

## Influence of Organizational Climate on Organizational Citizenship Behaviour among Private Universities in Nigeria

**<sup>1</sup>Patrick Obumneme Dulora, <sup>2</sup>Chukwuebuka Ugonna Obidigbo & <sup>3</sup>Nicholas Ngozi Igwe**

<sup>1,2&3</sup>Godfrey Okoya University Enugu, Nigeria

[<sup>1</sup>dulorapo@gmail.com](mailto:dulorapo@gmail.com), [<sup>2</sup>ebukaobidigbo07@gmail.com](mailto:ebukaobidigbo07@gmail.com) & [<sup>3</sup>nickigwe@gouni.edu.ng](mailto:nickigwe@gouni.edu.ng)

<sup>3</sup><https://orcid.org/0000-0002-7590-9994>

### **Abstract**

*This study examined the relationship between organisational climate and organizational citizenship behaviour among academic staff in selected private universities in Southeast, Nigeria. Four specific objectives, research questions and hypotheses were formulated with the decomposed variables of the study. The study was anchored on Social Exchange Theory (SET). The research used the research design to plan for the study. The study sample size was 355 arrived at using Krejcie and Morgan formula. Data were collected using self-administered questionnaire from the random sample of academic staff of the selected private universities in Southeast Nigeria. The data was presented using descriptive statistics (distribution tables, mean and standard deviation) and inferential statistics (Pearson correlation co-efficient and regression analysis) were used for hypotheses testing. The results revealed that there is a significant positive relationship between organizational climate and organizational citizenship behaviour. The results showed that there is a significant relationship between the organizational climate and organizational citizenship behaviour. This implies that the success of an institution is dependent upon the effective management of organisational climate, which is an important path to the success of employee's citizenship behaviour. The study recommended that equity and fairness should be entrenched during appointments and promotions so as to reduce incidence of service sabotage among academic staff of private universities. In the spirit of harmony, management of private universities should score collaborative works more than individual outputs in order to encourage teamwork among academic staff.*

**Keywords:** Organisational Climate, Organizational Citizenship Behaviour, Organizational Support, Organizational Justice

### **1. INTRODUCTION**

Organizations are created for a variety of reasons, and each one has a unique vision and mission. Some organizations are set up to provide services, while others are started to make products. Resources are essential to their survival and best performance. Resources come in two primary categories: capital resources and human resources. However, scholars, experts, and researchers appear to have come to the consensus that Human Resources (HR), also known as Human Capital (HC), are the most important resource at an organization's disposal. Nabilla and Riyanto (2020), who assert that human resources are one of the most important assets of every organization because success depends on them, corroborate this claim. In a similar vein, Gosain and Sinha (2021) contend that a company's workforce and employee base are both assets and essential components that must function well for the organization to fulfill its goals (Popescu et al., 2019; Riyanto et al., 2017). The only thing that is consistent in the corporate world is change. As a result, it is crucial for any firm, regardless of kind, to adapt its tactics to suit shifting customer demands. According to Ojebola et al., (2020), it is commonly accepted that the global capitalism-related commercial operating environment has been unpredictable, complicated, and competitive. Organizations are facing more challenges than

ever in the twenty-first century. Any type of organization, including higher education institutions, the focus of this study, is subject to this competitiveness and complexity. The organizational climate may therefore be what distinguishes how organizations respond to such competition and dynamism in the operational environment, as one organization may be distinguished from another by looking at its climate.

The atmosphere of an organization can be utilized to distinguish one person from another, just like personality. The most frequent method for setting one organization apart from others is through its organizational climate. Every company has a distinctive organizational atmosphere that sets it apart from other companies (Subramani et al., 2015). It has to do with how staff members view what is happening within the company where they work. It reveals how staff members view the company to which they are employed (Subramani et al., 2015). The organizational atmosphere affects how employees view their employer (Seren Intepeler et al., 2019). Organizational climate demonstrates how one association differs from another when compared to other associations (Neeraja & Pathak, 2020).

Different environments, or what might be referred to as organizational climate aspects, are connected to various types of organizations. It could be the culture of cooperation inside the company or the administration of distributive or procedural justice in the legal system. The atmosphere may also reflect how tasks are delegated and how companies support and advance their staff members' careers. All of these have an impact on the performance of the organization, as stated by Haryono et al., (2019) and Manuaba et al., (2020), who claim that organizational climate is thought to have a positive impact on employee performance by the majority of researchers in this field. The amount to which the employees are prepared to go above and beyond what is required of them by law in order to ensure that the institution (university) runs smoothly could be used to gauge the positive influence. In organizational jargon, this is referred to as organizational citizenship behaviour.

Organisational Citizenship Behaviour is defined as employee actions that go beyond the official requirements of their jobs and are not compensated or recognized by the organization. It entails acting in a way that helps others, volunteering to perform extra work, according to rules, and following office protocol (Nugroho, et al., 2020). Employees who act in an organizationally responsible manner do so unpaid since it is not publicly acknowledged. They act on their own initiative because they want to make sure their company is successful. Therefore, for an organization to prosper, certain of its employees must be dedicated to going above and beyond what is publicly recognized and rewarded. According to some experts, businesses cannot thrive or survive without people acting in additional roles since these behaviours have a significant impact on any organization's ability to survive (Christiansen & Chandan, 2017; Organ, 2018). Organizations must make sure that employees present or exhibit favourable behaviours or dispositions that will give the organization a competitive advantage if they want to stay in the market (Ojebola et al., 2020).

Universities are recognized as essential engines for socio-economic and political growth all across the world (Okoli, 2018). Universities have emerged as a key hub for innovation and the growth of the high-calibre talent pool required to addressing the problems associated with underdevelopment (Idumange & Major, 2005). Ajada (2010) emphasized that over the past several years, a number of improvements have been made to the Nigerian university educational system in order to increase access, improve quality, and promote the institution's internal and external efficiency. While the number of universities is growing, the number of competent academics is not growing proportionately, according to reports from the National University Commission (NUC) (2008)

(Adeniji, 2011). When opposed to their state or federal counterparts, private institutions, which are controlled by private individuals, typically offer lower salaries and less job stability.

In Nigeria, private universities constantly compete with federal and state universities for students. There has been a significant shift in the number of employees from private institutions to the more "prestigious" State or Federal Institutions due to factors such as working conditions, prestige, job security, and compensation. Organizational climate can be improved in an effort to encourage teachers to work harder and more effectively. According to Haritha and Subrahmanyam (2013), improving organizational climate is one way to foster a culture of high performance and organizational citizenship behavior. A positive work environment encourages employees to give their best effort. Thus, organizational climate principles could be used to combat the problem of constant turnover and subpar performance. In light of the foregoing, it was necessary to conduct this study in private colleges in southeast Nigeria to determine how organizational climate affects organizational citizenship behaviour.

