

Reinvigorating Employee Performance through the Roles of Human Resource Development Climate, Organizational Commitment, and Perceived Organizational Support

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Abstract

This study leverages established theories and realizations from the literature to examine the intricate relationship between Human Resource Development Climate (HRDC) and employee performance. It highlights the mediating role of organizational commitment (OC) and the moderating role of perceived organizational support (POS) through an integrated model, addressing identified gaps in existing research — specifically, the limited studies within diverse cultural settings. A quantitative methodology was employed, and Structural Equation Modelling (SEM) was utilized for data analysis. The findings support the premise that HRDC directly influences employee performance, thereby addressing an unexplored gap in non-Western contexts and investigating the mechanisms through which OC mediates this relationship. Additionally, the study analyses how POS moderates the impact of HRDC on both OC and employee performance. The results indicate that a positive HRDC generally enhances employee performance, with OC serving as a vital mediator. Moreover, POS is found to strengthen these relationships, emphasizing its significance in maximizing the benefits of Human Resource Development (HRD) initiatives. This research contributes significantly to the theoretical understanding of the effects of HRDC on employee outcomes and offers practical implications for organizations striving to enhance their HRD practices. It also proposes directions for future research, including longitudinal studies and cross-cultural comparisons, to elucidate these relationships in diverse contexts further. The originality of this investigation lies in its potential to inform strategic HRD practices that align with organizational objectives, employee wellbeing, and broader societal needs. Moreover, the findings, derived from a rigorous academic process, hold significant relevance for HRD practitioners and other HR professionals in Iran, and may also be applicable in other countries.

Keywords

HRDC • Organizational Commitment • Perceived Organizational Support • Employee Performance • Non-Western Contexts

Introduction

The relationship between Human Resource Development (HRD) practices and employee performance has garnered substantial interest in organizational research, emphasizing the importance of nurturing a conducive Human Resource Development Climate (HRDC). Research in the field of Human Resource Management (HRM) has advanced significantly, but there are still several gaps that require further investigation. Firstly, there is a need for a comprehensive model that integrates HRDC, employee commitment, organizational support, and performance outcomes within a unified framework to provide a holistic understanding of their interrelations (Gallego-Nicholls et al., 2022). Therefore, the

exploration of HRDC, Organizational Commitment (OC), and Perceived Organizational Support (POS) in relation to employee performance reveals a multifaceted and dynamic interplay that significantly impacts organizational outcomes. Secondly, the mediating roles of OC and support in the relationship between HRDC and performance outcomes are not well understood (Haque et al., 2021). The literature review underscores the critical role of OC as a mediator and POS as a moderator in the relationship between HRDC and employee performance. Lastly, the influence of these variables in various cultural and organizational contexts remains underexplored (Suprapti et al., 2020).

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In addition to the points already in the literature, research on HRDC highlights important differences across national context. As Hamlin (2024) explained, HRD is viewed as a distinct occupational and professional field, separate from HRM. In contrast, in countries like the United Kingdom and the United States, HRD is often integrated into the broader human resources domain. Here, HRM and HRD are treated as interconnected components of a unified field commonly referred to as HR (HRM/HRD), with HRD activities frequently categorized under terms such as learning and development or organizational development — and its relationship with employee performance has revealed several gaps that warrant further investigation (Alkandi et al., 2023). Alkandi et al. (2023) state that the direct impact of HRDC on employee performance remains underexplored, especially in diverse cultural contexts, which may exhibit unique dynamics to uncover unique influences and practices (Alkandi et al., 2023). The significant role of POS has been underscored by Eisenberger et al. (2020) and Eisenberger and Stinglhamber (2011), who have further enriched the understanding of POS and highlighted its dynamic nature. They note that while POS produces favourable outcomes in Western societies, its effects are more pronounced in Eastern cultures, indicating cultural variances in its influence.

Evidence from the United Kingdom, the United States, and the Netherlands demonstrates that HRD's contribution to performance depends on its strategic credibility, alignment with managerial priorities, and embeddedness within organizational practice (Hamlin, 2024; Jones & Kah, 2022; Poell et al., 2024). In response to calls for the transformation and strategic repositioning of HRD (Poell et al., 2024), this study advances the argument that HRDC can enhance employee performance by cultivating a strong developmental climate that strengthens OC and POS — an issue of particular salience in the evolving Iranian context, yet highly relevant to organizations worldwide pursuing sustainable performance gains. Although prior research in Iran has confirmed the positive influence of HRDC on job attitudes within the private banking sector (Barmaky & Ekizler, 2020), this evidence remains sector-specific and theoretically fragmented, lacking an integrative framework that links HRDC to both relational mechanisms and performance outcomes. By extending HRDC research to the healthcare sector and embedding OC and POS within a unified explanatory model, the present study not only enriches the Iranian HRDC literature but also contributes to the broader international discourse on positioning HRDC as a systemic and strategically embedded driver of sustainable employee performance across emerging economies. Therefore, the identified research gaps present fertile ground for this study, particularly the necessity for an integrated model that incorporates these variables within different cultural and organizational contexts. Ultimately,

fostering a supportive HRDC, supported by strong OC and effective support mechanisms, emerges as a critical strategy for enhancing employee performance. Consequently, we investigate how the HRDC influences employee performance, with a specific focus on the mediating role of OC and the moderating role of POS.

The remainder of this original paper is organized as follows: Initially, a detailed examination of employee performance will be undertaken, followed by an analysis of the HRDC and its dimensions. The interrelationship between these components will be discussed through a synthesis of findings from various studies to elucidate the dynamics among these variables. The mediating and moderating roles of OC and POS are articulated, and hypotheses are formulated based on pertinent theories. Subsequently, an innovative integrated model will be developed, and supporting empirical evidence, along with contextual factors influencing this model, will be reviewed. The data collection procedure will be detailed, and trends in data analysis will be thoroughly examined. Finally, the findings are discussed, and practical strategies for enhancing employee performance through HRDC are presented, along with relevant recommendations.

Literature Review

Employee Performance and Its Dimensions

The research conducted by Koopmans et al. (2014) on the Individual Work Performance Questionnaire (IWPQ) identifies three fundamental dimensions of employee performance: task performance, contextual performance, and counterproductive work behaviour (CWB). These dimensions provide a structured framework that allows scholars and practitioners to evaluate performance in a more holistic manner. Further, studies by Pradhan and Jena (2017) and Johnson (2001) corroborate these dimensions as essential for understanding employee performance. Together, these findings establish a consistent foundation for defining and measuring employee performance across different contexts.

Employee performance (EP) is generally defined as the extent to which an employee effectively fulfils their job responsibilities and contributes to organizational objectives (Triansyah et al., 2023). This definition underscores the dual emphasis on individual effectiveness and organizational contribution.

Task performance (TP) pertains to the effectiveness with which employees execute activities that directly impact the organization's technical core, including the completion of assigned duties and the attainment of work targets (Pradhan & Jena, 2017). In contrast to task performance, contextual performance highlights the social and interpersonal aspects of work. **Contextual performance (CP)** encompasses behaviours that enhance the organizational, social, and

psychological environment, such as assisting colleagues and demonstrating initiative (Johnson, 2001; Pradhan & Jena, 2017). Unlike these positive contributions, counterproductive work behaviour reflects actions that undermine organizational functioning. **CWB** refers to actions that negatively affect the organization or its members, such as absenteeism or workplace deviance (Pradhan & Jena, 2017). Taken together, these three dimensions illustrate both the constructive and destructive sides of employee behaviour. The significance of employee performance and its dimensions lie in their direct influence on organizational productivity, efficiency, and overall success, highlighting the necessity for organizations to measure and manage these elements effectively (Pradhan & Jena, 2017; Triansyah et al., 2023). By integrating these perspectives, organizations can better identify strengths, address weaknesses, and design interventions that foster sustainable performance. Therefore, we conclude that these dimensions offer a comprehensive assessment of individual work performance, highlighting both strengths and weaknesses, as well as identifying areas for improvement within the workplace.

HRDC and Its Dimensions

The key findings from the examined literature underscore the vital role of education and HRD practices in shaping the HRDC in response to global challenges and environmental concerns. Dokhilkilgova et al. (2023) highlights the critical importance of investing in human capital through education to equip young people with the necessary skills to navigate new realities, especially in the aftermath of the COVID-19 pandemic. This investment is viewed as a foundational element for transforming the social and economic landscape towards a more sustainable future. Furthermore, Ayu and Martdianty (2023) highlight the positive role of recognition, empowerment, competitive development, and information sharing in enhancing social informal learning and employability in startup environments. Conversely, they note that financial rewards may detract from these outcomes. Meanwhile, Hadiono (2024) underscores the significance of orchestrating an organizational mastery climate through the alignment of HR practices with the interests of key stakeholders, including employees and senior management, to foster a learning and development environment conducive to growth. These studies reveal that HRDC is shaped by educational investments and organizational practices that foster collaboration, empowerment, and stakeholder alignment. This synthesis suggests that sustainable development in HRDC requires a dual focus: (1) equipping individuals with future-oriented skills and (2) cultivating organizational cultures that support continuous learning and adaptability. Integrating these perspectives leads to a holistic approach in which education, recognition, and strategic HR practices collectively strengthen

HRDC's resilience and effectiveness in addressing global challenges.

