an organizational culture so that there will be a strong relationship between supervisor and subordinate, great teamwork, and severe collaboration among subunits besides the contribution to the professional well-being, motivation, and pride of organizational members. Ashok Khurana [19] Declared that HRD makes to increase knowledge, skills, capabilities and positive work behaviors of the employees at all levels in the concern organization. As a fact, there is a need to HRD for developing competencies through its different interventions[27]. So, the emphasis of human resource development is on producing and improving existing capabilities and potential skills of an employee to achieve individual and organizational goals.

HRD climate is known as an integral part of the organizational climate. HRD climate is a noticeable component of organizational climate[27]. The concept of climate and especially HRD climate was developed by Rao & Abraham [28]. The individual level of climate refers to employees' perceptions towards their organization's work at all level[29]; while organizational climate refers to the provided atmosphere of an organization for its employees which makes to facilitate their growth and development[28].

2.3 *Dimensions of HRD Climate*

Most of the researchers have followed the Model of HRD climate as developed by Rao & Abraham [28] . This model is grouped into three categories including general climate, OCTAPAC culture, and HRD mechanisms.

General HRD Climate: The general climate is dealing with the importance given to HRD in general by the management at the top level, and line managers of the organization also concern positive attitudes and right personnel policies towards development [30]. The concept of general climate is an indication of supporting subordinate in the organization by superordinate. Therefore, based on Mittal [31]; bolstering employees by top managers is a pivotal role in the development of human resources. It is stated by Srimannarayana[30] that the general climate is the supportive climate that is consequential for the proper implementation of HRD initiatives.

OCTAPAC Culture: In reality, OCTAPAC is an abbreviation of "Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, and Collaboration" for depicting the degree of them [32]. According to Mittal [27] , 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 tendency of the group of people to do what they feel and says[27].

HRD Mechanisms: Based on Rao & Abraham [28] successful performance HRD includes making all efforts for using as many HRD mechanisms as possible. Then he added some of the HRD mechanisms as performance appraisal, Training, organizational development, feedback and counseling, 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[28].

2.3.1   *Review of Conducted Studies on HRD Climate and Job Attitudes*

(Benjamin & David [10] conducted research in Nigeria with the primary purpose of investigating effect 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 & David [10] took a quantitative approach including distribution of 303 questionnaires. A total of 303 employees belonging to eight recapitalized banks located in Southwestern Nigeria responded to a questionnaire which measured the following variables: HRD Climate, Affective, Normative and Continuance Commitment. Scale related to HRD climate was adapted from Rao & Abraham[33]. And the scale introduced by employee commitment was adapted from J. Meyer & Allen[34], and it is notable that in the scale introduced by Meyer & Allen[34], 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 & David [10] 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.

Kanten & Ülker [9] conducted a study in Turkey with the purpose of investigating the impact of organizational climate on CWBs. The scope of the study conducted by Kanten & Ülker[9] 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 organizational climate, the scale introduced by Giles[35] and Heyart [36] and for CWB, introduced scale by Bennett & Robinson [37] were used by [9]. It is notable that sample in the study by [9] was 300 and after questionnaire distribution among employees, 204 completed questionnaires were 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 [9] revealed that there was no significant relationship between CWBs and risk, conflict dimensions of organizational climate. The obtained results from study by [9] confirmed that; in organizational behavior studies, organizational climate is a significant predictor or determinant of CWBs.

Ewis[7]conducted a study in Saudi Arabia with the purpose of identifying the role of HRD climate in building positive job attitudes including organizational commitment and work engagement, and extra-role behaviors such as OCBs. The scope of the study by Ewis[7] was three telecom companies in Saudi Arabia. Ewis[7] took a quantitative method and collected 246 useful questionnaires from employees in three telecom companies in Saudi Arabia. The model of the research conducted by Ewis[7] was based on literature and the relationship between HRD climate with organizational commitment, work engagement, and OCBs. 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[7]. In order to data analysis, Ewis[7] utilized the SEM technique through AMOS program. Findings within the study by Ewis[7] supported the notion that HRD climate has a positive significant impact on organizational commitment, work engagement, and OCBs.