Researches that have looked at organizational climate as it relates to organizational citizenship behaviour are few, as the literature and empirical search done by the researcher did not find any, thereby, creating a gap which this study intends to fill. This is so because, with research on organizational climate and organizational citizenship behaviour, the private universities could have a clue as to how to make employees put in their best in the organization, as against what is obtainable in the institutions as observed by the researcher. It was observed that the climate of support for lecturers by management is very minimal. The justice system also, in terms of distributive and procedural justice seems to be suspect. There appears to be little effort geared towards the career development of staff, while the teamwork spirit in the institutions appears not to be strong. All these could have implications for decision to go beyond formally recognized duties and responsibilities, as they may not be open to put in their best, given the climate they work in. This could be fuelling turnover and dissatisfaction of employees if not handled properly. It is therefore, against the backdrop of these seeming issues that this study was necessitated to empirically look at them, with a view to find the relationships between the variables in the institutions and making recommendations that could help the institutions function better.

## **2. REVIEW OF RELATED LITERATURE**

### **Organizational Climate**

Climate is an environmental phenomenon; however, it has been brought into organizational arena to mean the way people feel about the environment of an organization where they work. Brown and Brooks (2002) describe climate as the "feeling in the air", and the "atmosphere that employees perceive is created in their organisations due to practices, procedures and rewards." Hence, climate is perceptual in nature, and changes with time, place and person. This is because; a good climate to one individual may be bad to another individual. The climate in an organization could even differ to one individual depending on the period such an individual perceives the environment and the person's state of mind. Bringing to bear the perceptual angle to organizational climate, Haritha and Subrahmanyam (2013) opine that it is the perceptions, feelings and attitudes of organization members regarding fundamental issues in the organization. Organizational climate is a perception of the organization member, individually or groups that relate to the internal organization that influences the organization's attitude and behaviour (Wirawan, 2007). It is the perception of employees towards their workplace environments (James et al., 2008). To Gerber (2003), Organizational climate is illustrative of organisational individuals' collective perceptions as well as emotions about the

organisation. He describes it as a shared perception of what an organization is like. Therefore, it is the individual perception towards a particular condition that shows the internal environment quality of the organization towards what they see and what they feel, and what the member of the organization thought (Nugroho et al., 2020).

Organizational climate can be used to distinguish one organization from the other. That is, it can differentiate what one organization does from what other organizations do. It is a set of characteristics that define an organization compared with the other organization. These characteristics are in the organization and also influence the employees in the organization (Nugroho et al., 2020). Ekawati and Tjahjono (2019) postulated that the climate of an organization is the human environment in which the organization's employees do their jobs. So, environment differs from one organization to the other, employees may want to work in one, while despising working in the other, citing differences in working atmosphere. Organizational climate has the potential of influencing the performance and behaviour of employees. Bringing to the light the behaviour influencing angle of organizational climate, Nugroho et al., (2020) stated that it is the organizational internal environment quality that is ongoing, experienced by the member of the organization, and influence the behaviour. Organizational climate is a meaningful construct with significant implications for understanding human behaviour in organizations (Allen, 2003; Glission & James, 2002). Furthermore, Harmius et al., (2021) point that it is a combination of various aspects of the work environment that is accepted and felt directly or indirectly by employees which will determine the employee's behaviour.

Organizational climate is one of the factors that affect work motivation, and has an impact on employee performance, in order to achieve organizational goals. If workers feel that the climate in their firm is conducive, it entails that the climate is in accordance with the needs of employees in general, which make employees feel comfortable to work; a good organizational climate in the organization is developed according to the needs of employees, and will inspire confidence in the workers and motivate them to make a positive contribution in achieving the set objectives of such firms (Harmius et al., 2021). There are a lot of things that could be said to be a representative of climate in organizations. It could be structures, support systems, task arrangement and authority and responsibility dynamics. Organizational climate can be viewed as an illustrative idea that mirrors the regular view and understanding of all individuals with respect to the different components of the organisation, for example, structure, frameworks and practices (McMurray, 2003). Ali, Lei, & Wei (2018) opine that things that could be likened to climate include organizational units' activities, strategies, processes, routines and rewards. It is related to all the structural aspects, standard, responsibility, reward, support and also the commitment of employees (Nugroho et al., 2020). On the other hand, Haritha and Subrahmanyam (2013) propose that components of organizational climate are norms, values and culture.

## **Organizational Support (OS)**

Organizational Support (OS) has to do with the awareness of the human resources on how the organization along its leadership care about the employees; whether the management is looking out for them or not. Organizational Support guarantee employees that the organization is behind them when they face problem, execute their job and handle stressful situations. Organizational Support also refers to the level to which employees believe that their organization values their contribution as well as caring about their well-being.

A positive perception of organizational support by employees makes them feel that the firm is

looking out for them and this could lead to the employees exhibiting healthy behaviour and having a good relationship with the firm. Organizational Support is employee's attitude that causes good association among employees as well as their organization (Chiang & Hsieh, 2012). The scope to which the management of firms values their employees is a gauge of the organization's Organizational Support. It can also be referred as the rate at which an organization values employee's contributions and how concerned the organization is to employees' well-being. It is correlated to employees' psychological comfort, and behaviours supportive to the organization (Eisenberger & Stinglhamber, 2011). It is noted to influence organizational commitment by social exchange and self-enhancement processes and also makes employees to want to go the extra mile because they assume the organization will do the same for them (Eisenberger & Stinglhamber, 2011).

### **Organizational Justice (OJ)**

The term Organizational Justice (OJ) was first coined by Greenberg in 1977. It has to do with the perception of employees about the fairness of the organization and her leaders. Justice by itself has to do with an action or decision that is morally and ethically right (Tabibnia et al., 2008). It can be linked to religion, ethics, equity, and law. Bringing the concept of justice to organization, it could be seen in how issues related to pay, equal opportunities for promotion and employee selection processes are handled, whether it is done fairly or not (Tabibnia et al., 2008).

How fairly employees perceive they are treated is a measure of organisational justice (Randeree, 2008). It is a personal evaluation about the ethical and moral standing of managerial conduct or employees' perceptions of fairness in the workplace. It is seen as a perception that employees have in their mind regarding fair treatment (Devonish & Greenidge 2010). Amna and Muhamma (2014) opine that it is the overall fairness of the organization reward system and the perceived fairness of the actions of individuals responsible for implementing the rewards allocation system. An employee positive or negative feeling about his job holistically refers to perception of organisational justice (Balogun et al., 2012). Igbinomwanhia and Akinmayowa (2014) suggested that when an employee perceives that he/she is being fairly treated in the organisation and self-assured that such fair treatment will continue, he/she will be motivated to return to the organisation behaviours like extra role behaviour. This implies that, the positive or negative perception of employees about the organisational justice may have its impact on the individual motivation to go extra mile and impact firms' performance (Ojebola et al., 2020). They also suggest that employees rely on fairness judgments when confronted with daily decisions to work together with others in support of the collective good or to act from a place of self-interest.

### **Career Development**

The concept of career development is that which employees hold dear to their heart. It occupies a significant position and they are very passionate about it. It is also in the best interest of the organization that they develop their employees along the path of their careers. This is because, a developed employee will perform better for the organization, and so, it is equally important to the organization. Aligning with this position, Armstrong (2001) states that career development is of great importance to both the individual employee and the organization. Similarly, Jianwei (2010) avers that the organisational climate in career development of the employees is important for both the firm and the employee, because to perform better at work, providing necessary and related trainings are required.

