

The Role of Human Resources Development Climate in Building Positive Job Attitudes and Extra-Role Behaviors

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Abstract

Telecom companies working under a rapidly changing and highly competitive environment. These companies must encourage and motivate their employees to improve individual and organizational performance. Researchers and practitioners recognize the importance of organizational commitment, work engagement, and organizational citizenship behavior, especially, when available HRD climate. Using a sample of two hundred and forty-six employees from three Saudi telecom companies completed the survey with response rate 61.5%, this study examined the impacts of HRD climate on two positive work attitudes represented in organizational commitment and work engagement, and positive extra-role behaviors represented in organizational citizenship behavior. In the current study, HRD climate was found to significantly and positively influence organizational commitment, work engagement, and organizational citizenship behavior. The current study also provided a set of practical applications and future directions according to what has been discussed from the results.

Keywords: human resources development climate, organizational commitment, work engagement, organizational citizenship behavior, telecom companies, Saudi Arabia, structural equation modeling

1. Introduction

Due to rapidly changing environment and dynamic conditions of services industry, organizations need to consider their long-term targets rather than short-term success in order to assure their future sustainability. Therefore, companies must provide a suitable environment, which enables it to attract and maintain qualified human resources availability. All organizations seeking to achieve growth or at least survive in the competition for as long as possible through the efficient use of available resources, especially human resources by recruitment the most appropriate specifications, maintain, and development and to achieve its commitment through providing appropriate and enabling environment to them (Sasirekha & Ashok, 2013).

Organizational climate has important outcomes whether on an individual, collective, or entire organization level; and can greatly influence job satisfaction, individual job performance, and organizational performance. Organizational climate, also helps in determining organizational success, and is important for achieving organizational effectiveness. Organizational climate is helpful in the fulfillment of committed goals of an individual, organization and society. It increases the capabilities and efficiency of an individual, which is likely to reflect itself in the long run in the well-being of the individual, reputation of the organization and eventually the well-being of the society (Khan & Tarab, 2012).

According to Schneider et al. (2013), organizational climate defined as the perceptions of individuals toward distinctive characteristics of the organizational environment. Pareek (2002) defined organizational climate 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. It can be said that the set of features that distinguished the organization from other organizations in turn affect the attitudes and behaviors of individuals in the organization (Benjamin, 2012).

The HRD climate is a means to achieve many of the goals, and at the same time an end in itself. The competition is increasing rapidly in all business sectors. Therefore, it becomes a necessity for communication companies to provide a good HRD climate to its human resources to ensure that the HRD climate contribute to building employees competencies, and improve individual and organizational well-being, which in turn, increase the efficiency and effectiveness on individual, and organizational level (Walia et al., 2013).

An organization's success is function in many variables; which the most important represented in abilities and motivation of employees, and the ability the organization to adapt with the changes in their environment, and its ability to exploit the opportunities and overcome the challenges. It could be argued that the improvement and attention to human resources development (HRD) activities is the effective tool that can help to achieve this end (Desimone et al., 2002). HRD climate significantly influences organizational and psychological processes of communication, problem solving, learning, motivation, efficiency, and productivity of an organization, as well as, innovation, work involvement; work engagement; and voluntary turnover intentions, and job satisfaction (Chen et al., 2005).

Proposed model in this study will be supported through review of previous studies which support the consistency among HRD climate, organizational commitment, work engagement, and OCB as a positive extra-role behaviors. This study is going to use Structural Equation Modeling (SEM) techniques to analyze the collected data from Telecom companies in Saudi Arabia.

2. Theoretical Framework and Hypotheses

2.1 Human Resources Development Climate

Human resources development (HRD) is contingent on the assumption of the nature of the people in general, it is a continuous process of developing and unleashing expertise for the purpose of improving individual, unit, team, and organizational performance (Swanson & Holton, 2009).

HRD climate is a part of the organizational climate which may include a variety of properties such as the degree of attention to the human resources, and the degree of conviction the top management to the value and the importance of training and developing human resources, construct effective communication system in both directions, and the dissemination of teamwork culture, and the rejection of cronyism, nepotism and lack of justice and other behaviors that frustrate outstanding human resources (Benjamin & David, 2012; Chaudhary et al., 2012).

Organizations are continuously improving the HRD Climate to meet the requirements of competitive and dynamic environment (Gupta & Malhotra, 2012). HRD Climate is extremely important for the ultimate achievement of the organizational vision, mission, and goals. In addition, HRD climate has been reported to be a significant predictor of managerial effectiveness (Chaudhary et al., 2012).