According to Rao and Abraham (1986b), the HRDC model comprises three dimensions, the general HRDC, OCTAPACE and HRD mechanisms. **The general HRDC** is characterized by a shared perception among employees that the organization prioritizes employee development. This is reflected in supportive leadership, equitable systems, open communication, and trust — factors that collectively create a conducive environment for development practices (Rao, 2024). Recent research indicates that positive organizational and innovative climates enhance resilience and adaptive functioning — outcomes closely linked to effectiveness — emphasizing the role of climate in facilitating performance (Chowdhury et al., 2025). A positive emotional or team climate has been linked to enhanced flourishing and performance, underscoring the motivational mechanisms by which climate impacts outcomes (A'yunnisa et al., 2024). Organizational climate significantly predicts change-oriented behaviour through the mediating effects of a learning culture and employees' perceptions of performance appraisal. It establishes a connection between climate and improvement behaviours that are crucial for performance. Given that organizational climate typically influences employee performance indirectly — through engagement, change-oriented behaviour, and resilience — researchers are encouraged to triangulate performance outcomes with objective measures or supervisor evaluations to enhance causal inference (Gil et al., 2024).

On the other hand, **OCTAPACE** denotes eight cultural values — Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation — that signal a development-supportive, innovation-oriented way of working. Recent empirical work in the IT sector (e.g., Krishna & Nair, 2024) confirms the diagnostic utility of the eight-value OCTAPACE structure for distinguishing cultural differences relevant to organizational effectiveness. In manufacturing contexts fieldwork Jayanthi and Bhuvaneshwari (2014) further document an association of OCTAPACE culture with perceived organizational effectiveness. We conclude that OCTAPACE serves as a proximal cultural driver in performance assessment. Specifically, OCTAPACE scores may predict variance in employee performance, primarily mediated by factors such as psychological capital and work engagement. Therefore, they should be utilized in conjunction with objective or supervisor-rated performance indicators to enhance causal inference.

HRD mechanisms are established subsystems through which development is implemented, encompassing training and development, performance appraisal and feedback, mentoring, career planning, rewards, job rotation, and organizational welfare. These mechanisms are recognized in the HRD literature as essential practices that enhance

both individual and organizational effectiveness (Bolanle & Esther, 2023; Rothwell, 2012). Dwivedi et al. (2024) show that HRD strategy components, like training and skill enhancement, significantly improve employee performance and organizational effectiveness. Hoang Dang et al. (2025) find that HRM practice bundles enhance job performance through innovative work behaviour, moderated by an innovation-supportive organizational climate. Furthermore, Alam et al. (2024) indicate that training and appraisal are among the most effective levers for fostering employee engagement, which supports performance.

Impact of HRDC on Organizational Outcomes

Several studies highlight the positive influence of HRDC on organizational outcomes, including organizational citizenship behaviours (OCB) and work-life quality. The study by Hayfron et al. (2023) shows that HRDC positively affects OCB and is mediated by organizational trust, indicating that a supportive HRD environment fosters not only direct improvements in employee behaviour but also strengthen relational dynamics within the organization. Similarly, Lumbao and Ferraren Jr (2023) document a positive work-life quality among employees within a Philippine national government entity, attributing this to a conducive work environment and effective HRD strategies. Collectively, these findings highlight that HRDC contributes to both behavioural outcomes such as citizenship behaviours, and experiential outcomes such as work-life quality. Together, these studies underscore the strategic importance of a favourable HRDC in achieving sustainable and multidimensional organizational outcomes.

Direct Effects of HRDC on Employee Performance

Research across various studies highlights significant factors that influence employee performance, including job satisfaction, motivation, leadership style, work environment, and organizational culture. In a study by Sekarini et al. (2023), job satisfaction, motivation, and leadership style were found to have a significant impact on employee performance at the Indonesian Ministry of Health. Similarly, Putri and Hartono (2023) identified that training, leadership style, work environment, and motivation substantially affect employee performance, with work motivation serving as a mediating factor. Ariani (2023) emphasized the role of organizational culture in enhancing employee performance, suggesting job satisfaction as a consequence of organizational culture rather than an independent influencing factor. Moreover, Siswanto et al. (2023) revealed the importance of work discipline, work motivation, and job satisfaction in determining employee performance, whereas leadership style did not show a significant direct effect. Lastly, Sudibjo and Nasution (2020) confirmed that the work environment, work motivation, and organizational culture have a positive impact on teacher

performance. These findings collectively underscore the pivotal role of HRDC, encompassing elements such as motivation, leadership style, work environment, and organizational culture, in directly influencing employee performance across various sectors and organizational settings.

Mechanisms Linking HRDC to Performance

Our review collectively emphasizes the importance of various HRD practices and climates in enhancing employee performance, mediated by factors such as employee motivation, engagement, and the psychosocial safety climate. In the study by Rashid et al. (2024), it was found that highly involving human resource practices significantly impact employee wellbeing, which in turn enhances performance, particularly when reinforced by a favourable psychosocial safety climate. On the other hand, Udin (2023) underscored the role of transformational leadership in fostering an organizational learning culture that serves as both a mediator and a moderator, thereby creating a dynamic pathway leading to improved employee performance. Further, Jarah et al. (2023) demonstrated the pivotal role of the internal control system as a mediator in the relationship between the accounting information system and employee performance in the context of Jordanian Islamic Banks. Rizky et al. (2023) reported positive effects of communication satisfaction, job satisfaction, and employee engagement on employee performance, while also noting complexities in the influence of leader-member exchange. Finally, Al-Kharabsheh et al. (2023) provided evidence that digital HRM practices, through employee motivation, directly influence job performance. These diverse findings converge suggesting that a supportive HRDC, characterized by effective leadership, engaging HR practices, and a conducive psychosocial environment, constitutes a multidimensional driver of employee performance. Therefore, we hypothesize the following:

H1: HRDC has a positive direct impact on employee performance

OC as a Mediator

We acknowledge that the three forms of OC — affective, continuance, and normative commitment — represent distinct yet related constructs, each characterized by unique antecedents and differentiated outcomes. The meta-analysis by Meyer et al. (2002) demonstrates that affective commitment is strongly related to positive organizational and employee-relevant outcomes, while continuance commitment shows a negative or no relationship with these outcomes, and normative commitment moderately associates with desirable outcomes. Mercurio (2015) emphasizes affective commitment as the essence of OC, which is critical for attracting, retaining,

and developing talent, and enhancing employee performance. Both papers collectively suggest the importance of focusing on affective commitment in OC interventions.

HRDC and OC

Ficapal-Cusí et al. (2020) found that POS significantly influences affective commitment and employee performance, and transformational leadership has a similarly positive impact on both affective commitment and performance. The study highlights the significance of organizational support and leadership quality in fostering employee commitment and performance within the stone milling industry in Central Java, Indonesia. Building on this, To and Yu (2024) extended the discussion by examining interpersonal challenges, showing how POS and affective commitment can buffer the negative effects of difficult coworkers on turnover intention. The study highlights the buffering role of perceived support and emotional attachment to the organization against the adverse effects of challenging interpersonal dynamics in the workplace.

In parallel, leadership approaches have also been shown to shape POS and related outcomes. In the context of inclusive leadership, Qi et al. (2019) demonstrated that such leadership has a positive impact on POS and, through it, enhances employees' innovative behaviour. This study contributes to understanding how inclusive leadership practices foster a supportive organizational climate that encourages innovation. Similarly, Aria et al. (2019) emphasize the mediating roles of psychological capital and POS, illustrating how authentic leadership can reduce turnover intentions among teachers by cultivating supportive environments and psychological resources. The findings indicate that leadership authenticity can significantly reduce turnover intentions among high school teachers in Tehran by fostering a supportive environment and enhancing psychological resources.

Suifan et al. (2018) examined the effect of transformational leadership on employees' creativity, with a particular focus on the banking sector in Jordan. The findings suggest that while transformational leadership positively impacts POS, its direct relationship with creativity is nuanced, highlighting the complex dynamics between leadership styles, perceptions of support, and creative outcomes. This complexity reflects the need to consider multiple mediators and contextual factors when evaluating leadership effects.

Poon (2013) demonstrated the mediating role of affective commitment in the relationship between perceived career support and work engagement. This study suggests that career support enhances employee engagement by fostering emotional attachment to the organization, particularly among Malaysian graduate students working full-time. Complementing this, Zumrah et al. (2021) highlight the role of training and development in strengthening OC, reinforcing the idea that supportive HRD practices are central to employee

attachment. in the higher education sector, revealing a positive relationship. On the other hand, Lee and Wei (2017) identified the significant impact of interactional justice on affective commitment in China, with leadership moderating this relationship highlighting the cultural specificity of organizational justice perceptions and their implications for employee commitment. The above studies suggest that both developmental practices and justice perceptions contribute to strengthening employee commitment across diverse cultural contexts.

Munoz et al. (2023) examined the role of wellness programmes during the COVID-19 pandemic in promoting employee innovative behaviour through POS and affective commitment. The study suggests that wellness initiatives can drive innovation amidst crisis conditions by enhancing perceived support and emotional attachment. Bacha and Kosa (2024) explored the mediating effect of affective professional commitment between leadership behaviours, organizational support, and institutional citizenship behaviour among Ethiopian university faculty. This study underscores the crucial role of leadership and support in fostering a sense of belonging and citizenship behaviour in the academic sector. These findings show how organizational support mechanisms, whether wellness programmes or leadership behaviours, can sustain employee commitment and innovation under challenging circumstances.

Ribeiro et al. (2020) provided insights into how authentic leadership fosters individual creativity through affective commitment. The study reveals that genuine leadership practices can enhance employees' emotional attachment to the organization, thereby encouraging creative contributions. Further, Babakus et al. (2003) and Bryson et al. (2019) elaborate on the mechanisms through which organizational support and leadership commitment to quality and justice influence employees' affective commitment and subsequent performance and wellbeing outcomes. Meanwhile, Hermawati et al. (2021) and Suderajat and Rojuaniah (2021) both emphasize the impact of financial and non-financial factors on OC, illustrating how different forms of support and leadership influence commitment levels and satisfaction in diverse contexts. Karatepe and Karadas (2015) and Newman et al. (2016) further expand on the conversation by delving into socially responsible HRM practices and psychological capital, showcasing their roles in enhancing OC and subsequently influencing positive employee behaviours like OCB and job satisfaction.