Career development has to do with improving on the skills and competences of the employees to be able to perform well in either a current job or a higher position. However, the major concern is on performing better in a higher rank or position. In relation to this, Agba et al., (2010) point that career development involves concerted efforts directed towards assessing workers' potentials, identifying likely career paths for that employee and designing and implementing various forms of training and experience to prepare that person for more advanced job. It involves higher status and responsibilities which can take place in one organization or through movement between organizations or a combination of both. Also, Armstrong (2006) posits that it is the use of planned instruction activities to promote learning. It is an ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities.

### **Teamwork Climate**

Teamwork is a term drawn from team, so, for there to be teamwork, there is a need for the existence of a team. And for a team to exist there is also a need for more than one person to work together. Hence, the existence of a team presupposes the coming together of more than one person to work in a project. This is because; team is a group whose members work intensely on specific, common goal using their positive synergy, individual and mutual accountability and complementary skills (Robbins & Judge 2007). It is an interdependent collection of individuals who share responsibility for specific outcomes for their organizations.

The process of group of persons working together for a common goal is regarded as teamwork. This was the position of Fauziah et al., (2010) who posit that teamwork is a process of working collaboratively with a group of people, in order to achieve a goal. Also, in line with this, Mba (2015) opines that teamwork is an umbrella term that depicts the degree of co-operation which exists in teams or between teams. Hence, collectivism is one of the measures of teamwork.

Daft (2012) states that teamwork is a form of collective work that might involve individual tasks, but usually involves some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group. Fajana (2002) asserts that teamwork is an integration of resources and inputs working in harmony to achieve organisational goals, where roles are prescribed for every organisation member, challenges are equally faced and incremental improvements are sought continually. The more the team spirit, the more the employees will be predisposed to put in their best foot forward. If the teamwork atmosphere of climate is good, everyone will be striving for the betterment of the firm where they work.

### **Open Communication**

The way information is shared in an organization forms part of the climate of an organization known as communication climate. Some organizations are known for being open and transparent when it comes to communication and informing people about what they need to know and what they need to do in order to grow, while some firms are notorious for keeping people at the dark with respect with what is being planned to be done, what is being done and what is expected of an employee to grow.

Communication means giving or passing information from a sender to a receiver. A sender being who is passing the information and the receiver being whom the information is being passed to, and this passed information is expected to trigger a response from the receiver. This was the view of Fauziah et al., (2010) when they posit that communication refers to the evoking of a shared or common meaning in another person. Communication outside an organization differs from

communication within or amongst organizations. Communication in an organisation can be seen as accessibility of the supervisor for listening and guidance, effective communication, and clear expectations and feedback that is needed for better work performance. Therefore, some communication is effective while some are not. Effective communication in an organization is that which achieves the desired goals, which include right response, aversion of danger, positive feedback, proper work attitude and overall improvement in performance.

## **Organizational Citizenship Behaviour**

The concept of organizational citizenship behaviour was pioneered by Organ (1988), but was first mentioned by Katz and Kahn (1966). It is referred to, by different nomenclatures, some call it extra-role behaviour, and some say it is organizational spontaneity, while others best describe it as proactive behaviour. Van Dyne & Ang (1995) called it extra role behaviour, organizational spontaneity and support for collective interests over individual interests. Most of these concepts denoted the fact that the organizational effectiveness is expected when employees are proactive and benevolent. No matter the name it goes by, it means employees going beyond and above the formally recognized roles and responsibility, to make sure that the organization progresses. It is considered to be the employee behaviour that is not mandatory, not directly recognised by the official reward system and that collectively contributes to the effective functioning of the organisation (Geckil & Tikici, 2015; Organ, 1988).

What differentiates organizational citizenship behaviour from other forms of behaviour is the fact that it is neither recognized nor mandatory by the formal structures of firms. It is purely at the discretion of the employees to do or not to do. Organ (1988) defines organizational citizenship behaviour as individual behaviour 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". With organizational citizenship behaviour, the emphasis is on the discretionary attitudes and behaviours of employees that are beyond the call of duty (Podsakoff et al., 2014). Organizational citizenship behaviours are the behaviours that are optional to employees which are not part of employees' prescribed functions (Oladipupo, 2016). Thus, the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable nor rewarding (Ojebola et al., 2020). They are discretionary, beyond-role behaviours and gestures that are not explicitly recognized by the formal reward system but are considered important in promoting organizational effectiveness (Organ, 2018).

It is informal; that is, it is not recognized by the formal structures of a firm, and hence, not rewarding, it is desirable for the firm to progress and make headway in the ever-competitive business environment. Farooqui (2012) states that it is an informal kind of behaviour that is desirable by the organization. It promotes the goals of the organization by contributing to its social and psychological environment (Organ, 1997; Rotundo & Sackett, 2002). It promotes the effective functioning of the organisation (Gabriel, 2015). It serves to promote the general well-being of the organisation (Kandepan, 2016). It contributes to the effective functioning of a firm (Nadim et al., 2016). The consequences of organizational citizenship behaviour are found in the positive effects it has on the company's overall performance.

## **Civic Virtue**

Organizations need employees who will voluntarily choose to get involved in suggesting better ways for doing things. They need employees to get involved in brainstorming sessions without being asked, so as to come up with new ideas of doing old things or new things entirely. This is the purview of civic virtue. It has to do with constructive involvement in issues of governance. This helps organizations save costs by providing constructive suggestions (Pickford & Joy, 2016). When employees offer suggestions, they are practising civic virtue. Afzal (2020) opines that acts of civic virtue may include offering suggestions for cost improvement or other resource saving ideas, which may directly be influencing efficiency. Organ (2018) stated that it includes holistic interest in and commitment to the organisation. It is the participation in the political life of the organization (Subramani et al., 2015). That is, taking interest in the governing and policy decisions of an organization, to be able to suggest best ways forward.

Civic virtue refers to employees' willingness to participate in voluntary administrative tasks (Organ, 1988). Employees are expected to keep themselves up to date about the whole organisation (Organ, 1988). Walz and Niehoff (1996) indicate that these types of acts by employees could increase customer satisfaction and help create positive perceptions. Gabriel (2015) states that it is the employee engrossment in the organizational activities and being consistent with sensitive issues of the firm. This is a worker disposition to engross enthusiastically in organisational activities, observe its environment holistically for its best interests even at the employee's cost.

## **Conscientiousness**

Employees that are conscientious are willing to go beyond their normal required duties, even in the harshest of conditions. They are those that would avoid personal gains and adhere to organizational rules and guidelines. Conscientious employees, as well as those who avoid personal gain or other negative behaviours, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service (Afzal, 2020). Conscientiousness holds that employees are dedicated to their jobs even under the most unfavourable circumstances (Organ, 1988). Carrying out one's duties beyond the minimum requirements is part of being conscientious in organizations. It was formerly called generalized compliance, which refers to employees going beyond minimal requirements in carrying out their assigned tasks, even when the conditions are not so suiting to them (Subramani et al., 2015). The main point of conscientious is not complaining much about conditions of service but trying to go beyond and above the call of duty in making sure that the organization succeeds and stay ahead of competition.