4

2.4   *Employee Engagement*

There is a conceptual confusion with regard to the meaning of employee engagement as there are several associated terms such as job satisfaction, job involvement, work involvement, organizational commitment and organizational citizenship behaviors which have been used in the literature either synonymously or non-synonymously.

Several definitions of engagement are prevalent in the literature. Kahn[38] was the first researcher to posit that engagement means the psychological presence of an employee when executing his/her organizational tasks as stated in the study by Andrew & Sofian[39]. Kahn[38] defined 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." Schaufeli et al.[40] define engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." They state that engagement is not a momentary 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.

2.4.1   *Schaufeli Martinez et al. Model (2002)*

It can be said that one of the models of which has attracted researchers' attention is the model introduced by Schaufeli, et al.[40]. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly, and one has difficulties with detaching oneself from work.

2.5   *Organizational Commitment*

The importance of organizational commitment has been emphasized in the literature as it relates to many subjects (i.e., job, goal, career), and business in many areas (i.e., sociology, industrial psychology health psychology)[41]. Researchers are interested in organizational commitment as it is a vital part of the employee's psychosocial state because employees with a higher level of organizational commitment are mostly engaged in behaviors like high performance in job and citizenship activities, which are supposed to be beneficial for the organization[42]. Different studies on organizational commitment revealed that it is based on work experience rather than the selection of employees[43].

2.5.1   *Meyer and Allen's Three-Component Model*

Many researchers used the Three Dimensional Organizational Commitment Model of Meyer and Allen because it is the most widely accepted model[41,44,45]. Meyer & Allen[46] interpret organizational commitment as a psychological state that consists of three factors called the three-component model (TCM). They labeled them as affective commitment, continuance commitment, and normative commitment. The TCM ties together three psychological states that describe the employee's relationship to the organization, and they are decisive outcomes when the employee is deciding whether to stay or leave the organization[47,48]. All the components vary in strength over time, depending on the work situation.

2.6   *OCBs*

According to Organ [49], 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, OCB$_s$ as discretionary behaviors[50]; Second, going beyond job description[50,51]; and third, having positively contribution to overall organizational effectiveness[52,53,54]. In addition, Bienstock et al.[55] stated that OCB is an extra-role of employee's behavior. Also, in the study of Murphy et al.[56] 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[54]. To sum up, it can be said that OCB$_s$ are discretionary and voluntary behaviors of the employee which are not in the framework of official duties.

2.6.1 *Organ's (1988) Model*

The most common model in the field of organizational citizenship behavior is Organ's model with five dimensions[57]. The model that appears to have gained ascendancy in the literature is the Organ's five-dimensional approaches to organizational citizenship[49,58,59]. Organ[49] 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[60]; helping colleagues and employees to perform their duties in unusual circumstances, or in a manner that goes beyond expectations[61]. Conscientiousness, as outlined by Organ[61], is a behavior that goes beyond the specific requirements of an organization. Conscientiousness behaviors refer to voluntary behaviors that go beyond job requirements, and which may not be seen by anyone[62]. Based on Konovsky & Organ[63], there is a meaningful relationship between conscientiousness and all components of OCB. Sportsmanship is defined as the avoidance of negative behaviors such as complaining [49]. Owen, et al.[57] believed that a single chronic complainer could have a profoundly negative impact on the morale of an entire group. Thus, it can be said that sportsmanship is a citizen-like posture of tolerating the inevitable inconveniences and impositions of work, without complaining or indicating grievances[60]. Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving notice of the work schedule to someone who is in need or consulting others before taking any actions that would affect them[49]. Courtesy involves treating others with respect, preventing problems from occurring by keeping others informed of one's decisions and actions that may affect them and passing along information to those who may find it useful[64]. 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 [65,62]; and responsible behavior such as constructive involvement in the organizational policy[65,60]. Therefore, civic virtue is defined as constructive involvement in the political process of the organization and contribution to this process by expressing opinions, attending meetings, discussing with colleagues the issues of the day, and reading organizational communications such as mails for the well-being of the organization[57].