According to Pareek (2012) HRD is the process that helps individuals to acquisition skills and abilities for their own development. Therefore, an HRD climate contributes to development of the current capabilities for employees, and to identify the underlying their capabilities, acquisition of staff knowledge and skills that will enable them to perform their current jobs as well as future jobs to be the best, and develop an organizational climate in general (Saraswathi, 2010). It is the perception the employee can have on the development environment of an organization in relation to various HR practices and systems within the organization (Purohit & Verma, 2013).

Previously, HRD climate studies focused on productivity, the efficiency and effectiveness at the individual and organizational level by supportive to all departments in the organizations; and the organizational role and reduce the stress level were involved in the job in the organization (Khan & Tarab, 2012; Jain et al., 1997). Later the focus shifted towards relating HRD climate to different attitudinal and behavioral outcomes such as organizational commitment (Purang, 2008), organizational citizenship behavior, turnover intentions (Benjamin, 2012).

HRD climate survey instrument developed by Rao and Abraham has conceptualized HRD climate under three dimensions of general climate, implementation of HRD mechanisms, and HRD culture (Rao & Abraham, 1986).

2.2 HRD Climate and Positive Job Attitudes

Attitudes, in general, refers to a predisposition to make certain kinds of judgments, opinions, beliefs, and feelings about aspects of our environment such as people, issues and events, usually in specific situations. It is relatively static concept expresses the degree of response to a specific individual in response to the subject of either yes or no, as a result of the interaction of a range of cognitive, emotional, social and behavioral factors constitute the entirety of the individual experiences and beliefs and behavior towards things such as their jobs, their careers, and their organizations, and people such as leaders, co-workers, customers. Job attitudes of the employees are most important to achieve the individual and organizational objectives through their performance (Velampy, 2008).

Job attitude is the feelings of employee toward his job and different aspects of the work environment resulting

from a fundamental evaluation of one's job experiences. There are some elements which influencing the job attitude, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress. Attitudes are reasonably good predictors of behaviors, positive job attitudes help to predict constructive behaviors; negative job attitudes help to predict undesirable behaviors. Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer (Judge & Kammeyer-Mueller, 2012).

There are many types of job attitudes such as: organizational commitment, job involvement, perceived organizational support, work engagement, and job satisfaction. The present study focuses on organizational commitment and work engagement.

2.2.1 Organizational Commitment

Organizational commitment defined as the link between the worker and his company. It is considered one of the most important concepts in the area of organizational behavior and human resource management. The importance of organizational commitment has been emphasized in the literature as it relates to many subjects (i.e., job, profession, career), and business in many areas (i.e., sociology, industrial psychology health psychology) (Celik et al., 2015; Martin & Roodt, 2008).

According to Shrestha (2015), organizational commitment defined as the relative strength of an individual's identification with and involvement in a particular organization, which characterized by a favorable positive cognitive and affective components about the organization, willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization by enacting specific behaviors due to the belief that it is morally correct rather than personally beneficial.

Meyer and Allen's (1991) define organizational commitment as a psychological bond to the organization, characterized by an intention to remain in it, through strength of the feeling of responsibility that an employee has towards the mission of the organization. They divided organizational commitment into three different types, and presents the tri-dimensional organizational commitment model: affective, continuance and normative commitment. Affective commitment defined as the degree of psychological link between the individual and their organization; continuance commitment expresses a strong desire to stick to the goals and values of the organization and the inability to be sacrificed because of the increased costs of it, and then the individual is ready to stay in the organization to the achievements of the many tangible and intangible benefits, and normative commitment reflects the individual's sense of responsibility and duty towards their organization and its members. Organizational commitment is determined according to many factors such as: job-related factors, employer-related factors, personal-related factors, etc. (Dhar, 2015; Shrestha, 2015).

These three types of commitment are not mutually exclusive. Many researchers used the Three Dimensional Organizational Commitment Model of Meyer & Allen because it is the most widely accepted model (e.g., Gohar et al., 2015; Celik et al., 2015; Wasti, 2005).

Benjamin (2012) in his study had found that HRD climate had a positive strong influence on the level of affective commitment and had suggested the Nigerian Banks to inculcate openness, confidence, trust, autonomy, pro-action and authentication into their organization climate. Purang (2008) found a positive relationship between the ten dimensions of HRD climate and organizational commitment. According to Saraswathi (2010) a favorable HRD climate supports the overall internal environment of the organization, construct and improve retention rate by reducing withdrawal cognition, turnover intention, and turnover; improve productive behavior by increasing attendance, performance, citizenship, employee commitment, job embeddedness, involvement and satisfaction; and achievement employee's well-being psychological health, physical health, and career progress. Thus, hypothesis one is as follows:

Hypothesis 1: HRD climate will have a significantly positive impact on Organizational Commitment.

