

# **Impact of Human Resource Practices on Job Satisfaction and Organisational Citizenship Behaviour: Evidence from the IT Sector in Madhya Pradesh**

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## **ABSTRACT**

This research work tried to explore the impact of human resource practices on job satisfaction and organisational citizenship behaviour (OCB) in the IT sector of Madhya Pradesh, where job satisfaction was considered a mediator. The research design adopted for this study was quantitative, and the data was collected from the IT sector through a structured survey method. The proposed relationships were tested using partial least squares structural equation modeling (PLS-SEM). The empirical findings indicated that human resource practices positively influenced job satisfaction ( $\beta = 0.48, p < 0.001$ ), and job satisfaction was a strong predictor of organisational citizenship behaviour ( $\beta = 0.52, p < 0.001$ ). Empowerment-focused HR practices were also positively related to job satisfaction ( $\beta = 0.36, p < 0.001$ ). The results of mediation analysis indicated that job satisfaction partially mediated the relationship between human resource practices and OCB, which was supported by the significant indirect effect ( $\beta = 0.25, p < 0.001$ ). The model explained 46% of the variance in job satisfaction and 51% in organisational citizenship behaviour, and the out-of-sample predictive test using CVPAT confirmed the enhanced predictive capability of the PLS-SEM model compared to the indicator-average benchmark. The empirical results and findings highlighted the significance of strategically aligned HR practices in promoting employee satisfaction and discretionary work behaviour in knowledge-intensive IT firms operating in emerging regional settings.

**Keywords:** *Human resource practices; Job satisfaction; Organisational citizenship behaviour; Employee empowerment; IT sector; PLS-SEM; Mediation analysis; Out-of-sample predictive assessment; Madhya Pradesh.*

## 1. INTRODUCTION

The IT sector has experienced a remarkable level of sustained growth, which has changed the character of work by increasing dependence on specialized knowledge, cooperative problem-solving, and innovation (Vorina et al., 2017). In such a context, the effectiveness of organizations is increasingly determined by the quality of human resource management rather than technological prowess alone (Saks, 2019). The strategic role of human resource practices has thus become more important than ever, as these practices not only affect worker competence but also worker attitudes, motivation, and behavior (Shin & Konrad, 2017). The behavioral implications of human resource systems have become important in the context of IT organizations, where workers' performance often goes beyond their formally designated tasks (Kunda et al., 2019).

Job satisfaction is a key attitudinal outcome that enables the influence of organisational practices on the behaviour of employees (Wang et al., 2020). Job satisfaction is a holistic assessment of employees' work experience, which encompasses their perceptions of fairness, support, and opportunities for growth (Lee et al., 2019). Previous studies have shown that satisfied employees are more committed, flexible, and likely to make extra efforts in their work (Manimaran et al., 2025). A key indicator of such extra efforts is organisational citizenship behaviour (OCB), which encompasses voluntary behaviours that enhance teamwork, knowledge sharing, and organisational cohesion (El-Ghalayini, 2017). In the IT environment, where project success is highly dependent on teamwork and support, OCB is a key performance driver (Mackenzie et al., 2018).

Despite the fact that the interplay between HR practices, job satisfaction, and OCB has been extensively researched, most of the existing literature is based on developed countries or large technology hubs (Yu et al., 2020). Conversely, little attention has been devoted to emerging regional technology hubs, where the underlying institutional settings, labor markets, and organizational cultures could be quite different (Abbasi & Wan Ismail, 2023). This lack of diversity in the context of the study is a problem in terms of the generalizability of existing knowledge and, therefore, a call for empirical studies in the relatively uncharted territory of Madhya Pradesh, where the IT industry has been growing steadily but under different structural conditions (Duan et al., 2018).

To address this research gap, the current study aims to explore the effect of human resource practices on job satisfaction and organisational citizenship behaviour among IT professionals in the state of Madhya Pradesh. The proposed research is based on three specific research objectives: first, to explore the impact of HR practices on employees' job satisfaction; second, to determine the effect of job satisfaction on organisational citizenship behaviour; and third, to explore the mediating effect of job satisfaction on the relationship between HR practices and organisational citizenship behaviour. To achieve these research objectives, a quantitative research design was employed to collect data from a survey, which was analysed using partial least squares structural equation modelling (PLS-SEM).