2.7 *CWBs*

In recent years, 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[66]. The nature of CWB$_s$ comes from the lack of motivation of employee to adopt the rational expectations of the organization[67]. Based on Spector & Fox[68] 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[68].

2.7.1 *Spector et al. Model (2006)*

According to Spector, et al.[68] CWBs were classified into five main dimensions which are abuse, workplace deviance, sabotage, theft, and withdrawal.

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[68].

Workplace Deviance: Drawing on Robinson & Bennett[69], 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[69]. 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[69].

*Sabotage:*According to Chen & Spector [70] Sabotage is defined as the intentional damage or disrupt physical property of the organization. It seems that production deviance and sabotage have the 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[71].

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[72]. Like sabotage, theft can be a type of aggression in order to harm the organization[73]. 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 [74]; while, Mustaine & Tewksbury[75] 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[76].

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[71]. Examples of withdrawal behaviors are absenteeism, leaving early or arriving late. A number of studies mentioned the reasons for withdrawal. According to Johns[77], 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.

2.8   *Theoretical Justification*

Ludwig & Frazier[78] point out based on a "positive psychology approach," engagement is perceived as a valuable state for employees because surveys on the construct have found, 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 "positive psychology" is nothing new to behavior analysis as stated by Luthans et al. [79], which has many applications through the field of organizational behavior management to create and engages workforce and culture. Positive psychology studies the strengths and virtues that enable individuals and communities to thrive[16].Skinner[80] noted that positive results stemming from behavior could create a positive psychological state such as happiness. Based on Perrin[81], organizational variables that may be related to engagement include human resources, policies, values, culture, technology, etc.[81]. By reviewing in literature and stating positive psychology approach, "employees will be more engaged in their tasks in flourishing organizations"[16] and HRD climate is a significant predictor of job attitudes and the consistencies among HRD climate and job attitudes is supported by theoretical knowledge.

2.9   *Proposed Model in the Current Study*

The model proposed in this study is a comprehensive model inclusive of five latent variables which are HRD climate as an exogenous variable and work engagement, organizational commitment, OCBs, and CWBs as endogenous variables. For each latent variable, the authors have a logical plan to use the best and highly cited models for each latent variable which are HRD Climate Model by Rao and Abraham in 1986, Employee Engagement Model by Schaufeli Martinez et. in 2002, Organizational Commitment Model by Meyer and Allen's three-component model in 1991,OCB Model by Organ in 1988, and CWB Model by Spector et al. in 2006. Figure 1 illustrates the proposed research model of this study.

