

# Effects of Supportive Organizational Climate and Positive Psychological Capital on Organizational Citizenship Behavior

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## Abstract

In this study, it has been aimed to investigate the moderator effect of positive psychological capital on the relationship between supportive organizational climate and organizational citizenship behavior of employees. For this aim, formulated hypothesis have been tested using data collected from a sample of 48 white collar employees working in an IT business operated in Turkey. The results suggest that in this organization both supportive organizational climate and positive psychological capital have positive effects on organizational citizenship behavior of employees. However, as opposed to expectation, positive psychological capital has no moderator effect on supportive organizational climate and positive psychological capital relationship.

**Keywords:** Supportive Organizational Climate, Positive Psychological Capital, Organizational Citizenship Behavior

## 1. Introduction

In today, changing and dynamic working environment has made finding new ways of motivating and retaining valuable employees a necessity for organizations. In that vein, in organizational behavior literature positive psychological capital has gained importance as a topic that stresses the human resource which can be measured, developed, and effectively managed for performance increase (Little v.d., 2007:191). From the point of this perspective, researches which investigate employees' positive psychological states (self-efficacy, optimism, hope, and resiliency) (Luthans, 2002:59) and factors improving these states have run-up. Again from the positive organizational behavior perspective, it is possible to say that supportive organizational climate would result in positive consequences for employees and organizations (Luthans v.d., 2008:226). Supportive organizational climate and positive psychological capital both have been seen as factors which are effective on employees' organizational citizenship behavior (Avey v.d., 2011:143; Norman v.d., 2010:7; Farooqui, 2012:300). When such important behaviors of employees which would contribute to organizations and, possible consequences of these behaviors on individuals and organizations are taken into consideration, the importance of these topics and the link between them is obvious. Therefore in this study, the effect of supportive organizational climate and positive psychological capital on organizational citizenship behavior will be investigated.

## 2. Literature Review

Organizational citizenship behavior (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*" (Organ, 1997:86). Studies about OCB which is also termed as pro-social organizational behavior (Baruch et.al., 2004:401), good soldier syndrome (Organ, 1988 as cited in Organ, 1997:85) or extra role behavior (Van Dyne et.al., 1994:765) has begun in 1980s and researchers have agreed upon the idea that organizational citizenship behavior has an important role on organizational effectiveness (Rofcanin et.al, 2012:705). Studies investigating consequences of OCB showed that this behavior has positive effects such as decreasing the level of intention to leave, increasing job performance or job satisfaction of employees (Podsakoff et.al., 2000:516, Lam et.al., 2009:2262). For this reason, determining the antecedents of such an important behavior which has positive effects on organizational effectiveness is critical for organizations. If factors that drives organizational citizenship behavior are revealed, then leading employees towards this behavior resulting in higher performance will be possible for managers (Jahangir et.al., 2004:75). Organizational citizenship behavior has been explained by Organ with five dimensions as altruism, courtesy, sportsmanship, civic virtue and conscientiousness. **Altruism** refers to the behavior of voluntarily helping to coworkers; **courtesy** refers to the behavior of preventing problems arising from work relationships with coworkers; **conscientiousness** refers to the behaviors reflecting high sense of responsibility and engagement in work, **civic virtue** refers to the behavior of responsibly caring and participating activities related with organization and **sportsmanship** refers to the behavior of accepting less than ideal circumstances in the organization (Organ, 1988 as cited in Dimitriades 2007:413). These kinds of voluntary and helpful behaviors of employees are closely related with their positive psychological states (Avey et.al., 2011:127).

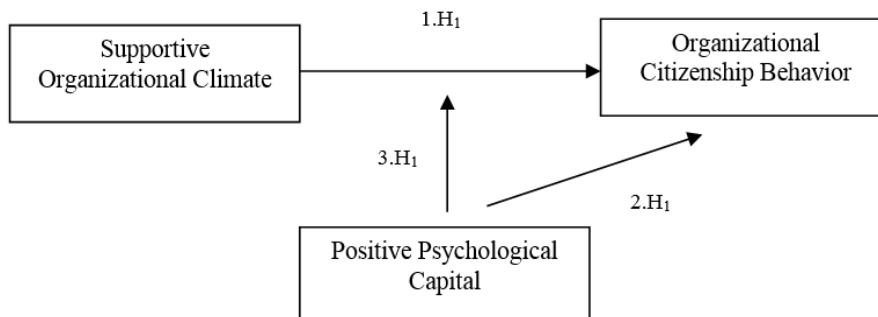
Researches conducted about OCB has also supported that positive psychological capital of employees is