2.2.2 Work Engagement

In the literature, there are two approaches to work engagement. The first approach is advocated by Maslach and Leiter (1997), they argue that engagement is characterized by energy, involvement and efficacy; the direct opposites of the three dimensions of burnout. The second approach to work engagement has been presented by Schaufeli et al. (2002), where the work engagement consists of three components; vigor, dedication and absorption; the present study adopts the second approach.

Work engagement can be regarded as the feeling of dependency between the organizations and the employees. The innovational processes and the organizational learning procedures are the main determinants of work engagement, which also give implications for the performance management. The organizations that achieved

positive relationships with their employees possess proactive strategies and policies. Indeed, the organizations that make the work engagement will get a competitive advantage over the others (Yuksel, 2014).

Work engagement is psychological functioning that goes beyond happiness to include outcomes such as a sense of meaning, vitality, and health (Meyer & Maltin, 2010), as well, Schaufeli et al. (2002) defined work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Kahn (1990) defined it as the employment of oneself physically, cognitively, and emotionally during role performance.

Vigor refers to the individual's aptitude to devote effort in one's work, provide high levels of energy and mental flexibility at work, and the desire to invest in his individual effort and perseverance in the face of difficulties. Dedication refers to strongly containing and involvement the person in his work, have a sense of the value, importance, enthusiasm, inspiration, pride, and challenge when doing this work. Finally, absorption is characterized by being completely immersed in one's work, in a manner that time appears to pass rapidly and one finds it difficult to disengage oneself from work (Schaufeli & Bakker, 2004).

Work engagement has received much attention recently from researchers and practitioners; especially its positive and negative effects for employees and organizations. The benefits of being engaged started from positive emotional outcomes to improving individual and organizational performance. It is also found that disengaged employees negatively affect their co-workers' engagement, and that work disengagement is costing organizations large sums of money due to lack of interest of employees several aspects such as quality product or service and customer satisfaction (e. g., Nienaber & Martins, 2014; Bhatnagar, 2012; Jeung, 2011; Saks, 2006).

The results of the Chaudhary et al. (2012) study's concluded that HRD climate partially mediates the relationship between occupational self efficacy (OSE) and work engagement. In addition, according to the social learning theory efficacy beliefs influence the behavior through perception of the impediments and opportunities in the social environment. Thus, hypothesis two is as follows:

Hypothesis 2: HRD climate will have a significantly positive impact on work engagement.

2.3 HRD Climate and Extra-Role Behaviors

Escalated of the interest of organizational citizenship behaviors (OCBs) or extra-role behaviors since the publication of Bateman and Organ's (1983) seminal article (Parayitam & Guru-Gharana, 2011). OCBs are defined as intentional employee behaviors that are discretionary and typically not recognized or rewarded, but nonetheless improve the functioning of the organization such as exceeding role expectations in attendance and work, helping others (Sulea et al., 2012).

Organizational researchers have traditionally focused on task or in-role performance, which represents the extent to which employees effectively perform their official job duties, which mentioned in their job description. More recently, however, increased attention has been given to extra-role performance, which refers to behaviors not included as part of an employee's official job duties that affect the well-being of the organization or its members (Bowling, 2010).

The distinction between in-role behaviors and extra-role behaviors is entrenched in the management literature. In-role behaviors means the core-task behavior, and codified in job descriptions and role requirements, or the familiar routines of organizational practices. OCBs or extra-role behaviors are discretionary in nature and are usually not recognized by the organization's formal reward system (Ackfeldt & Coote, 2005).

Extra-role behaviors divided into two forms: positive and negative behaviors. Organizational citizenship behaviors (OCBs) represents positive behaviors, and counterproductive work behaviors (CWBs) represents negative behaviors (Vardi & Weitz, 2004). Chen and Jin (2014) suggests that OCBs include two broad categories: organizational citizenship behavior directed to the organization (OCBOs), and Organizational citizenship behavior directed to individuals (OCBI).

However, the key of positive extra-role behaviors (OCBs) are those non-requisite, non-formally rewarded behaviors that are intended to benefit the organization. On the other hand, non-formally rewarded behaviors that are directed at a target external to the organization are referred to as prosocial behaviors. This distinction reflects the consensus in the literature that various extra-role behaviors (ERB) are distinguished based on the recipient or beneficiary of the intended non-requisite actions (Kane et al., 2012).

OCBs have positively affect the organization or its members. OCBs are helpful to the organization (e.g., assisting a co-worker who has a heavy workload, talking positively about one's employer to outsiders, helping to orientate new employees) (Chen & Jin, 2014; Bowling, 2010; Lee & Allen, 2002).