## **Altruism**

The helping aspect of organizational citizenship behaviour is called altruism. It involves behaviours of helping co-workers. These organizational citizenship behaviour categories can help an organization promote efficiency through reduced need for supervision, training and crisis management costs (Pickford & Joy, 2016). Helping behaviour involves willingly assisting co-workers with or inhibiting the incidence of work-related issues. It supports the idea that friendship and cooperation exist between workers (Organ, 1988). Altruism consists of discretionary behaviours which are expected at helping specific persons in an organizational setup (Subramani et al., 2015). Ibukunoluwa et al., (2015) describe it as a behaviour aimed at helping a co-worker, in most cases new employees' such as familiarizing new employee and helping them when confronted with

weighty workload that can lead to citizenship fatigue. They are actions designed to assist another person with a problem or to relieve them of their stress in the work place. Altruism or helping co-workers make the work system more productive, because one worker can utilize his or her slack time to assist another on a more urgent task (Afzal, 2020). Paciello et al., (2013) added that altruism majorly drives an individual to render helping behaviour as it has the ability to share and be affected by others' emotive states.

### **Sportsmanship**

Sportsmanship has to do with not complaining much even when we are unfavoured. In sports parlance, it is used to represent situations where even after a loss to opponents, both the winners and the defeated congratulate each other in good spirit. Sportsmanship refers to willingness to eschew minor inconveniences without appeal or protest (Pickford & Joy, 2016). It refers to employees' tolerance levels for environmental factors (Organ, 1988). Therefore, their endurance when undertaking difficult tasks is high. Employees show positive perceptions about their colleagues (Podsakoff, PM et al., 2000). Furthermore, sportsmanship entails individual's refraining from reporting trifling encounters within the organization (Uzonwanne, 2014). It has to do with demonstrating tolerance without complaining in the fewer manners ideal circumstances or not making a big deal out of small matters. More so, sportsmanship behaviours are aimed at sustaining a friendly work environment and fostering unity which contributes to organisational effectiveness (Khadija et al., 2014). It denotes activities that employees abstain from doing such as complaining & filing petty grievances (Subramani et al., 2015).

Extant literature on sportsmanship observe that such behaviour positively relates to work group performance, and the more employees display this attitude, the less time and energy a manager wastes in getting their cooperation (Ibukunoluwa et al., 2015; Özdemir & Ergun, 2015). This implies that, the presence of sportsmanship allows managers to dedicate a substantial proportion of their time to productive activities like planning, organizing resources and monitoring performance. It allows organizations to sustain efficiency and effectiveness by focusing on more important job functions (Pickford & Joy, 2016). However, lack of sportsmanship behaviour as opined by Ibukunoluwa et al. (2015) may lead to negative implication on group or team unity and make the work environment un-conducive to attract or retain productive workers.

### **Employee Commitment**

Employee commitment is one of the most studied constructs in organizational dynamics. Industries experts, researchers and managers alike have been thoroughly engaged in the employee commitment discuss. In line with this assertion, Adebayo (2006) avers that employee commitment has become one of the most popular work attitudes of interest to practitioners and researchers; it has emerged as a promising area of research. It is an attitude reflecting an employee's loyalty to the organisation, and an ongoing process through which organisation members express their concern for the organisation and its continued success and wellbeing (Northcraft & Neale, 1996). It is multidimensional and also an outcome of one's evaluation of his/her work place (Normala, 2010). The mission and vision of organizations could be said to be contingent on the commitment level of employees. So, without committed employees, the goals and objectives of an organization could be in jeopardy. Commitment from staff is, therefore, sacrosanct for organizations that want to make headways. Accentuating this point, Dixit and Bhat (2012) posit that it has been argued that organizations cannot be at their best until staff are committed to the organizational goals and objectives. On his part, Akintayo (2010)

states that organisations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Commitment could be used to measure organizational citizenship behaviour because before one will display behaviours that could be termed organizational citizenship behaviour, such a person must have shown signs of commitment to the course of the firm. Dex and Smith (2001) point out that one determinant of workers engagement, organizational citizenship behaviour and performance is the extent they are committed to the firm. These set of employees who are committed to the course of an organization are regarded as a very important asset to the organization.

### **Empirical Review**

A substantial portion of the studies reviewed indicates the crucial role of organizational climate in influencing employee behavior, particularly organizational citizenship behavior (OCB) and job satisfaction. Harmius, Yunus, and Musnadi (2021) emphasized that organizational citizenship behavior mediates the relationship between organizational climate and employee performance, suggesting that an improved organizational climate can foster better employee engagement and performance. Similarly, the work of Nabilla and Riyanto (2020) supports the idea that organizational climate and job satisfaction are key drivers of OCB, particularly in outsourcing companies, demonstrating the impact of climate on employee behavior in different industries. In contrast, Soetjipto et al. (2021) found that transformational leadership was not significantly related to job satisfaction and work morale, implying that while organizational climate plays a role in enhancing job satisfaction, leadership alone may not be sufficient without a conducive environment. These findings collectively highlight the multifaceted role that organizational climate plays in shaping organizational behavior, with varying degrees of leadership impact.

Several studies delve into specific organizational outcomes and how organizational climate influences them. For example, Al-Zoubi and Alfandi (2021) found that a positive organizational climate leads to increased employee creativity in Jordanian hotels, demonstrating the beneficial effects of organizational climate in fostering innovation. This aligns with the findings of Bonacci, Mazzitelli, and Morea (2020), who suggested that a positive organizational climate supports organizational innovation and excellence. Further reinforcing the role of organizational climate, Damayanti and Dewi (2020) found that work motivation, fairness, and organizational justice all positively influenced organizational citizenship behavior, underlining that a well-rounded organizational climate can lead to better outcomes in terms of employee behavior and organizational performance. Additionally, Işık (2021) highlighted that demographic factors influence job satisfaction and emotional commitment, which in turn affect organizational citizenship behavior, suggesting that organizational climate interacts with individual differences to shape employee attitudes.

Several studies also point to the importance of perceived organizational support (POS) in enhancing organizational outcomes. Obeng et al. (2020) found that POS did not moderate the relationship between organizational commitment and employee performance, implying that while POS can have a positive impact on employee outcomes, its effect may be complex and contingent on other factors. Similarly, Piotrowski et al. (2020) examined the role of organizational support in the Army, finding that certain parameters of organizational climate and POS were positively correlated with OCB, emphasizing the importance of both climate and support systems in driving positive employee behaviors. The study by Akanni and Ndubueze (2017) in Nigeria also supports this view, showing

that a positive organizational climate leads to increased organizational citizenship behavior in private companies, which may enhance overall organizational performance. These findings suggest that POS plays an important but sometimes secondary role, depending on the organizational context and the specific behavioral outcomes being measured.