a factor which has positive effects on organizational citizenship behavior (Norman et.al., 2010:387; Avey et.al., 2008:64). Psychological capital which has been explained by Luthans et.al. with identifying four specifications (self-efficacy, optimism, hope, resiliency) reflecting positive psychological state of individuals (Luthans v.d., 2007:3) affects employees' perceptions, work attitudes, ethical orientation and general look on life (Cole et.al., 2009:465). One dimension of positive psychological capital is *self-efficacy* and it is defined by Goldsmith et.al as "*features of personality psychologists believe contribute to an individual's productivity*" (1997:815). This dimension refers to "*having confidence to take on and put in the necessary effort to succeed at challenging tasks.*" On the other hand, *optimism* refers to "*making a positive attribution about succeeding now and in the future*", *hope* refers to "*persevering toward goals and, when necessary, redirecting paths to goals.*" and finally *resiliency* refers to "*sustaining and bouncing back and even beyond to attain success when beset by problems and adversity.*" (Luthans v.d., 2007:3). Since employees having higher positive psychological capital compared to other employees have a more positive viewpoint, higher possibility of showing organizational citizenship behavior is expected from these kinds of employees as well (Avey et.al., 2010:5). Because of the fact that organizational citizenship behavior includes voluntarily behaviors of employees for the sake of organization, as well as positive psychological capital of employees, organizational climate is also an important factor which would affect OCB.

Organizational climate is defined as "a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behavior" (Litwin and Stringer, 1968:1 as cited in Hollmann, 1976:562). On the other hand, supportive climate refers to a working environment, in which reciprocal trust, coordination and collaboration is dominant and managers motivate employees towards organizational vision and increase commitment (Rogg v.d., 2001:447). Supportive organizational climate has been explained by Rogg et.al. with four dimensions as employee commitment, cooperation and coordination, managerial competence and consistency and lastly customer orientation. **Employee commitment** refers to the behaviors reflecting high commitment to the organization and making self sacrifices when required for the work, **cooperation and coordination** refers to the collaboration of employees and groups (i.e.departments) in order to get the job done efficiently and effectively, **managerial competence and consistency** refers to behaviors of managers maintaining a trustworthy working environment and clearly communicating work objectives and responsibilities, and finally **customer orientation** refers to behaviors of valuing customers' needs and exerting effort to maintain good relationships with them in the long run (2011:439). In a working environment with supportive organizational climate employees believes that they are valued, their needs are taken into consideration by their organizations and for this reason they do not hesitate to exert effort and devote time in activities related with their organizations (Randall v.d., 1999:162). In that vein, researches have supported this positive link between supportive organizational climate and employees' organizational citizenship behavior (OCB) (Bell ve Menguc, 2002:139; Farooqui, 2012:300). As it can be understood from all the explanations above, supportive organizational climate and positive psychological capital are among the factors which would affect organizational citizenship behavior of employees and for this reason investigating this effect constitutes the main objective of this study.

### 3. Research Model

In this study, it has been aimed to investigate the moderator effect of positive psychological capital on the relationship between supportive organizational climate and organizational citizenship behavior of employees. In that vein, our research model and hypotheses formulated are as follows:



**1.H<sub>1</sub>**: Supportive organizational climate has positive effect on organizational citizenship behavior

**2.H<sub>1</sub>**: Positive psychological capital has positive effect on organizational citizenship behavior

**3.H<sub>1</sub>**: Positive psychological capital has a moderator effect on the relationship between supportive organizational climate and organizational citizenship behavior

## 4. Methodology

### 4.1. Data Collection

This research has been conducted on 48 white collar employees of an IT organization operated in private sector in Istanbul, Turkey. Since they are not permanent employees and new in this work, two interns have not been included in data collection process. Without doing any sampling whole employees have been reached for this study. The selection of the organization has been made on purpose. As it is explained in the literature review section, organizational citizenship behavior reflects a helping behavior and involves self sacrifices of employees. For such a helping behavior to occur, as well as characteristics of employees and organizational climate, the work itself is also important. In an IT environment, generally employees work in an open office layout and have a chance to communicate with each other. Therefore by choosing this organization, the potential obstacle of job characteristic has been aimed to be eliminated. Prior to data collection, in order to determine the appropriateness of this organization for the study and to get the necessary permission for implementation, an interview with manager of the organization has been conducted. Data collection has been made via self-report questionnaire and in order to prevent wrong answers caused by any misunderstandings, questionnaires have been made answered face to face with the researcher.

### 4.2. Measures

The questionnaire used in data collection is comprised of four sections. In the first section, questions measuring organizational citizenship behavior of employees take place. In the second and third sections, questions measuring positive psychological capital and supportive organizational climate take place respectively. Finally, in the last section, there are questions about demographical characteristics of participants. In this research, already applied and validated scales have been used. All Scales taken place in the questionnaires and sample items are as follows;

**Organizational citizenship behavior** was measured with 24-item scale developed by Podsakoff et.al. (1990:121). Scale is composed of five dimensions as altruism (5-item), courtesy (5-item), conscientiousness (5-item), civic virtue (4-item) and sportsmanship (5-item).