Synthesizing across these studies, it becomes evident that HRDC, leadership, and organizational support operate as interconnected drivers of employee commitment, satisfaction and performance. By linking structural practices (e.g., HRM systems), relational dynamics (e.g., trust, justice, leader-member exchange) and developmental initiatives (e.g., training

and wellness programmes), the literature demonstrates a multifaceted pathway through which organizations can cultivate stronger employee attachment and effectiveness. They highlight the importance of fostering a supportive and engaging organizational climate as a strategy for enhancing employee outcomes and organizational effectiveness. Therefore, the second hypothesis of this research is formulated as follows:

H2: HRDC has a positive direct impact on OC

OC and Employee Performance

The collective evidence from recent studies suggests that OC plays a pivotal role in enhancing employee performance, acting as a significant mediator across various organizational contexts. Studies such as those by Ridwan et al. (2020) and van Gelderen and Bik (2016) demonstrate a positive relationship between affective OC and employee performance, including work engagement and extra-role performance among university employees and police officers, respectively. Moreover, Ariawan et al. (2023) and Aydogdu and Asikgil (2011) underscore the detrimental effects of low OC on turnover intention, which indicates a mediating effect on the relationship between employee attitudes and service quality. Chegini et al. (2019) present a nuanced view by revealing the relationships between OC, job satisfaction, organizational justice, and self-efficacy among nurses, suggesting that enhancing perceived in turn, indirectly impacts organizational performance. Gumasing and Ilo (2023) highlight the strong association between OC and job satisfaction, which in turn influences job sustainability and performance. The meta-analysis by Riketta (2002) quantitatively confirms the positive correlation between attitudinal OC and job performance, albeit moderated by factors such as the nature of performance (in-role vs. extra-role) and the type of workers. Additionally, Al-Refaei et al. (2019a, 2019b) explore the impact of OC on service quality in higher education. Organizational justice can indirectly boost employee performance through improved job satisfaction and commitment.

These findings collectively emphasize the multifaceted nature of OC's role in mediating employee performance across various sectors and geographical contexts. They underscore the significance of cultivating a strong sense of OC to attain higher levels of employee engagement, satisfaction, and performance. The studies also highlight the complexity of the relationships between OC and performance, often influenced by additional factors such as job satisfaction, organizational support, and an ethical work environment, as demonstrated by Gheitani et al. (2019). The evidence suggests that a strategic focus on enhancing OC could serve as a key lever for improving organizational performance, especially in service-oriented and knowledge-intensive sectors. The reviewed

literature highlights the essential role of OC in enhancing employee performance. Organizations aiming to improve their performance should implement strategies to strengthen OC within their workforce, fostering a more engaged and high-performing employee base. Therefore, we hypothesize that:

H3: OC has a positive, direct impact on employee performance

Mediating Role in HRDC-Performance Relationship

Cayupe et al. (2023) articulate that OC, alongside self-efficacy and workload, predicts job satisfaction, which in turn mediates life satisfaction among elementary school teachers. This study highlights the importance of fostering OC to enhance educators' wellbeing and satisfaction, suggesting a potential ripple effect on educational outcomes through improved life satisfaction. Yasin (2023) explores the banking sector, emphasizing the mediating role of OC in the correlation between inclusive leadership and turnover intention. It demonstrates how OC can serve as a crucial element in retaining employees, supported by the congruence of objectives between leaders and their team members.

Ćulibrk et al. (2018) and Tiwari and Singh (2014) both delve into workplace dynamics, with the former identifying job involvement as a partial mediator between job satisfaction and OC in Serbia's transition economy. The latter examines the moderating effect of job involvement on the relationship between job satisfaction and OC among industrial workers, revealing a nuanced interplay in which job involvement can weakly and negatively moderate this relationship. On the other hand, Vandenberg and Lance (1992) provide a longitudinal perspective, supporting the model in which commitment leads to satisfaction, suggesting that OC could precede and enhance job satisfaction, a critical component of HRD performance.

On the other hand, Markovits et al. (2010) contrast public and private-sector employees, finding that the satisfaction-commitment link is stronger in the public sector. This difference highlights the role of OC in mediating the effects of job satisfaction across different employment sectors. In the same vein, Mapuranga et al. (2021) focus on SMEs in Zimbabwe, demonstrating how workplace spirituality and procedural justice impact job satisfaction and OC. The study highlights OC as a crucial mediator in the connection between a favourable HRDC and performance outcomes.

Shahjehan et al. (2019) and Sugiharjo et al. (2021) further our understanding by examining the necessary conditions for OC to facilitate positive organizational behaviours such as citizenship behaviour and lower turnover intention, and by emphasizing its mediating role. Guchait and Cho (2010) investigate the service industry in India, finding that HRM

practices influence employees' intention to leave, with OC serving as a partial mediator. It underscores the importance of the perception of HRM practices in fostering OC.

Trivellas and Santouridis (2016), in the context of higher education in Greece, establish job satisfaction as a full mediator between service quality and OC, suggesting that enhancing job satisfaction could lead to increased OC, thereby improving overall organizational performance.

Lambert et al. (2021) examined police officers in India and found that job satisfaction, along with job involvement and OC, significantly affects life satisfaction, highlighting OC's broad impact on both professional and personal domains.

Lastly, Ariani (2015) and Vizano et al. (2020) discuss the impact of compensation and leadership on job satisfaction and turnover intention, with OC playing a mediating role in these relationships, further demonstrating its central role in the HRDC-performance relationship.

The studies collectively demonstrate the multifaceted role of OC as a mediator in the relationship between HRDC and employee performance across various sectors and cultural contexts. Enhancing OC appears to be a strategic lever for improving job satisfaction, reducing turnover intention, and ultimately enhancing performance and satisfaction at both organizational and individual levels.

Concept and Measurement of POS

Eisenberger et al. (1986) introduced the concept of POS, highlighting how employees perceive the organization's valuation of them and concern for their welfare. This seminal research paved the way for the creation of the Survey of POS, which includes statements such as "The organization values my viewpoints" to evaluate employees' POS (Stinglhamber & Caesens, 2020). Subsequent research extended this groundwork, investigating the antecedents and consequences of POS, as well as refinements to its measurement. Rhoades and Eisenberger (2002) identified fairness, supervisor support, and organizational rewards and job conditions as critical antecedents, closely associated with favourable outcomes such as job satisfaction, affective commitment, and performance.

Kurtessis et al. (2017) confirmed these predictions through a meta-analytic evaluation of Organizational Support Theory (OST), emphasizing the role of leadership, employee-organization context, human resource practices, and working conditions in shaping POS and its impact on employee orientation, performance, and wellbeing. Eisenberger et al. (2020) and Eisenberger and Stinglhamber (2011) further advanced the theory, highlighting the dynamic nature of POS and its cultural variability, with effects more pronounced in Eastern contexts. Notably, perceived supervisor support has been identified as a key contributor to POS, with supervisor actions aligned to organizational values enhancing POS (Eisenberger et al., 2002). This underscores the centrality of

supervisors in the social exchange processes that underpin POS.

In sum, POS has been extensively validated as a mechanism that strengthens employee attitudes and behaviours, with leadership, fairness and HR practices consistently emerging as pivotal antecedents.

Moderating Effect on HRDC-Commitment Relationship

The exploration of POS highlights its moderating role in the HRDC-commitment relationship across diverse contexts. Silva et al. (2022) demonstrated that POS enhances affective commitment via job satisfaction and involvement, while Lee and Peccei (2007) identified organization-based self-esteem as a mediator, with job insecurity moderating these effects. Zagenczyk et al. (2021) extended this perspective by showing that an ethical climate amplifies the positive impacts of POS on organizational identification and commitment. Collectively, these findings suggest that POS not only strengthens OC but also interacts with contextual variables to shape its magnitude and direction. Therefore, the fourth hypothesis is formulated as follows:

H4: POS moderates the relationship between HRDC and OC

Moderating Effect on HRDC-Performance Relationship

POS plays a crucial role in enhancing employee performance and engagement behaviours, as demonstrated in two studies. In the context of COVID-19, Shabbir et al. (2021) found that POS positively impacts employee performance, with organizational justice playing a significant moderating role. Additionally, Kumar et al. (2022) showed that employee empowerment positively influences taking charge behaviour under the boundary condition of POS, although lower POS can also encourage such behaviour. These results highlight the nuanced and complex role of POS in the relationship between HRDC and performance. We can clearly deduce that perceived POS plays a crucial role in improving employee performance within HRDCs. Thus, we propose the following fifth hypothesis:

H5: POS moderates the relationship between HRDC and employee performance

Integrated Model of HRDC, OC, POS, and Employee Performance

By reviewing subsequent studies and engaging in a discussion of theoretical knowledge, we illuminate various aspects of HR(HRM/HRD) and its influence on organizational performance. This highlights the significance of an integrated

HRDC, as well as the roles of commitment, support, and performance models. Bakker and Demerouti (2007) introduced the Job Demands-Resources (JD-R) model, emphasizing its flexibility and applicability across various occupations and highlighting its potential as a tool for HR(HRM/HRD), particularly for identifying strengths and weaknesses within organizations. Boxall and Purcell (2000) discuss Strategic Human Resource Management (SHRM), tracing its evolution and advocating for a nuanced understanding of HR(HRM/HRD)'s role in achieving organizational effectiveness through contextual contingencies. Johns (2006) stresses the critical impact of context on organizational behaviour, arguing for a deeper appreciation of situational factors in HR(HRM/HRD) research and practice. Xanthopoulou et al. (2007) further explore the JD-R model, focusing on the role of personal resources in mediating the relationship between job demands/resources and employee engagement/exhaustion. Lastly, Jamali et al. (2015) introduce the Corporate Social Responsibility (CSR-HR(HRM/HRD)) co-creation model, suggesting that integrating HR(HRM/HRD) into CSR initiatives can enhance organizational performance and support a systematic CSR agenda.

