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EXPLAINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF KHUZESTAN GAS COMPANY

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ABSTRACT

The purpose of this study is to explain the relationship between variables of organizational climate, organizational commitment and organizational citizenship behavior. The study population included 1276 employees of the gas company in Khuzestan province, and 296 subjects were selected according to Cochran formula. To collect data, questionnaires of OCB Podsakoff *et al.*, (1990), organizational commitment of Allen and Meyer (2010), job involvement of Edward Zuchil Patrick (1984) and the organizational climate of Halpin and Craft were used. To analyze the data, Lisrel 8.80 and spss16 were used and results of structural equations and Pearson correlation coefficients indicated that there is significant relationship between organizational climate and organizational commitment, between organizational citizenship behavior and organizational climate, between organizational citizenship behavior and organizational commitment.

Keywords: *Organizational Climate, Organizational Commitment, Job Involvement and Organizational Citizenship Behavior*

INTRODUCTION

People in the organizations have various attitudes that affect their behavior in the organization, among them Organizational citizenship behavior is the newest one to enter organizational behavior. In fact, organizational citizenship behavior, and the behavior volunteered for the organization does not formally rewarded, but despite the improved effectiveness and efficiency of organizational performance (Abbasi, 1998). In the Organizational citizenship behavior, job represents a person and he does his job in terms of components such as respect, loyalty and acceptance of conformity and willingness to exert effort to achieve goals and in other words the individual actually spends his time with his job (Abbasi, 1998). On the other hand occupational commitment helps individuals to identify themselves with the organization and its goals and wishes to be a member of the organization (Miller, 2003). Gonzalo *et al.*, (2006) have considered the job commitment associated with organizational factors, especially organizational climate. In other words, employees who have a healthy working environment can progress by applying all their power, in order to have greater efficiency and a better working environment (Gonzalez and Grazzo, 2006). Brown and Moberge believe that organizational climate is a collection of cultures, customs and practical special methods that has been viewed by organizational members that: (1) describes the organization, (2) separates organization from other organizations and institutions, (3) is relatively stable over time, and (4) people are affected and guided by it. On the other hand the organizational climate is affected on employees' willingness to do things beyond their roles in the organization so that both the individual and the organization benefit from this practice. The present study attempts to examine the relationship between organizational commitment and organizational citizenship behavior and the role of the intermediary variables of organizational climate and job involvement are considered too.

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Research Literature

Organizational Commitment

Organizational commitment is one of the job attitudes that affect important behaviors such as turnover and absenteeism (Robbins, 2010). In Steer's opinion commitment can be caused by personal factors such as age and years of service or by the organizational features such as the freedom of employees in decision making and job security (Soleimani and Haghiri, 2011). Organizational commitment is real power to individuals consider themselves committed to the organizations and the organization representing them (Arnold, 2005) and it helps individuals to understand their identity in accordance with the organization and its goals and wishes to be a member of the organization (Miller, 2003).

According to Meyer and Allen commitment can be classified in three dimensions:

1- Affective commitment: it arises in situations where because of the emotional attachment a person is willing to continue its work in the organization.

2- Continuance commitment: according to this component, because the person needs the salary and benefits of the organization, s/he continues to work in the organization.

3- Normative commitment: this commitment originates from the values of the person who works in the organization, that is the person believes that he owes his workplace (Meyer and Allen, 1991).

Soleimani and Haghiri (2011) suggest that Porter *et al.*, consider organizational commitment including three factors:

1- Believing in the organization's goals and values 2- tendency to more efforts in the organization

