

ORIGINAL RESEARCH PAPER

Relationship between organizational climate and citizenship behavior of the non-supervisory staff in Bank Simpanan Nasional, Malaysia

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ABSTRACT

In a new era, the organizational climate has built as the norms, values, beliefs, traditions, and ceremonies where people work together to solve problems and face challenges. This study was to determine whether there is a relationship between each of the three dimensions of organizational climate (supervisory support, autonomy, and goal direction) and Organizational Citizenship Behavior-Individual and Organizational Citizenship Behavior-Organizational on a non-supervisory staff of Bank Simpanan Nasional in Malaysia. Nevertheless, the framework of this study was discussed based on the suitable underpinning theory of organizational climate and how the organizational climate theory relates to organizational citizenship behavior. The population of employees in Bank Simpanan Nasional was 7,000. Samples taken amounted to 99 (Male=52; Female=47) of the non-supervisory staff, respondents of the total population of 7,000, through sampling techniques, namely purposive sampling. Respondents' were selected among non-supervisory employees in this study. This study was examined using the quantitative method. In this study data analysis is done by IBM Statistical Product and Service Solution (SPSS) program for windows version 22. Data collection techniques used the form of a 7-Likert scale of organizational climate and organizational citizenship behavior. It was examined using correlation analysis. This study revealed a significant association between organizational climate and organizational citizenship behavior on non-supervisory employees of Bank Simpanan Nasional in Malaysia. The hypotheses further showed a significant positive relationship between 2nd order construct of organizational climate and organizational citizenship behavior and organizational citizenship behavior-Organizational. This research recommended that all banks' need to demonstrate a positive organizational climate among employee's to increase organizational citizenship behavior.

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INTRODUCTION

Organizational climate is a set of features that describe the organization. It differs from another organizational while remaining for the time. It also affects the behavior of workers in certain organizations

(Jeswani and Dave, 2012). The direct perception or individual in his working environment will inevitably affect the motivation and behavior of individuals. The concept of the 'organization' has changed exceptionally over recent times, predominantly due to the advancement of technology, increased competition, changes to working practices, structures and nature

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of the organizations- traditional forms to virtual forms to networked forms and challenges facing employees such as understanding new business processes, flexibility and working environment (Rees and Smith, 2017; Musah, *et al.*, 2016; Pozveh and Fariba, 2017). Bank Simpanan Nasional is the transformation of the products and services to attract a new customer from generation Y. The Bank's ability to meet increasing demand is the result of the dedication and professionalism shown by each of its members. BSN values its talents and is committed to continuously improving the aspects of BSN's management and development. Over a last three decades, researchers (Dawson *et al.*, 2008) have received a great deal of attention from other scholars about the construct of organizational climate, therefore organizational citizenship behavior in Taiwan bank serves as an excellent starting point for such work (Yen and Niehoff, 2004) among workers to increase the organizational performance by enhancing organizational climate. Early researchers have found that thirty percent of the business results are because of the organizational climate that the employee perceives around them or reported differently that thirty per cent of the business results produced by the organization is because of how their employees feel about the working environment within an organization, which is a great leverage, if one thinks about it (Lafta *et al.*, 2016). Although, the organizational climate has been defined in the literature in many different ways, dating back to the 1960s; however, there is no consensus on this concept (Subramani, *et al.*, 2015; Eustace and Martins, 2014). For instance, Bowen and Ostroff (2004) provide a comprehensive definition of organizational climate. They define organizational climate as: "a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards- what is important and what behavior are expected and rewarded- and is based on shared perceptions among employees within formal organizational units". On the other hand, Eustace and Martins (2014) defined as "a set of characteristics that describe an organization, distinguishes one organization from another, is relatively stable over time and can influence the behavior of the organization's members". It implies that members of the organization are directly affected by the organizational climate and their attitudes and behavior are enhanced by climate conditions. In

addition, the organizational climate has divided into two forms, a positive or negative climate (Castro and Martins, 2010). These positive and negative climates can affect staff attitudes, behavior and their performance outcomes (Ashkanasy and Hartel). A positive *organizational climate* makes employees feel good about coming to work, volunteering helping others, law-abiding and provides the motivation to remain productive throughout the day. These types of behavior are expressed as organizational citizenship behavior (Oge and Erdogan, 2015). This notion is further supported by the organizational climate theory presented by Lewin *et al.* (1939) field theory, they reiterate that behavior is an outcome of the interaction between a person and organizational climate and all depend on each other (Shintri and Bharamanaikar, 2017). Hence, positive and strong organizational climate results in healthy climate in which workforce are loyal to their organizations (Pozveh and Fariba, 2017) and show high extra role behavior with each other and with their managers (Oge and Erdogan, 2015). Organizational citizenship behavior plays an essential construct in organizations because it is the organizational resources for employees. According to Yen *et al.* (2008), OCB was known as voluntary behavior among employees in the organization to increase the degree of efficiency and effectiveness of employee without any material or moral return. So as an employee enable to be loyal to the organizational due to the working climate that contributes to the emergence of employee's citizenship behavior. Studies in Taiwan banks (Yen *et al.*, 2008) highlighted the level of efficiency and effectiveness of employees that increase organizational citizenship behavior. It means a bank has a productive worker, disciplined and competitive in enhancing the quality work at the most optimal level. Therefore, the role of organizational climate is important because these factors affect and have an affinity with the way employees perform their jobs in daily work-life. Most literature studies presented by linking organizational climate on organizational citizenship behavior in various context such as private universities (Anggraini, *et al.*, 2018); Ambattur industrial estate (Subramani, *et al.*, 2015); Ghanaian banks (Agyemang, 2013); commercial banking sector of Lebanon in the Middle East (Maamari and Messarra, 2012); Iranian automakers' (Hajirasouliha, *et al.*, 2014); and school (Cohen and

Keren, 2010), yet there are a few studies addressing the relationship between organizational climate and OCB constructs, particularly in the Malaysian-based banking sector. Hence, the aim of the study is to explore the relationship between organizational climate and organizational citizenship behavior on a non-supervisory staff of Bank Simpanan Nasional in Malaysia.