We emphasize the complexity of HR(HRM/HRD) and its strategic role in promoting high performance, employee wellbeing, and social responsibility. We advocate for an integrated, contextual, and resource-oriented approach to

HR(HRM/HRD), forming the basis for a model of HRDC, commitment, support, and performance. Figure 1 illustrates this model, where HRDC is an exogenous variable, employee performance is an endogenous variable, OC is a mediating variable, and POS acts as a moderator.

Empirical Evidence and Contextual Factors

Judge et al. (2001) conducted a qualitative and quantitative review on the job satisfaction-job performance relationship, finding a significant correlation between job satisfaction and performance. This study supports the critical role of job satisfaction as a determinant of employee performance, which is influenced by HR practices and organizational climate. On the other hand, Herneman and Milanowski (2004) emphasized the strategic alignment of HR(HRM/HRD) practices with teachers' performance competencies to enhance student achievement. Their work illustrates that when HR practices are aligned, they can significantly contribute to organizational outcomes by fostering a competent and committed workforce. Avey et al. (2011) added further evidence through a meta-analysis, showing that psychological capital exerts a significant positive impact on employee attitudes, behaviours, and performance. This highlights the potential of HRD practices to cultivate employees' psychological resources, thereby enhancing organizational performance.

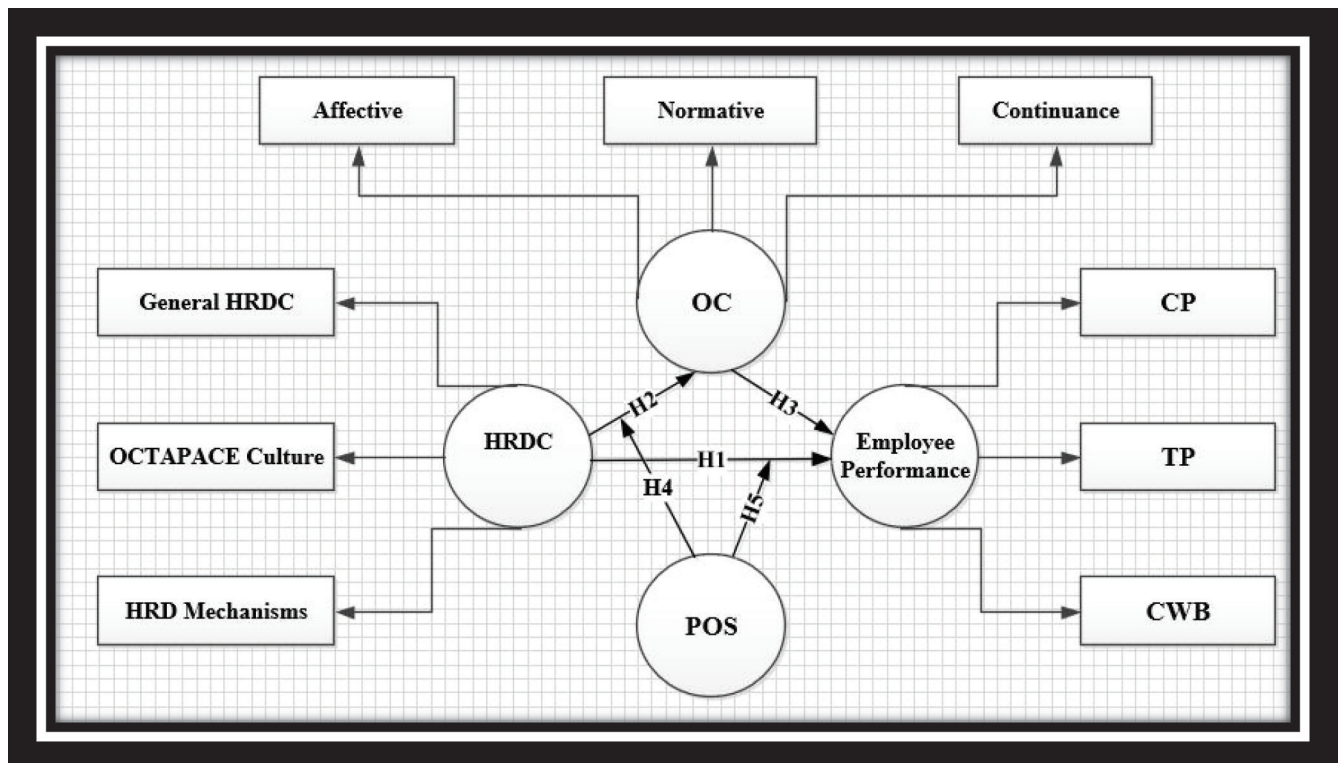


Figure 1. Integrated Research Model.

Mansour et al. (2022) extended this perspective to the airline industry, demonstrating how a psychosocial safety climate mediates the relationship between high-performance work practices and service recovery performance. This finding highlights the crucial role of a supportive HRDC and psychosocial safety in improving employee performance in high-stress environments.

Osman et al. (2017) contributed to this discussion by examining service climate and job satisfaction in higher education, finding that job satisfaction partially mediates the relationship between service climate and service quality. This emphasizes the importance of a positive HRDC and job satisfaction in achieving high-quality service. Allen and Helms (2001) highlighted the role of reward practices, showing that certain rewards are linked to better perceived organizational performance. Their findings stress the importance of aligning reward practices with organizational goals to drive performance. Colquitt (2001) validated the multidimensionality of organizational justice and its predictive validity for outcomes such as leader evaluation and commitment, suggesting that fair HR practices are crucial for positive employee outcomes and organizational performance.

Chebon et al. (2019) examined transformational leadership healthcare, finding that inspirational motivation and idealized influence significantly affect employee performance. This points to the importance of leadership in HRDCs in enhancing performance. Schaufeli and Bakker (2004) highlighted that burnout and engagement are shaped by distinct sets of job demands and resources, with implications for organizational outcomes, including health problems and turnover intention. Their study supports the pivotal role of job demands and resources in shaping the HRDC outcomes.

Kowalski and Loretto (2017) emphasized the critical role of HR in sustaining employee wellbeing amidst global workplace challenges, which in turn affects performance and productivity. Suprapti et al. (2020) demonstrated that work motivation, environment, and discipline significantly affect employee satisfaction and performance in public health centres, pointing to the intricate link between individual and organizational outcomes. Gallego-Nicholls et al. (2022) revealed how leadership styles and HR practices directly influence educators' wellbeing, which is essential for achieving Sustainable Development Goals related to health, education, and economic growth, thereby underscoring the broader societal impact of organizational practices.

Dollard and Bakker (2010) introduced the concept of a psychosocial safety climate as a precursor to favourable work environments and positive employee psychological outcomes, establishing it as a foundational upstream organizational resource influenced by senior management. Loh et al. (2018) extended this by illustrating how psychosocial safety climate functions as a moderator in the job demands-resources model,

affecting the relationship between job demands, resources, and employee health outcomes.

In the Nigerian automotive sector, Ihemereze et al. (2023) identified monetary incentives, including bonus payments and pay raises, as significant motivators of employee performance, while also highlighting areas for improvement, such as profit sharing and retirement benefits. Furthermore, Alkandi et al. (2023) examined the Saudi industrial sector and found that while the direct effects of incentives and rewards on performance were insignificant, job satisfaction significantly mediated this relationship. This suggests the importance of non-monetary factors alongside monetary incentives in enhancing employee performance.

Three key insights emerge from our review. First, strong relationships exist among HRDC, commitment, support, and performance, highlighting the importance of strategic HR practices and leadership in fostering a supportive HRDC that enhances employee outcomes. Second, contextual factors in HRDC models significantly shape employee and organizational performance, with leadership practices, HRM policies, and the work environment influencing wellbeing and satisfaction. The emphasis on a psychosocial safety climate underscores the connection between organizational culture and individual outcomes, providing insights for developing integrated HRDC models. Third, sector-specific dynamics reveal nuanced interactions between HRDC elements and employee performance, pointing to the need for tailored strategies across industries.

Methodology

Measurement of Latent Variables

To assess each latent variable in the integrated model, we utilized established and validated scales developed by prior researchers, as well as those featured in leading business journals recognized by the University of Texas at Dallas and the Financial Times. We utilized the IWPQ as proposed by Koopmans et al. (2014) over the past three months of this study to assess employee performance, encompassing the three dimensions previously outlined in the literature section. The IWPQ consists of a total of 17 items, with TP, CP, and CWB comprising 5, 8, and 4 items, respectively (Platania et al., 2023). Research across various countries and languages — such as Turkish, Indonesian, Italian, and Swedish — demonstrates that the IWPQ is a valid and reliable tool for assessing employee performance. It can be confidently used to provide valuable insights for research and HRM (Dåderman et al., 2019; Dwiliesanti & Yudianto, 2022; Özkan et al., 2024; Platania et al., 2023; Widayastuti & Hidayat, 2018). To measure the HRDC, we utilized the established and widely referenced scale developed by (Rao & Abraham, 1986a;

Rao, 2010), which encompasses three dimensions as previously outlined in the literature section. The scale consists of a total of 40 items, with 9 items each dedicated to general climate and HRD mechanisms, and 22 items addressing OCTAPACE culture. We adopted the three-component OC model proposed by Meyer and Allen (1991), a highly cited and widely recognized framework for measuring OC. This model encompasses three dimensions: affective, normative, and continuance. The scale consists of a total of 24 items, with each component containing 8 items. We adopted the six-item POS scale from the research conducted by Lu et al. (2024). The items assess both the positive and negative aspects of the overall sense of support that employees perceive from their organization. This includes evaluating whether the organization values employee contributions, prioritizes wellbeing, acknowledges extra effort, and takes pride in achievements, as well as indicators of neglect, such as disregarding complaints or exhibiting minimal concern. All items were rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). In the demographic variables section of the questionnaire, gender will be analysed as a control variable influencing employee performance through multi-group analysis (MGA). The rationale for focusing on gender is that employees frequently hesitate to disclose other personal information, perceiving such inquiries as an invasion of privacy. Therefore, we conclude that gender is a suitable demographic variable for further analysis.