Figure 1: Proposed Research Model
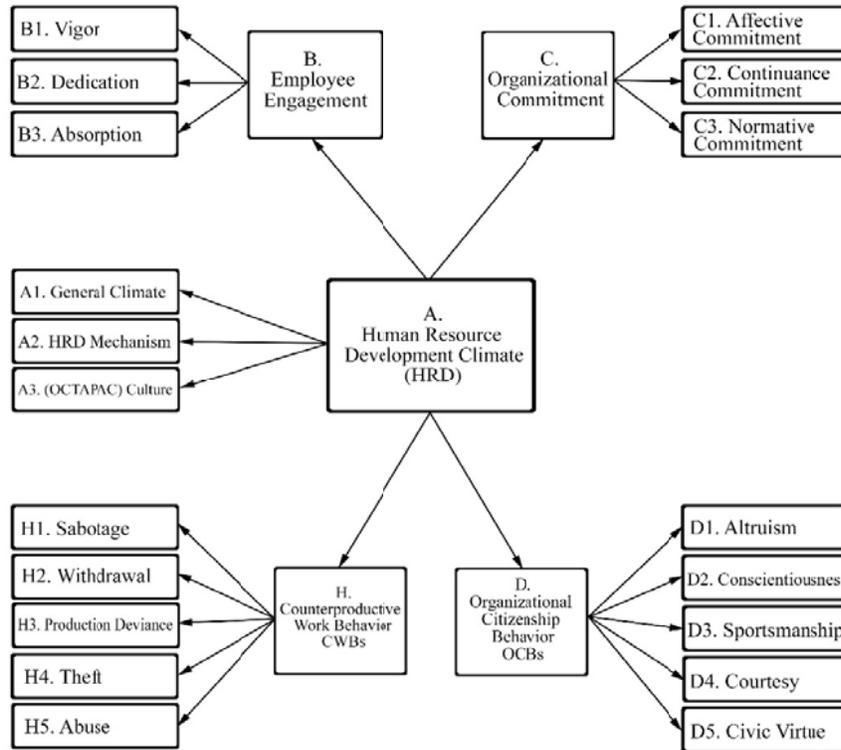
2.10 *Hypotheses Development of the Study*

Referring to the proposed research model of this study, which has been illustrated in figure 1 and the relationship amongst variables regarding reviewed literature earlier, thus; the following hypotheses of the present study are developed and illustrated in figure 2.
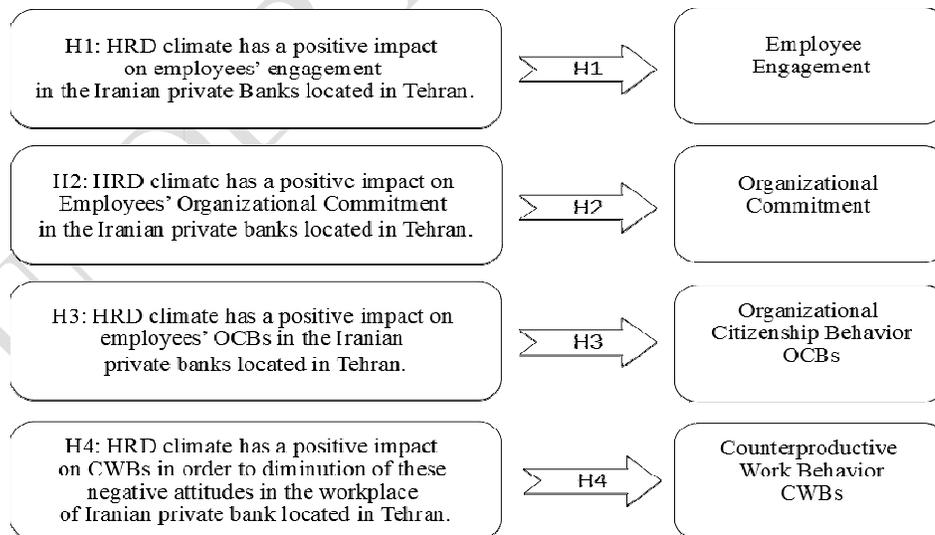

Figure 2: Developed Testable Hypotheses of the Current Study

3. Research Methodology

3.1 *Questionnaire Development*

The questionnaire for this research has been adapted from the scales introduced by scholars of models of latent variables as mentioned in the research model of this study. The relevant information has been brought in table 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). There is another point to take into consideration that questionnaire of this research involves eight questions related to the demographic part which are gender, job position, education, age, nationality, marital status, job experience, and the name of the bank.