Significance of the Study

Organizational climate is the scope of an organization that is effective in an organization's activities (Alagheband, 2004). Murugesan *et al.*, (2013) examined the relationship between organizational climate and organizational citizenship behavior in India with software or professional's employees'. Murugesan *et al.*, (2013) indicated that organizational climate is not parallel to other industries based on the respondents' feedback. In this study, the organizational climate is a better predictor of producing organizational citizenship behavior because organizational citizenship behavior is the key constructs to increase the effectiveness of organizations (Jaw *et al.*, 2003). Mahmoudi (2013) said that organizational climate plays a crucial role in building up motivation, improving spirit, involving people, fostering creativity, effectiveness, performance, and generally knowledge-oriented attitude for human resource. Good working climate creates by effective managers where members in organizations can be committed and loyal to the work while can face all resistances and obstacles along the way (Dehdashti-Shahrok *et al.*, 2012). In the managerial process and behavior of employees in different organizations (DeConick, 2011), climate plays an active effect where attitudes and behavior of employees rely on the degree of support and encouragement that provided to them to create working satisfaction among employees. An excellent environment is a place for work where employees have trust an organization's management, and proud of what they are doing, and enjoying the communication with their colleagues. An excellent work climate can show in employees' feeling in three situations such as (1) employees' feeling toward organization's management, (2) employees' feeling toward their job and (3) employees' feeling toward their colleagues. All these three characteristics would differentiate among work environment, good

work environment, and excellent or ideal work environment. Wallace *et al.*, (1996) have suggested that autonomy (Benson, 1996; MajdAzar, 2018) and supervisor support, positively related to organizational citizenship behavior (MajdAzar, 2018), while goal direction of organizational climate dimension also positively related to organizational citizenship behavior in the context of the banking industry in a recent study. The effect and consequence of the behaviors will effectively influence organizations; it might be positive or negative behaviors. But, the researchers are looking into the significance of the study instead of the problem. Generally, the issue that elicits from the study is poor working climate if employees' have unfriendly relations with colleagues, disorganized task and ineffective monitoring can decrease employees' performance and productivity in creating a poor working climate (Drive and Hill, 2009). Negative feelings such as loss of confidence create when employees work in an unfriendly working climate that may be reluctant to engage in the extra-role behavior. So that, managers' who have positive behaviors spread among employees in the organization that underpin the positive effects of negative behaviors at the workplace in reason to avoid the effects of negative behaviors on organization's performance and effectiveness, as well as fulfilling employees' social responsibility (Emami and Abbasi, 2011). In contradiction to this setting, the researchers examined the relationship between organizational climate and organizational citizenship behavior to find the contribution of these two variables in the context of the banking industry.

Organizational climate

Organizational Climate is a very widespread area for research in the field of industrial and organizational psychology. The organizational climate is to some extent like the personality of a person that makes him distinct from others. Similarly, each organization has its own unique organizational climate that differentiates it from other organizations. Essentially, the organizational climate depicts a person's perception of the work climate to which they belong to (Subramani *et al.*, 2015). Organizational climate terms to describe personal feelings or work environment in their studies of organizations. Researcher found that diverse groups had distinctively different perceptions about their surroundings (Iqbal, 2011). In fact, it

is one of the important constructs to understand human behavior and their interaction with their work environment (Suguna, 2014). Organizational climate has been defined and presented in the literature in many different ways. For instance, Litwin and Stringer (1968), as cited in (Akanni and Ndubueze, 2017) defined organizational climate as: “the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior”. Pritchard and Karasick (1973) defined as a: “relatively enduring quality of an organization’s internal environment, distinguishing it from other organizations, which a) results from the behavior and policies of members of the organization, especially in top management, b) is perceived by members of the organization, c) serves as a basis for interpreting the situation and d) acts as a source of pressure for directing activity”. Similarly, Schneider (1975) examines the climate and its relationship with specific organizational conditions, events and experiences. He defined the organizational climate as: “psychologically meaningful molar [environmental] descriptions that people can agree characterize a system’s practices and procedures”. In line with Schneider (1975), Moran and Volkwein (1992) explained the organizational climate as: “members’ perception about the extent to which the organization is currently fulfilling their expectations”. In conclusion, organizational

factors such as policies, procedures, culture and structure affect the behavior (Tinti, et al., 2017) by assisting the individual in creating a perception of the organization. Through perception, Individuals try to attempt to understand of their environment and the objects, people, and events in it varies from person to person because each person gives his/her meaning to stimuli (Elnaga, 2012). Hence, a positive perception about the organizational climate is helping to improve satisfaction (Ghavifekr and Pillai, 2016), better human relations (Cummings and Worley, 2015), enhance organizational commitment (Iqbal, 2011), higher productivity and decrease turnover (Berberoglu, 2018). Therefore, the organizational climate is best defined as relatively permanent nature of the organization’s internal environment, which is a) perceived by organization members b) influencing their behavior, and c) can be defined with nominal values consist of a certain set of properties of the organization (Tagiuri and Litwin, 1968).