Data Collection Procedure

We adhered to the three principal criteria established by Richards and Gladwin (1999) to collect relevant data pertaining to the measurement of four latent variables, as illustrated in the integrated model previously discussed. Firstly, it is essential to identify HR managers who are involved in and knowledgeable about the implementation of HRDC initiatives. Secondly, the items must be reflective of the actual conceptualization of the latent variables and aligned with the strategic objectives of long-term industrial goals. Subsequently, we distributed the questionnaire to HR managers within the industry in Tehran, Iran, and Mazandaran Province, located in northern Iran. The healthcare centres included hospitals, rehabilitation centres, addiction centres, blood transfusion organizations, and centres for the elderly. The corresponding and the fourth authors of this study clarified the concept of HRDC practices and conducted fieldwork at this stage. Lastly, we employed the back-translation technique recommended by Bhalla and Lin (1987), translating all questionnaire items into Persian, followed by back translation conducted by four external experts (a hospital pharmacist who is the fourth author, a HR manager, a gynaecologist/obstetrician, and an oncologist from the healthcare centres in Tehran and Mazandaran Province) to ensure consistency.

Access to the participating healthcare organizations in Tehran and Mazandaran Province, Iran, was facilitated through HR managers and the fourth author; however, the respondents were individual employees rather than HR managers. The questionnaire was distributed to both managerial and non-managerial staff working across healthcare centres. Participants included healthcare professionals (e.g., nurses, therapists, and medical technicians) as well as administrative and support personnel. All respondents were classified as skilled employees because completion of formal professional training is mandatory at the time of recruitment within these healthcare centres. Data were collected during August–September 2025, resulting in 384 valid responses, which meet the sample size adequacy criteria recommended by Krejcie and Morgan (1970). Of the respondents, 59.6% were female and 40.4% were male, with ages ranging from 22 to 58 years (Mean = 37.84, Standard Deviation = 8.91). Managerial staff represented 24% of the sample, while 76% were non-managerial employees. A detailed summary of respondent characteristics is provided in Appendix A. It is important to note that the questionnaire was created using Google Forms, and the generated link was distributed to employees through a random sampling technique to ensure the absence of bias.

Data Processing and Findings

Measurement Model

We implemented the two-step strategy proposed by Anderson and Gerbing (1988), which involves first running the measurement model to eliminate items with poor loadings, followed by running the structural model to estimate the path coefficients among latent variables. The measurement model, which included all items and assessed covariance among latent variables, was analysed using Smart PLS4. Several items were excluded due to low factor loadings. To clarify the overall relationships among each latent variable and its dimensions, the averages of the remaining items were calculated. Notably, all four items related to CWB were excluded due to poor loadings, resulting in the exclusion of this dimension from employee performance, which is methodologically sound. Ultimately, the final run of the measurement model met acceptable thresholds for fit indices: Chi-square = 102.803, degrees of freedom (df) = 71, p-value = 0.008, Chi-square/df = 1.448, Root Mean Square Error of Approximation (RMSEA) = 0.034, Goodness of Fit Index (GFI) = 0.964, Standardised Root Mean Square Residual (SRMR) = 0.023, Tucker-Lewis Index (TLI) = 0.989, and Comparison Fit Index (CFI) = 0.992. According to Hu and Bentler (1999), the fit measures from the most recent iteration of the measurement model meet the cutoff criteria for fit indices in covariance structure analysis. It is noteworthy that, as pointed out by Gaskin and Lim (2016), a combination of CFI > 0.95 and

SRMR < 0.08 is recommended to strengthen evidence and findings; additionally, an RMSEA < 0.06 is preferable. The results of the measurement model are consistent with the observations made by Gaskin and Lim (2016), a combination of CFI > 0.95 and SRMR < 0.08, to further solidify evidence and cogent findings, adding that RMSEA < 0.06 is preferable. Figure 2 illustrates the latest measurement model and the correlations among latent variables. Moreover, construct reliability, including Cronbach's alpha and Composite Reliability (CR), was assessed for the remaining items of each construct based on the framework provided by Bagozzi and Yi (1988). The values of Cronbach's alpha and CR for each construct — HRDC, OC, POS, and employee performance — exceeded the acceptable threshold of 0.7, indicating reliability and internal consistency within each construct (Hair Jr et al., 1995; Nunnally & Bernstein, 1994). Notably, the Average Variance Extracted (AVE) for each latent construct surpassed 0.5, meeting the acceptable threshold established by Bagozzi and Yi (1988) and Fornell and Larcker (1981). In summary, the findings from the latest iteration of the measurement model indicate that the model is fully aligned with the data and demonstrates sufficient reliability to proceed to the structural model illustration. Table 1 presents all values related to the construct reliability and validity of each latent variable.

Table 1. Confirmatory Factor Analysis (CFA) Results for Latent Constructs

	Cronbach's alpha (standardized)	Composite reliability	AVE
EP	0.897	0.896	0.813
HRD	0.871	0.869	0.695
OC	0.905	0.905	0.761
POS	0.917	0.917	0.648

Common Method Bias

Karimi and Meyer (2019) and Kock (2015) define common method bias (CMB) as the bias arising from the measurement method rather than from the actual relationships between variables. To detect CMB, we utilize the threshold for variance inflation factors (VIF scores) as part of our comprehensive collinearity assessment. Specifically, a VIF score exceeding 3.3 indicates the presence of CMB, whereas a score below 3.3 suggests that the endogenous variable is free from this bias. In our analysis, we evaluated CMB to ascertain its potential impact on the endogenous variable, employee performance. The results, presented in Table 2, include the VIF scores for the collinearity statistics of the inner model matrix. The findings indicate no pathological collinearity, suggesting that the model in this research is not influenced or contaminated by CMB.

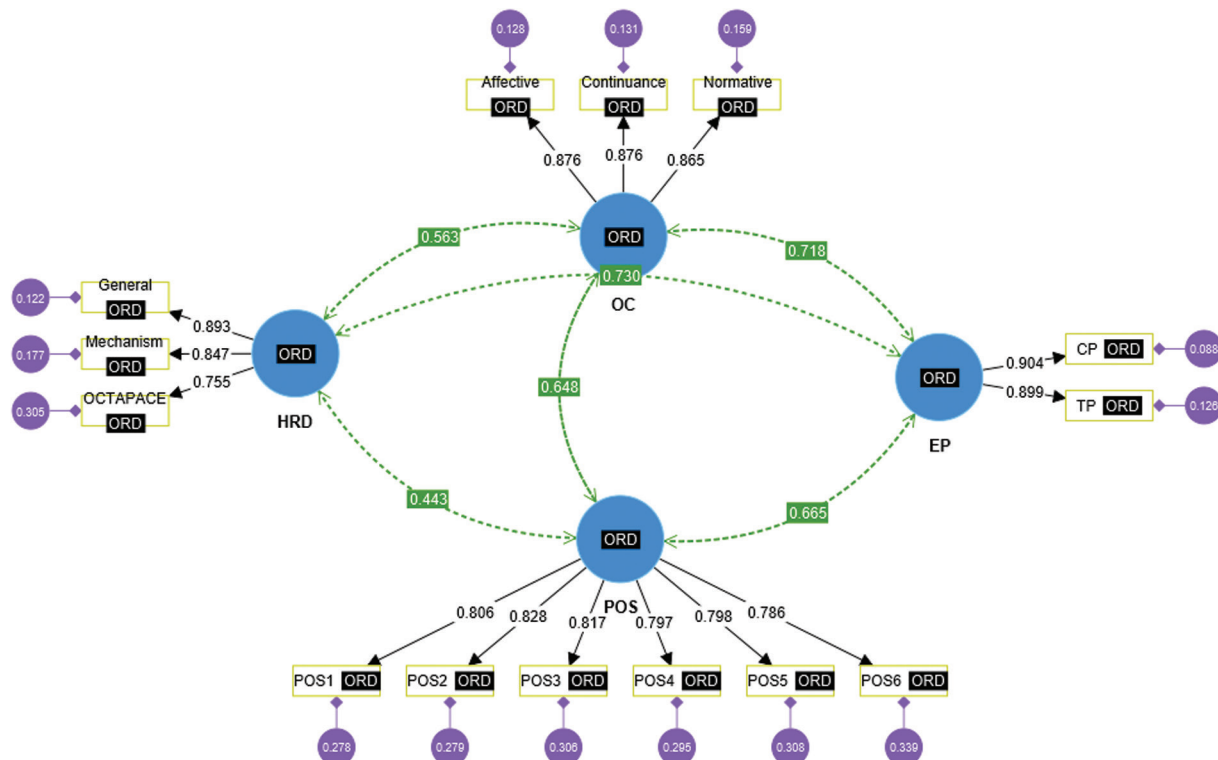


Figure 2. Last Run of Measurement Model.