Table 1: Description of the Questionnaire for Exogenous 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 scale from TV Rao & E Abraham[28]	Original scale involves three dimensions which are (A1, A2, A3) (Refer to the figure 1).
Endogenous variable: Employee Engagement(B) as labeled in the proposed research model	17 Items adapted scaleSchaufeli, Salanova, González-Romá, & Bakke[82]	Original scale involves three dimensions which are (B1, B2, B3) (Refer to the figure 1).
Endogenous variable: Organizational Commitment(C) as labeled in the proposed research model	24 Items adapted scale J. P. Meyer & Allen[46]	Original scale involves three dimensions which are (C1, C2, C3) (Refer to the figure 1).
Endogenous variable: OCB (D) as labeled in the proposed research model	24 Items adapted scale D. W. Organ, et al.[54]	Original scale involves five dimensions which are (D1, D2, D3, D4, and D5) (Refer to the figure 1).
Endogenous variable: CWB (H) as labeled in the proposed research model	33 Items adapted scale Spector, et al.[71]	Original scale involves five dimensions which are (H1, H2, H3, H4, and H5) (Refer to the figure 1).

3.2 *Data Collection and Participants*

Data collection for the present study was a problematic step 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 bias 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 corresponding author. 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. Corresponding author of 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 due to a number of items in the questionnaire. As a result, 309 valid copies and 75 filled links from Google form were gathered, totally 384 fully filled questionnaires were used.

4. Data Analysis and Findings

4.1 *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 for other latent variables. For exploratory study,

Cronbach's alpha value should be above 0.6[83]. In the confirmatory study, it should be above 0.7[84]. 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 2, 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 .539 less than 0.6 and this dimension should be removed. B1, D2, and H4 have results of .687, .666, and .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 2.

Table 2: Results of Reliability Tests

Dimension or Latent Variable	ὰ	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 Behaviors (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 Behaviors (CWBs)	.877	33

4.2   *Exploratory Factor Analysis*

Exploratory Factor Analysis (EFA) was run with Principal Component Analysis (PCA) extraction method and varimax rotation for 135 items of survey questionnaire (A1.1-H5.18) except items related to H3. Based on Coakes & Steed[85] and Kaiser[86], Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) should be far greater than .6. The obtained result related to (KMO-MSA) is equal with .925. Thus, the authors can understand that the sample size is adequate. Besides, it is obvious that Bartlett's test of Sphericity is significant; (χ^2= 41355.145, p=0.000) with a degree of freedom equal with 9045. P-Value is equal with .000 and less than 0.05. The expedient results based on Bartlett's test is an indication of the suitability of data for factorability.

4.3   *Structural Equation Modeling*

In order to implement SEM technique, recommended a two-step strategy approach by Anderson & Gerbing[87] will be used. The first step is running CFA for measurement model of the proposed model to fit the model to the collected data and trashing items, to examine reliability, convergent, and discriminant validity of the overall

measurement quality. The second step, CFA for the structural model will be run in order to testing testable hypotheses developed earlier based on a review of literature in this scientific article.

4.3.1 *CFA for the Measurement Model*

The measurement model was drawn in path diagram of the AMOS program including all items. Covariance arrows were drawn among five latent variables and 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=.000, P *CLOSE* = .000; *GFI* = .356; *CFI* = .584; *RMSEA* = .067). As can be seen, results are rejected. After the first run, according to the standardized residual covariance table [88] and item loadings[89] 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 to highlight that while fitting the model to the collected data, four dimensions which were B2, C2, D2, and H4 were removed completely due to 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=.000, P *CLOSE* = .023; *GFI* = .792; *CFI* = .919; *RMSEA* = .054). As it is obvious CFI is acceptable of which has a result of .919 because according to the Blunch[88], when CFI is below .80; it is hardly serious. And RMSEA is between the threshold of .05 and .08 that is an indication of good fit based on Blunch[88] and Byrne[90]. Based on defined codes for each item in the last run, from the remained items related to each dimension; authors calculated average of remained items for each dimension in order proceed for drawing final measurement model which is in line 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=.001, P *CLOSE* = .870; *GFI* = .961; *CFI* = .991; *RMSEA* = .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 3.