Researchers support the idea that HRD climate is a predictor of the OCB and fostering the process of learning and increase the productivity of the organization. Aarons & Sawitzky (2006) pointed that positive behavior and effective outcome from the employee's human resource development climate must be supportive. Results of empirical studies concluded that HRD climate of the organization positively and more influentially affect the citizenship behavior and increase the positive attitudes and behaviors of the employees, and human resource development climate is the forerunner of organizational citizenship behavior (Sabri, 2014; Benjamin 2012; Biswas, 2010). The current study focuses on positive extra-role behaviors (OCBs). Thus, hypothesis three is as follows:

Hypothesis 3: HRD climate will have a significantly positive impact on Organizational citizenship behaviors (OCBs).

Based on the above arguments, the theoretical framework for the present study is presented in Figure 1.



Figure 1. Research Model

3. Methods

3.1 Sample and Procedure

To test the proposed hypothesis empirically, data were collected from employees in three Saudi telecom companies. Total of 400 questionnaires were distributed; of the 265 copies returned, 19 were excluded due to incomplete answers, which gave a total 246 effective copies were retrieved with a valid response rate of 61.5%.

The sample can be described as following: the majority of the respondents about 80% were male. About 42% of the respondents were aged less than 30, 40% between 31 and 45 years, and the rest were older than 45 years. About 46% of the respondents had diplome and the rest had bachelor. About 53% of the respondents had tenures of less than 5 years, 34% between 5 to less than 10 years, and the rest had tenures more than 10 years.

3.2 Measurement of Variables

As a result of the conducted pilot study, it's observed that the items in the factor analysis, where (n=40) was applied, in accordance with the theoretical characteristics.

HRD Climate was measured using The HRD Climate Survey developed by Rao & Abraham (1986). This instrument consists of 38 items divided into three sub-scales: general climate (9 items), HRD Mechanisms (9 items), and HRD Cultural Dimensions (20 items). All items were rated on a five-point frequency-based scale (1= Not at all true, 5= Always almost true).

Organizational commitment was measured using Meyer and Allen's (1997) 24-items organizational commitment scale divided into three sub-scales: affective (8 items), continuance (8 items), and normative commitment (8 items). All items were rated on a five-point frequency-based scale (1= strongly disagree, 5= strongly agree) (Jaros, 2007; Meyer & Allen, 1997; 1991).

Work engagement was measured with 17 items Utrecht Work Engagement Scale (UWES) divided into three sub-scales: vigor (6 items), dedication (5 items), and absorption (6 items). All items were rated on a five-point frequency-based scale (1= strongly disagree, 5= strongly agree) (Schaufeli et al., 2002).

Positive extra-role behaviors represented in organizational citizenship behavior was measured by using 14 items that were adapted from William & Anderson (1991); divided into two sub-scales: organizational citizenship behavior directed to the organization-OCBO (7 items), and organizational citizenship behavior directed to the

individuals- OCBI (7 items). All items were rated on a five-point frequency-based scale(1 = never, 5 = always).

3.3 Data Analysis

This study used the two-step approach suggested by Anderson & Gerbing's (1988) through AMOS 17. The first step, confirmatory factor analysis was used to examine reliability, convergent, and discriminant validity of the overall measurement quality. The second step, structural equation modeling was used to test the hypothesized relationships.

The overall accepted model fit of the measurement and structural models were examined using χ^2/df (< 3), comparative fit index (CFI > 0.9), Incremental Fit Index (IFI > 0.9), nonnormed fit index (NFI > 0.9), root mean square error of approximation (RMSEA < 0.08), and standardized root mean square residual (SRMR a value less than .08 is generally considered a good fit (Hu & Bentler, 1999; Bollen, 1990).

4. Results

4.1 Measurement Model

Prior to testing the hypotheses, based on results of confirmatory factor analysis 29 items were eliminated due to low standardized loadings (<0.50), and non-significant values. These items are six from the HRD Cultural Dimensions measure, four from the HRD Mechanisms measure, three each from the general Climate, affective commitment, normative commitment measures, two each from the continuance commitment, vigor, OCBO, OCBI measures, and one each from the dedication, and absorption measures were canceled. After elimination of these items, the results of (CFA) demonstrated a good fit and accepted of measurement model ($\chi^2 = 4012.51$, $df = 2068$; $\chi^2/df = 1.94$; CFI = 0.94; IFI = 0.96; NFI = 0.93; RMSEA = 0.068; SRMR = 0.064).

In evaluating the reliability, the results of Table 1, demonstrated that all variables in the acceptable range: the Cronbach's alpha ranged between 0.85 and 0.96, above 0.70 (Nunnally & Bernstein, 1994), the composite reliability of measurable variable (CR) is between 0.84 and 0.93, above 0.60 (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). In evaluating the adequate convergent validity of the scale; the results in Table 1 indicated that all standardized factor loadings ranged from 0.54 to 0.97, which are significantly at ($p<0.01$), and the average variance extracted (AVE) is between 0.52 and 0.78, above 0.50 (Fornell & Larcker, 1981).