3.tendency to try to stay in organization

Table 1: Dimensions of organizational citizenship Behavior

| Row | OCB dimensions | Presenter | Reference |
|-----|--|----------------------------------|----------------------------------|
| 1 | 1.relief Behavior 2.Chivalry 3.Organizational commitment 4.Organizational obedience 5.Individual initiative 6.Civic virtue 7.Self Improvement | Podsakoff <i>et al.</i> , (2000) | Podsakoff <i>et al.</i> , (2000) |
| 2 | 1.Relief Behavior 2.Chivalry 3.Individual initiative 4.social costume 5.Organizational commitment 6.Self satisfaction 7.Personal development | Podsakoff (2000) | Castro <i>et al.</i> , 2004 |
| 3 | 1.Chivalry 2.Social costume 3.Altruism 4.Consciousness | Netemeyer (1997) | Castro <i>et al.</i> , (2004) |
| 4 | 1.Effective and active assistance 2.Avoiding behavior that may hurt partners, organizations and individuals | Livia (2004) | Vigoda (2000) |
| 5 | 1.Persisting with enthusiasm and extra effort 2.Volunteering 3.help to perform work activities and working with others 4.supporting institutional rules and practices 5.supporting and defending organizational objectives | Borman <i>et al.</i> , (2001) | Borman <i>et al.</i> , (2001) |
| 6 | 1.Social manner 2.Consciousness 3.Altruism 4.Work harmony 5.Supporting organizational resources | Fareh <i>et al.</i> , (1997) | Markoczy (2004) |
| 7 | 1. Social manner 2. Conscousness 3.Altruism 4.Chivalry 5.Courtesy | Organ (1983) | Markoczy and Xin (2004) |

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Organizational Citizenship Behavior

The term OCB for the first time was used in 1983 by Organ and his colleagues although people like Katz and Kahn considered it before them by applying the distinction between the role performance and innovative and spontaneous behaviors in the seventies and eighties AD and before them Chester Barnard considered it by explaining tendency to cooperation in 1938. (Podsakoff *et al.*, 2000) believes organizational citizenship behavior is a behavior that is voluntary and has not been designed directly by the formal reward systems in organizations, but despite it improves the effectiveness and efficiency of organizational performance (Appelbaum, 2004). The proposed definition shows that OCB should be a voluntarily behavior not a predetermined duty and not a part of the official duties of the person and it is a behavior that is not rewarded directly or through formal organizational structure is not appreciated. A behavior beyond what is formally is organized for personnel that are important to the success of the organization and organizational performance (Senobari, 2008).

Organizational Citizenship Behavior Dimensions

The results of the literature suggest that different dimensions have been expressed for organizational citizenship and a number of them are mentioned in the table above.

Organizational Climate

The organizational climate just like the other definitions of management fields has different definitions. Some have considered it the same as the environment (Farmihan, 1999). Organizational climate refers to the set of elements that are outside the scope of an organization but in general these elements are affective in an organization's activities (Kadivar, 1996). Alagheband (2004) considers organizational climate as all internal and external factors that surround an organization.

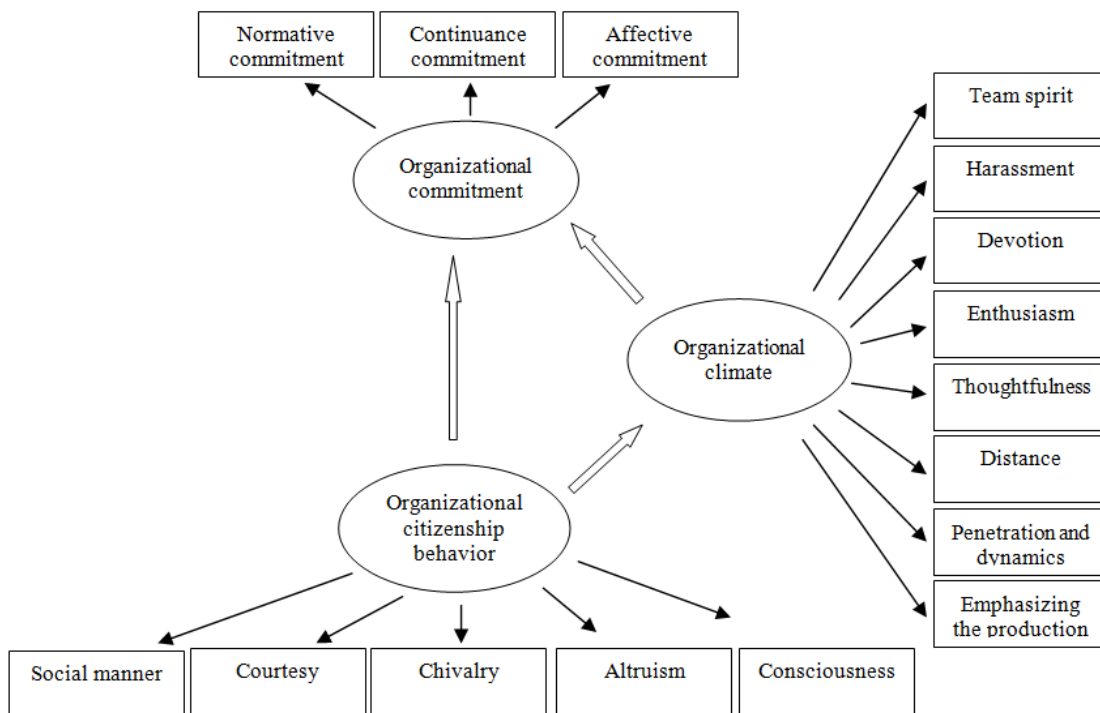


Figure 1: Conceptual model of research

Types of Organizational Climate

In 60s and Halpin and Craft have done a study in relation to organizational climate and identified six types of organizational climates:

