

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

Sonam Gondlekar^{1*}, Dr. P.R. Shivacharan²

ABSTRACT

This study investigates the causal relationship between Human Resource Development Climate (HRDC) and Organizational Citizenship Behaviour (OCB) among employees of selected private sector organizations across Goa. Data collected from 150 employees using standardised questionnaires namely HRD Climate Survey by Rao T.V and Abraham (1990) and Organizational Citizenship Behaviour Scale by Dr. Arti Bakshi & Dr. Kuldeep Kumar has been analyzed using statistical techniques like Pearson's Product Moment Correlation, Regression and One Way Anova. Findings suggest significant causal relationship between General Climate dimension of HRDC and OCB with a R Square of 0.16 and a positive relationship at 0.01 level of significance between all dimensions of HRDC and OCB. However, results of One Way Anova do not reveal any prominent variations in perceptions of HRD Climate based on age, gender, hierarchical level, type of industry and organizational tenure except for that of work experience. Study concludes that HRDC is a crucial driver in enhancing OCB's and hence organizations should invest in creating supportive HRD policies and practices.

Keywords: HRDC, HRD Mechanism, Human Resource Development Climate, OCB, Organizational Citizenship Behaviour

In today's rapidly evolving competitive world, organizations have realised that organizational success is not just about meeting business targets. It is also about creating and nurturing a culture of participation, learning, growth, innovation and development wherein employees feel motivated to not just be task-focussed but also go beyond the formal requirements of their job by engaging in behaviours such as initiative taking, helping co-workers, sportsmanship and doing every bit possible to add positivity element to the organisational culture. Existing research evidence to support that such positive workplace behaviours play a crucial role in contributing towards organizational success. One such behaviour that is of paramount importance and subject matter of this study is organizational citizenship behaviour (OCB). OCB's are the discretionary, extra-role behaviours that are not formally recognized or rewarded by the organization but are critical for its functioning (Organ, 1988).

¹Research Scholar, Department of Studies in Psychology, Karnatak University, Dharwad, Karnataka, India.

²Professor, Department of Studies in Psychology, Karnatak University, Dharwad, Karnataka, India.

*Corresponding Author

Received: April 10, 2025; Revision Received: June 26, 2025; Accepted: June 30, 2025

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

Though several antecedent factors are of significance in shaping citizenship behaviours; one crucial factor of paramount importance in predicting OCB is Human Resource Development Climate (HRDC) which focuses upon creating a climate of continuous improvement through learning and development efforts. It encompasses HR practices, policies, climate that prevails within an organisation and acts pivotal in shaping perceptions, attitudes and behaviour of employees including OCB's. According to Rao and Abraham (1990), HRDC is characterized by three core dimensions: general climate, HRD mechanisms, and OCTAPAC. A positive HRDC that is supportive of employee's growth and development can nurture satisfied, committed and altruistic employees over a period of time.

Considering the existing evidence, this study explores relationship between HRDC and OCB in selected private sector employees from Goa region. Though literature exists highlighting relationship between organizational climate and OCB; there is a dearth of research in HRDC and OCB relationship particularly in the Goa region. As Goa is experiencing profound industrial and economic growth of late, its pertinent that we explore this equation so that organizations can focus on creating supportive, conducive, opportunity driven work environments which breeds engaged, motivated workforce thereby resulting into OCB's and organizational effectiveness.

REVIEW OF LITERATURE

The relationship between HRDC and OCB can be explained on the basis of well-established theories like Social Exchange theory and Psychological Contract Theory which posit that there exists a unwritten psychological contract between employer and employees. If an organization succeeds in creating a supportive work environment conducive to employees' career growth and holistic development then employees are likely to reciprocate by engaging in discretionary behaviours to maintain a positive exchange relationship. Research does provide evidence supporting this relationship.

Kishore S. & Nair S.R (2013) in their study restricted to India's IT sector discovered a positive relationship between human resource development climate and organizational citizenship behaviour thereby asserting that development oriented work cultures do motivate employees to engage in extra-role behaviours. Cheema S. et. al (2019) in their study of manufacturing sector in Pakistan reported that strong HRDC is linked to higher levels of OCB's especially on the aspects such as civic virtue and sportsmanship. Findings of this study also supported mediating role of employee engagement in HRDC and OCB relationship. Role of HRDC in fostering citizenship behaviours has been explored by several other researchers in the context of banking industry, retail industry, healthcare industry and higher education institutions. (Srivastava, U.R and Soni D., 2020; Thakur M. And Kumar S., 2022; Patel P. and Rana D., 2023; Borah, S. and Baruah M., 2021). All these studies divulge the essence of HRDC in promoting extra-role behaviours in the workplace.

