Organizational Climate, Job Motivation and Organizational Citizenship Behavior

Siroos Ghanbari*, Asghar Eskandari**

Abstract
The purpose of present research is to identify the relationship between organizational climate with job motivation, and organizational citizenship behavior at the Bu-Ali Sina university. The research method is descriptive-correlation. Statistical population included all staff (non-faculty employees) comprised of 750 people, and the sample size of 250 subjects was determined based on the Cochran formula. The sampling method used is proportional stratified random sampling. Data collected were used from two questionnaires with these items: organizational climate questionnaire of Sasmann and Diep, organizational citizenship behavior questionnaire of Graham, and job motivation questionnaire of Lodahl and Kejnar. For appointment of questionnaires, validity of the method, content-related validity, and to assess the reliability of the questionnaires, Cronbach’s Alpha coefficient was used. Reliability coefficient was calculated for the questionnaires. It was estimated to be 0.77, 0.90 and 0.77 respectively. Results of the level of organizational climate, job motivation, and organizational citizenship behavior was above the average level. Pearson correlation coefficient revealed that there is a significant positive correlation between organizational climate and job motivation, and organizational citizenship behavior. The results of multiple regression analysis indicated that the components of organizational climate, factors of reward satisfaction and role clearness and agreement are most effective in predicting job motivation, and the factor of aim clearness and agreement has the highest impact prediction of organizational citizenship behavior.

Keywords: Organizational climate, Job motivation, Organizational citizenship behavior, Bu-Ali Sina university

*Assistant Prof. of Bu-Ali Sina University, Educational Administration, Hamadan, Iran.
**MA. Educational Administration, Bu-Ali Sina University, Hamadan, Iran (Corresponding author).
E-mail: as.eskandari2020@gmail.com.
1. Introduction

The importance of human resources in organization management is increasing every day. In addition, the changes exist in organizational, educational and universities environments. Their resultant creativity, innovation, and flexibility must be emphasized. These are necessary transferor of voluntary behavior from staff of an organization or university. Consequently, the university should be capable of shifting its personnel vision, viewpoints, and behaviors, which act for organizational improvement. With regard to this issue, many researchers have paid attention to Organizational Climate (OC), Job Motivation (JM), and Organizational Citizenship Behavior (OCB).

Organizational climate has a long history in organizational psychology and organizational behavior, and is an important topic of study in organizational development. Watkin and Hubbard noted that high-performing organizations have climates with particular measurable characteristics, which has shown how organizational climate can directly account for up to 30% of the variance in key performance measures [44].

This is supported by research that examined the relationship between the way in which employees describe their work environments, and the relative performance success of these environments [45]. Watkin and Hubbard contend that organizational climate does make a difference to organizations’ performance because ‘it indicates how energizing the work environment is for employees’[44].

There is, however, clearly more to an organization’s performance than an ‘energized employee’ or the presence of certain organizational and leadership characteristics: ‘productivity also depends on the morale, which governs discretionary effort - the willingness to go the extra mile’.

Researchers and scholars emphasized on relation between organizational climate and job motivations of employees [34]. Motivation is a basic psychological process. Luthans explained along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what makes people tick. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction [41]. Studies indicate that organizational climate has an effect on organizational citizenship behaviors [1, 26].

Organ argued that OCB needed to be considered as a measure of employee performance. The first rationale for his position was based on social exchange theory. He reasoned that when employees work in an environment that induces satisfaction, they frequently feel bound by the norm of reciprocity, resulting in helpful and supportive behaviors. His second rationale was based on accumulated evidence that “mood state or positive affect; also tended to produce citizenship behaviors. Others also found that employee OCB, when aggregated over time and across people, influenced organizational effectiveness [12].

The overall goal of this research is: Identification of relationship between organizational climate with job motivation, and organizational citizenship behavior at the Bu-Ali Sina university.
2. Literature Review

Organizational Climate. Organizational climate is a meaningful construct with significant implications for understanding human behavior in organizations [2, 17]. Organizational climate research began with analysis at the individual level, concentrating on what is termed psychological work climate. In this approach, individual co-workers are asked to indicate the climate at their workplace [42]. Later, the concept of organizational climate emerged, which is shared amongst the members of the work or organizational unit. It is measured by averaging the individual scores of psychological work climate [16].

According to biese aggregate values of organizational climate should only be used if there is sufficient agreement in the individual climate ratings [5].