4.3.2 *Correlations among Latent Variables*

Table 3 is based on the results of the final measurement model which has been illustrated in figure 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 3 also summarizes correlation among job attitudes as endogenous variables in the proposed model of this study. All results support the notion that correlation analyses are consistent 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 3 : Results of Correlations among Five Latent Variables

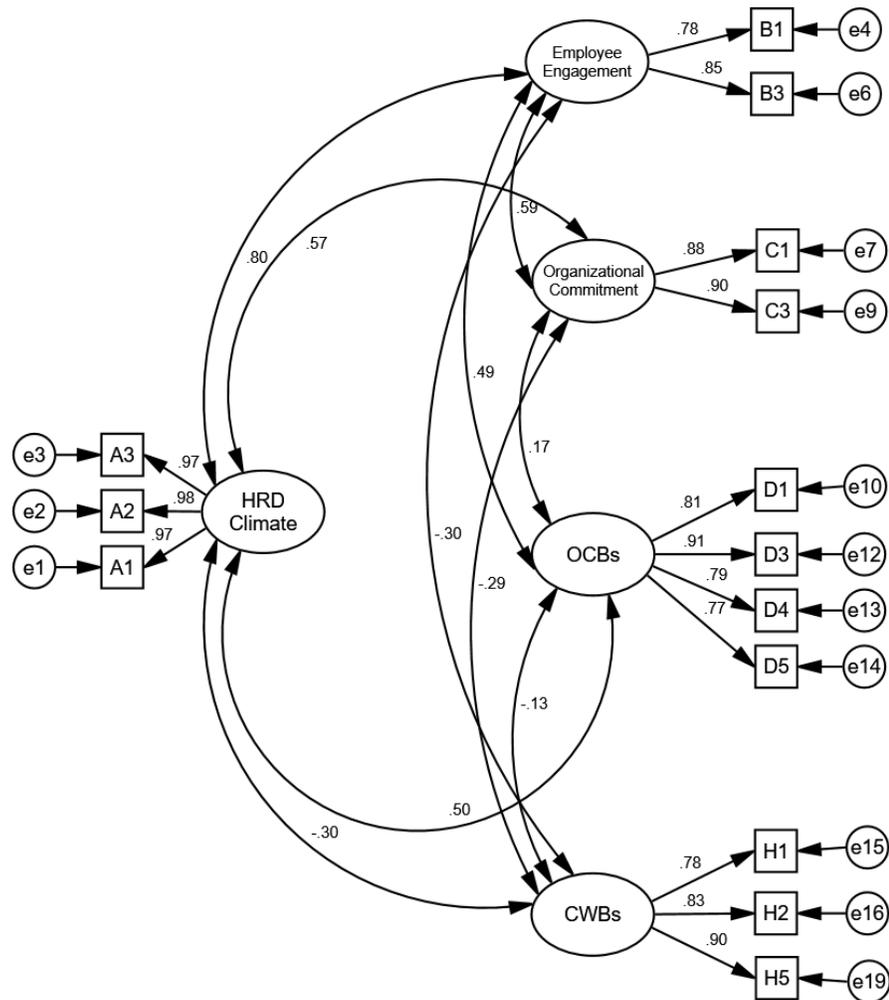| Latent Variable	1	2	3	4
1- A				
2- B	.801**			
3- C	.570**	.593**		
4- D	.500**	.488**	.170**	
5- H	-.304**	-.299**	-.286**	-.129**

** Significant at p<0.01

Figure 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 & Yi [91]. 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 [84,92]. Average Variance Extracted (AVE) is higher than .5 for each of latent variables (A, B, C, D, and H) which is an acceptable threshold according to the Bagozzi & Yi[91]and Fornell & Larcker[93]. 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[94,95]. Based on findings, the authors can conclude that results meet the acceptable threshold, and all are reliable and valid in order to continue with data processing for testing developed hypotheses. Tables 4, 5, 6 , 7 and 8 contain results of EFA and CFA for each latent variable of proposed research model respectively.