However, Ali R. and Khan M. (2014) in their study of 180 employees of manufacturing organizations in Malaysia found minimal to no effect of HRDC on OCB. Citizenship Behaviours of these employees were found to be more influenced by factors such as job autonomy and interpersonal relationships rather than HRDC. Vigoda-Gadot E. and Meisler G. (2020) in their study of public sector employees also did not encounter any statistically significant relationship between HRDC and OCB. Researchers attributed this lack of relationship to bureaucratic structure and poorly framed incentive schemes prevalent in public sectors.

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

While several studies detail evidences of significant relationship between HRDC and OCB; several others studies have also offered mixed results suggesting that several contextual factors may mediate and moderate this relationship. Therefore, this study focuses on exploring this relationship sector-wise among private sector employees in Goa; it being a under explored region in this domain especially considering the rapid industrial growth it's witnessing. This study offers valuable insights to HR Professionals on formulating HR Policies which can help in fostering OCB's within an organization in similar regional and sectoral contexts thereby contributing to a broader literature.

RESEARCH METHODOLOGY

Research Design

The study adopted a quantitative research design wherein correlation approach has been used to examine the nature and strength of association between HRDC and OCB and regression approach to understand predictive strength of HRDC. Data has been collected using cross-sectional survey method and captures current perceptions and behaviours of employees across different sectors in Goa.

Objectives of the study

This research study is based on the following objectives:

1. To explore the causal relationship between Human Resource Development Climate and Organizational Citizenship Behaviour among private sector employees in Goa.
2. To examine the influence of age, gender, type of industry, hierarchical level, organizational tenure and work experience on employees' perceptions of HRDC.

Sample

The sample for this study comprised of 150 employees of different private sector organizations (Education, Manufacturing, Electronics & Technology, Service and Healthcare) in the state of Goa. Sample has been randomly collected using stratified sampling method.

Tools for Data Collection: Primary data for the study has been collected using standardised questionnaires having well established reliability and validity. Questionnaires used for the study included Human Resource Development Climate Scale by Rao and Abraham (1990) with 38 items covering three dimensions namely HRD Mechanisms, General Climate and OCTAPAC culture. Second questionnaire included 30 items Organizational Citizenship Behaviour Scale by Dr. Arti Bakshi and Dr. Kuldeep Kumar comprising of 5 dimensions that is Courtesy, Civic Virtue, Altruism, Sportsmanship and Conscientiousness.

Tools for Statistical Analysis: Data collected has been coded and statistically analyzed using correlation and regression to examine the nature and strength of relationship between HRDC and OCB. Whereas, One Way Anova has been used to identify differences across sectors and hierarchical levels. Descriptive analysis has also been used to summarise the data and highlight key findings.

RESULT AND DISCUSSION

Ha1: There is a positive relationship between human resource development climate and organizational citizenship behaviour.

To examine the relationship between HRDC, its dimensions and OCB, data has been analyzed using Pearson's product moment correlation method. As evident from Table 1.1 significant positive correlation has been observed on overall organizational citizenship

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

behaviour with correlation coefficient of .348 significant at 0.01 level of significance. Further results of dimension wise analysis divulges strong relationship of HRDC with all dimensions of OCB except for sportsmanship. From these findings it can be inferred that developmental climate prevailing within an organisation specifically in terms of growth, learning environment, employee friendly policies and practices, fair and equitable HRD mechanisms, participative and supportive culture among others do play a pivotal role in fostering discretionary behaviours in an organization.

Table 1.1: Showing Correlation Coefficients of Relationship Between HRDC and OCB

Dimensions of Organizational Citizenship Behaviour	Correlation Coefficient
Conscientiousness	.312**
Courtesy	.288**
Sportsmanship	0.100
Helping Co-Worker	.173*
Civic Virtue	.317**
Total Organizational Citizenship Behaviour	.348**

** Significant at 0.01 Level of Significance

* Significant at 0.05 Level of Significance

Significant coefficients on conscientiousness, courtesy, helping co-worker and civic virtue dimension implies that favourable perceptions of HRDC significantly influences an employee's willingness to indulge in behaviours such as helping others with their tasks, refraining from creating work related problems, dedication and punctuality towards task completion and acting in holistic interest of the organization. However, on the dimension of sportsmanship, just one aspect of HRDC namely General Climate has been found to be significant related to it with correlation coefficient of .171 being significant at 0.01 level of significance. This implies that positive behaviours such as maintaining positive outlook and avoidance of complaints on trivial matters is likely to be shaped by employees overall perceptions about learning, innovation and development-oriented climate within an organization with specific HRD processes playing a lesser role in it.