Using Bootstrapping for Checking Discriminant Validity

The Fornell and Larcker (1981) method for assessing discriminant validity has been deemed problematic by Rönkkö and Cho (2022). This approach has faced criticism for being overly conservative, frequently misapplied, and theoretically flawed. In response, we have adopted the assessment method proposed by Rönkkö and Cho (2022), which combines the Fornell-Larcker criterion with bootstrapping (specifically in PLS-SEM) to test the significance of path coefficients and to

validate the measurement model. The Confidence Intervals (CIs) approach in Confirmatory Factor Analysis (CFA) entails estimating a CFA model that incorporates all relevant scales, obtaining standardized factor correlations along with their 95% confidence intervals, and comparing the Upper Limits (UL) of these intervals against specific thresholds to classify the degree of discriminant validity concerns (e.g., no problem if $UL < .8$, marginal if $.8 \leq UL < .9$, moderate if $.9 \leq UL < 1$, or severe if $1 \leq UL$). This method is straightforward to implement, less susceptible to misapplication, and more interpretable for researchers. Here, UL denotes the upper limit of the 95% CI for the factor correlation (Rönkkö & Cho, 2022). To evaluate CIs and determine discriminant validity, we bootstrapped the final iteration of the measurement model. As presented in Table 3, the CI column at 97.50% indicates that all results exhibit UL values below 0.8, suggesting no validity concerns. In addition to the approach recommended by Rönkkö and Cho (2022), Figure 3 presents the Heterotrait-Monotrait Ratio (HTMT). Each construct's value is below 0.85 for strict and 0.900 for liberal discriminant validity, consistent with the thresholds established by Henseler et al. (2015) and Gaskin et al. (2025). These findings confirm that the constructs within the current research model are distinct from one another.

Table 2. Collinearity Statistics among Latent Variables VIF Scores

	VIF
Affective	2.85
CP	2.944
Continuance	2.952
Gender	1
General	2.666
Mechanism	2.541
Normative	2.99
OCTAPACE	1.993
POS1	2.434
POS2	2.646
POS3	2.529
POS4	2.353
POS5	2.367
POS6	2.323
TP	2.944
POS x HRD	1

Structural Model

To ascertain the coefficients of determination for the integrated model illustrated in Figure 1, we conducted a Confirmatory Factor Analysis (CFA) on the theory-driven structural model. The primary rationale for employing the integrated model through Partial Least Squares Structural Equation Modeling (PLS-SEM) is to evaluate the role of POS as a moderating variable in the relationships between HRDC and OC, as well as between HRDC and employee performance. This analysis is not feasible with Covariance-Based SEM (CB-SEM). The fit indices, including Chi-square = 423.048, SRMR = 0.039, and Normed Fit Index (NFI) = 0.893, indicate that the structural model meets established cutoff criteria for PLS-SEM analysis, with no validity concerns regarding collinearity statistics, confidence intervals for CFA, and the HTMT as per Fornell and Larcker (1981). The NFI measures the fit of the proposed

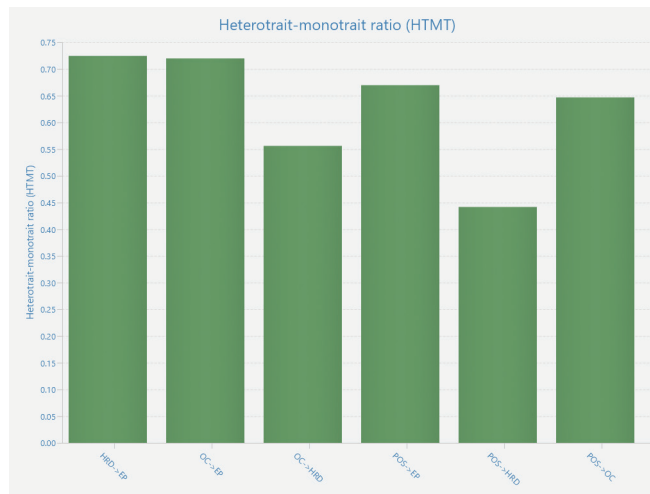


Figure 3. HTMT Ratios for Discriminant Validity.

Table 3. CIs Bias Corrected of Latent Variable Correlations

	Original sample	Sample mean	Bias	2.50%	97.50%
HRD -> EP	0.73	0.731	0	0.669	0.777
OC -> EP	0.718	0.721	0.003	0.652	0.773
OC -> HRD	0.563	0.562	-0.001	0.491	0.632
POS -> EP	0.665	0.668	0.003	0.581	0.719
POS -> HRD	0.443	0.444	0.001	0.359	0.52
POS -> OC	0.648	0.646	-0.002	0.578	0.714

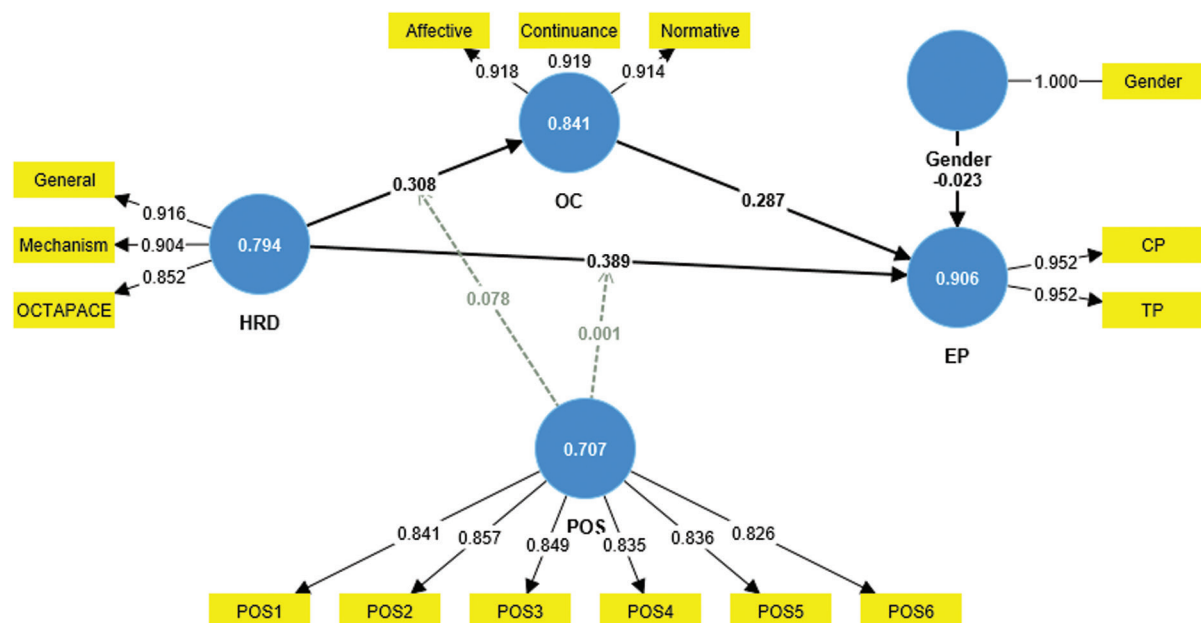


Figure 4. Structural Model.

model relative to a null or baseline model, quantifying how well the hypothesized model reproduces the observed data compared to a model with no relationships among variables. It is crucial for determining the adequacy of the structural model, with values ranging from 0 to 1, where higher values indicate a better fit between the model and the data (Aji Bawono et al., 2023). Figure 4 presents the structural model, which includes path coefficients for the inner model, outer weights/loadings for the outer model, and the Average Variance Extracted (AVE) highlighted within each latent variable circle. Additionally, we conducted bootstrapping to calculate path coefficients and p-values for the inner model, as well as p-values for the outer model and AVE for each construct to assess the formulated hypotheses. The significant findings are presented in Figure 5.

Meyer et al. (2017) discuss the importance of a nuanced approach to hypothesis testing in quantitative studies, emphasizing that p-values should not be the sole criterion for assessing hypotheses. They contend that scientific conclusions should not depend exclusively on whether a p-value meets a specific threshold. Proper inference requires comprehensive reporting and transparency, which includes effect sizes, confidence intervals, and a thorough evaluation of evidence, rather than focusing solely on a single p-value. Additionally, they argue that if the effect size is positive but lacks substantive significance, statistical significance alone cannot validate the importance of a result. The authors underscore the necessity of contextualizing effect size in

terms of its substantive relevance to the research question, rather than merely its statistical significance.

As illustrated in Figure 5, the bootstrapped structural model results indicate that the HRDC significantly impacts OC ($\beta = 0.308$, $p = 0.000$), suggesting that supportive HRD practices enhance employees' emotional attachment, sense of obligation, and association with the organization, supporting **H2**. OC positively influences EP ($\beta = 0.287$, $p = 0.000$), indicating that committed employees are more likely to exhibit higher levels of CP and TP, supporting **H3**. Additionally, the HRDC directly impacts EP ($\beta = 0.389$, $p = 0.000$), showing that a supportive organizational environment promotes both direct and indirect enhancements in performance, supporting **H1**. Figure 5 shows that gender, used as a control variable with 229 females and 155 males, demonstrates no significant effect on EP ($\beta = -0.023$, $p = 0.474$). This indicates that differences between male and female respondents do not significantly influence EP outcomes, reinforcing the notion that gender does not serve as a substantial differentiator in shaping contextual or task performance in this study.