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Open Climate: In this climate teachers (staff) have a high spirit and they work well together without aggression and conflict. This climate facilitates management strategies, tasks and f affairs and people are not disruptive to each other and the teachers enjoy friendship.

Autonomous Climate: Teachers are fairly free in the so that they can find a way to satisfy their social needs. Teachers (staff) are busy with their work and can quickly and easily achieve their goals.

The controlled Climate: controlled climate becomes clear with pressure to achieve organization goals at the expense of satisfying social needs. All work hard and have little time to have friendly relationship with each other and it emphasizes on doing tasks.

Friendly Climate: in this climate the manager believes that all members are a family. He avoids doing things that hurt the feelings of its members.

Paternal Climate: teachers do not work together well and this is causing a lack of coordination among them. Teachers are not friendly and morale is down markedly among them. The manager controls teachers everywhere.

The Closed Climate: In this climate the teachers do not involved themselves in the affairs of the organization. Teachers'(employees) job satisfaction is at a low level. The teachers try to satisfy themselves through communicate with each other through their private relations. Most teachers are interested in the job release (Mirkamali, 2001).

The Research Hypotheses

1. There is a significant relationship between organizational climate and organizational commitment.
2. There is a significant relationship between organizational citizenship behavior and organizational climate.
3. There is a significant relationship between organizational citizenship behavior and organizational commitment.

MATERIALS AND METHODS

In terms of research implementation, this study is a descriptive – correlation study. Because this study assesses the current situation, and describe the current state, studies the properties and it has studied the relationship between the variables. This research is a correlation matrix or a covariance analysis in which structural equation modeling was used. The population consisted of 1276 employees of the gas company in Khuzestan which 296 samples were selected on the basis of Cochran formula. To collect data, questionnaires of OCB Podsakoff *et al.*, (1990), organizational commitment of Allen and Meyer (2010), job involvement Edwards Zookil Patrick (1984) and the organizational climate of Halpyn and Craft were used. The questionnaires were scored according to the Likert scale. To data inferential analysis Lisrel software and in inferential statistics, structural equation modeling method was used.

Table 2: Characteristics of the study questionnaire

| Questionnaire | Organizational Climate | Organizational Commitment | Organizational Citizenship Behavior |
|------------------------------|---|---|---|
| Dimensions | Team spirit, Harassment, Devotion, Enthusiasm, Thoughtfulness, distance, Penetration and dynamics, Emphasizing the production | Affective commitment, Continuance commitment, Normative commitment | Altruism, conscientious, Chivalry, social manners |
| Cronbach's alpha coefficient | %89 | %77 | %88 |
| Ranking Options | Very low, low, medium, high, very high | Highly disagree, slightly disagree, no idea, slightly agree, highly agree | Very low, low, medium, high, very high |

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Data Analysis

Before examining the hypotheses, it is necessary to consider the correlation between latent variables. Table 3 shows the results of analyzing the relationship correlation between the number of latent variables related directly and significantly ($P < 0.05$) with each other.

Table 3: Correlations between study variables

| Variable | Organizational Climate | Organizational Commitment | Organizational Citizenship Behavior |
|---|------------------------|---------------------------|-------------------------------------|
| Organizational climate(OC) | 1 | | |
| Commitment(C) | 0.56 | 1 | |
| organizational citizenship behavior (OCB) | 0.68 | 0.60 | 1 |

The Structural Model Test

In this study, confirmatory factor analysis for path analysis and the measurements test was used to confirm the structural model for the study.