Organizational Climate and its Dimensions

The above discussion highlights the definitions and view of Organizational Climate (OC) from different perspectives. Similarly, in literature, it appears that there is no consensus on dimensions of OC because researchers explore diverse types of dimensions to review organizational climate. The summary of the OC dimension is shown Table 1.

In the current study, the following dimensions

Table 1. Summary of Major Contributors to the Dimensions of Organizational Climate (Authors’ Construct, 2018)

(Kahn, Wolfe, Quinn, Snoek, and	(Tagiuri and Litwin, 1968)	(Litwin and Stringer,	(Schneider and Batlett, 1968)	(Pritchard and Karasick, 1973)	(Koys and Decotis, 1991)	(Martins and Martins, 2001)
Rule orientation	The sense of goal direction	Structure	Management Support	Autonomy	Support/Sincerity	Autonomy
Nature of Subordinates	Autonomy/ Empowerment	Responsibility	Management Structure	Conflict/Cooperation	Pressure	Cohesion
Closeness of supervision	Working with Supervisor	Warmth	The concern of new employees	Social relationships	Cohesion	Trust
Promotion of achievement orientation	Co-operative and pleasant people	Support	Intra agency conflict	Structure	Intrinsic recognition	Pressure
	Profit-minded, and sales oriented	Tolerability	Agent independent	Rewards	Impartiality	Support
		Risk	General satisfaction	Performance-based rewards	Trust	Recognition
		Standard Rewards		Status polarization	Openness	Fairness
		Conflict		Flexibility		Innovation
				Decision centralization		
				Achievement orientation of the organization		
				Supportiveness		

have been adopted from [Tagiuri and Litwin \(1968\)](#);

- a) *Supervisory Support*: “The perceived *supervisory support* (PSS) refers to employee views concerning the extent to which *supervisor* value employees’ contributions, and care about their well-being” ([Tuzun and Kalemci, 2012](#)). It affects employee’s perception towards the organization and leads for employees to high commitment through job satisfaction and motivation.
- b) *Autonomy*: “The perception of self-determination with respect to work procedures, goals and priorities” ([Martins and Martins, 2001](#)).
- c) *Goal direction*: “Practices related to providing a sense of direction or purpose of their jobs, setting of objectives, planning and feedback” ([Tagiuri and Litwin, 1968](#)).

Organizational Citizenship Behavior

The organizational citizenship behavior (OCB) is a behavior that is above and beyond one’s job requirement. This is a person’s voluntary commitment and not required from organizational members but essential for organizational effectiveness ([George and Jones, 2008](#)). According to [George and Jones \(2008\)](#) some of the examples of OCB include: “helping co-workers; protecting the organization from fire, theft, vandalism and other misfortunes; making constructive suggestions; developing one’s skills and capabilities and spreading goodwill in the larger community”. Similarly, [Beauregard \(2012\)](#) observed that superiors engaged in high OCB are very cooperative, supportive and compassionate in solving the subordinate’s problems and understanding their working relationships. To understand how OCB occurs at the workplace, [Greenberg and Baron \(2008\)](#) identified a few factors involved in engaging in OCB, they are presented below:

1. People’s perception that they are being treated fairly by their organizations is a critical factor.
2. When people hold good relationships with their supervisors.
3. Personality characteristics also are linked to OCB. Specifically, individuals who are highly conscientious and empathetic are inclined to engage in OCB.

The concept of OCB was introduced the first time in the paper of [Barnard and Katz \(Oge and Erdogan, 2015\)](#) and expanded by [Subramani et al., \(2015\)](#). According to [Organ \(1988\)](#), OCB is defined as: “individual behavior that is discretionary, not directly or explicitly

recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization”. Similarly, [MacKenzie et al., \(1998\)](#) defined OCB as: “discretionary behavior on the part of an employee that directly promotes the effective functioning of the organization, independent of the employee’s objective productivity”. [Pickford and Joy \(2016\)](#) describe OCB as a: “wide range of individual actions that go beyond assigned tasks, often for the benefit of the organization – and that may be motivated by personal aspirations”. Based on the above definitions of OCB by ([Organ, 1988](#); [Mackenzie et al., 1998](#); [Pickford and Joy, 2016](#)) the three critical aspects that are essential to OCB are as follows:

1. Firstly, OCBs are thoughts of as discretionary behavior, which are not part of the job description, and are performed by the employee as a result of personal choice.
2. Secondly, OCBs go above and beyond that which is an enforceable requirement of the job description.
3. Finally, OCBs contribute positively to overall organizational effectiveness.

In conclusion, organizational citizenship behavior is stated as behavior that employees display without expecting any rewards in return and not held for punishment if it does not comply, not incorporated in the job descriptions and task definitions. An in terms of its results, it contributes to the employees and the organization positively ([Huang and You, 2011](#)).