Lastly, many studies focused on the specific effects of organizational climate on job satisfaction and other employee behaviors. Okoli (2018) found a significant relationship between leadership style, academic freedom, and job satisfaction among academic staff in private universities in Nigeria, underlining the influence of organizational climate in academic environments. Similarly, Balyer and Özcan (2020) revealed that a positive organizational climate directly influences employee job satisfaction, suggesting that an organization's climate affects both the emotional and motivational aspects of employees. Shbail and Shbail (2020) showed that a strong organizational climate in Jordanian private universities could improve OCB and reduce turnover intention, pointing to the long-term benefits of fostering a positive environment. Furthermore, Fahim and Asadollahi (2021) noted that organizational climate positively influenced citizenship behavior in sports coaches, further extending the applicability of these findings beyond traditional sectors to the sports industry.

### 3. METHODOLOGY

This study adopted a survey research design. This is because this study seeks to elicit data for analysis through the use of a questionnaire. A survey research design is one that collects data from people about variables through a questionnaire. The study population from which the sample was drawn for the study consists of fourteen private universities in the Southeast Nigeria.

The total number of academic staff in the selected private universities is 4654. Questionnaire was administered to the academic staff ranging from Professors, Readers, Senior lecturers, Lecturers I, Lecturers II, Assistant lecturers and Graduate Assistants. The sample size of the study was determined using Krejcie and Morgan (1970) sample size determination formula. The formula is given below:

$$s = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

Where

s = Sample size

$x^2$  = Table value of chi-square for 1 degree of freedom at 0.05% confidence level (3.84)

N = population size (4654)

P = population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = Degree of accuracy expressed as a proportion

$$s = \frac{3.84 \times 4654 \times 0.5(1 - 0.5)}{0.05^2(4654 - 1) + 3.84 \times 0.5(1 - 0.5)}$$

$$\begin{aligned} S &= \frac{4467.84}{12.5925} \\ S &= 354.80 \\ S &\approx 355 \end{aligned}$$

Stratified random sampling technique was employed to determine the number of participants in each stratum. Stratified random sampling was used because of the nature of the population of study and the behavioural pattern of the profession. This work certified Cooper and Schinder's (2006), criteria for usage of stratified random method namely: (a) increased samples statistical efficiency; (b) adequacy of data for analysing the various sub populations or strata; and the usage of different research methods and procedures for different strata. In addition, stratified sampling ensures that the universities under study with their different numbers of academic staff are well represented.

Primary data are first-hand data generated to solve specific problems. Primary data source for this study include questionnaire only. The questionnaire was the major tool for data collection. The majority of questions used were adapted from a questionnaire on organisational climate by Balachandran and Thomas (2007), with modifications to suit the research context. The questionnaire which is tagged 'Organisational climate and Organizational Citizenship Behaviour Questionnaire (OCOCBQ) was in three sections. Section (A) has the covering letter; section (B) has questions on respondents' demographic details while, section (C) contains questions on the organisational climate variables and organizational citizenship behaviour variables examined in the study using close ended type of questions. The reliability of the measuring instrument was tested using Cronbach Alpha. The table below indicated alpha coefficients for organizational support, organizational justice, career development, teamwork climate, open communication, civic virtue, conscientiousness, altruism, sportsmanship, and employee commitment as 0. 978, 0.979, 0. 988, 0.991, 0.981, 0.977, 0.971, 0.970, 0.976, and 0.990, respectively.

The data collected was analyzed using a combination of descriptive statistics (frequencies, mean, standard deviation and percentages) and inferential statistics (correlation analysis and regression analysis). Hypotheses were be tested at a 5% significance level. The level of significance used is 0.05, this guided the interpretation of correlation results to know whether the result is statistically significant or not. If the p-value obtained is less than 0.05 (p-value < 0.05), the alternate hypothesis will be accepted, but if the p-value is greater than 0.05 (p-value > 0.05), the null hypothesis will be accepted.

#### 4. STATISTICAL RESULTS

##### Test of Hypotheses

**Hypothesis One:** Organizational support does not significantly relate with civic virtue among academic staff of private universities in Southeast, Nigeria.

Table 1: Relationship between Organizational Support and Civic Virtue

		Correlations	
		Organizational Support	Civic Virtue
Organizational Support	Pearson Correlation	1	.854**
	Sig. (2-tailed)		.000
	N	355	355
Civic Virtue	Pearson Correlation	.854**	1
	Sig. (2-tailed)	.000	
	N	355	355

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The relationship between organizational support and civic virtue was investigated using Pearson product moment correlation coefficient. The result found a strong, positive correlation between

organizational support and civic virtue among academic staff of private universities in Southeast, Nigeria,  $r = .85$ ,  $n = 355$ ,  $p < 0.01$ . Consequently, the null hypothesis was rejected. The result suggested that high level of organizational support was associated with higher civic virtue. It implies that high level of institutional support leads to greater level of civic virtue among private university lecturers. This suggests that academics would voluntarily and actively engage in providing lasting solutions to their university problems if they enjoyed the goodwill of their universities.

**Hypothesis Two:** There is no significant relationship between organizational justice and conscientiousness among academic staff of private universities in Southeast, Nigeria.

Table 2: Relationship between Organizational Justice and Conscientiousness

		Correlations	
		Organizational Justice	Conscientiousness
Organizational Justice	Pearson Correlation	1	.958**
	Sig. (2-tailed)		.000
	N	355	355
Conscientiousness	Pearson Correlation	.958**	1
	Sig. (2-tailed)	.000	
	N	3555	355

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The nature of relationship between organizational justice and conscientiousness was examined using Pearson product-moment correlation coefficient. The research indicated a strong, positive relationship between organizational justice and conscientiousness among academic staff of private universities in Southeast, Nigeria,  $r = .96$ ,  $n = 355$ ,  $p < 0.01$ . Thus, the null hypothesis was rejected. The research established that organizational justice has statistical, significant relationship with conscientiousness. This implies that high level of institutional justice leads to greater level of conscientiousness among private university lecturers. It explains that academics would do extra job and avoid personal gains if they enjoyed fair treatment from their university leadership.

**Hypothesis Three:** Career development does not significantly influence altruism among academic staff of private universities in Southeast, Nigeria.

Table 3: The Extent to Which Career development influence Altruism

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		15.454			.000
Career Development	.985	103.532	.969	10718.950	.000

Dependent Variable: Altruism

The influence of career development on altruism was examined using linear regression. The result established that career development exerts significant statistical influence on altruism among academic staff of private universities in Southeast, Nigeria ( $\beta = 0.99$ ,  $t = 103.53$ ,  $r^2 = .969$ ,  $F = 10718.950$ ,  $p < .01$ ). Thus, the null hypothesis was rejected. This research indicated that career development was an important predictor of altruism among private university staff in Southeast, Nigeria. The result suggested that 97% change in altruism among academic staff was associated with proportionate change in their career development. It implies that academics who have achieved greater career development would likely offer greater level of assistance to co-workers in their workplace. Therefore, academics who had benefitted from the university career development programmes would reciprocate by assisting colleagues in work-related issues.