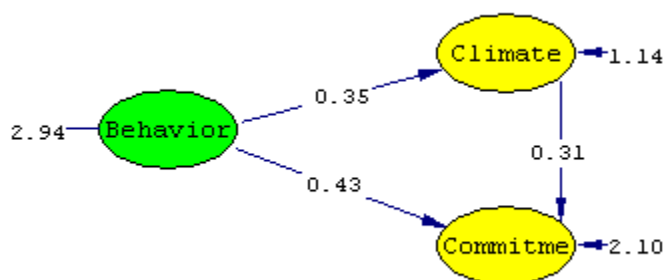


Figure 2: Structural model of commitment, organizational climate and organizational citizenship behavior in standard mode

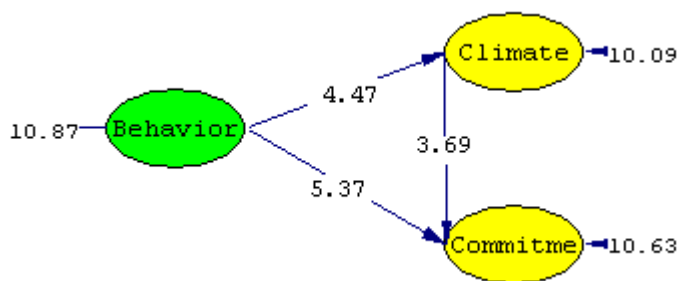


Figure 3: Structural model of commitment, organizational climate and organizational citizenship behavior in a significance

Table 4: Results of the review of goodness of fit

| AGFI | GFI | RMSEA | P-VALUE | DF | CHI-SQUARE |
|------|------|-------|---------|-----|------------|
| 0.90 | 0.92 | 0.064 | 0.000 | 346 | 508.62 |

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Results of goodness of fit indices of the structural model in the table below indicate the model is fit. Because the amount less than $0.08 > RMSEA$ indicate a good fit of the structural model. The values of CFI, GFI, AGFI, NFI, NNFI are all higher than 0.9.

Table 5: The results of significance coefficients and direct relationship

| Path | Abbr | t-value | β |
|--|------------|---------|---------|
| Organizational climate ----Organizational commitment | OC---C | 3.69 | 0.31 |
| Organizational citizenship behavior ---- Organizational climate | OCB --- OC | 4.47 | 0.43 |
| Organizational citizenship behavior ---- Organizational commitment | OCB --- C | 5.37 | 0.35 |

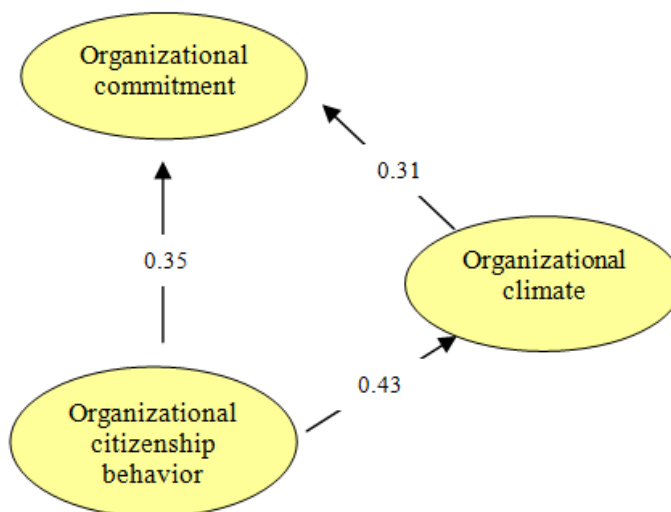


Figure 4: The model based on research findings

RESULTS AND DISCUSSION

The First Hypothesis

As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between organizational climate and organizational commitment are 0.56 and is 0.31 respectively that is statistically significant at the 95% level. It means in the office where there is a good organizational climate in which there is high level of organizational commitment so the research hypothesis based on the relationship between organizational climate and job commitment is confirmed.

The Second Hypothesis

As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between organizational citizenship behavior and organizational climate are 0.35 and 0.68 respectively. It means in the office where the organizational climate is in good standing the organizational citizenship behavior of employees will occur more. So the researcher's hypothesis based on the relationship between job involvement and organizational citizenship behavior is confirmed. So the results show that the relationship between organizational citizenship behavior and organizational climate is statistically significant at the 95% level.

The Third Hypothesis

As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between organizational citizenship behavior and organization commitment is 0.60 and 0.43 respectively and it is statistically significant at the 95% level. It means in the office where beyond their role and behavior of

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staff show a high level of organizational citizenship behavior, this would also affect organizational commitment. So the researcher's hypothesis based on the relationship between organization commitment and organizational citizenship behavior is confirmed.