Organizational citizenship behavior and its dimensions

There are certain factors that can contribute to the determination of organizational citizenship behavior (OCB). However, the dimensions suggested and explored by Denis W Organ are widely accepted, namely Altruism, Conscientiousness, Civic virtue, Courtesy and Sportsmanship ([Organ, 1988](#); [Podsakoff et al., 2014](#)) but the factors that have been researched in the literature to have a significant relationship with OCB, are the first three that is Altruism, Conscientiousness, and Civic Virtue ([Borman et al., 2001](#)). The dimensions used by [Organ \(1988\)](#) are discussed in [Table 2](#) along with a description.

[Organ \(1988\)](#) suggested five-dimension taxonomy; however, [Williams and Anderson \(1991\)](#) distinguished them into two broad groups: OCB-I (individuals; comprising altruism and courtesy) and OCB-O (the organization, comprising the remaining three dimensions i.e. conscientiousness, sportsmanship

Table 2. Dimensions of organizational citizenship behavior

Dimension	Description	Examples
Altruism	Voluntary actions that help a fellow employee in work-related problems	<ul style="list-style-type: none"> ▪ Helping a co-worker with a project; ▪ Switching vacation dates with another person ▪ Volunteering
Civic virtue	Voluntary participation in, and support of organizational functions of both a professional and social nature	<ul style="list-style-type: none"> ▪ Attending voluntary meetings and functions ▪ Reading memos ▪ Keeping up with new information
Conscientiousness	A pattern of going well beyond minimally required role and task requirements	<ul style="list-style-type: none"> ▪ Never miss a day of work ▪ Coming to work early if needed ▪ Not spending time on personal calls
Courtesy	The discretionary enactment of thoughtful and considerate behavior that prevent work-related problems for others. Willingness to tolerate the inevitable inconveniences and impositions that result in an organization without complaining and doing so with a positive attitude.	<ul style="list-style-type: none"> ▪ “Turning the other cheek” to avoid problems ▪ Not “blowing up” when provoked
Sportsmanship	Willingness to tolerate the inevitable inconveniences and impositions that result in an organization without complaining and doing so with a positive attitude.	<ul style="list-style-type: none"> ▪ Making do without complaint – “Grin and bear it” ▪ Not finding fault with the organization

and civic virtue). In this study, the following OCB-I and OCB-O as dependent variables.

Empirical Studies

The relationship between organizational climate and organizational citizenship behavior

Number of studies has been presented in the literature to investigate the relationship between organizational climate (OC) and organizational citizenship behavior (OCB). Lewin’s field theory of organizational climate posits that organizational climate can influence the perceptions that employees have about their roles and expectations. Hence, a positive work climate influences employees’ attitudes and behaviors in a positive manner, which in turns nurtures organizational citizenship behavior among its employees. This relationship is further explained by the Social Exchange theory (SET) (Podsakoff and Mackenzie, et al., 2014), which states that when the organization does something good for their employees, employees try to give back to their organization and exhibit OCB (Konovsky and Pugh, 1994). Most research findings maintained the notion that a supportive and positive organizational climate predicts OCB in organizations. For instance, a study conducted by Akanni and Ndubueze (2017) in the industrial sector, investigated the relationship between organizational climate and organizational citizenship behavior among employees of selected private companies in southern-eastern Nigeria. The study revealed that OC significantly (r=0.34,

p<0.01) predicted OCB. In another study, Subramani et al., (2015) conducted a research on the Indian auto industry. They found that the organizational climate is having a positive impact on organizational citizenship behavior and its components (altruism, courtesy, sportsmanship, conscientiousness and civic virtue) through structural equation modelling approach. Similarly, Gheisari and Sheikh, et al., (2014) conducted a study to explore the relationship between dimensions of organizational climates and other variables such as organizational commitment, job involvement and OCB. By applying structural equations and Pearson correlation coefficients, they found statistically significant relationships between OC and OCB and vice versa. The relationship between OC and OCB in the education sector have also been documented. In Iran, for example, Pozveh and Fariba (2017) examined the relationship between OC and OCB of the staff members in the department of education in Isfahan city. The results of the study reveal that there is a direct and significant relationship (r= 0.44, p<.0.01) between organizational climate, its dimensions and OCB. In an exploratory study performed in the education sector in Pakistan regarding the link between OC and OCB, Farooqui (2012) identified that the dimensions of the OC were found to be significantly related to OCB and interestingly gender had also an explanatory power towards OCB. Similarly, Cohen and Keren (2010) investigated the relationship between organizational climate and organizational citizenship behavior of

teachers in the Israel context. The analysis showed that the data supported the link between OC and OCB. Their study also revealed that OC, particularly perceptions about the principals' leadership style, made a unique and significant contribution to the understanding of OCB. The link between OC and OCB has been evaluated in the healthcare sector. In Turkey context, [Oge and Erdogan \(2015\)](#) carried out a study to examine the relationship between organizational climate and organizational citizenship behavior in relevant institutions and organizations operating in the health sector in Turkey. The findings of this study show that there is a statistically significant relationship between dimensions of the OC and subscales of OCB. In another study by [Obiora and Okpu \(2015\)](#) as cited in [Akanni and Ndubueze \(2017\)](#) conducted a study among employees in the hospitality industry in Nigeria. A limited number of studies have also been conducted in the banking sector to examine the relationship between organizational climate and organizational citizenship behavior. [Agyemang \(2013\)](#) conducted a study to examine workers' perception of their work environment and the extent to which they go forward to perform unassigned and not required roles in the organization. Analysis of the results

reveals that employees' perception of organizational climate positively influenced ($r= 0.27, p<0.01$) OCB in the Ghanaian context. It means that the OCB enhances when employees perceive their organizational climate is supportive and favourable and vice versa. In another study conducted on the commercial banking sector in the Lebanese context, [Maamari and Messarra \(2012\)](#) found that organizational climates had a significant and positive effect on organizational citizenship behavior dimensions.