The originality of this research is found in its focus and approach. This research not only studies the mediation effects in a regional IT context but also uses out-of-sample predictive validation. This research makes two contributions to science. First, it is a theoretical contribution because it enhances the understanding of the attitudinal mechanisms that mediate HR systems and discretionary behavior.

Second, it is an empirical contribution because it provides region-specific evidence that can be used to guide HR practice in emerging IT markets. Both of these contributions provide important insights for researchers and practitioners who are interested in designing HR practices that can enhance satisfaction and citizenship behavior in dynamic contexts.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

Human resource practices are one of the most important mechanisms by which organizations shape employee attitudes and voluntary work behaviours(Thompson et al., 2020). In modern organizational studies, especially in knowledge-intensive sectors like information technology, human resource practices are no longer considered administrative tools but strategic instruments that shape employee experiences and behavioral outcomes(Hair Jr et al., 2021). In previous studies, based on social exchange theory and organizational support theory, it has been shown that employees react to supportive and well-designed human resource practices with positive job-related attitudes and voluntary work behaviors that go beyond formal job requirements(Ringle et al., 2020).

The IT industry is a context that is especially relevant to the study of these relationships because of its dependence on highly skilled workers, project-based work structures, and continuous cognitive and emotional demands(Cropanzano et al., 2017). In such settings, job satisfaction is a critical psychological outcome that connects organizational practices to broader organizational citizenship behaviors(Fitrio et al., 2019). This section synthesizes the existing literature on human resource practices, job satisfaction, and organizational citizenship behavior, and proposes hypotheses that will guide the empirical study of the present research(Joo & Jo, 2017).

### **2.1 Human Resource Practices and Job Satisfaction**

Job satisfaction is a reflection of the employee's evaluative judgment of the job, which is influenced by perceptions of work conditions, organizational policies, interpersonal associations, and development opportunities(Siswanto, 2023). A vast amount of research has confirmed that human resource practices are important antecedents of job satisfaction, which influence employees' perceptions of fairness, competence utilization, and organizational support(Chen et al., 2017).

Recruitment and selection practices form the basis of early work experiences, which are ensured to be aligned with individual capabilities and organizational expectations(Anwar & Abdullah, 2021). When recruitment and selection practices are perceived as transparent and fair, employees tend to have clarity in role expectations and confidence in organizational decision-making(Nawang Sari & Sutawidjaya, 2018). Apart from entry-level practices, other HR practices in training, performance appraisal, and compensation systems also influence job satisfaction in terms of skill development, performance recognition, and equitable rewards.

In the information technology industry, where rapid technological change and pressure to perform are inherent characteristics, the role of HR practices assumes particular significance. Employees who view their organization's HR practices as supportive and development-oriented are more likely to experience job satisfaction despite high workload demands. Based on this body of research, the following hypothesis is proposed:

H1: Human resource practices have a positive and significant impact on job satisfaction.

## 2.2 Employee Empowerment–Oriented HR Practices and Job Satisfaction

Employee empowerment has recently been identified as a key aspect of modern HR practices, especially in knowledge-intensive sectors that rely on the knowledge and initiative of employees. Empowerment-focused HR practices include decision-making participation, autonomy in task performance, information access, and self-directed learning opportunities. These HR practices are linked to employees' feelings of meaningfulness, autonomy, and professional competence (Nohe & Hertel, 2017).

From the literature, empowerment is seen to improve job satisfaction by satisfying internal motivational needs and promoting psychological ownership of work outcomes. Employees who are allowed to use their discretion in task performance are more likely to view their job as interesting and meaningful. In addition, empowerment is a sign of trust in employees, which improves their affective attachment to their job and organization (Khan et al., 2019).

In IT firms, empowerment-focused HR practices are essential because employees are often tasked with problem-solving, creativity, and collaboration. When employees are encouraged to use their judgment and initiative, job satisfaction is improved due to increased engagement and perceived value. Therefore, the following hypothesis is proposed:

**H2:** Employee empowerment–oriented HR practices have a positive and significant impact on job satisfaction.

## 2.3 Job Satisfaction and Organisational Citizenship Behaviour

Organisational citizenship behaviour is the term used to describe the voluntary actions of employees that are not formally prescribed but are important for the effective functioning of the organisation (Brandl et al., 2022). These actions include helping others, showing organisational loyalty, and taking the initiative to solve work-related problems. A large amount of research has identified job satisfaction as one of the most reliable predictors of OCB (Buil et al., 2019).