Suggestions

1- Due to the impact of organizational climate on employee engagement commitment it should be noted that employees' intimacy, interest, thoughtfulness, influence the dynamics and the production emphasis should be strengthened and the spacing of harassment by managers to take action should be improved.

2- According to confirm the relationship between organizational citizenship behavior and organizational climate it is suggested that managers to strengthen the social mores of organizational citizenship behavior, altruism, consciousness, generosity and courtesy in their efforts.

3-According to the third hypothesis regarding the impact of employees' organizational citizenship behavior on their job commitment it is emphasized to strengthen Altruism, conscientious, chivalry, courtesy, social manners in Khuzestan Gas Company.

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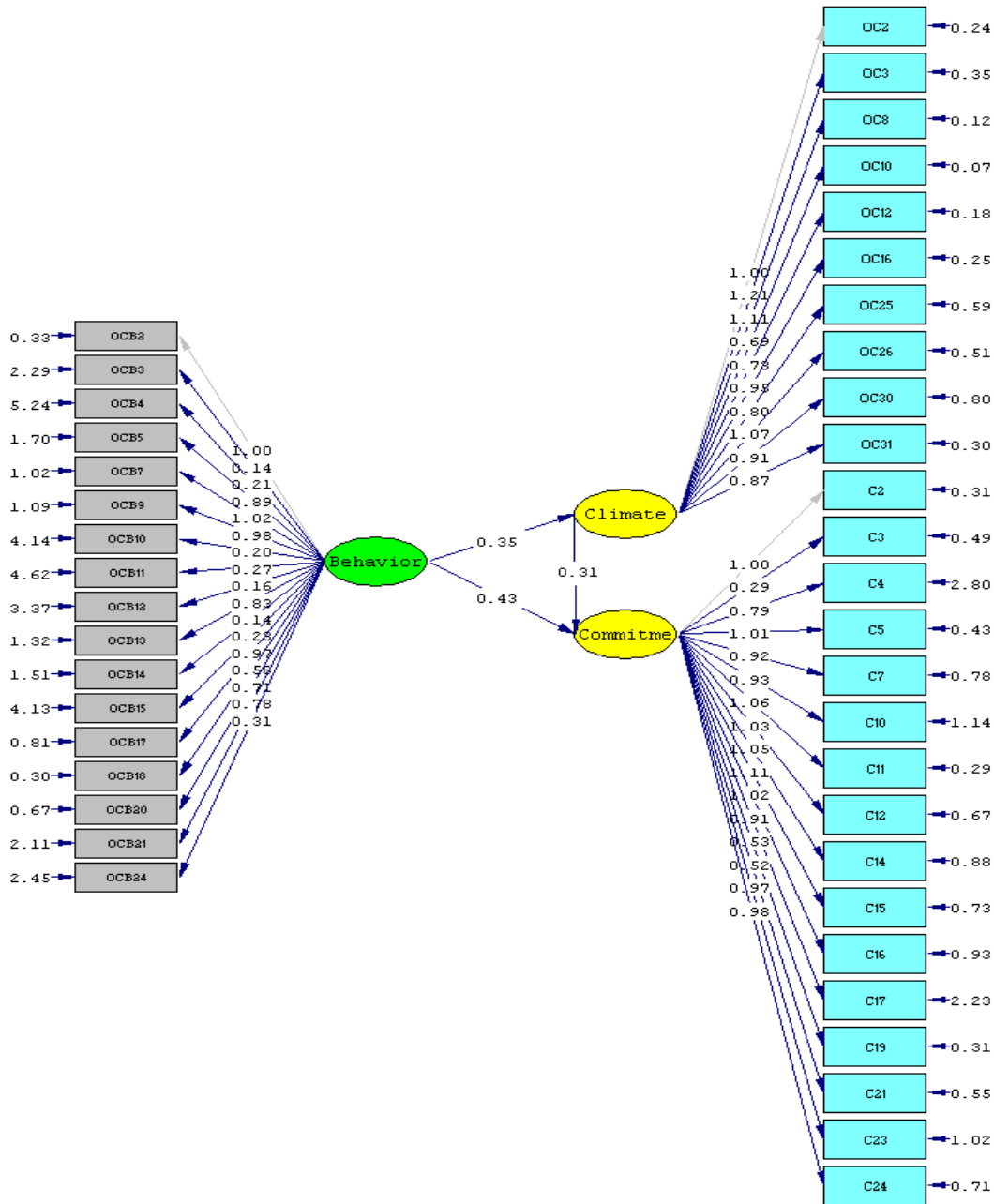
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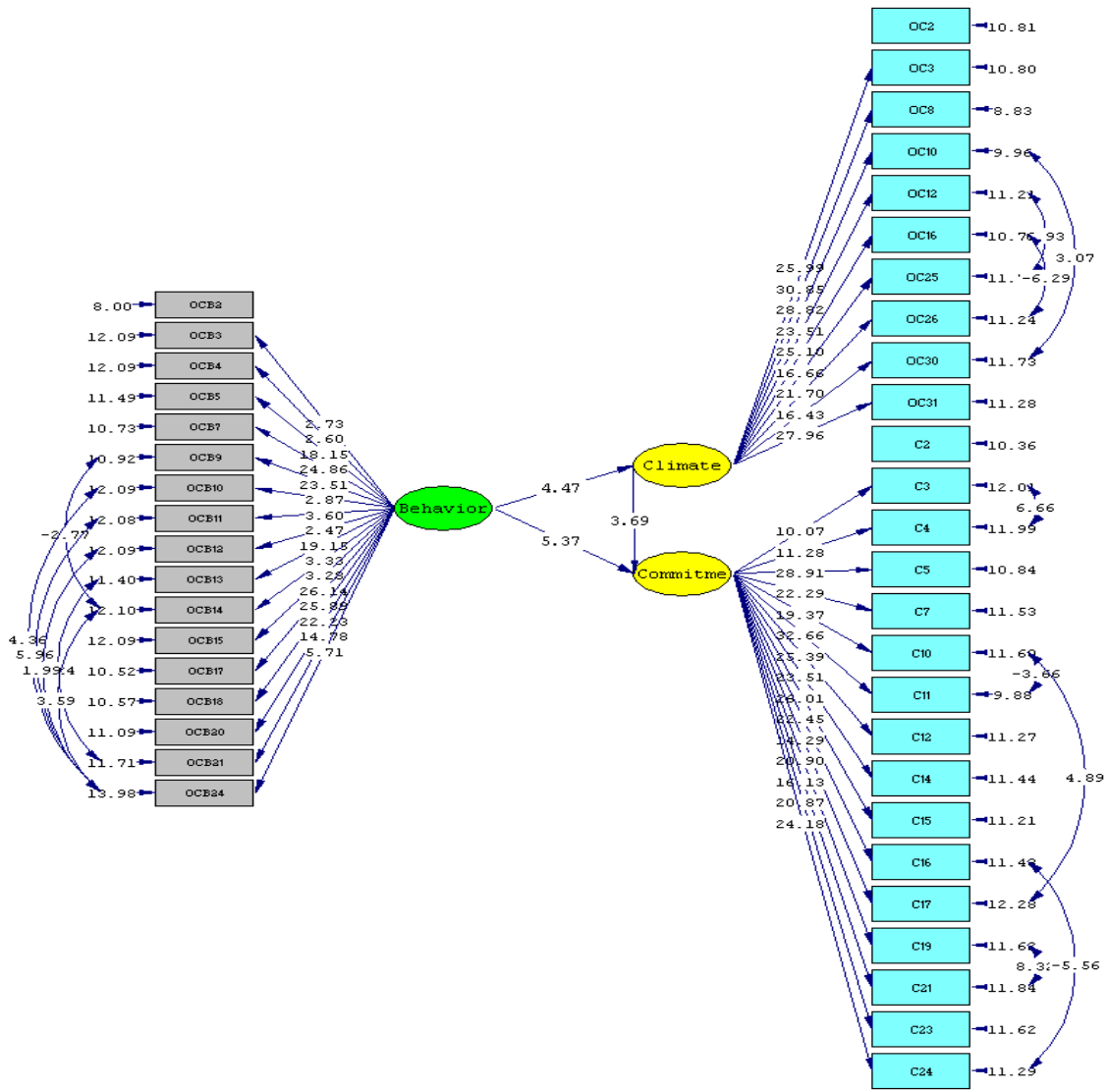
Appendix



Chi-Square=508.62, df=346, P-value=0.00000, RMSEA=0.064

Structural model of commitment, organizational climate and organizational citizenship behavior in standard mode

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Chi-Square=508.62, df=346, P-value=0.00000, RMSEA=0.064

Structural model of commitment, organizational climate and organizational citizenship behavior in significance