Conceptual framework

The conceptual framework: Linking the relationship between organizational climates with organizational citizenship behavior is shown in [Fig. 1](#).

The conceptual framework has designed especially to explain how to relate these two variables in the banking industry of the 21st century that operates in a competitive environment with changing conditions and unpredictable economic climate ([Barclays bank of Kenya, 2015](#)). Drawing on the above rationale framework, employees' must have a healthy working climate to progress all the power due to having greater efficiency and a better working environment ([Gonzalez et al., 2006](#)). The framework

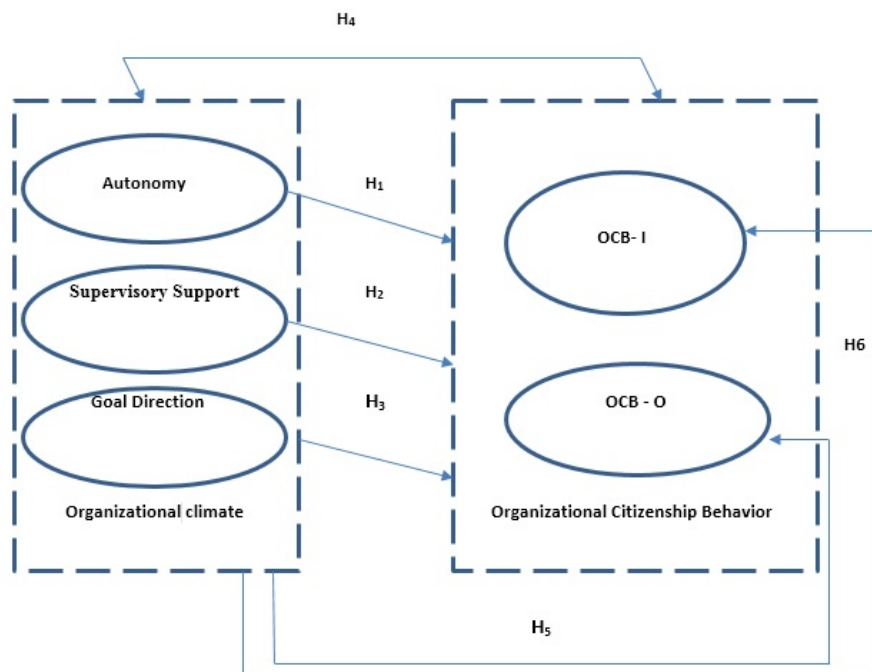


Fig. 1. Conceptual framework: Linking the relationship between organizational climates and organizational citizenship behavior of the non-supervisory staff in the Bank Simpanan Nasional, Malaysia

proposed organizational climate can globally predict organizational citizenship behavior. Based on the framework, the organizational climate has been conceptualized at individual and organizational levels of analysis. The incremental role of organizational climate strength over climate quality in explaining OCB-individual and OCB-organizational to provide a better environment in helping employees and organization one another beyond their required work duties (Vasudevan *et al.*, 2017). Organizational citizenship behavior has a great influence on employees' performance and effectiveness in the organizational context (Yulianti, 2014) as cited in (Vasudevan *et al.*, 2017). So as OCB conceptualized as positive behavior and willingness to exert energy for the success of the organization. Managers' citizenship behavior includes helping coworkers with work-related problems, not complaining about trivial problems, behaving courteously to coworkers, and speaking approvingly about the organization to outsiders showed employees' interest in and connection to an organization (Huang *et al.*, 2012) as cited in (Vasudevan *et al.*, 2017). At the workplace, organizational climate is essential to be appeared and related to OCB because work climate can influence employees' work behavior. Organizational climate has positively linked too many behavioral outcomes such as organizational citizenship behavior (Vasudevan *et al.*, 2017), commitment and job satisfaction, leadership behaviors, job performance, productivity, and quality of workgroup interaction (Bhaesajsanguan, 2010; Castro and Martins, 2010). Studies on the OCB's construct in Nigeria have focused on government-owned enterprise (Ehigie and Otukoya, 2007), banking sector (Nwankwo *et al.*, 2013), tertiary institutions (Ucho and Atime, 2013; Itiola *et al.*, 2014), and hospitality industry (Obiora and Okpu, 2015). The framework has been related to the field of behavior theory, social exchange theory and P-E fit theories that provide insights into how organizational climate relates to organizational citizenship behavior. In an organization, a high level of OCB required to become an attractive environment to work. P-E fit theories can improve the actual environment is likely to enhance employees' attitudes and behaviors. According to Harrison (1978) and Yang *et al.* (2008), the actual environment exceeds individuals' preferences when it is a misfit (e.g. actual job autonomy is greater than preferred