However, a lack of agreement regarding individual climate ratings has in itself emerged as an interesting topic of research. Differences in variance in climate ratings from one unit to another may be relevant for explaining outcomes. This variance is now known as climate strength [10, 23].

A high variance indicates that members of an organization differ in how they view the climate of the organization. A low variance indicates that they agree on the climate in their organization. In the latter case, the organization can be said to have a strong organizational climate [36].

A number of definitions of organizational climate have been given in the various studies on the concept, and although a precise and unitary definition of organizational climate does not exist, researchers agree that certain characteristics describe the construct and differentiate it from other concepts [15]. These characteristics are as follows:

1. Climate is generally considered a molar construct that can change over time;
2. It is perceived by and shared among organizational members, which can result in consensus among individuals;
3. It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes;
4. Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them;
5. The climate construct is multidimensional;
6. It refers to the ‘feeling of an organization’;
7. Climate can potentially influence an individual’s behavior [6].

Stringer defined organizational climate as the collection and patterns of the environmental determinates of aroused motivation [39].

According to gerber organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization’s culture and influences individuals’ behavior positively or negatively [15].

Organizational climate has important outcomes at individual, group, and organizational levels; and can greatly influence job satisfaction, individual job performance, and organizational performance. Organizational climate, also helps in determining organizational success, and is important for achieving organizational effectiveness [34].

Organizational climate is shared perceptions among organizational members about organizational common practices, procedures, and value
Organizational climate can shape the context of organizations to influence employees’ perception of knowledge management and innovations, and to motivate employees to engage in the process of transforming knowledge into new products [8, 9].

Organizational climate significantly influences organizational and psychological processes of communication, problem solving, learning, motivation, efficiency, and productivity of an organization, as well as, innovation and job satisfaction [35].

Selamat, Samsu & Kamalu conducted a study with the aim "to examine the impact of organizational climate on teachers’ job performance" [37].

The findings revealed that organizational climate could affect teachers’ job performance. Jyoti, and rahimić identified is positive correlation between organizational climate and job satisfaction and also job commitment [20, 35].

It plays a vital role in their prediction. Castro and Martins conducted a research with the title: "the relationship between organizational climate and employee satisfaction" in a South African information and technology organization [6].

The results indicated a strong positive correlation between organizational climate and the dependent variable of job satisfaction. In addition, the results of stepwise regression analysis showed nine dimensions of organizational climate impact on the predicted job satisfaction.

Arabacini in an investigation stated that perceptions of the faculty employees towards organizational climate are on an average level, and the academic personnel, and female employees have a more positive climate perception than administrative personnel and male employees, respectively [3].

**Job Motivation.** Employee motivation is a long-lasting research subject on Human Resource Management and organizational psychology’s remits of investigation. The attention surrounding the topic has presumably started in the 30’s, and based on the first entrepreneurs’ tacit findings that motivated employees are more productive ones. By definition, it refers to the desire to adopt high levels of personal effort justified by the achievement of organizational objectives, leading these efforts to the satisfaction of a particular individual need [18].

A simple definition of motivation is that which makes people put real effort and energy into what they do. Psychologists have been exploring how to motivate employees since early in the last century, and a lot of knowledge on human motivation has been developed and widely applied [38].

Authors have long recognized a distinction between extrinsic and intrinsic motivation. Intrinsic motivation is present when individuals do something for pleasure or enjoyment, whereas extrinsic motivation occurs when individuals do something because of external forces [11].

Identified motivation describes regulation of behavior for reasons more consistent with one's goals and identity, with individuals seeing the actions as personally important [21].

People acting based on an identified motive do so because they “want” to as opposed to feeling that they “ought” to, as in interjected motivation [43].

Finally, integrated motivation is the most internalized form of extrinsic motivation. Here the person values and accepts the reasons for the behavior, though he/she may still not consider it to be inherently fun or interesting [14].
The findings of the Taghipour and Dejban revealed that the work motivation significantly and positively correlated to supervision and involvement [40]. In addition, work motivation correlated to job performance. Dysvik and Bard examined the relationship between perceived training opportunities, work motivation and employee outcomes [13].

Intrinsic motivation was found in the relationship between perceived training opportunities and organizational citizenship behaviors. Miao and Evans studied the impact of motivation on role perceptions and job performance [28]. Results from a survey indicate that, compared to the global motivation constructs, the cognitive and affective representation of I/E (intrinsic and extrinsic) motivation provides a more robust description of the salesperson motivation-role perceptions performance.