Statistical Mediation Analysis of OC

To investigate the mediating role of OC, we followed the comprehensive pattern outlined by MacKinnon (2012) and MacKinnon (2011) for statistical mediation analysis. Consequently, we conducted analyses of indirect effects for the inner model while simultaneously estimating the outer weights/loadings for the outer model and calculating the

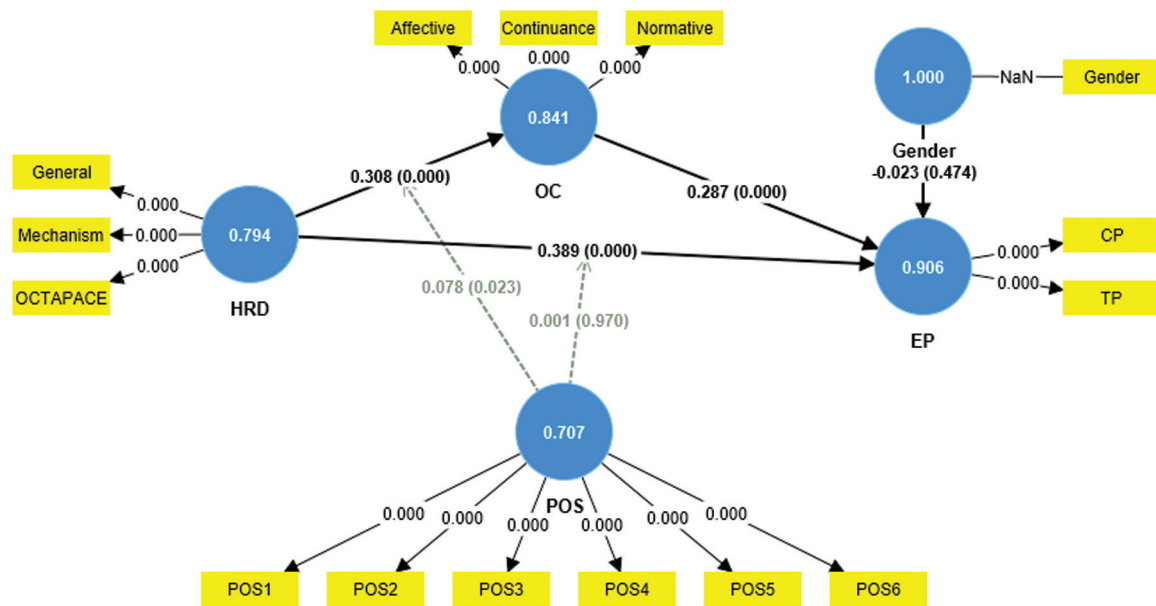


Figure 5. Results of Path Coefficients and P-Values Using the Bootstrapping Technique.

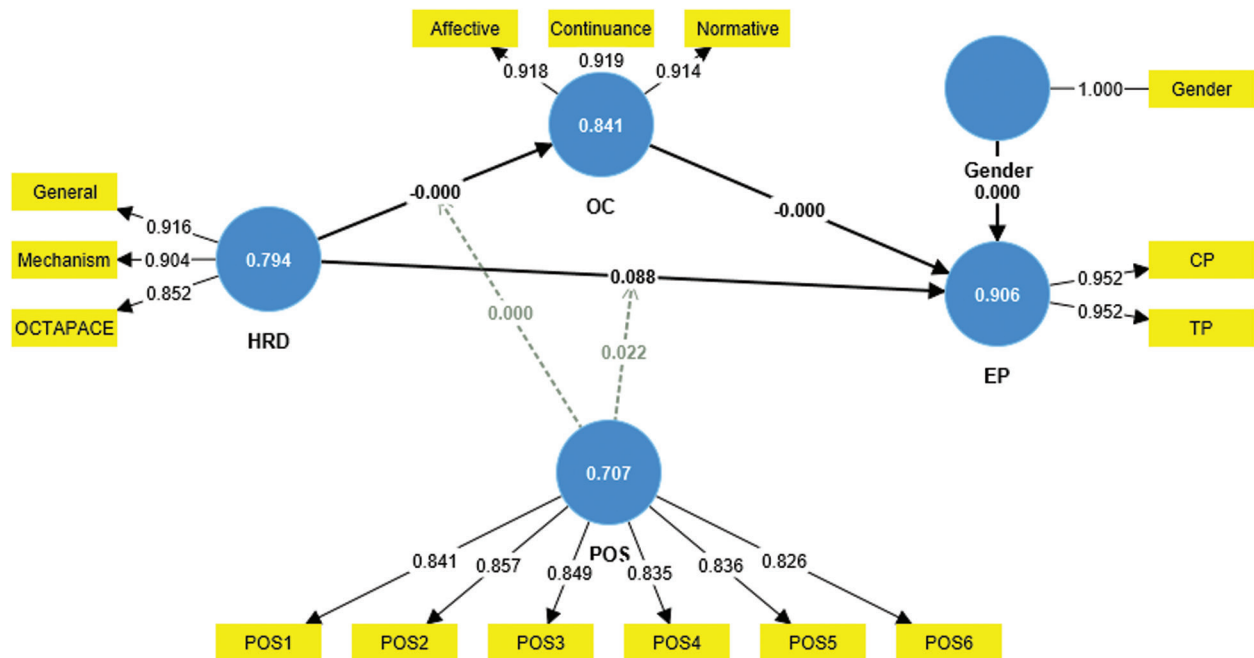


Figure 6. Mediation Analysis of OC.

AVE for each construct. Figure 6 illustrates that OC serves as a marginal mediator in the relationship between HRDC and EP. The standardized indirect path coefficient from HRDC to EP via OC is 0.088, indicating that although HRDC

positively influences OC, its subsequent effect on EP is relatively modest. This finding suggests that HRDC primarily enhances EP through direct mechanisms, with OC offering only a limited additional explanatory pathway. Nevertheless,

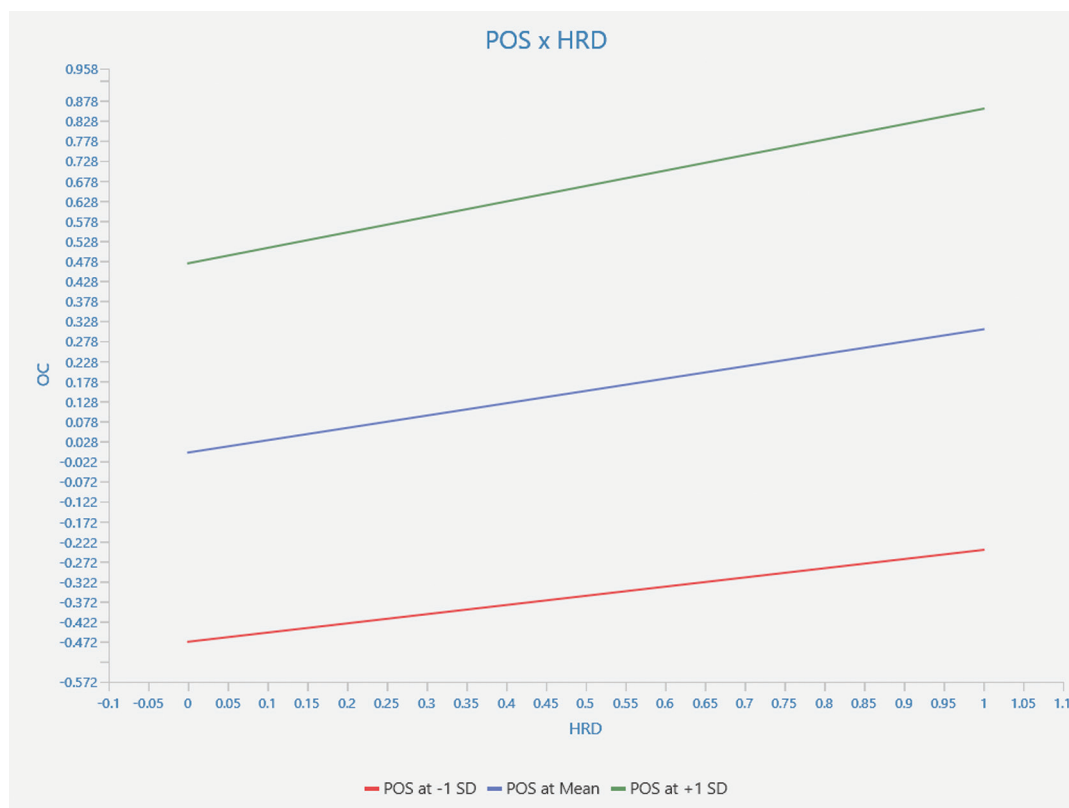


Figure 7. Simple Slope Plot of POS Interaction between HRD-OC.

the marginal mediation underscores the significance of OC as a psychological mechanism that partially facilitates the impact of developmental HR practices on performance outcomes.

Moderating Role of POS

For the moderating role of POS, we employed the framework established by Baron and Kenny (1986) and confirmed by Gaskin et al. (2025) and MacKinnon (2011). Figure 7 demonstrates that POS significantly moderates the relationship between the HRDC and OC. The findings indicate that the positive correlation between HRDC and OC is most pronounced when POS is high (+1 SD), moderate at the average level of POS, and least pronounced when POS is low (-1 SD). Although the slope remains positive at low levels of POS, it is relatively shallow, suggesting that a favourable HRDC alone is insufficient to significantly enhance OC unless employees also perceive strong organizational support. These results emphasize that the positive effects of HRDC on OC are enhanced in environments where organizational support is perceived to be high, thereby supporting **H4**.

Figure 8 depicts the moderating effect of POS on the relationship between HRDC and EP. The data indicate that

the positive impact of HRDC on EP is significant across all levels of POS; however, the strength of this relationship increases with elevated levels of POS. Specifically, at high levels of POS (+1 SD), the slope is steeper, signifying a more substantial positive influence of HRDC on EP. In contrast, at low levels of POS (-1 SD), the relationship remains positive, albeit considerably weaker. These findings indicate that POS amplifies the positive effects of HRDC on EP. This underscores its significance as a crucial boundary condition that enhances the effectiveness of HRD initiatives, thereby providing support for **H5**.