In evaluating the discriminant validity, the results in Table 2; demonstrated that correlations between factors ranging from 0.647 to 0.756; as recommended by Kline (1998) each pairwise correlation between latent variables should not exceed (0.95).

Table 1. Confirmatory factor analysis results

Items	Standardized Loading	t-Value	AVE	α	CR
(1) Human Resource Development Climate			0.67	0.90	0.86
1- General Climate			0.52	0.89	0.87
1- In my company, top management is keen to enjoy staff their work.	0.84	-			
2- In my company, Top management deal with humanely.	0.68	9.56			
3- Development of the subordinates important part in the job of managers and supervisors.	0.71	10.56			
4- In my company, we have a clear human resources policies regarding the development of employees.	0.75	11.72			
5- Top management has certainly willing to staff development.	-	-			
6- Chiefs are coached juniors on the current and future tasks.	0.69	10.39			
7- Assistant provide to low performance individuals when required.	-	-			
8- Top management is convinced that can be staff development at any time.	-	-			
9- Psychological climate helps the individual to development his abilities.	0.67	8.80			
2-HRD Mechanisms			0.63	0.93	0.89
1-In my company, top management identify and exploit the capabilities of its staff.	0.85	-			
2-In my company, the upgrade rely on meritocracy and not on cronyism.	-	-			
3-We have in our company a clear and well-known policies to motivate employees.	0.86	14.52			

4-Supervisors are provide recognition and gratitude to any employee doing a good job.	0.84	14.09			
5- In my company, performance evaluation rely on objective criteria rather than cronyism.	0.59	8.76			
6-In my company, the employees are communicated of weakness's points in a civilized way.	-	-			
7-In my company, there is genuine sharing of opinions, feelings, and ideas in meetings and events.	-	-			
8- My company interested in the welfare of its staff in order to save their energies to work.	0.79	12.87			
9-In my company, Job rotation facilitates employee development.	-	-			
3- HRD Cultural Dimensions			0.52	0.85	0.88
1-In my company, people are assistance to others.	0.54	-			
2- Staff discuss their personal problems with their superiors.	0.87	12.26			
3-In my company, chiefs are preparing their subordinates on future tasks.	0.65	8.77			
4- In my company, individuals can change their impressions of the others.	-	-			
5- My company is encouraging staff to the creativity and renewal.	0.55	7.16			
6-In my company, chiefs are adopt learning culture from errors rather than punishing the subordinate.	0.68	9.22			
7-In my company, staff consider behavior feedback as an important mechanism for development it.	0.62	8.23			
8- The principle of transparency is spreading in identifying the strengths and weaknesses of staff.	0.77	16.14			
9-In my company, staff trying to achieve the maximum benefit from the training programs they attend.	0.82	17.57			
10-In my company, employees are given the opportunity to apply what they have learned from the training programs.	-	-			
11-In my company, Nominate individuals for training programs according to the actual training needs.	0.79	17.72			
12-Individuals trust each other in my company.	0.67	13.67			
13-Staff are express and discuss their feelings with their bosses unreservedly.	-	-			
14-Staff are express and discuss their feelings with their followers unreservedly.	0.79	16.81			
15-My company gives us the authority and empowerment to show initiatives away from the superior orders.	0.76	15.93			
16-The subordinate handling delegated authority as an opportunity to development.	-	-			
17-Culture of delegation of authority is spread to training subordinates to handling the big tasks.	0.74	15.43			
18-Teamwork spirit spreads in the entire company.	-	-			
19-In my company, individuals trying to solve problems rather than accuse others.	0.77	16.16			
20-Superiors are pointed out career growth opportunities for their subordinates.	-	-			
(2) Organizational Commitment			0.73	0.91	0.89
Affective Commitment			0.64	0.87	0.90
1. I'll be very happy when I spend the rest of my career in my company.	0.73	-			
2.I like to talk about my company with people in the outside it.	0.85	12.80			
3.My company's problems are my own problems.	0.87	13.24			
4.It is difficult to me affiliation to another company.	-	-			
5.I feel like 'part of the family' at my company.	0.78	12.01			
6.I feel 'emotionally attached' to my company.	-	-			
7.My company represents a personal meaning to me.	0.76	11.60			
8.I feel strong affiliation to my company.	-	-			
Continuance Commitment			0.65	0.96	0.92