**Organizational Citizenship Behavior (OCB).** It is not easy for organizations to predict what they can do to influence OCB. However, the researchers predict that organizational climate can motivate and direct the activities and behaviors of employees to affect OCB [26].

Organ defined it as performance that supports the social and psychological environment in which task performance takes place [30].

Thereto, according to MacKenzie, Podsakoff & Ahearne OCB is discretionary behaviors on the part of an employee that directly promotes the effective functioning of an organization, independent of the employee’s objective productivity [27].

Castro, Barroso, Armario & Ruiz described that separating the OCB either as extra-role or in-role behavior of the employee in one work group will make many researchers undergoing some difficulties in distinguishing whether the employee’s performance is an OCB or not [7].

Separation between in-role and extra-role performance of employee in a work group is frequently unclear.

Based on the incorporation of past conceptualizations of OCB, the working definition of OCB in this study refers to several elements:
- Voluntary, beyond what is required, formal task behaviors;
- Behaviors based on personal choice;
- Behaviors directed towards others or the organization;
- Avoidance of behaviors that are harmful to the organization [31].

Graham presented components of organizational citizenship behavior to include organizational loyalty, organizational obedience, and organizational participation [19].

Podsakoff, McKenzie, Paine, & Bachrach identified seven common dimensions for OCB: helping behavior; sportsmanship; organizational loyalty; organizational compliance; individual initiative; civic virtue; and self development [32].

Finding of investigation Purnama indicated that organizational culture and job satisfaction and organizational commitment affect Organizational Citizenship Behavior. In addition, Organizational commitment and Organizational Citizenship Behavior have an effect on organizational performance [33].

Results of study Lee, Kim & Kim showed that procedural justice, transformational leadership, and complexity had a positive effect on employees’ OCB, and OCB positively related to job satisfaction [22].
Findings of study Ngadiman and Ratmawati indicates that the OCB of the educational personnel can improve transformational leadership, work satisfaction, organizational commitment, organizational climate, and organizational citizenship behavior [29].

Findings of this study indicates that the work satisfaction constitutes an important factor in increasing the organizational commitment as well as the organizational citizenship behavior of the educational personnel. Babcock-Roberson and Strickland found that charismatic leadership and employee engagement both had a positive relationship with organizational citizenship behaviors [4].

3. Problem Description
There are many problems and challenges in the field of human resources at universities, probably because the research relationship between organizational climate with job motivation and organizational citizenship behavior has not been investigated. Therefore, it was felt necessary to carry out the present research. Accordingly, the main problems of research is presented in model 1.

![Figure 1. Research proposed model](image)

According to Figure 1, the total goal of the research is Identification of relationship between organizational climate with job motivation, and Organizational Citizenship Behavior in Bu-Ali Sina university.

Research Questions and Hypotheses
The Research Questions:
1. How is the organizational climate among employees at the Bu-Ali Sina university?
2. How is the job motivation among employees at the Bu-Ali Sina university?
3. How is the Organizational Citizenship Behavior among employees at the Bu-Ali Sina university?
The Research Hypotheses: There are four hypotheses in this study:
1. There is the significant relationship between organizational climate, and it's dimensions with job motivation, among employees at the Bu-Ali Sina university;
2. There is the significant relationship between organizational climate and it's components with Organizational Citizenship Behavior in between employees at the Bu-Ali Sina university;
3. Dimensions of organizational climate could predict job motivation among employeesat the Bu-Ali Sina university;

4. Methodology

Research Method. The current research method is descriptive-correlation.

Statistical Population and Sampling Method. The statistical population consisted of all non-faculty staff at the Bu-Ali Sina university comprised of 750 persons, and the determined sample size was 250 subjects based on the cochrans formula. The sampling method was done using proportional stratified random sampling.

Tools and Methods of Data Collection. Library was used for collecting data. Then data was collected from three questionnaires with items: organizational climate questionnaire of Sasman and Diep, questionnaire of organizational citizenship behavior of Graham, and job motivation questionnaire of Lodahl and Kejnar [19, 24]. For appointment of validity of questionnaires, the content-related validity method and of viewpoints professors of educational administration in university and education specialists was used. Measurement of reliability questionnaires, used Cronbach's Alpha coefficient; and estimated 0.77, 0.90 and 0.77, respectively.

Analysis of Data. Analysis of data used from descriptive statistics methods including: table, mean and standard deviation; and inferential statistics procedures like: Kolmogorov-Smironov test, one-sample T-test, Pearson correlation coefficient and stepwise multiple regression analysis.