job autonomy) employees' attitudes may continue to develop positively and start to develop negatively. While the P-E fit theory influences individuals' attitudes and behaviors (Kristof-Brown *et al.*, 2005) and is widely accepted external variables influence individuals' behaviors through shaping attitudes (Fishbein and Ajzen, 1975; Glasman and Albarracín, 2006). Therefore, P-E fit theory influences employees' attitude, which in turn influences their knowledge contribution behavior. Thus self-determination theory relates to the variables propose as well because it addresses what energizes peoples' behavior to move into action and how their behavior is regulated in the various domains of their working place and managing people in lives (Deci and Ryan, 2015). The framework proposes field of behavior theory and P-E fit theory because it relates to the organizational climate. Robbin and Judge (2015) indicated that the shared perceptions of organizational members about the working climate and organization can affect everyone's feelings and behavior in organizations cause a positive working climate while linked to high levels of employees' performance and citizenship behavior. Social exchange theory is a suitable theory to link to the organizational citizenship behavior. Three theories incorporated to present the research framework for this study. These are '*field theory of behavior*' and '*person-fit environment*' for organizational climate and '*Social Exchange Theory (SET)*' for organizational citizenship behavior. The field theory of behavior is a conceptual model developed by Lewin *et al.* (1939) as cited in (Musah *et al.*, 2016), which examines the pattern of interactions between the environment and the human behavior. In other words, the field theory of behavior suggests that how the employees feel about the organizational atmosphere in which they work (Musah, *et al.*, 2016). The theory is expressed in the form of Eq 1.

$$B = f(P, E) \quad (1)$$

Where, B= Behavior, P= person and E= environment
Lewin's field theory of behavior reiterates that behavior is an outcome of the interaction between a person and environment and they all depend on each other (Shintri and Bharamanaikar, 2017). The relationship among the three variables has also been examined by many studies across diverse fields such as education, behavioral science, and management and

their findings are consistent with Lewin's observation. Studies have also indicated that one's beliefs about others can become a key situational factor influencing their behavior (Weisbord, 2004). The field theory suggests that individual behavior is influenced by how one perceives and reacts to the environment provided by the organization (Munidi and K'Obonyo, 2015). Hence, organizational climate, according to Iqbal (2011) is a: "perceived environment in which an individual's and organization's expectations are met". The second theory reviewed for this study was the social exchange theory for OCB. This theory has one of the best frames to explain the OCB of employee (Organ 1990). The theory assumes that humans are instrumentally motivated in their relationships with others. When individuals provide assistance or support to others, another party in the relationship has something to contribute in returns (Talebloo et al., 2015). Similarly, individuals with a good perception of their organization and feel that organization treats them fair, behave in ways to benefit the organization and co-workers and show their commitment to their organization (Mahooti et al., 2018). In conclusion, Organ (1988) as cited in (Agyemang, 2013) proposed a social exchange between the employees and the organizations as: whereby employees perform citizenship behavior to reciprocate the fair treatment offered by the organization". The third theory reviewed for this study was the Person-Environment Fit Theory in this study become the main attention that helps to relate organizational climate on organizational citizenship behavior thus this theory allows employees' to go an extra-miles in performing the tasks in organizations. Studies determined that the P-E fit theory (the person and the environment) were an important predictor of work-related outcomes such as organizational citizenship behavior (extra-role behavior) (Su et al., 2015). So as the outcomes of P-E fit involves the changes in personal (employees) and the organizational values. The Field of theory and Person-Environment fit theory can be applicable to a developing country such as Malaysia (Lewin et al, 1939; Ahmad and Khairuddin, 2003) to relate the construct in this study.

MATERIALS AND METHODS

Sample and Sampling Procedure

The purposive or judgment sampling used for the aim of achieving the research objectives and hypotheses. The researchers distributed the

questionnaire via online by getting permission from the Human Resource Manager of Bank Simpanan National who has authority to give the access among the non-supervisory staff of Bank Simpanan National (BSN). One hundred (100) questionnaires were found usable for the aim of this study.

Data Collection

A self-administered questionnaire used in this study. In the online questionnaire, researchers have indicated the aim of the study. The questionnaire was prepared in English version to facilitate respondents in answering the questionnaires.

Measurement

The questionnaire comprised of three parts: i) demographic of the respondents, ii) measurement values of OCBO (Cronbach's alpha = 0.865) and OCBI (Cronbach's alpha = 0.903), and iii) measurement values of autonomy (Cronbach's alpha = 0.352), supervisory support (Cronbach's alpha = 0.930) and goal direction (Cronbach's alpha = 0.405). All subset scales found to have high internal consistency in the present study as the Cronbach's alphas recommended at the level of 0.7 (Nunnally, 1978).

Organizational Climate

Autonomy, supervisory support, and goal direction measured by using 12 items that adapted from Patterson et al., (2005). Four items from each dimension were employed and revised to examine the organizational climate. Respondents' were asked to indicate the level of agreement for each statement by using a 7-point Likert scale where 1= strongly disagree and 7 = strongly agree.

Organizational Citizenship Behavior

OCBO and OCBI behaviors were measured by using 16 items that adapted from Lee and Allen (2002). Eight items were engaged to examine OCBO. The other eight items were employed to examine OCBI. Respondents' were asked to indicate the level of agreement for each statement by using a 7-point Likert scale where 1 = strongly disagree and 7 = strongly agree.