*Altruism: "Is always ready to lend a helping hand to those around him/her"*

*Courtesy: "Considers the impact of his/her actions on coworkers"*

*Conscientiousness: "Obeys company rules and regulations even when no one is watching"*

*Civic virtue: "Attends functions that are not required, but help the company image"*

*Sportsmanship: "Always focuses on what's wrong, rather than the positive side" (Reverse Item)*

**Positive psychological capital** was measured with 24-item scale developed by Luthans et.al. (2007:237). Scale is composed of four dimensions as self-efficacy (6-item), optimism (6-item), hope (6-item) and resiliency (6-item).

*Self-efficacy: "I feel confident analyzing a long-term problem to find a solution"*

*Optimism: "If I should find myself in a jam at work, I could think of many ways to get out of it"*

*Hope: "When things are uncertain for me at work, I usually expect the best"*

*Resiliency: "I usually manage difficulties one way or another at work"*

**Supportive organizational climate** was measured with 22-item scale developed by Rogg et.al. (2001:447). Scale is composed of four dimensions as employee commitment (6-item), cooperation and coordination (4-item), managerial competence and consistency (8-item) and customer orientation (4-item).

*Employee commitment: "Employees would stay with this dealership even if offered a job elsewhere"*

*Cooperation and coordination: "Departments cooperate to get the job done effectively and efficiently"*

*Managerial competence and consistency: "Managers clearly communicate work objectives and responsibilities"*

*Customer orientation: "Employees are committed to developing and maintaining long-term relationships with customers"*

All variables except demographical ones measured by using 5-point Likert type of scale. Answers to items range from 1 to 5 and each point reflects the degree of agreement on a continuum. On this continuum, "1" refers to "completely disagree" and "5" refers to "completely agree". Data has been analyzed by using SPSS 21 program.

## 5. Findings

Table 1 shows the breakdown of participants according to some demographical characteristics. As it can be seen from the table, this working place is dominated by male employees (35 participants - %73: male and 13 participants - %27: female). Since this is an IT organization, it is not an unexpected situation. According to marital status, most of the employees (%83) are single and only 8 out of 48 employees are married. When it comes to work place tenure, it was seen that the majority of employees (%44) belongs to the 13-48-month tenure group and the other groups of 0-12 months and 49 months + have almost the same weight (%27 and %29 respectively). Finally based on position, it was seen that 35 of participants (%73) are in worker position while others (%27) are in managerial position.

Table 1. Demographical Characteristics of Participants

Demographic Variables	Categories	Frequency	Percentage
Gender	Female	13	27
	Male	35	73
Marital Status	Single	40	83
	Married	8	17
Work place Tenure	0-12 months	13	27
	13-48 months	21	44
	49 months +	14	29
Position	Employee	35	73
	Manager	13	27

Prior to testing of our research model, in order to determine the appropriate type of analyses (i.e. parametric or non-parametric) test of normality has been conducted. As a result of K-S normality test, it was seen that all data sets are in conformity with normal distribution ( $p_{och}$ : 0,099 > 0.05,  $p_{pcap}$ : 0,640 > 0.05,  $p_{soc}$ : 0,966 > 0.05). Therefore, analyses of the research have been conducted by using parametric tests.

First of all, reliabilities of scales have been investigated. Cronbach's alpha reliability coefficients of supportive organizational climate, positive psychological capital and organizational citizenship behavior scales have been calculated as 0,935, 0,845 and 0,781 respectively. According to these results it was seen that used scales are highly reliable (Kalaycı, 2010:405). In the next step, construct validity of the scales has been investigated. For this aim, exploratory factor analyses have been conducted for each scale. At the end of a series of factor analyses, supportive organizational climate scale has showed a 20-item and 5-factor structure as management-commitment to objectives, management-respect, employee commitment, cooperation and coordination, customer orientation (KMO: 0.792, sig. 0.000, total variance explained: %75.390). Positive psychological capital scale has showed a 17-item and 4-factor structure as self-efficacy, hope, resiliency, optimism (KMO: 0.699, sig. 0.000, total variance explained: %75.988) and lastly organizational citizenship behavior has showed a 14-item, 4-factor structure as conscientiousness, civic virtue, courtesy and altruism (KMO: 0.643, sig. 0.000, total variance explained: %67.859). After factor analyses, Cronbach's alpha reliability coefficients of supportive organizational climate, positive psychological capital and organizational citizenship behavior scales have been recalculated and seen as 0,932, 0,867, 0,779 respectively. Before testing the research model, descriptive statistics of variables have also been calculated. Results shows that mean scores of variables are above average (table 2).