Table 1.2: Results of Regression Analysis of HRDC and OCB

Predictor	R	R Square	Adjusted R Square	F Value
General Climate	0.402	0.162	0.156	28.540**

** Significant at 0.01 Level of Significance

Table 1.2 depicts results of regression analysis performed to examine cause and effect relationship between HRDC and OCB. From the findings, only General Climate dimension of HRDC is being discovered as a significant predictor of citizenship behaviour. R square of 0.162 implies that around 16% variation in OCB can be attributed to employees perception of general climate of the organization. F value of 28.540 signify that this regression model is significant with this value being significant at 0.01 level of significance. Regression findings also indicate that other factors besides HRDC are likely to play a role in promoting citizenship behaviours as variation due to HRDC is only 16%. Hence, there is a need for further research to explore influence of other predictor variables in the context of private sector employees in Goa.

Ha2: There is a significant difference in employees' perceptions of HRDC based on the type of industry.

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

Using One way Anova, researcher attempted to explore differences in perceptions of HRDC across employees of Education, Manufacturing, Electronics & Technology, Service and Healthcare industry. Findings did not highlight any prominent differences as all F values were identified to be insignificant. This indicates that despite differences in nature of work or industry specific factors, HRDC perceptions are similar across industries as many companies adopt standardised HRD practices. In this era of globalisation, details pertaining to cross industry best practices are readily available and hence industries are likely to adopt similar kind of HRD framework considering its effectiveness in varied industries. Findings of this study are in accordance with existing literature highlighting consistency in HRD practices across industries. (Ulrich and Brockbank, 2005; Rao and Abraham, 2009). This suggests growing emphasis on HR practices across industries considering its vital role in employee development.

Table 1.3: Results of One-Way Anova Showing Differences in HRDC as a result of Type of Industry

Dimensions of HRDC	F	Sig
General Climate	0.601	0.662
HRD Mechanisms	0.774	0.544
OCTAPAC	1.055	0.381
Overall HRDC	0.762	0.551

Ha 3: There is a significant difference in employees' perceptions of HRDC across different hierarchical levels of employees.

Study attempted to explore if there exist any differences in HRDC perceptions among higher, middle and lower level employees. However, findings of One Way Anova did not divulge any such significant difference. This can be as a result of inclusive HR practices of the organisation wherein regardless of the level of employees standardised HR processes are adopted throughout the organization. Findings reflect equitable and fair HR practices in all the organizations under study wherein employees at all levels are subjected to same learning and development climate and hence no prominent difference. Findings of this study are in concurrence with that of (Singh and Kumar, 2017) who in their study of Indian corporate sector found consistency in HRD perceptions across hierarchical levels.

Table 1.4: Results of One-Way Anova Showing Differences in HRDC as a result of Hierarchical Level

Dimensions of HRDC	F	Sig
General Climate	1.280	0.284
HRD Mechanisms	0.960	0.414
OCTAPAC	0.997	0.396
Overall HRDC	1.158	0.328

Ha 4: There is a significant age difference in employees' perceptions of HRDC.

Findings of One Way Anova presented in Table 1.5 did not unveil any underlining difference in perceptions of human resource development climate or any of its dimensions across different age groups. This indicates that age has minimal influence on way employees perceive various hr policies, practices and mechanisms in an organization.

Table 1.5: Results of One-Way Anova Showing Age Differences in HRDC

Dimensions of HRDC	F	Sig
General Climate	1.904	0.131
HRD Mechanisms	1.717	0.166
OCTAPAC	2.614	0.053
Overall HRDC	2.148	0.097

There exists some research studies (Twenge and Campbell, 2008) highlighting generational differences, stating that younger employees prefer learning and development oriented activities whereas older ones prefer stability which in turn influences their perceptions of HRDC. However no such generational differences have been noticed in the current study which can be a result of age neutral HRD practices adopted by most of the companies wherein training and development, career development, learning opportunities are provided to employees of all age groups. This again reflects on the inclusiveness of HR practices.

Ha 5: There is a significant difference in employees’ perceptions of HRDC based on work experience.