Kolmogorov-Smironov Test. The normality of the data, used of Kolmogorov-Smironov test. Accordingly, the error level calculated for all variables is more than 0.05. Therefore, these variables are normally distributed, and parametric test can be used to analyze the research questions and hypotheses.

5. Results and Discussion

Question 1. How is the organizational climate among employees at the Bu-Ali Sina university?

<table>
<thead>
<tr>
<th>variables</th>
<th>mean</th>
<th>Test value</th>
<th>Std. deviation</th>
<th>t</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational climate</td>
<td>2/39</td>
<td>2</td>
<td>0/60</td>
<td>10/49</td>
<td>249</td>
<td>0/001</td>
</tr>
<tr>
<td>Job motivation</td>
<td>3/12</td>
<td>3</td>
<td>0/61</td>
<td>3/35</td>
<td>249</td>
<td>0/001</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
<td>5/50</td>
<td>4</td>
<td>0/83</td>
<td>28/37</td>
<td>249</td>
<td>0/001</td>
</tr>
</tbody>
</table>
The results of table 1 showed that One-Sample T-Test is significant, and rate of organizational climate variable among staff of the Bu-Ali Sina university is above average surface (P <0.001, df=249).

**Question 2.** How is the job motivation among employees at the Bu-Ali Sina university?

The findings of table 1 indicated that One-Sample T-test is significant, and scale of job motivation variable among employees of the Bu-Ali Sina university is above average surface (P <0.001, df=249).

**Question 3.** How is the Organizational Citizenship Behavior among employees at the Bu-Ali Sina university?

The conclusions of table 1 suggested that one-sample T-test is significant, and rate of Organizational Citizenship Behavior (OCB) among personnel of the Bu-Ali Sina university is above average surface (P <0.001, df=249).

**Hypothesis 1.** There is the significant relationship between organizational climate and it's dimensions with job motivation among employees at the Bu-Ali Sina university.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Correlation</th>
<th>Sig.</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job motivation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational climate</td>
<td>.814</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>Aim clearness &amp; agreement</td>
<td>.561</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>Role clearness &amp; agreement</td>
<td>.569</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>Reward satisfaction</td>
<td>.885</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>Policies agreement</td>
<td>.553</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>Communication efficiency</td>
<td>.411</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>OCB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correlation</td>
<td>.24*</td>
<td>.01</td>
<td>250</td>
</tr>
<tr>
<td>N</td>
<td>250</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The outcomes table 2 showed that there is a significant positive relationship between organizational climate with job motivation among employees at the Bu-Ali Sina university (r = 0.814, P <0.01, N = 250). In addition, correlation between dimensions of aim clearness and agreement, role clearness and agreement, reward satisfaction, policies agreement, and communication efficiency with job motivation were significant at 0.01 level. Accordingly, the first hypothesis is supported by research.

**Hypothesis 2.** There is the significant relationship between organizational climate and it's components with organizational citizenship behavior among employees at the Bu-Ali Sina university.

The results of Table 2 demonstrated that organizational climate with Organizational Citizenship Behavior are positively correlated (r = 0.245, P < 0.01, N = 250). Moreover, correlation coefficient between factors of organizational climate with Organizational Citizenship Behavior were significant. Therefore, the second hypothesis is confirmed.
**Hypothesis 3.** Dimensions of organizational climate could predict job motivation among employees at the Bu-Ali Sina university.

<table>
<thead>
<tr>
<th>Variables</th>
<th>F</th>
<th>Sig.</th>
<th>R</th>
<th>R²</th>
<th>A.R²</th>
<th>Durbin -Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward satisfaction</td>
<td>83/42</td>
<td>0.01</td>
<td>0.885</td>
<td>0.783</td>
<td>0.781</td>
<td>2.092</td>
</tr>
<tr>
<td>Role clearness &amp; agreement</td>
<td>42/71</td>
<td>0.01</td>
<td>0.569</td>
<td>0.324</td>
<td>0.318</td>
<td></td>
</tr>
</tbody>
</table>

Based on the data in Table 3, amount of F is (F = 83.42, 42.71; P < 0.01). Therefore F is significant and can be used for regression analysis. Measurement of the statistical independence of the errors used for the Durbin -Watson Test, is 2.092. Therefore, we can conclude that there is no evidence of autocorrelation in the errors. Beta coefficient is significant in components of reward satisfaction and role clearness and agreement (P < 0.01). Thus, factors of reward satisfaction and role clearness and agreement are most effective in predicting job motivation. Then, the prediction model can be demonstrated as follows:

**Equation 1:**

\[ Y = 1.459 + 0.969 X_1 + 0.029 X_2 \]

Thus, the third hypothesis is confirmed.