Table 4 : EFA and CFA Results for HRD Climate

Item	EFA loading	CFA Loading	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 5 : EFA and CFA Results for Employee Engagement

Item	EFA loading	CFA Loading	AVE	alpha	CR
Factor 2 B. Employee Engagement			**.661**	**.853**	**.795**

13

	EFA loading	CFA Loading		alpha	
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 6 : EFA and CFA Results for Organizational Commitment

Item	EFA loading	CFA Loading	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					

Table7 : EFA and CFA Results for OCBs

Item	EFA loading	CFA Loading	AVE	alpha	CR
Factor 4 D. Organizational Citizenship Behaviors			.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 8 : EFA and CFA Results for CWBs

Item	EFA loading	CFA Loading	AVE	alpha	CR
Factor 5 H. Counterproductive Work Behaviors			.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		

4.3.3 *CFA for the Structural Model*

In order to test developed research hypotheses, a model of structural equations of CFA was applied through the AMOS program [88,90,96]. Furthermore, according to the study by Bagozzi & Y[91] 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. Table 9 and figure 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. Results indicate that the differences between both models which are measurement and structural models are not significant in the similar runs, which can explain the relationships observed among the latent constructs[87,97]. The conclusion is that the overall model fit appears quite acceptable. The χ2 test yields a value of 146.510 which, evaluated with 73 degrees of freedom, has a corresponding p-value of .000. χ2 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[98]. Structural model represents results of determination of A on each of job attitudes which are B, C, D, and H. Table 9 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.

Table 9 : Results of the Structural Equation Model 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