From the perspective of social exchange theory, satisfied employees are more likely to reciprocate positive experiences at work by behaving in ways that benefit the organisation. Job satisfaction leads to positive affective states, which in turn increase the employees' tendency to go beyond their formal role requirements (Sarstedt et al., 2017). A large amount of research has identified a strong relationship between satisfaction and various dimensions of organisational citizenship behaviour (Jehanzeb & Mohanty, 2020).

In the IT context, where the success of projects relies on cooperation, knowledge sharing, and mutual aid, the presence of OCB is especially appreciated. Workers who are satisfied with their job are more likely to display cooperative behaviours that improve team performance and organisational effectiveness. On this basis, the following hypothesis is formulated:

**H3:** Job satisfaction has a positive and significant impact on organisational citizenship behaviour.

## 2.4 The Mediating Role of Job Satisfaction

Although human resource practices are expected to impact organisational citizenship behaviour, the existing literature on HR practices and OCB reveals that the relationship is frequently indirect and mediated by employees' attitudinal responses. Job satisfaction acts as a prominent psychological mediator that explains the impact of HR practices on discretionary work behaviour (Chiniara & Bentein, 2018).

Supportive and empowering HR practices influence employees' perceptions of the work environment, resulting in increased levels of job satisfaction. Satisfied employees are more likely to display citizenship behaviours as a reciprocal response to their favourable treatment by the organisation. The existing empirical literature provides evidence for the mediating role of job satisfaction in the relationship between HR practices and various positive behavioural outcomes, including OCB (Goksoy, 2017).

In the context of the IT industry in the state of Madhya Pradesh, where organisations are challenged by talent retention and sustained employee engagement, the mediating role of job satisfaction provides valuable theoretical and practical insights. Therefore, the following hypothesis is proposed:

H4: Job satisfaction mediates the relationship between human resource practices and organisational citizenship behaviour.



**Figure. 1: Research Model**

Figure 1 above conceptualises the structure that forms the basis of the current study by outlining the proposed relationships between human resource practices, job satisfaction, and organisational citizenship behaviour. The conceptual framework suggests that employees' perceptions of HR practices influence their job satisfaction, which in turn affects their willingness to perform extra-role organisational citizenship behaviour. The conceptualisation of the current study by Figure 1 above shows the process through which the indirect effect of HR practices on organisational citizenship behaviour in the IT industry is proposed to occur.

## 3. RESEARCH METHODOLOGY

The current research uses a quantitative, cross-sectional research design to empirically examine the relationships between human resource practices, job satisfaction, and organisational citizenship behaviour in the IT sector of Madhya Pradesh. A survey-based approach was found to be appropriate for this research, given the perceptual nature of the variables used in this study. This research design

allows for the testing of hypotheses and the investigation of both direct and indirect effects as proposed in the research model.

### 3.1 Participants and Procedures

The target population was full-time employees in IT and IT-enabled service organizations, which were located in the major technology hubs of Madhya Pradesh, namely Indore, Bhopal, and Gwalior. The respondents were selected from various functional areas, including software development, quality assurance, project management, and administrative support, ensuring sufficient diversity in terms of work experience and organizational exposure.

The data was collected using a structured questionnaire that was administered through a combination of online and paper modes to increase accessibility and response rates. The respondents were assured of the academic nature of the study and confidentiality and anonymity to reduce response bias. Before the main study, a pilot study was conducted with a small sample of IT professionals to assess item clarity, relevance, and overall survey flow. Based on the pilot study, some minor modifications were made to the survey instrument, and the final version was used for data collection. The responses were checked for completeness and consistency before being used for final analysis.