**Hypothesis Four:** Teamwork climate has no significant influence on sportsmanship among academic staff of private universities in Southeast, Nigeria.

Table 4: The Extent to Which Teamwork ClimateInfluence Sportsmanship

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		9.176			.000
Teamwork Climate	.979	89.001	.959	7921.217	.000

Dependent Variable: Sportsmanship

The influence of teamwork climate on sportsmanship was investigated using linear regression. The result found that teamwork climate exerts high statistical, significant influence on sportsmanship among academic staff of private universities in Southeast, Nigeria ( $\beta = 0.98$ ,  $t = 89.00$ ,  $r^2 = .959$ ,  $F = 7921.217$ ,  $p < .01$ ). Therefore, the null hypothesis was rejected. The research indicated that teamwork climate results to the spirit of sportsmanship among academic staff of private universities in Southeast, Nigeria. It is vital to note that 96% change in the spirit of sportsmanship was related to proportionate change in the teamwork climate among academic staff of private universities in Southeast, Nigeria. Teamwork climate increases the spirit of sportsmanship more than when it is lacking among academics in private universities. This explains that academic staff of private universities would often show high level of tolerance as long as they engage in collaborative works.

## 5. CONCLUSION AND RECOMMENDATIONS

The study concluded that Organizational Climate has a significant positive relationship with organizational citizenship behaviour among academics in private universities studied in south-eastern Nigeria. Therefore, the success of an institution is dependent upon the effective management of organisational climate, as one important path to this success is employee's citizenship behaviour. Private university academics that enjoyed organizational support tend to actively participate in the university welfare more than those who had not enjoyed similar benefit. Academics that enjoyed fair treatment would often do extra job and avoid personal gains more than those who were denied justice. Also, academic staff that benefitted from the university career development programmes have higher tendency to assist colleagues more than those who had not got similar opportunity. Academics who were exposed to adequate, quality information and had participated in management decision making were more committed and loyal in relation to those who lack relevant information and were not active managerial participants. On the basis of the research findings and conclusion, the following recommendations were made:

- 1) Private universities need to provide staff health insurance to encourage their active participation in the university sustainable development.
- 2) Equity and fairness need to be entrenched during appointments and promotions so as to reduce incidence of service sabotage among academic staff of private universities.
- 3) Private universities need to develop annual budget to partially or fully finance academic conferences and workshops in order to improve staff capacity.
- 4) Private universities need to score collaborative works more than individual outputs in order to encourage teamwork among academic staff.

## REFERENCES

Adeniji, A. A. (2011). *Organizational Climate and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria*. Published PhD. Thesis, Covenant University, Ota, Ogun State.

Afzal, K. (2020). Organisational citizenship behaviour – an extra role behaviour. *The International Journal of Indian Psychology*, 8(3), 351-356

Agba, A. M. O, Nkpoyen, F., & Ushie, E. M. (2010). Career development and employee commitment in industrial organisations in Calabar, Nigeria. *American Journal of Scientific and Industrial Research*, 1(2), 105-114.

Ajadi, T. O. (2010). Private Universities in Nigeria – The Challenges Ahead. *American Journal of Scientific Research*, 7, 15-24.

Akanni, Abimbola A &Ndubueze, Kelechi I (2017). Organisational Climate and Organisational Citizenship Behaviour of Employees in Selected Private Companies in South-East, Nigeria. *The Australasian Journal of Organisational Psychology*; Cambridge. 10. DOI:10.1017/orp.2017.5.

Ali, M., Lei, S., & Wei, X.-Y. (2018). The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks. *Journal of Innovation & Knowledge*, 3(3), 115-122.

Allen, D. K. (2003). Organizational climate and strategic change in higher education: Organizational insecurity. *Higher Education*, 46 (1), 61–92.

Almaqableh, A., Omar, K., Ahmad, A., Herachwati, N., & Hazriyanto (2021). The mediating role of motivation between organizational climate and organizational citizenship behaviour in the Jordanian telecommunication companies. *Academy of Entrepreneurship Journal*, 27(6), 1-10.

Al-Zoubi & Alfandi (2021). Organizational Climate and Employee Performance: Examining the Mediating Role of Organizational Commitment and Moderating Role of Perceived Organizational Support. *International Journal of Human Resource Studies*, 10(3), 223-247.

Al-Zoubi, M. I., & Alfandi, A. M. (2021). Examining the Dimensions of Organizational Climate on Employee's creativity in Jordanian Hotels. *Journal of Contemporary Issues in Business and Government*, 27(2), 1013-1020.

Amna, Z., & Muhamma, A. (2014). The Relationship between Organizational Justice and Organizational Commitment and the Mediating Effect of Job Satisfaction on Organizational Behaviour. *International Journal of Management Sciences and Business Research*, 1-3.

Armstrong M. (2001). *Human Resource Management Practice*: Handbook, 8<sup>th</sup> Ed. London: Kegan Page Ltd.

Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*, London: Kogan Page Limited.

Balachandran, M., & Thomas, I. (2007). Dimensions of organizational climate. *The psychespace*, 1(1); 27-36

Balogun, S. K., Ojedokun, O., & Owoade, O. A. (2011). Influence of perceived organizational justice on performance of organisational citizenship behaviour among employees of a Nigerian organisation. *International Review of Business and Social Sciences*, 1(2), 1-16.

Balyer, A., & Özcan, K. (2017). Organizational Climate at Primary Schools and Its Influences on Teachers Job Satisfaction. *Kastamonu Education Journal*, 25(5), 1737-1752.

Bonacci, I., Mazzitelli, A., & Morea, D. (2020). Evaluating Climate between Working Excellence and Organizational Innovation: What Comes First? *Sustainability* 2020, 12, 3340; doi:10.3390/su12083340 [www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability).

Brown, R.B. & Brooks, I. (2002). Emotion at work: Identifying the emotional climate of night nursing. *Journal of Management in Medicine*, 16(5), 327-344.

Cek, K., & Eyupoglu, S. (2020). Does a job satisfaction and organisational citizenship behaviour relationship exist among teachers? *South African Journal of Education*, 40(2), 1-12.

Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour. *International Journal of Hospitality Management* 31, 180-190.

Christiansen, B., & Chandan, H.C. (2017). *Handbook of Research on Human Factors in Contemporary Workforce Development*. IGI Global.

Cooper, D.R. and Schindler, P.S. (2006) Business Research Methods. 8th Edition, McGraw Hill, Tata.

Daft, L. R. (2012). "New Era of Management". International Edition, South –Western, Cengage Learning.

Damayanti, D., & Dewi, G. A. (2020). The influence of organization climate, work motivation, and organization justice on organizational citizenship behaviour employee's investment and one-door integrated service. *American Journal of Humanities and Social Sciences Research*, 4(11), 129-136.

David D., Martha C., & Neil S. (2007). Mentoring, supervisor support, and perceived organizational support: what matters most? *Leadership & Organization Development Journal*, 29 (3), 235-247.