**Hypothesis 4.** Dimensions of organizational climate could predict Organizational Citizenship Behavior among employees at the Bu-Ali Sina university.

<table>
<thead>
<tr>
<th>Variable</th>
<th>F</th>
<th>Sig.</th>
<th>R</th>
<th>R²</th>
<th>A.R²</th>
<th>Durbin -Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aim clearness &amp; agreement</td>
<td>18/3</td>
<td>0.01</td>
<td>0.262</td>
<td>0.069</td>
<td>0.065</td>
<td>1.731</td>
</tr>
</tbody>
</table>

According to information in Table 4, value of F is (F = 18.33; P < 0.01). Then F is significant and can be used for regression analysis. In addition, the Durbin -Watson Test showed that there is no autocorrelation in the errors. Beta coefficient is significant in factor of aim clearness and agreement (P < 0.01). Thereupon, dimension of aim clearness and agreement is the most important predictor of OCB. Based on this, the prediction model is represented as follows:

**Equation 2:**

\[ Y = 4.828 + 0.262 X_j \]

Therefore, the fourth hypothesis of research is Approved.
6. Conclusions and Future Works

The results of first, second and third questions shows that situation of the organizational climate, job motivation and organizational citizenship behavior among staff at the Bu-Ali Sina university is above average. Furthermore, the consequences of the first hypothesis indicated that there is a significant positive relationship between organizational climate and it's dimensions (aim clearness and agreement, role clearness and agreement, reward satisfaction, policies agreement, and communication efficiency) of job motivation at the Bu-Ali Sina university. Also, the findings of the second hypothesis revealed that there is a significant positive relationship between organizational climate and it's characteristics with Organizational Citizenship Behavior. The outcomes of third hypothesis of the study detected that the components of reward satisfaction and role clearness and agreement are most effective in predicting job motivation. Finally, the results of fourth hypothesis showed that factor of aim clearness and agreement is most important impact prediction of Organizational Citizenship Behavior.

The results of this investigation correspond to the findings of Selamat, Samsu & Kamalu [37], Taghipour and Dejban [40], Lee, Kim & Kim [22], Rahimić [35], Purnama [33], Jyoti [20], Ngadiman and Ratmawati [29], Maamari & Messarra [26], Purohit & Wadhwa [34], Allameh, Shahriari & Mansoori [1], Gomes, Asseiro & Ribeiro [18], Babcock-Roberson and Strickland [4], Castro and Martins [6], Arabaci [3], DiPaola & Mendes [12], Dysvik and Bard [13], Miao and Evans [28], Tella, Ayeni & Pupoola [41], Watkin and Hubbard [44], Wiley & Brooks [45].

It seems that directors and managers at the Bu-Ali Sina university, probably, for promoting and improving the organizational climate, job motivation and organizational citizenship behavior use factors such as: development of amicable communications and interactions, enhancing the climate of cooperation and respect among employees, attention to personal and professional interests and recommendations of staff, holding of common meetings with the staff in order to solve problems of career and professional, employee participation in decision making, providing moral and financial rewards to employees, reinforcing independence of career and professionalism in duties, clarifying goals and roles of university, providing feedback to staff of performances, given the seriousness of the task, developing learning among employees in order to improve the quality of work, emphasis on obedience to the laws and regulations of the university, and not blaming the staff for achieve personal goals. Then,

1. Based on findings of the investigation, managers of Bu-Ali Sina university have to create organizational climate along with respect, trust, and friendly among personnel;
2. Use diverse motivational strategies to improve ability of staff, and pay attention to creativity and innovation, and support of spontaneous performances;
3. Focus on improvement of morale, job moral sense, empathy and supportive processes, through presentation of rewards.

These results may have implications for universities staff when developing training programs, performance, and organizational effectiveness to support and cultivate the proper climate, job motivation, and organizational citizenship behavior to ensure that the desired extra-role behavioral outcomes can be met.
Suggestions for Future Research. According to present research results, we can propose the following topics for future research:
1. Future researches should be done in the forms of qualitative or comprehensive works;
2. Carry out research other variables associated with the organizational climate in the universities.
References