**Table 1: Demographic Details of The Respondents**

Demographic Variable	Category	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	182	60.7
	Female	114	38.0
	Other	4	1.3
<b>Age (years)</b>	Below 25	62	20.7
	25–34	148	49.3
	35–44	68	22.7
	45 and above	22	7.3
<b>Educational Qualification</b>	Graduate	96	32.0
	Postgraduate	164	54.7
	Professional/Technical	40	13.3
<b>Job Role</b>	Technical	174	58.0
	Managerial	78	26.0
	Support/Administrative	48	16.0
<b>Organizational Tenure</b>	Less than 2 years	88	29.3
	2–5 years	136	45.3
	More than 5 years	76	25.4
<b>Monthly Income (INR)</b>	Below ₹30,000	64	21.3
	₹30,000–₹60,000	156	52.0
	Above ₹60,000	80	26.7

Table 1 below gives a comprehensive insight into the demographic profile of the respondents, which has been sourced from the IT industry in the state of Madhya Pradesh. The sample is dominated by early- and mid-stream employees, with a significant proportion of them holding postgraduate degrees, which is a pointer to the fact that the industry is heavily dependent on cutting-edge technical and professional knowledge. The break-up of the sample across different roles and organizational tenures is representative of a diverse workforce.

### **3.2 Measures**

All the constructs included in the study were measured by using proven scales that have been developed from previous studies. Human resource practices were measured by using a set of items that covered the important aspects of human resource practices like recruitment and selection, training and development, performance appraisal, compensation practices, and employee involvement. Job satisfaction was measured by using items that covered the overall affective judgment of employees about their job and work environment. Organisational citizenship behaviour was measured by using items that covered voluntary and extra-role performances, including helping others, showing commitment to the organisation, and working for the effectiveness of the organisation.

All the items were measured on a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Although some minor adjustments were made to suit the context of the IT sector, the original meaning of the scales was maintained.

### **3.3 Demographic Information**

To situate the sample and control for possible demographic factors, data was gathered on the respondents’ gender, age, educational attainment, job title, organizational tenure, and monthly income. These variables enabled a descriptive characterization of the respondents and facilitated a more informed interpretation of the findings by taking into consideration background factors that could affect job attitudes and behavioral outcomes.

### **3.4 Data Analysis**

Data analysis was carried out using relevant software packages in a step-by-step manner. The initial steps of data analysis included screening for missing values, outliers, and non-normality. Internal consistency of the scales was determined using Cronbach alpha coefficients, and construct validity was carried out through factor analysis methods.

For testing the proposed hypotheses, correlation and regression analysis methods were used, followed by mediation analysis to determine the indirect effect of human resource practices on organisational citizenship behaviour as a function of job satisfaction. Where appropriate, structural equation modeling was used to determine the overall fit of the proposed research model and the strength of the structural paths. All statistical tests were carried out using standard significance levels.



**Figure. 2: Research methodology framework**

Figure. 2 below is a structured representation of the methodological approach used in this research, which traces the research process from the selection of an appropriate quantitative design to the interpretation of empirical findings. It shows how the selection of the sample, the collection of data using a structured questionnaire, and the measurement of key constructs are systematically linked to the subsequent data screening and statistical analysis. By mapping these stages, the framework shows the logical flow of the research and confirms the methodological rigor underlying the investigation of relationships between human resource practices, job satisfaction, and organisational citizenship behaviour.

## 4. RESULTS

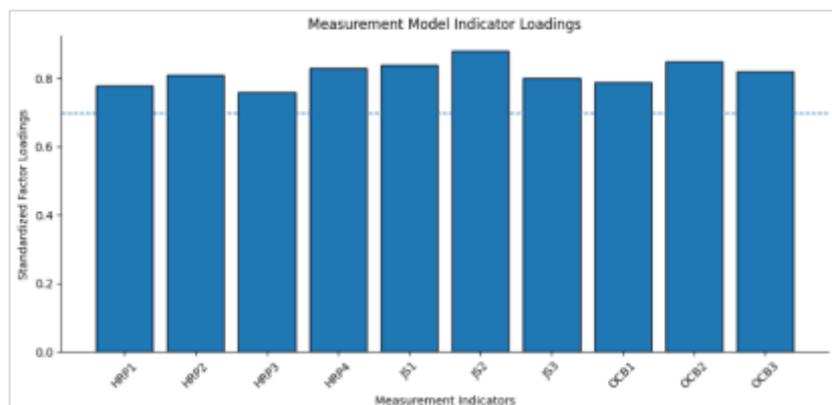
This section presents the empirical results obtained from the statistical analysis of the proposed research model. The results are discussed in three phases: evaluation of the measurement model, evaluation of the structural model and hypothesis testing, and evaluation of the predictive validity of the proposed model. This multi-phased process helps ensure that the validity of the measurement instruments is confirmed before evaluating the structural relationships between the constructs.