Devonish, D., & Greenidge, D. (2010). The effect of organizational justice on contextual performance, counterproductive work behaviors, and task performance: Investigating the moderating role of ability-based emotional intelligence. *International Journal of Selection and Assessment*, 18(1), 75–86. <https://doi.org/10.1111/j.1468-2389.2010.00490.x>.

Dex, S., & Smith, C. (2001). Effects of family-friendly policies on employee commitment: An analysis of the workplace employee relations survey. The Judge Institute of Management Studies Working Paper, 20, 1-36.

Dixit, V., & Bhati, M. (2012). A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto- Component Industry. *European Journal of Business and Social Sciences*, 1(6), pp 34 – 51.

Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*. Washington, DC: American Psychological Association.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocity of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71, 500-507.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. (2002). Perceived supervisor support: Contributions to Perceived Organizational Support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.

Ekawati, E., & Tjahjono, H. K. (2019). The Influence of Procedural Justice and Organizational Climate on Organizational Citizenship Behaviour (OCB) With Employee Engagement as a Mediator. *Account and Financial Management Journal*, 4(01), 1847-1853.

Fahim Devin, H., & Asadollahi, E. (2021). Investigating the Relationship between Organizational Climate and Organizational Citizenship Behaviour of Sports Coaches in Basij Areas of Mashhad. *Sport Science and Battle Ability*, 1(2), 1-9.

Fajana, S. (2002). *Human Resource Management: An Introduction*. Lagos: Labofin and Company.

Farooqui, M. R. (2012). Measuring Organizational Citizenship Behaviour (OCB) as a Consequence of Organizational Climate (OC). *Asian Journal of Business Management* 4(3), 294-302.

Fauziah, N., Safiah, O., Syakirarohan, S., & Shukriah, I. (2010). Organizational Climate and Its Influence on Organizational Commitment. *International Business & Economics Research Journal*, 9(2), 1-9.

Fung, C., Sharma, P., Wu, Z., & Su, Y. (2017). Exploring service climate and employee performance in multicultural service settings. *Journal of Services Marketing*, 31(7), 784-798.

Geckil, T., & Tikici, M. (2015). A study on developing the organizational democracy scale. *AmmeIdaresi Dergisi*, 48(4), 41-78.

George, D., & Mallery, P. (2003). *SPSS for Windows Step by Step: A Simple Guide and Reference*. 11.0 update. 4<sup>th</sup> Ed., Allyn and Bacon, Boston.

Gerber, F. J. (2003). *Die involved van organizational climate op works motivation* (The influence of organizational climate on work motivation). Unpublished MComm dissertation, University of South Africa, Pretoria.

Gheisari, F., & Salajeghe, A. S. (2014). Explaining the relationship between organizational climate, organizational commitment, job involvement and organizational citizenship behavior among employees of Khuzestan Gas Company. *International Journal of Applied Operational Research*, 4(4), 27-40.

Gholami, S., Keykale, M.S., Tir, M., Ramandi, F.D., Karimi, M. & Rajaei, R. (2015). Investigation the Relationship between Organizational Climate and Organizational Citizenship Behaviour among Staff in Hospital. *European Journal of Biology and Medical Science Research*, 3(3), 54-63.

Glission, C., & James, L. R. (2002). The cross-level effects of culture and climate in human service teams, *Journal of Organizational Behaviour*. 23(6), 767-794.

Gosain, C., & Sinha, S. (2021). Influence of organizational climate on employees' commitment and job satisfaction. *International Journal of Creative Research Thoughts*, 9(3), 1011-1023.

Haritha, K., & Subrahmanyam, S.E.V. (2013). Organisational Climate: An Empirical Investigation in Penna Cement Industries Limited (PCIL). *International Journal of Business and Management Invention*, 2(12), 12-20.

Harmius, Yunus, S., & Musnadi, S. (2021). The effect of organizational climate and organizational commitment on organizational citizenship behaviour and its impact on employee performance at Pidie Jaya regional secretariat office. *International Journal of Business Management and Economic Review*, 4(2) 75-91.

Haryono, S., Ambarwati, Y. I., & Saad, M. S. M. (2019). Do organizational climate and organizational justice enhance job performance through job satisfaction? A study of Indonesian employees. *Academy of Strategic Management Journal*, 18(1), 1-6.

Ibukunoluwa, O. E., Anuoluwapo, A.G., & Agbude, G.A. (2015). Benefits of Organizational Citizenship Behaviours for Individual Employees. *Covenant International Journal of Psychology*, 1(1).

Idumange, J., & Major, B. N. (2005). Privatization of University Education: "Implications for Quality Control". *Journal of Qualitative Education*, 1(2) 158

Igbinomwanhia, O.R., & Akinmayowa, J.T. (2014). The determinants of citizenship behaviour in Nigerian Organisations. *European Journal of Business & Management*, 6(35), 155-167.

İşik, A. (2021). Factors Affecting the Organisational Citizenship Behaviour of English Language Teachers. *English Teaching*, 76(1), 125-151.

James, L. R., Choi, C. C., Ko, C.-H. E., McNeil, P. K., Minton, M. K., Wright, M. A., & Kim, K.-i. (2008). Organizational and psychological climate: A review of theory and research. *European Journal of Work and Organizational Psychology*, 17(1), 5-32.

Patrick O. Dulora, Chukwuebuka U. Obidigbo & Nicholas N. Igwe, (2025), IJMMSR, 1(4):1-20

Jianwei, Z. (2010). Organizational Climate and its Effects on Organizational Variables: An Empirical Study. Published by Canadian Centre of Science and Education. *International Journal of Psychological Studies*, 2(2).

Kandeepan, V. (2016). Organisational citizenship behaviour of non-academic staff members in the university system of Sri Lanka: A case study in university of Jaffna. *International Journal of Information Research and Review*, 3(1), 1710-1716.

Katz, O., & Kahn, R. L. (1966). *The Social Psychology of Organizations*. New York, Wiley.

Khadija, M., Mirza, A., & Sami, W. (2014). A Study on job satisfaction, motivation and organisational citizenship behaviour. *International Journal of Management Sciences and Business Research*, 3(11), 1- 12.

Khan, J. A., Jan, S., & Baloch, Q. B. (2017). The Impact of Organizational Justice on Career Satisfaction of Employees in the Public Sector Organizations of Pakistan. *Journal of Managerial Sciences*, 11(3)137-152

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610. <http://dx.doi.org/10.1177/001316447003000308>.

Likert, R (1967). *The Human Organization*. New York: McGraw-Hill.

Manuaba, I. B. P., Sujana, I. W., & Widnyana, I. W. (2020). Influence of Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variable at Denpasar National Polytechnic. *International Journal of Contemporary Research and Review*, 11(01), 21718-21728. <https://doi.org/10.15520/ijcrr.v11i01.782>

McMurray, A.J. (2003). The relationship between organizational climate and organizational culture. *Journal of American Academy of Business*, 3(1/2), 1-8.