RESULTS AND DISCUSSION

The Pearson correlation coefficient used to evaluate the direction of the relationship among organizational climate (autonomy, supervisory

Table 3. Respondents' demographic profile

Demographics	Number of respondents (N)	Percentage (%)
<i>Gender</i>		
Male	52	52.5
Female	47	47.0
<i>Age</i>		
21-25	10	10.0
26-30	26	26.0
31-35	17	17.0
36-40	12	12.0
41-45	19	19.0
46-50	11	11.0
51 and above	5	5.0
<i>Ethnic group</i>		
Malay	87	87.0
Chinese	8	8.0
India	4	4.0
Others	1	1.0
<i>Marital status</i>		
Single	31	31.0
Married	69	69.0
Others	0	0.0
<i>Education</i>		
SPM	12	12.0
Diploma / A-Level	22	22.0
Degree / Professional certificate	56	56.0
Post Graduate	10	10.0
<i>Year of service</i>		
Less than 2 years	26	26.0
2-5 years	30	30.0
6-10 years	17	17.0
More than 10 years	27	27.0
<i>Year of service with subordinate</i>		
Less than 6 months	23	23.0
2 – 5 years	65	65.0
6 – 10 years	7	7.0
More than 10 years	5	5.0
<i>Occupation</i>		
Senior executive	30	30.0
Junior executive	29	29.0
Others	41	41.0
<i>Income</i>		
Less than RM2000	2	2.0
RM2000-RM3000	23	23.0
RM3001-RM4000	17	17.0
RM4001-RM5000	19	19.0
RM5001-RM6000	3	3.0
More than RM6001	36	36.0

support, and goal direction) and organizational citizenship behavior (OCBI and OCBO) in this study. The multiple regressions were employed to test the variance in OCBI and OCBO, which attribute to organizational climate.

Profile of respondents

Out of 172 responded participants', 100 questionnaires were fully accepted via email and were used in this study. The sample collected 52% of males and 47% of females. The response rate for gender was 99%. All of the respondents' were a non-supervisory staff of Bank Simpanan National. The highest respondents' represented 26% at aged 26-30. The aged 41-45 represented 19%, lowest participants' at aged 51 and above represented 5%. Other respondents' demographic profile can be referred to [Table 3](#).

Correlation analysis

A correlation analysis conducted between the organizational climate variables (independent variables) and the OCB variables (dependent variables). A significance of the Pearson correlation coefficients calculated for pair variables, it was based on the acceptance and rejection of the research hypotheses. The test of the correlation performed for every independent variable with the dependent variables. [Table 4](#) shows the SPSS output of the Pearson correlation tests of all the items by identifying as autonomy, supervisory support and goal direction toward OCBI and OCBO.

H1: There will be a significant positive relationship between organizational climate dimension autonomy and OCB.

A positive relationship would exist between autonomy and OCB, but the result of the correlation

indicates that there is no correlation and significant link between autonomy and OCB ($r = 0.063$) which means these two variables do not lead to OCB. Previous studies ([Bakker et al., \(2004\)](#); [Cohen and Kol, 2004](#)) found that there is no significant correlation between job autonomy and OCB. Even though several studies have examined the relationship between autonomy and OCB using the self-determination theory ([Gagne and Deci, 2005](#)) but still, this relationship does not prove a significant relationship among these two variables. Thus, *H1* is rejected.

H2: There will be a significant positive relationship between organizational climate dimension supervisory support and OCB.

Supervisory support positively relates to OCB in this study. The result of the correlation indicates that there is a significant correlation associated between supervisory support and OCB at the 0.05 level ($r = 0.214$). Previous studies ([Podsakoff et al., 2000](#); [Podsakoff et al., 1996a](#); [LePine et al., 2002](#)) have demonstrated that high supervisory support can increase employees' OCB and it has established a positive correlation between supervisory support and OCB which means supervisory support is normally helpful in nurturing employees' OCB. Thus, *H2* is accepted.

H3: There will be a significant positive relationship between organizational climate dimension goal direction and OCB

The goal direction is positively relates to OCB but the result showed that there is no significant correlation between goal direction and OCB ($r = 0.162$). This means that goal direction is not normally helpful in fostering employees' OCB. Thus, *H3* is rejected.

H4: There will be a significant positive relationship between organizational climate and OCB

Table 4. Correlation Matrix for all constructs

	Autonomy	Goal direction	Supervisory Support	OCL	OCB	OCBI	OCBO
Autonomy	1						
Goal direction	.411**	1					
Supervisory support	.231*	.354**	1				
OCL	.633**	.757**	.795**	1			
OCB	.069	.160	.214*	.214*	1		
OCBI	.063	.073	.214*	.192	.902**	1	
OCBO	.075	.230	.152	.207*	.809**	.607**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

A positive relationship exists between organizational climate and OCB in this study. It reveals that a positive organizational climate creates an environment which delivers the service with high quality (Perry *et al.*, 2005). This study showed that the result significantly correlated at 0.05 level with a positive relationship between organizational climate and OCB ($r = 0.214$). Even the relationship between organizational citizenship behavior and organizational climate showed a positive relationship. This means the organizational climate is important for employees to work efficiently and go beyond of extra miles in fostering their citizenship behavior in organizations. Thus, *H4* is accepted.

H5: There will be a significant positive relationship between organizational climate and OCB- I

These two variables positively relate to OCBI but there is no significant correlation between organizational climate and OCBI. The result displayed that organizational climate does not exist a significant relationship with organizational citizenship behavior-Individual. The correlation result showed 0.192 between organizational climate and OCBI. The finding showed that a poor working climate, unfriendly relations with colleagues, disorganized task and ineffective monitoring, prevent employee performance and productivity can create a poor climate (Drive *et al.*, 2009). Thus, *H5* is rejected.