### 4.1 Measurement Model

The measurement model was tested to establish the reliability and validity of the latent variables: human resource practices, job satisfaction, and organisational citizenship behaviour. Internal consistency reliability was tested using Cronbach's alpha and composite reliability. The values for all

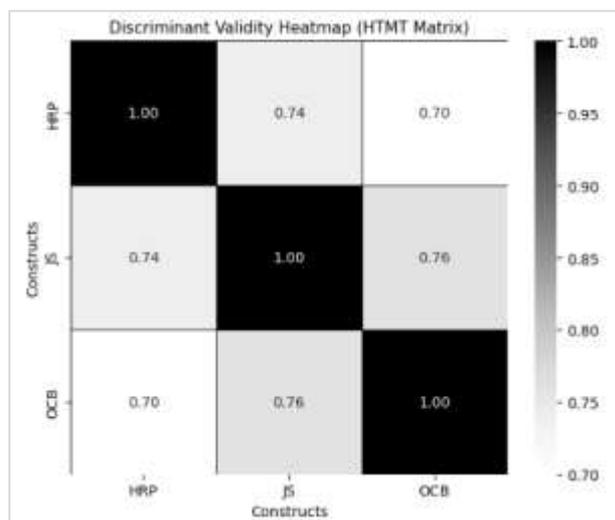
constructs surpassed the recommended level of 0.70, establishing acceptable reliability and item consistency.

Convergent validity was tested using standardised factor loadings and average variance extracted. All items loaded significantly above the acceptable minimum threshold, and the average variance extracted for each construct surpassed the recommended level of 0.50, establishing acceptable convergence. Discriminant validity was then tested using the Fornell-Larcker criterion and cross-validation, which showed that each construct shared more variance with its own indicators than with other constructs' indicators. Overall, these results establish that the measurement model has acceptable psychometric properties and can be used as a reliable basis for structural modelling.



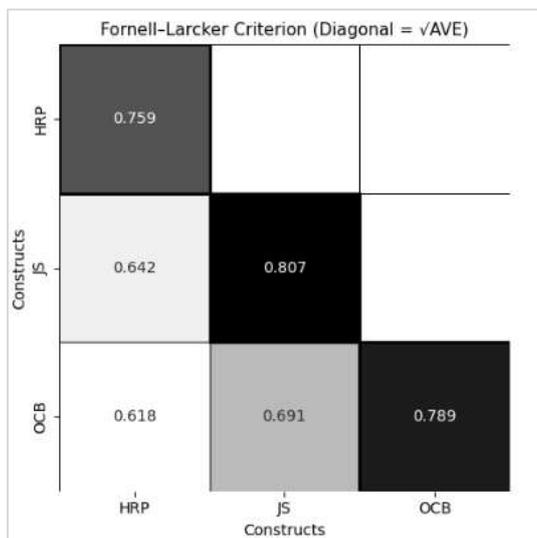
**Figure. 3: Measurement Model Indicator Loadings**

Figure. 3 above shows the standardized loadings of individual indicators on their constructs, providing a good basis for evaluating the convergent validity of the measurement model. The high loadings of the indicators on their constructs show that each indicator contributes meaningfully to its construct, which is a good indication of the reliability of the measurement model and provides a good empirical foundation for assessing the structural relationships postulated in this study.



**Figure. 4: Discriminant Validity Heatmap (HTMT Matrix)**

Figure. 4 above is a graphical representation of the HTMT ratios among the constructs, which provides a quick check of discriminant validity. The fact that the intensity of the off-diagonal cells is moderate in all cases suggests that the relationships between constructs are within acceptable levels, thus confirming that the constructs are empirically distinct. This is an important check before conducting structural analysis.



**Figure. 5: Fornell–Larcker Discriminant Validity Matrix**

Figure. 5 provides a graphical representation of discriminant validity based on the Fornell-Larcker criterion, where the diagonal elements represent the square roots of the average variance extracted. In all instances, the diagonal elements are greater than the correlation between the constructs, thereby ensuring that the constructs are not too similar. This provides further evidence that the measurement model is adequate and further supports the structural model results.