As evident in the Table 1.6, results of One Way Anova divulged significant difference in perceptions of HRDC across employees belonging to different experience groups. F value of 3.559 proved significant at 0.01 level of significance, further results of descriptive analysis outlined favourable HRDC perceptions among highly experienced employees compared to their counterparts. These findings are in accordance with Job Embeddedness theory which postulates that as employees’ spend more time working in the organization, they are prone to develop positive perceptions about different facets of an organization with HRDC being one of them.

Table 1.6: Results of One-Way Anova Showing Differences in HRDC based on Work Experience

Dimensions of HRDC	F	Sig
General Climate	2.827	0.018*
HRD Mechanisms	3.560	0.005**
OCTAPAC	3.962	0.002**
Overall HRDC	3.559	0.005**

** Significant at 0.01 Level of Significance

*Significant at 0.05 Level of Significance

As employees with higher experience are likely to be exposed to more developmental opportunities and must have enjoyed benefits of many HRD practices; chances of their perceptions being favourable are high. Findings of this study are in support of study conducted by (Bartlett and Ghoshal, 2002) who also recorded similar differences in their investigation.

Ha 6: There is a significant difference in employees’ perceptions of HRDC based on organizational tenure.

As depicted in the Table 1.7, One Way Anova analysis highlights that perceptions of HRDC do not differ significantly based on organizational tenure of employees. This implies that regardless of how many years an employee has spent working in a particular organization,

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

their HRDC perception remains unaffected. As modern HRD practices lay emphasis on providing continuous learning and development opportunities throughout an employees' career, their perceptions are likely to be similar. Also, as organizations focus heavily on creating inclusive, fair, equitable developmental culture, insignificant role of organizational tenure can be attributed to this.

Table 1.7: Results of One-Way Anova Showing Differences in HRDC based on Organizational Tenure

Dimensions of HRDC	F	Sig
General Climate	1.526	0.210
HRD Mechanisms	1.132	0.338
OCTAPAC	1.158	0.328
Overall HRDC	1.401	0.245

Moreover, findings of this study significantly differ from some of the existing research evidence highlighting influence of organizational tenure, which further state that senior employees are provided more learning, development and career progression opportunities which contributes to difference in HRD perceptions. (Ng and Feldman, 2010).

Ha 7: There is a significant gender difference in employees' perceptions of HRDC.

Results of t-test analysis as seen in Table 1.8 did not unveil any significant difference in perceptions of HRDC among males and males. This signifies that males and females perceive growth and development culture within an organization somewhat similarly.

In the context of Goa especially, many organizations are attempting to reduce gender based disparities by adopting gender neutral policies. Gender roles have also become fluid over the years and organizational policies are based on the principles of diversity and inclusion. All these factors account for insignificant gender difference in perceptions of HRDC. These findings support observations made by (Rao and Abraham, 2009) in their study wherein similarities were noted in the HRDC perceptions among both male and female employees.⁹

Table 1.8: Results of One-Way Anova Showing Gender Differences in HRDC

Dimensions of HRDC	T-value
General Climate	-0.931
HRD Mechanisms	-0.088
OCTAPAC	-0.004
Overall HRDC	-0.397

CONCLUSION

The study aimed to explore the relationship between human resource development climate and organizational citizenship behaviour among employees of private sector organizations in Goa. Results of correlation analysis unveiled a significant positive correlation between all dimensions of HRDC and OCB. Findings of regression analysis revealed General Climate dimension of HRDC as a significant predictor of OCB. Findings of this study reinforces crucial role of HRD practices in enhancing discretionary, extra-role behaviours. By strategically focussing on creating development oriented culture, organizations can foster citizenship behaviours among employees and thereby augment organizational performance. Study also examined influence of various demographic variables such as age gender, work experience, organizational tenure, hierarchical level and type of industry on employees'

perceptions of human resource development climate. From One Way Anova and t-test analysis no underlining differences were evident in HRDC perceptions based on age, gender, type of industry, organizational tenure and hierarchical level. These findings suggest that HR practices are perceived uniformly across organization. This uniformity reflects the inclusivity and equitability in the implementation of HR policies. Organizations should continue taking initiatives to foster such inclusive practices. Though there are no significant differences, organizations need to also stress upon providing individualised development support considering personalised needs. Significant difference in HRD perceptions based on work experience emphasises the need to create tailor-made developmental programs for employees belonging to various experience groups. Program such as mentoring, coaching can contribute to favourable perceptions about developmental climate among less experienced group of employees. Overall, by adopting inclusive practices and timely assessments, employees will feel valued and supported in their developmental journey and hence work in a manner consistent with organizations interest. Further research in this line can explore role of other antecedent factors in predicting OCB's. Bigger sample could be employed for widening the generalisability of the research findings. Comparative studies and exploring mediating, moderating role of other relevant variables can further enrich understanding of these constructs.