1.I'm afraid of what might happen if I left my company.	0.80	-			
2.It is very hard to leave my company.	-	-			
3.My life will be affected greatly if I leave my company.	0.76	16.62			
4.It would be too costly for me to leave my company now.	0.80	17.74			
5.Right now, staying with my company is a matter of necessity as much as desire.	0.85	19.31			
6.I feel that I have very few options to consider leaving my company.	-	-			
7.I have many alternatives if I left my company.	0.82	18.47			
8.I will stay in my company, although there are other alternatives with better benefits and less sacrifice.	0.81	17.93			
Normative Commitment Scale Items			0.67	0.89	0.91
1.I think that people these days move from company to company too often.	0.78	12.98			
2.I believe that a person must always be loyal to his or her company.	-	-			
3. Jumping from company to company does not seem at all ethical to me.	-	-			
4.Loyalty to my company is very important because it is a moral obligation towards it.	0.76	12.81			
5.If I got another offer for a better job elsewhere I would not feel it was right to leave my company.	0.86	15.12			
6.I was taught to believe in the value of remaining loyal to one company.	0.87	15.32			
7. Things were better if people stayed in one company forever.	0.82	13.85			
8.I think that to be a 'company man' is sensible anymore.	-	-			
(3) Work Engagement			0.68	0.85	0.86
1- Vigor			0.78	0.90	0.93
1. I feel energized at work.	0.95	-			
2. At my job, I feel strong and vigorous.	0.97	13.17			
3. All morning, I feel like to going to work.	-	-			
4. I can continue working for very long periods at a time.	-	-			
5. At my job, I am very resilient, mentally.	0.87	11.17			
6. At my work, I always persevere, even when things do not go well.	0.72	10.65			
2- Dedication			0.58	0.88	0.84
1. I am excited about my job.	0.86	16.82			
2. My job inspires me.	0.85	16.60			
3. I am proud on the work that I do.	0.54	8.81			
4. I find the work that I do full of meaning and purpose.	0.76	13.93			
5. To me, my job is challenging.	-	-			
3- Absorption			0.69	0.87	0.92
1.I feel happy when I am working hard.	0.86	-			
2.I am really focused when I am working hard.	0.82	15.85			
3.I get carried away when I am working.	-	-			
4.Time flies when I am working.	0.67	11.92			
5.When I am working, I forget everything else around me.	0.91	19.45			
6.It is difficult to detach myself from my job.	0.88	18.60			
(4) Organizational Citizenship Behavior			0.66	0.83	0.79
1-Organizational citizenship behavior directed to the organization			0.58	0.91	0.89
1.I am willing to attend events that are improve my company image.	0.77	-			
2.I follow all developments in the company.	0.73	13.97			
3.I defend the company when other employees criticize it.	0.87	18.34			
4.I feel proud when I represent the company.	-	-			
5.I offer ideas to improve the performance of the company.	0.79	15.91			
6.I express loyalty toward the company.	-	-			
7.I take action to protect the company from potential problems.	0.69	12.77			
8.I care about the image of the company.	0.72	13.48			
2- Organizational citizenship behavior directed to individuals			0.61	0.92	0.90
1.When some colleagues absent, I help others.	0.69	-			
2.I willingly help my colleagues to solve work related problems.	0.83	25.34			

3.I adjust my work schedule to adaptable to my colleagues' requests for time off.	-	-
4.I go out of my way to make newer employees feel welcome in the work group.	-	-
5.I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	0.87	28.77
6.I give up time to help others who have work or non-work related problems.	0.70	18.76
7.I help coworkers with their tasks.	0.67	17.69
8.I share personal property with others to help their work.	0.88	31.73

4.2 Descriptive Analyses

Table 2 presented means, standard deviations and correlations between HRDC, organizational commitment, work engagement and organizational citizenship behavior. Correlation analysis results revealed that HRDC were positively related with organizational commitment ($r = 0.668$, $p < 0.01$), and work engagement ($r = 0.745$, $p < 0.01$) and organizational citizenship behavior ($r = 0.702$, $p < 0.01$); and then we can say that the participants have a relatively high HRDC. At the same time, they have also a relatively high level of employees commitment, work engagement and citizenship behavior relatively high, too.

Table 2. Descriptive analyses and correlations of the study variables

Variables	Mean	SD	1	2	3
1- Human Resource Development Climate	3.88	.72			
2- organizational commitment	3.35	.81	.668**		
3- work engagement	3.84	.98	.745**	.647**	
4- organizational citizenship behavior	3.59	.75	.702**	.692**	.756**

4.3 Structural Equation Model

After developing the measurement model, the structural model was developed in order to test the hypotheses. The results regarding the structural model are shown in Table 3, and figure 2.