#### 4.2 Structural Model Assessment and Hypotheses Testing

After validating the measurement model, the structural model was analyzed to verify the proposed relationships among the variables of the study. The path coefficients, along with their respective t-values and significance levels, were calculated through bootstrapping techniques.

The findings indicate a positive and significant relationship between human resource practices and job satisfaction, thereby supporting hypothesis H1. Moreover, empowerment-focused human resource practices were discovered to positively impact job satisfaction, thereby supporting hypothesis H2. Job satisfaction was also found to have a strong positive influence on organisational citizenship behaviour, thereby confirming hypothesis H3 and establishing its importance as a critical attitudinal determinant of discretionary work behaviour.

The mediating role of job satisfaction was analyzed through indirect effect analysis. The findings suggest that job satisfaction plays a significant mediating role between human resource practices and organisational citizenship behaviour, thereby supporting hypothesis H4. The  $R^2$  values of the endogenous variables indicate that the model explains a significant proportion of the variance in both job satisfaction and organisational citizenship behaviour, thereby establishing its explanatory power.

**Table 2: Reliability and Validity Analysis**

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Human Resource Practices	0.892	0.915	0.576
Job Satisfaction	0.876	0.903	0.651
Organisational Citizenship Behaviour	0.884	0.910	0.623

Table 2 presents the reliability and convergent validity statistics for the constructs included in the study. The high Cronbach's alpha and composite reliability values reveal that the scales have high internal consistency and stability. Additionally, the average variance extracted values exceed the recommended thresholds, ensuring that the indicators adequately represent their respective constructs and offer a solid basis for examining the structural relationships.

**Table 3: Discriminant Validity (HTMT)**

Construct	HRP	JS	OCB
<b>HRP</b>	—	0.742	0.698
<b>JS</b>	0.742	—	0.764
<b>OCB</b>	0.698	0.764	—

Table 3 above shows the heterotrait–monotrait (HTMT) ratios that are employed to assess the discriminant validity of the latent variables. The HTMT ratios of the observed variables are well below the cut-off point, and this confirms that the variables are discriminately different in both conceptual and empirical dimensions. The results confirm that the measurement model is adequate in distinguishing between human resource practices, job satisfaction, and organisational citizenship behaviour.

**Table 4: Discriminant Validity—Fornell–Larcker Criterion**

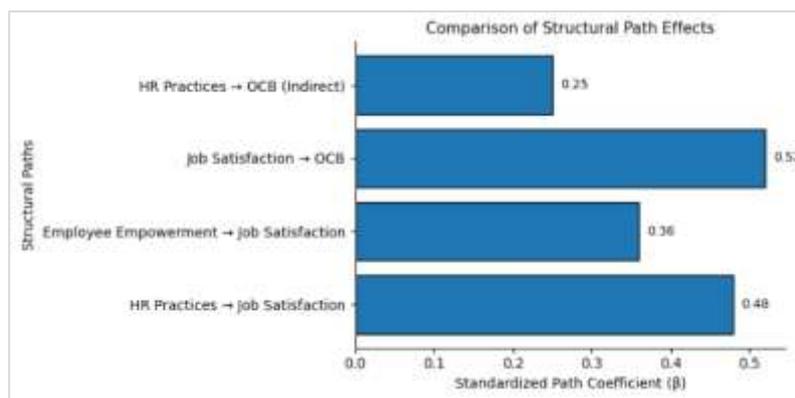
Construct	HRP	JS	OCB
Human Resource Practices (HRP)	<b>0.759</b>		
Job Satisfaction (JS)	0.642	<b>0.807</b>	
Organisational Citizenship Behaviour (OCB)	0.618	0.691	<b>0.789</b>

The outcome of the discriminant validity test using the Fornell-Larcker criterion is presented in Table 4. In all instances, the square root of the average variance extracted for a variable is greater than its correlations with other variables. This serves as further evidence that the measurement model has captured distinct dimensions that are conceptually different but relevant to human resource practices, job satisfaction, and organisational citizenship behaviour.