Discussion and Conclusion

We conducted this research to reaffirm the significant impact of HRDC on employee performance, an area that has not been extensively explored in existing literature. By developing an integrated model specific to this context, we examined the direct influence of HRDC on employee performance, as well as the mediating role of OC and the moderating effect of POS. The results indicate that the effective implementation of HRD initiatives can enhance employee performance. These



Figure 8. Simple Slope Plot of POS Interaction between HRD-EP.

findings will contribute to the HRD field and offer practitioners valuable insights, particularly within the parameters of this study, to enhance employee performance, achieve sustainable competitive advantage, and foster overall organizational support and commitment.

The findings provide empirical support for the centrality of the HRDC in influencing employee performance. By integrating Rao & Abraham's (1986a) and Rao's (2010) HRD framework with Meyer & Allen's (1991) conceptualization of OC and Koopmans et al.'s (2014) multidimensional perspective on performance, this study enhances the existing scholarship on the HRD–performance relationship. Specifically, the results demonstrate that a supportive HRDC has both direct and indirect effects on employee performance, with OC identified as a crucial mediating mechanism. We assert that a positive HRDC fosters trust, openness, and developmental opportunities, such as skill enhancement, which in turn strengthens affective, continuance, and normative bonds with the organization. These bonds are reflected in improved task execution and contextual behaviours that contribute to organizational effectiveness. Furthermore, the moderating

role of POS enriches the model, confirming that employees' perceptions of being valued and supported amplify the positive impact of HRDC on commitment. This finding aligns with Eisenberger et al.'s (1986) theorization of POS as a psychological contract that influences employees' willingness to reciprocate through increased dedication and performance. Taken together, the study demonstrates that HRDC serves not only as a resource for capability development but also as a relational mechanism that fosters sustained commitment and performance.

Implications for Management and HRD Professional Practitioners

The findings highlight the importance of adopting a holistic perspective on HRD for practitioners. Training and development initiatives should be viewed not as isolated interventions but as essential components of a comprehensive framework that promotes learning, collaboration, and authenticity. Integrating HRD mechanisms such as mentoring, performance appraisal, and career development into daily organizational practices demonstrates to employees that development is a strategic

priority rather than a secondary activity. Therefore, it is inferable that creating an appropriate and healthy HRDC within an organization calls for highly skilled managers who are HRD-oriented and adopt a management/leadership style that is conducive to the creation of a learning and development culture/climate. This has implications for HRD practitioners involved with the training and development of managers/leaders, and for those actively engaged or aspiring to engage with managers in creating/maintaining work environments with an HRDC.

Additionally, HRD initiatives should be intentionally designed to foster OC. Programmes that enhance meaningful work and career opportunities can strengthen both affective and continuance bonds, while transparent and equitable HR practices bolster normative commitment. Aligning HRD practices with these various dimensions of commitment ensures that performance improvements are both immediate and sustainable. Furthermore, HRD professionals must acknowledge that perceptions of organizational support enhance the effectiveness of developmental practices. This underscores the necessity for integrated HRD and support systems that extend beyond skill-building to address employees' psychological needs for recognition, fairness, and care. Such integration optimizes the return on HRD investments and strengthens employee loyalty and discretionary effort.

Moreover, strengthening organizational support necessitates intentional managerial practices that convey care, value, and reciprocity. Organizations can achieve this by establishing transparent communication channels, providing timely recognition of contributions, and engaging employees in participatory decision-making. These practices not only enhance POS but also foster trust in leadership, which is a precursor to commitment and performance.

To enhance OC, HRD strategies should be tailored to reinforce various forms of attachment. Affective commitment can be nurtured through meaningful work experiences, mentorship, and opportunities for professional growth. Continuance commitment can be supported by ensuring career stability and mobility within the organization, while normative commitment is strengthened when employees perceive that the organization consistently invests in their long-term development and wellbeing.

Furthermore, the HRDC should be viewed as a dynamic construct. Continuous feedback, developmental dialogues, and cultural initiatives are essential for maintaining HRD systems that are responsive to the evolving needs of employees and the strategic goals of the organization. By fostering such an environment, organizations can establish a self-reinforcing cycle in which HRD, support, commitment, and performance mutually reinforce one another. In line with calls for the transformation and strategic repositioning of

HRD (Hamlin, 2024; Poell et al., 2024), the present findings suggest that HRDC should be embedded within everyday managerial practices to strengthen OC and POS. By aligning developmental initiatives with organizational performance priorities and systematically evaluating their behavioural outcomes, HRD professionals can enhance their credibility as strategic partners and ensure that HRD contributes directly to sustainable employee performance. This contention is further supported by evidence indicating a disconnect between HRD professionals' perceptions of their strategic role and the predominant view among managers and employees that HRD functions primarily as an operational training entity. This highlights the need for clearer demonstrations of value and more proactive engagement with stakeholders (Jones & Kah, 2022).

To conclude, this study examined how HRDC influences employee performance in organizations within the Iranian healthcare sector. It explored the mediating and moderating roles of OC and POS. Conducted with a high level of academic rigor, the findings are relevant and valuable for HRD practitioners and other HR professionals in Iran, with potential applicability in other countries as well.

Limitations and Avenues for Future Studies Development

As is common in research, we encountered significant limitations. The most prominent limitation was the length of the questionnaire, which comprised over eighty items. To mitigate this issue, we created a Google Form that required responses for each item and included an auto-save feature to minimize disruption to employees during working hours while navigating the extensive questionnaire. Another limitation was the reluctance of employees to disclose demographic information, such as age, marital status, and job category. To uphold confidentiality and respect employees' privacy, we collected only gender as a control variable for employee performance.

Despite the comprehensive exploration of HRDC across diverse contexts, a thorough analysis of the role of technology—particularly the emergence of AI—in enhancing the HRDC in remote working environments is necessary. Additionally, cross-cultural comparisons of HRDCs are strongly recommended to evaluate the global applicability of the integrated model within this research. Furthermore, it is essential to investigate the impact of emerging workplace trends, such as remote work and the gig economy, on the dynamics of organizational culture and their mediating effects on employee satisfaction and performance.

In the context of enhancing the sustainability of HRD subsystems, organizations can utilize the Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR) model to assess the HRDC by evaluating how well employees and HRD practices embody these five elements in relation to

environmental objectives. The ADKAR model is a change management framework that represents the components of Awareness, Desire, Knowledge, Ability, and Reinforcement. For instance, surveys or assessments can be employed to measure employees' awareness of green initiatives, their motivation to engage, their understanding of sustainable practices, their capacity to implement these practices, and the existence of reinforcement mechanisms such as rewards or feedback. By systematically analysing these dimensions across HRD subsystems — such as training and development, rewards, performance appraisal, and feedback mechanisms — organizations can determine the extent to which their HRDC supports environmental management and identifies opportunities for enhancement (Osolase et al., 2022). Currently, there are no established or validated scales specifically designed for the ADKAR model, according to the available literature. Therefore, it is strongly recommended to develop a new instrument that adheres to best practices, ensuring that each stage of the model is represented by clear and relevant items, followed by rigorous validation of the scale for reliability and validity. No existing research has provided a ready-made, validated ADKAR questionnaire.

For employee performance assessment, two dominant approaches are Behaviourally Anchored Rating Scale (BARS) for qualitative methods and IWPQ for quantitative methods. BARS is practical for detailed, behaviour-based evaluations, while IWPQ is better for broad performance measurement across diverse roles (Ummah et al., 2025; Jacobs et al., 1980; Koopmans et al., 2014). We recommend using BARS for future studies as it is more precise than conventional Likert or 1-5 scales.

For data analysis, we recommend the Structural After Measurement (SAM) approach, which prioritizes robustness, flexibility in estimator choice, and improved performance in challenging sample conditions (Dhaene & Rosseel, 2023; Rosseel & Loh, 2022). PLS-SEM remains advantageous for prediction and composite modelling contexts (Dash & Paul, 2021).

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Appendices

Appendix A: Demographic Characteristics of Respondents (N = 384)

Variable	Category	N	%
Gender	Male	155	40.4
	Female	229	59.6
Position Level	Managerial	92	24.0
	Non-managerial	292	76.0
Professional Role	Healthcare Professionals	248	64.6
	Administrative/Support Staff	136	35.4
Age Range (years)	21–30	78	20.3
	31–40	156	40.6
	41–50	104	27.1
	51+	46	12.0
Skill Level	Skilled Employees	384	100

Note. All respondents completed mandatory professional training upon recruitment.

Appendix B: List of Acronyms and Abbreviations in Alphabetical Order

Acronym	Full Term
ADKAR	Awareness, Desire, Knowledge, Ability, and Reinforcement
AVE	Average Variance Extracted
BARS	Behaviourally Anchored Rating Scales
CB-SEM	Covariance-Based Structural Equation Modelling
CFA	Confirmatory Factor Analysis
CIs	Confidence Intervals
CMB	Common Method Bias
CP	Contextual Performance
CSR	Corporate Social Responsibility
CWB	Counterproductive Work Behaviour
EP	Employee Performance
HRD	Human Resource Development
HRDC	Human Resource Development Climate
HRM	Human Resource Management
HTMT	Heterotrait-Monotrait Ratio
IWPQ	Individual Work Performance Questionnaire
JD-R	Job Demands-Resources
MGA	Multi-group Analysis
NFI	Normed Fit Index
OCB	Organizational Citizenship Behaviour
OC	Organizational Commitment

(Continued)

Appendix B. Continued

Acronym	Full Term
OCTAPACE	Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimentation
OST	Organizational Support Theory
PLS-SEM	Partial Least Squares Structural Equation Modeling
POS	Perceived Organizational Support
SAM	Structural After Measurement
SEM	Structural Equation Modelling
SHRM	Strategic Human Resource Management
TP	Task Performance
UL	Upper Limits
VIF	Variance Inflation Factors

About the Authors



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