Table 3. Results of the structural equation model analysis

Hypotheses	Standardized regression weight	p-value	Result
H1: HRD climate → organizational commitment	0.55	0.000**	Supported
H2: HRD climate → work engagement	0.62	0.000**	Supported
H3: HRD climate → citizenship behavior	0.59	0.000**	Supported
Goodness-of-fit statistics	$\chi^2 = 3741.92$, $df = 2065$, $\chi^2/df = 1.812$ RMSEA = .072 CFI = .98, NFI = .97, IFI = .98. SRMR = 0.05		

When the Table 3 was analyzed, it was seen that fit indices regarding the structural model are at an acceptable level. This suggests that the model converged to exhibit convergent validity and could be plausible representation of underlying empirical data structure collected in within a Saudi context. It was found that human resource development climate has a positive effect on organizational commitment ($\beta = 0.55$), work engagement ($\beta = 0.62$), and citizenship behavior ($\beta = 0.59$). Therefore, H1, H2, and H3 were supported.

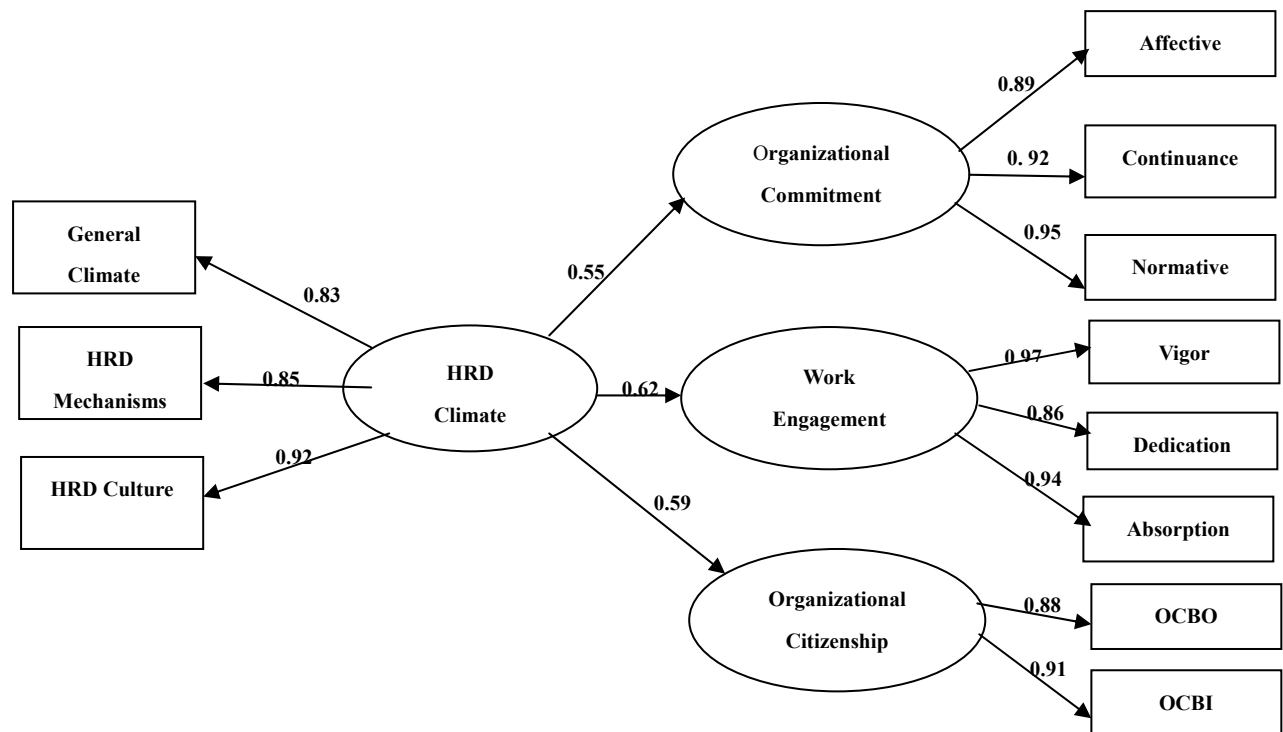


Figure 2. Structural model and path coefficients

5. Discussion

HRD climate plays a very important role in the success of any organization when the HRD climate is good, the employees will contribute their maximum for the achievement of the organizational objectives. The purpose of the present study was to evaluate the relation models between HRD climate, and both positive work attitudes and extra role behaviors (see Figure 1). To achieve this purpose, three hypotheses regarding the direct effects of HRD climate on organizational commitment, work engagement, and organizational citizenship behavior were developed and tested in a sample of employees in three Saudi Telecom companies.