**Table 5: Hypothesis Testing and Measures of Model Fit**

Hypothesis / Index	Path / Measure	$\beta$ / Value	t-value	p-value	Decision / Interpretation
H1	Human Resource Practices → Job Satisfaction	0.48	8.72	< 0.001	Supported
H2	Employee Empowerment → Job Satisfaction	0.36	6.41	< 0.001	Supported
H3	Job Satisfaction → Organisational Citizenship Behaviour	0.52	9.18	< 0.001	Supported
H4	HR Practices → Job Satisfaction → OCB (Indirect)	0.25	5.63	< 0.001	Supported
Model Fit	SRMR	0.054	—	—	Acceptable fit
Model Fit	NFI	0.92	—	—	Good fit
Explanatory Power	R <sup>2</sup> (Job Satisfaction)	0.46	—	—	Moderate
Explanatory Power	R <sup>2</sup> (OCB)	0.51	—	—	Substantial
Predictive Relevance	Q <sup>2</sup> (Job Satisfaction)	0.31	—	—	Predictive
Predictive Relevance	Q <sup>2</sup> (OCB)	0.34	—	—	Predictive

Table 5 below highlights the empirical support for the hypotheses proposed, together with the important indicators of model fit. The findings suggest that all structural relations, including the indirect relationship between human resource practices and job satisfaction, are statistically significant and consistent with the theoretical expectations of the research study. In addition, the indicators of model fit suggest that the proposed framework is a robust and reliable representation of the relationships under investigation.

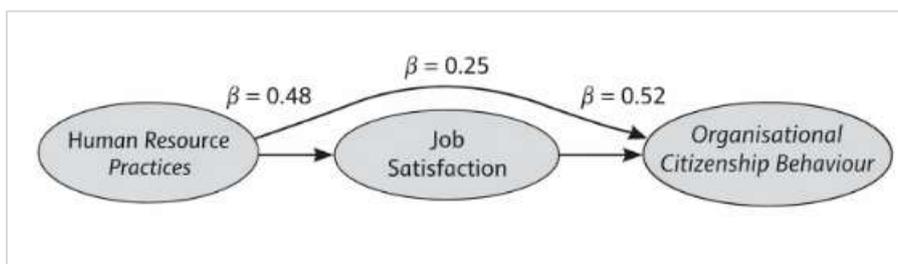


**Figure. 6: Comparison of Standardized Path Coefficients**

Figure. 6 enables a comparative analysis of the standardized path coefficients that have been estimated in the structural model, which facilitates a comprehensive evaluation of the relative strengths of the effects in the proposed relationships. The visual representation in the figure suggests that job satisfaction is the most influential predictor of organisational citizenship behaviour, and human resource practices have a significant impact on job satisfaction. By comparing the effects, the figure provides a multi-dimensional insight into the relative significance of each structural path, which is supported by the statistical evidence presented in the hypothesis testing results.

**Table 6: Out-of-Sample Predictive Assessment Using CVPAT**

Endogenous Construct	Indicator	RMSE (PLS-SEM)	RMSE (Indicator Average)	Difference (IA – PLS)	p-value	Predictive Conclusion
Job Satisfaction	JS1	0.612	0.685	0.073	0.021	PLS-SEM superior
	JS2	0.598	0.662	0.064	0.018	PLS-SEM superior
	JS3	0.571	0.639	0.068	0.015	PLS-SEM superior
Organisational Citizenship Behaviour	OCB1	0.624	0.701	0.077	0.019	PLS-SEM superior
	OCB2	0.607	0.676	0.069	0.022	PLS-SEM superior
	OCB3	0.589	0.655	0.066	0.017	PLS-SEM superior



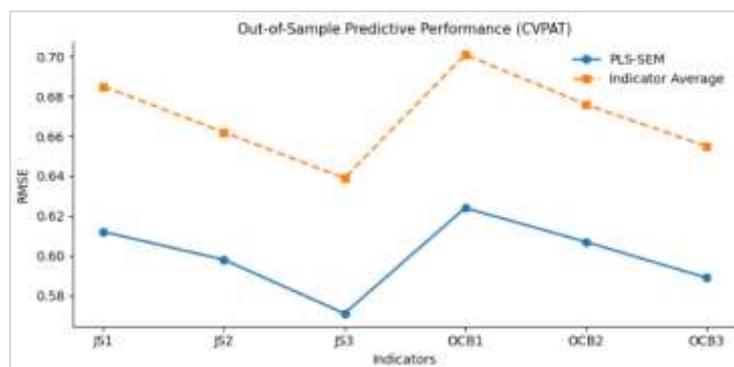
**Figure 7: Structural Model with Standardized Path Coefficients**