Table 2. Descriptive Statistics

Variables	Mean	Standard Deviation
Supportive Organizational Climate	3.87	0.682
Positive Psychological Capital	3.99	0.516
Organizational Citizenship Behavior	4.21	0.432

After descriptive statistics, relationships of variables have been investigated via Pearson correlation analysis. While there is no significant relationship between supportive organizational climate and positive psychological capital ( $r = 0.237$ ,  $p > 0.05$ ), it has been observed that there are significant positive relationships between supportive organizational climate and organizational citizenship behavior ( $r = 0.424$ ,  $p < 0.01$ ) and also between positive psychological capital and organizational citizenship behavior ( $r = 0.519$ ,  $p < 0.01$ ) (table 3).

Table 3. Correlations and Reliabilities of Variables

	Supportive Organizational Climate	Positive Psychological Capital	Organizational Citizenship Behavior
Supportive Organizational Climate	0.932 <sup>a</sup>		
Positive Psychological Capital	0.237	0.867 <sup>a</sup>	
Organizational Citizenship Behavior	0.424 <sup>**</sup>	0.519 <sup>**</sup>	0.779 <sup>a</sup>

<sup>a</sup> Cronbach's alpha reliability coefficients of scales

<sup>\*\*</sup>  $p < 0.01$

Research model has been tested via hierarchical regression analysis. In the first step effect of supportive organizational climate on organizational citizenship behavior has been tested and it has been found significant ( $R^2 = 0.180$ , Sig.0.003). In the second step the effect of supportive organizational climate and positive psychological capital together on organizational citizenship behavior has been tested and again it has been found significant ( $R^2 = 0.366$  Sig.0.000). Finally, the effect of supportive organizational climate, positive psychological capital and the interaction variable (supportive organizational climate\*positive psychological

capital) all together on organizational citizenship behavior has been tested ( $R^2 = 0.384$  Sig.0.000). For the interaction variable continuous variables have been standardized and multiplied terms have been created. With the entrance of interaction variable in to the model,  $R^2$  has increased but this increase wasn't significant ( $\Delta R^2 = 0.018$ , Sig. 0.266) which means positive psychological capital does not have a moderating effect on the relationship between supportive organizational climate and organizational citizenship behavior. Thereupon, the effect of positive psychological capital alone on organizational citizenship behavior has been analyzed and a significant positive effect has been observed ( $R^2 = 0.270$ , Sig.0.000) (table 4).

Table 4. Regression Analyses

Model	$R^2$ (Adjusted)	Significance
Sup.O.Climate*OCB	0.180	0.003
Sup.O.Climate*PsyCap*OCB	0.366	0.001
Sup.O.Climate*PsyCap*Int*OCB	0.384	0.266
PsyCap*OCB	0.270	0.000

	$\beta$	Significance
Supportive Organizational Climate	0.424	0.003
Positive Psychological Capital	0.519	0.000
Sup.O.Climate*PsyCap	0.444	0.001
Sup.O.Climate*PsyCap*Int.	0.139	0.266

Dependent variable: OCB

$\Delta R^2 = 0,018$ , (**0,266**)

## 6. Conclusion

As a result of analyses, it was seen that in that organization in which the research was conducted, both supportive organizational climate and positive psychological capital has a positive and significant effect on organizational citizenship behavior.

If the results are interpreted from the point of supportive organizational climate, by looking at the mean value of the variable (3.87) it can be said that in this organization managers value their employees, ensure their commitment to the organization and harmonize individual and organizational objectives. Employees work in a working environment in which reciprocal trust, communication and collaboration dominates. This situation is affecting organizational citizenship behavior positively. If we take into consideration the fact that this is an IT organization and employees work in an open office environment, it is possible to say that these conditions increases the interaction between individuals and makes organizational citizenship behavior more possible.

Again when we look at the mean values, it is seen that similarly employees' positive psychological capital is also above average (3.99). Employees feel competent in their work, have high energy to overcome difficulties and move towards objectives steadfastly. Positive attitudes of these employees who also have positive expectations for their future, is also affecting organizational citizenship behavior positively. Individuals with high positive psychological capital are not tending to absenteeism and since they take the events from positive sides, this positive approach makes them show more helpful and considerate behaviors both towards organization and co-workers.

All these results obtained from analyses reveal the importance of supportive organizational climate and positive psychological capital for organizational citizenship behavior and form a basis for similar subsequent researches. However, the point which should be considered here is that these results provide opportunity to make interpretation for that organization operated in IT industry. For this reason, it would be useful to make the same research on organizations operated in different industries and with larger participant groups. We believe that this research would be a valuable contribution for the related literature and future researches.

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