Several studies focused on addressing the affect of the HRDC on positive job attitudes and extra-role behaviors (e.g., Poojitha & Devi, 2012; Benjamin, 2012; Mohanty et al., 2012; Rainayee, 2002; Krishna & Rao, 1997; Eisenberger et al., 1990). Results of these studies emphasized that high performance and positive work attitudes and behaviors shown by those employees who working in creating a climate which helps them to development. The empirical results of present study supports this idea by indicate that HRD climate can be good predicted both work attitudes and behaviors.

First, the empirical study found that, as hypothesized (H1), HRD climate positive influenced organizational commitment. This result is consistent with Benjamin (2012), and Poojitha & Devi (2012) that HRD climate has positive influenced organizational commitment. Good HRD climate helps to develop committed employees and increase success's organization. According to (Mohanty et al., 2012), HRD climate helps to boost employee morale and creates motivated and competent employees who are propelled by organizational commitment and sensitivity towards organizational needs.

Second, the results of testing H2 support that HRD climate has a positive influenced work engagement. This result consistent with assertions made in previous relevant (Chaudhary et al., 2012; Dollard & Bakker, 2010; Pati & Kumar, 2010; Hakonen et al., 2006). Chaudhary et al. (2014), and Saks (2006), explained this result depending on the job demands-resources model; because the HRD climate is the main factor in the formation of organizational resources and then considered a strong predictor of engagement work.

Finally, previous research emphasized that organizational climate components are important predictors of organizational citizenship behavior (Qadeer & Jaffery, 2014; Biswas, 2010; Suresh & Venkatammal, 2010; Lee et al., 2007). This research supports this idea, as human resource development climate (HRDC) is a key component of organizational climate the results of (H3) showed that HRDC has positive influence on

organizational citizenship behavior. The findings of this study consistent with many past studies revealed to positive HRDC characterized by providing employee chance to develop his abilities and skills, openness of communication and feedback, trust, faith in his capabilities, has a positive impact on organizational citizenship behaviors (Ahmed et al., 2012; Benjamin, 2012).

6. Conclusion and Practical Implications

The current study focused on the role of human resources development climate in building positive job attitudes and extra-role behaviors. The results of empirical study explained that HRD climate actually positively influence job attitudes and extra-role behaviors, especially organizational commitment, work engagement and organizational citizenship behavior. This study has some managerial implications such as:

Organizations can enhancing work engagement, organizational commitment and citizenship behavior among employees by creating and building the developmental climate more positive for employees. Creating and building a HRD Climate are the responsibility of top management and executives managers. Top management's philosophy should be a clear about the importance of developing human resource. They should make substantial efforts to develop human resources; which these efforts may include, for example encourages staff to express their positive or negative views, ensure that employees are treated in humane way enabling them to enjoy their work, and apply organizational policies that help to establish the HRD Climate such as open communication and regularly feedback.

Managers and supervisors have a responsibility of creating and building HRD climate. They should help employees to develop their competencies, help low-performance employees to improve their performance and share their experiences with their colleagues. In addition, managers must encourage employee to understand and learn from their mistakes, where employees who do not perform well need to be guided and those who perform well need to be appreciated. Finally, human resource managers should pay more attention to improve HRD Climate through identifying problems that negatively affect the development of human resources by regularly measure HRD Climate within their units/organizations and take the necessary actions to solve these problems.

7. Research Limitations and Future Directions

The current study was conducted in the context of several limitations, which should be explained and thus provide a number of future research relevant to the subject of study. First, this study examined HRDC's influence on organizational commitment, work engagement, and organizational citizenship behavior within the context of Saudi telecommunication Industry. The data is based on individual opinion (self-reports), which may bring in some bias, and, the survey has been conducted among employees of three Saudi telecommunications companies. Since this study was carried out in one sector, the findings of the study are not applicable to other types of organizations in other sectors. Therefore, further studies are needed using other sectors in Saudi, and in different Arab countries.

Second, this study, applied in Arabic culture, using Western scales represented in organizational commitment, work engagement, and organizational citizenship behavior. Therefore, further studies are needed developing and using Arabic culture instruments to measure employees' attitudinal and behavioral responses.

Third, current study was handled only two job attitudes (organizational commitment and work engagement) and the positive type of extra-role behaviors namely organizational citizenship behaviors; which consists of OCBO and OCBI. In future studies, incorporating other potential job attitudes (e.g., Job Involvement and job satisfaction) and other extra-role behavior or in role behavior into the research model would shed further light on our understanding regarding the outcomes of human resource development climate.

Finally, the current study did not focus on some major challenges, which confront employees during the restructure exercise, such as, job losses and employment instability. Downsizing of employees and employment instability were not addressed in this study, especially, under extended many free programmes to communicate in Saudi such as Line, Kakao Talk, Free PP, Skype, Tango, and Viber. Therefore, further studies suggested with focus on these emerging critical issues of telecom industry.

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