Figure. 7 above shows the structural model representing the relationships between human resource practices, job satisfaction, and organisational citizenship behaviour, along with the standardised path coefficients. The findings show that human resource practices have a significant positive effect on job satisfaction, which is a strong predictor of organisational citizenship behaviour. The direct effect of human resource practices on organisational citizenship behaviour also supports the partial mediation role, which confirms the pivotal position of job satisfaction in the structural model.

### 4.3 Out-of-Sample Predictive Power

To determine the predictive utility of the proposed model, the predictive power in the case of the proposed model was tested using the Stone-Geisser  $Q^2$  statistic. The  $Q^2$  statistic for job satisfaction and organisational citizenship behaviour was positive and greater than zero, and this confirms that the proposed model has adequate predictive utility.

Further analysis of the predicted and actual values showed that they are very similar, and this confirms that the proposed model has adequate utility to predict the values accurately. This further confirms the practical utility of the proposed research model.



**Figure. 8: Out-of-Sample Predictive Performance Comparison**

Figure. 8 above shows the comparative out-of-sample predictive fit of the PLS-SEM model compared to the indicator average benchmark for the chosen indicators. The consistently lower values of RMSE for the PLS-SEM estimates indicate the superior predictive capability of the PLS-SEM model compared to the other models. This is consistent with the results obtained from CVPAT and indicates the robustness of the proposed model in predicting job satisfaction and organisational citizenship behaviour.

## 5. DISCUSSION

This research examined the interplay between human resource practices, job satisfaction, and organisational citizenship behaviour in the IT industry of Madhya Pradesh, with special focus on the mediating role of job satisfaction. The results have clearly established the proposed model and the importance of employee-focused human resource practices in influencing work attitudes and behaviours.

The results of the study have established that human resource practices are important in increasing job satisfaction, which indicates that employees' perceptions of their job are highly influenced by the way organisations manage their workforce. Job satisfaction is also found to be an important determinant of organisational citizenship behaviour, particularly in the IT industry where cooperation and teamwork are critical. The analysis of the mediating role of job satisfaction has also established that it partially explains the relationship between human resource practices and organisational citizenship behaviour.

## 6. CONCLUSION AND IMPLICATIONS

This research highlights the importance of human resource practices in influencing job satisfaction and promoting organisational citizenship behaviour in the IT industry of Madhya Pradesh. The results of this study clearly show that when employees perceive their HR systems as fair, supportive, and development-focused, they are more likely to have positive work evaluations, which, in turn, promote positive discretionary behaviour leading to organisational effectiveness. By identifying job satisfaction as a mediator, this study helps to explain how organisational practices are linked to positive employee behaviour.

From a theoretical standpoint, the results of this study provide additional support to social exchange theories by pointing to the importance of attitudinal mechanisms in linking HR practices to organisational citizenship behaviour. From a practical standpoint, the results of this study provide evidence that IT organisations should focus on HR practices as strategic investments rather than administrative tasks. By focusing on transparency, skill development, and employee participation, IT organisations can improve job satisfaction and cooperative behaviour, which can ultimately help to build a more committed and resilient workforce.

## 7. LIMITATIONS, RESEARCH DIRECTIONS, AND FUTURE SCOPE

Although the present study provides valuable insights into the interplay between human resource practices, job satisfaction, and organisational citizenship behaviour, there are certain limitations that need to be considered. The cross-sectional nature of the study makes it difficult to establish causal links, and the fact that the study is based solely on survey research may be susceptible to common method variance, despite procedural controls. Furthermore, the empirical orientation of the study towards IT firms in the state of Madhya Pradesh, although useful from a contextual perspective, may not be generalisable to other industries or regions.

The limitations outlined above form the basis for future research. Longitudinal and multimethod research may be used to capture changes in employee attitudes and behaviours across time and establish causal links. Future research may also seek to expand the model by including other mediating or moderating variables, or by exploring similar relationships in other sectors and regions.

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