REFERENCES

- Ali, R., & Khan, M. (2014) "Human resource development climate and organizational citizenship behavior: A study of public sector organizations in Pakistan", *Business & Economic Review*, 6(2), 19-36. <https://doi.org/10.22547/ber/6.2.2>.
- Bartlett, C. A., & Ghoshal, S. (2002) "Building competitive advantage through people", *MIT Sloan Management Review*, 43(2), 34-41.
- Borah, S., & Baruah, M. (2021) "The influence of human resource development climate on employee engagement in the banking sector: Evidence from India", *International Journal of Bank Marketing*, 39(6), 951-967. <https://doi.org/10.1108/IJBM-02-2021-0065>
- Cheema, S., Ali, R., & Zia, S. (2019) "Impact of human resource development climate on organizational citizenship behavior: A study of public sector organizations in Pakistan", *Business & Economic Review*, 11(2), 36-59. <https://doi.org/10.22547/ber/11.2.3>
- Kishore, S., & Nair, S. R. (2013) "Effect of human resource development climate on organizational citizenship behavior: An empirical study in the Indian context", *Journal of Indian Business Research*, 5(2), 105-123. <https://doi.org/10.1108/JIBR-12-2012-0040>
- Ng, T. W. H., & Feldman, D. C. (2010) "The relationships of age with job attitudes: A meta-analysis", *Personnel Psychology*, 63(3), 677-718. <https://doi.org/10.1111/j.1744-6570.2010.01184.x>
- Organ, D. W. (1988) "Organizational citizenship behavior: The good soldier syndrome", In D. W. Organ (Ed.), *The good soldier syndrome: Organizational citizenship behavior in the workplace* (pp. 4-10). Lexington Books.
- Patel, P., & Rana, D. (2023) "Exploring the relationship between human resource development climate and organizational citizenship behavior in Indian organizations", *Management Decision*, 61(3), 572-590. <https://doi.org/10.1108/MD-08-2022-0735>
- Rao, T. V., & Abraham, E. (2009) "HRD climate in organizations", *Indian Journal of Industrial Relations*, 44(3), 371-385.
- Singh, A., & Kumar, P. (2017) "Human resource development practices in Indian corporate sector: An empirical study", *International Journal of Human Resource Management and Research*, 7(2), 45-56

Effect of Human Resource Development Climate on Organizational Citizenship Behaviour

- Srivastava, U. R., & Soni, D. (2020) "Impact of human resource development climate on organizational citizenship behavior: A study of the IT sector in India", *Journal of Management Development*, 39(2), 239-252. <https://doi.org/10.1108/JMD-05-2019-0201>
- Thakur, M., & Kumar, S. (2022) "Human resource development climate and its impact on employee performance: Evidence from the Indian service sector", *International Journal of Human Resource Management*, 33(7), 1370-1391. <https://doi.org/10.1080/09585192.2020.1833565>
- Twenge, J. M., & Campbell, S. M. (2008) "Generational differences in psychological traits and their impact on the workplace", *Journal of Managerial Psychology*, 23(8), 862-877. <https://doi.org/10.1108/02683940810904367>
- Ulrich, D., & Brockbank, W. (2005) "The HR value proposition", *Harvard Business School Press*.
- Vigoda-Gadot, E., & Meisler, G. (2020) "Organizational citizenship behavior in the public sector: The role of human resource management practices and organizational climate", *Public Personnel Management*, 49(3), 357-379. <https://doi.org/10.1177/0091026019869627>
- Wang L and Wang Y (2024) "Psychological Capital and Organizational Citizenship Behavior: A Cross-Cultural Study in Asia and Europe", *International Journal of Cross-Cultural Management*, Vol. 24, No. 1, pp. 83-102.

Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Gondlekar, S. & Shivacharan, P.R. (2025). Effect of Human Resource Development Climate on Organizational Citizenship Behaviour. *International Journal of Indian Psychology*, 13(2), 4614-4622. DIP:18.01.408.20251302, DOI:10.25215/1302.408