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. The standardized regression weights related to the relationship between HRD climate and its dimensions are .970, .982, and .967 respectively. As it is clear HRD mechanisms had the highest relationship. 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. 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. The standardized regression weights related to the relationship between OCB and its dimensions altruism, sportsmanship, courtesy, and civic virtue are .810, .903, .796, and .778 respectively. As it is clear sportsmanship had the highest relationship. The standardized regression weights related to the relationship between CWB and its dimensions sabotage, withdrawal, and abuse are .785, .832, and .902 respectively. As it is clear abuse had the highest relationship.
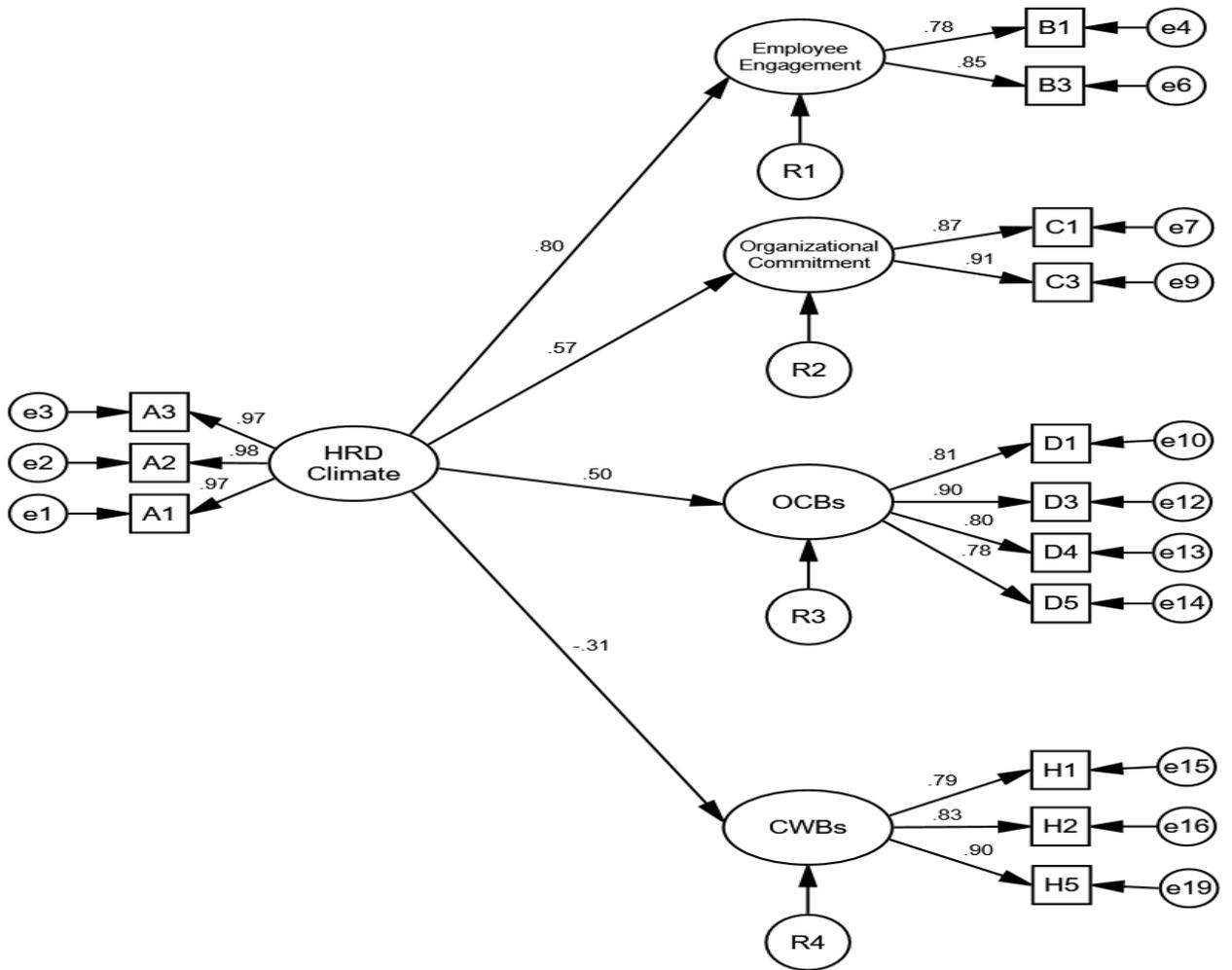
5.   Discussion and Conclusion

5.1   *Major Conclusions*

The current research was carried out with the purpose of determining the impact 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. 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 conclusion is that the findings of the present study are in line with previous studies as reviewed in a literature review of this article [8,99]. Besides, the results of the current study and previous studies are based on Positive Psychology Approach by Bakker & Schaufeli[16] and Ludwig & Frazier[100]. Recalling that the general climate is the supportive climate that is consequential for the proper implementation of HRD initiatives [30]. General climate is an initiative for implementing the HRD climate. OCTAPAC can be an appropriate way for the amelioration of significant cultural concepts in reality. HRD mechanism aims to measure seriously the degree of implementing HRD mechanisms such as job rotation, employee welfare, training program, etc. Referring to the stated notes, positive significant relationship of each dimension with HRD climate, and bringing into discussion that HRD climate is an integral part of organizational climate; authors 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.

5.2   *Managerial Implications*

This research implies significant messages to managers in service industries especially within the scope of this study. 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 really 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 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 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 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. It is noteworthy to state that the model within this study is a comprehensive model in relation to 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, the authors of this study based data analysis on a sound methodological foundation

which is SEM through AMOS program that is sophisticated software and covariance-based SEM (CB-SEM). Thirdly, for further clarification of readers of this article 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[88,85,101].

5.4   *Limitations of the Study*

Apart from the contributions of this research, there were limitations during 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 eight (8) 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 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. 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 combination 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[102] 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, and admittedly negative job attitudes for example bullying in the workplace. Seventhly, implementation of common method bias may be helpful and pragmatic for better understanding of bias among participants. 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.

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