H6: There will be a significant positive relationship between organizational climate and OCB-O

The findings showed that a positive relationship exist between organizational climate and OCBO. This study reveals that organizational climate does exist a significant relationship with OCBO ($r = 0.207$). The significant correlation shows a positive environment occurred in organizations that help employees to work harmony. Thus, *H6* is accepted.

The result displayed the correlation relationship at 0.5 above and it means the dimensions of organizational climate and OCB indicated applicable variables in organizations. Overall, the organizational

climate was significantly correlated ($r = 0.207$) between organizational citizenship behavior (OCBO) were significantly correlated ($r = 0.207$), but the current findings did not support significantly to the OCBI ($r = 0.192$). The organizational climate dimensions (supervisory support) significantly correlated with OCB ($r = 0.214$) in Table 4. The outcomes of this study suggest that autonomy, supervisory support, and goal direction, organizational climate influence organizational citizenship behavior. This study sheds positive light towards increasing employee's OCB. Organizational climate needs in determining the employees' behavior in an organization because employees required going beyond and working extra miles by creating better citizenship behavior. Table 5 displayed the summary of findings and results of hypothesis for study variables.

Based on the findings (Table 4), autonomy is positively related to OCB ($r = 0.063$), but the hypothesis showed rejected. This result indicates that employee's in organizations fail to support autonomy that would likely to exhibit a lower OCB (Roche and Haar, 2013). The lack of self-determination theory to link to the OCBs (autonomy) should be taken into consideration in the future study to ensure that the rejected result changes to the positive result. Self-determination theory is a motivation theory that maintains individual to a pursuit of autonomy, challenge and enhances the individual and well-being behavior (Deci and Ryan, 2000; Greguras and Diefendorff, 2009, 2010; Ryan and Deci, 2008; Vansteenkiste *et al.*, 2007). Therefore, the current study also indicate a positive relationship between organizational climate and organizational citizenship behavior ($r = 0.214$). This finding is consistent with previous results (Maamari and Messarra, 2012) in the banking context with supported by field of behavior theory (Lewin *et al.*, 1939), social exchange theory (Organ, 1990) and P-E fit theory (Kristof-Brown *et al.* 2005). Nevertheless, the current study also displayed a positive relationship between organizational climate and OCBO ($r = 0.207$). Organizational climate influences

Table 5. Summary of the study variables

No.	Variable Relationship	Hypothesis	Decision
1.	Autonomy → OCB	Autonomy positively relates OCB	Rejected
2.	Supervisory support → OCB	Supervisory support positively relates OCB	Accepted
3.	Goal direction → OCB	Goal direction positively relates OCB	Rejected
4.	OCL → OCB	OCL positively relates OCB	Accepted
5.	OCL → OCBI	OCL positively relates OCBI	Rejected
6.	OCL → OCBO	OCL positively relates OCBO	Accepted

the organization members when handle the different situation where it creates a comfort and harmony zone in the workplace (Vasudevan and Mahadi, 2017). Previous studies (Podsakoff *et al.*, 1996b) have proven that employees who get higher levels of supervisory support from managers/supervisors/leaders are more likely to display more OCB.

Limitations and future research

Firstly, this study has relied on a purposive sample or judgmental sampling due to difficulties in accessing a random sample from the Bank Simpanan Nasional, Malaysia. Although judgmental sampling is a common approach followed by many researchers in the social sciences (Malhorta, 2007), yet it does not allow direct generalizations to a specific population. However, this study has controlled for a comprehensive set of organizational variables to improve the reliability of the results. Nevertheless, the authors recommend repeating this study using a random sampling approach when possible. Furthermore, the study gained a reasonable sample size (n = 100) for analysis, future studies are advised to increase the sample size in order to increase the reliability of the results attained. Thirdly, the study relied only on the selected dimension of OC and examined their relationship with OCB. Therefore, future studies should include all the dimensions of the OC to capture the big picture of the relationships. Lastly, as with most studies in the literature, researchers followed a cross-sectional study design which may not always provide definite information about the direction of the relationship between the study variables despite the evidence presented here. Future researchers are advised to follow a longitudinal study design along with deployment of the triangulation method to strengthen the results.

CONCLUSION

The objective of this study was to investigate the relationship between organizational climate (OC) and organizational citizenship behavior (OCB) on a non-supervisory staff of Bank Simpanan Nasional in Malaysia. It examined the relationship between OC dimensions (Autonomy, Supervisory support and Goal direction) and OCB dimensions (OCB-I and OCB-O). The outcome of this study indicated that OC has a direct and significant effect on OCB. In this study, organizational climate dimensions (Autonomy, Supervisory support

and Goal direction) and OCB dimensions (OCB-I and OCB-O) were also examined. Among three climate dimensions (autonomy, goal direction, and supervisory support) only one of them was (supervisory support) related to OCB. The study concluded that organizations with a positive climate enjoy more extra-role behavior from employees. This finding is consistent with previous studies (MacKenzie *et al.*, 1998; Akanni and Ndubueze, 2017), who found that employees with higher levels of supervisory support from top management are more likely display more OCB. The findings of this study have some managerial implications with regard to the existing literature on OC. In light of the above-mentioned results, top authorities of the Bank Simpanan Nasional need to recognize the importance of their organizational climate. Top authorities of the Simpanan Nasional Bank need to create a positive climate that provides autonomy and goal direction to their employees.

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CONFLICT OF INTREST

The authors declare that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancy has been completely observed by the authors.

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