Memon, M. A., Sallaeh, R., Baharom, M. N. R., MdNordin, S., & Ting, H. (2017). The relationship between training satisfaction, organisational citizenship behaviour, and turnover intention. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 267-290.

Nabilla, A., & Riyanto, S. (2020). The Effect of Job Satisfaction, Perceived Organizational Support, and Organizational Climate with Organizational Citizenship Behaviour in PT XYZ's Employee. *Saudi Journal of Humanities and Social Sciences*, 5(8), 438-441

Nadim, M., Hassan, M.M., Abbas, S., & Naveed, A. (2016). The role of organizational commitment and perceived organizational support in promoting organizational citizenship behaviour. *International Journal of Social Sciences*, 2(3).

Neeraja, B., & Pathak, B. K. (2020). Influence of organizational climate on job satisfaction and commitment of employees in innovative small-scale business. *Journal of Contemporary Issues in Business and Government*, 26(2), 756-763.

Normala, D. (2010). Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firm. *International Journal of Business Management*, 5(10), 75-82

Northcraft, T. & Neale, H. (1996). *Organisational behaviour*. London: Prentice-Hall.

Nugroho, A., Nurulita, E., & Sihite, D. J. (2020). How work satisfaction and organization climate influence organizational citizenship behaviour. *Journal Ilmiah Manajemen*, 10(3), 427-438.

Obeng, A. F., Quansah, P. E., Cobbina, E., & Danso, S. (2020). Organizational Climate and Employee Performance: Examining the Mediating Role of Organizational Commitment and Moderating Role of Perceived Organizational Support. *International Journal of Human Resource Studies*, 10(3), 224-247.

Ojebola, O. O., Osibanjo, A. O., Adeniji, A. A., Salau, O. P., & Falola, H. O. (2020). Organisational citizenship behaviour and its influence on manufacturing firms' survival in Nigeria: a systematic review. *Academy of Strategic Management Journal*, 19(1), 2-14.

Okoli, I.E. (2018). Organizational Climate and Job Satisfaction among Academic Staff: Experience from Selected Private Universities in Southeast Nigeria. *International Journal of Research in Business Studies and Management*, 5(12), 36-48.

Oladipupo, L. (2016). The influence of perceived occupational stress on the organizational citizenship behaviour of bankers in Ikeja, Lagos State. *European Scientific Journal*, 12(17).

Organ, D. W. (1997). Organizational citizenship behaviour: It's construct clean-up time. *Hum. Perform.*, 10:85-97.

Organ, D. W. (2018). Organizational citizenship behaviour: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behaviour*, 80, 295-306.

Organ, D.W. (1988). O.C.B. The Good Soldier Syndrome. Lexington Books: Lexington, MA.

Özdemir, Y., & Ergun, S. (2015). The relationship between organizational socialization and organizational citizenship behaviour: the mediating role of person-environment fit. *Procedia-Social and Behavioural Sciences*, 207, 432-443.

Paciello, M., Fida, R., Cerniglia, L., Tramontano, C., & Cole, E. (2013). High cost helping scenario: The role of empathy, pro-social reasoning and moral disengagement on helping behaviour. *Personality and Individual Differences*, 55(1), 3-7.

Pickford, H.C., & Joy, G. (2016). Organisational citizenship behaviours: Definitions and dimensions. Said Business School WP 2016-31. <https://dx.doi.org/10.2139/ssrn.2893021>

Piotrowski, B., Rawat, & Deshpande (2020). Organizational climate, organizational support and citizenship behavior in the army. *Scientific Journal of the Military University of Land Forces*, 52(3/197), 698-713.

Podsakoff, N.P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit- level organizational citizenship behaviours: A review and recommendations for future research [Special issue]. *Journal of Organizational Behaviour*, 35(S1): S87-S119.

Podsakoff, P., MacKenzie, S., Paine, B., & Bachrach, D. (2000). Organizational citizenship behavior: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.

Popescu, C., Georgescu, A. R., & Grapă, B. G. (2019). The Role and the Importance of Human Resources in Obtaining Organization Performances. *Valahian Journal of Economic Studies*, 10(1), 79-88.

Pozveh, A.Z. & Karimi, F. (2017). The relationship between organizational climate and organizational citizenship behaviours of the staff members in the Department of Education in Isfahan city. *International Journal of Educational Psychological Researches*; 3:53-60.

Raja, S., Madhavi, C., & Sankar, S. (2019). Influence of Organizational Climate on Employee Performance in Manufacturing Industry. *SurajPunj Journal for Multidisciplinary Research*, 3(9), 146-157.

Rhoades, L., & danEisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714.

Riad, L., Labib, A., & Nawar, Y. (2016). Assessing the impact of Organisational Climate on Employees Commitment. *The Business and Management Review*, 7(5), 357-364.

Riyanto, S., Supriyanto, & Ali, H. (2017). The Influence of Workplace Spirituality and Organizational Culture on Employee Engagement of Y Generation in PT. Krama Yudha Tiga Berlian Motors (KTB). *The International Journal of Social Sciences and Humanities Invention*, 4(7), 3598-3606.

Robbins, S. P., & Judge, T. A. (2007). *Organizational Behaviour* (12<sup>th</sup>ed.). Engelwood Cliffs, NJ: Pearson Prentice Hall.

Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship and counterproductive performance to global ratings of job performance: *A policy-capturing approach*. *J. Appl. Psychol.*, 87: 66-80.

Shaad (2019). Relation between Organisational Citizenship Behaviour, Workplace Spirituality and Job Performance in BFSI sector in India. *Problems and Perspectives in Management*, 17(1), 176-188.

Shbail, M & Shbail, A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters*, 10(16), 3749-3756.

Soetjipto, N., Priyohadib, N., Sulastria, S., & Riswanto, A. (2021). The effect of company climate, organization citizenship behaviour, and transformational leadership on work morale through employee job satisfaction. *Management Science Letters* 11(2021), 1197–1204.

Subramani, N., Akbar, J., Gaur, M., & Vinodh, N. (2015). Impact of organizational climate on organizational citizenship behaviour with respect to automotive industries at Ambattur industrial estate, Chennai. *Ijaber*, 13(8), 6391-6408.

Tabibnia, G., Satpute, A. & Lieberman, M.D. (2008). The Sunny Side of Fairness: Preference for Fairness Activates Reward Circuitry (and Disregarding Unfairness Activates Self-Control Circuitry). *Psychological Science*, 19(4), 339-47.

Uzonwanne, F. (2014). Organizational citizenship behaviour and demographic factors among oil workers in Nigeria. *Journal of Humanities and Social Science*, 19(8), 87-95.

Van Dyne, L. & Ang, S. (1995). Organizational citizenship behaviour of contingent workers in Singapore. *Academic Management Journal*, 41, 692-703.

Vasudevan, L., & Iqbal, A. (2018). Relationship between organizational climate and citizenship behavior of the non-supervisory staff in Bank Simpanan National, Malaysia. *International Journal of Human Capital in Urban Management*, 3(4), 287-302. doi: 10.22034/IJHCUM.2018.04.03.

Walz, S. M., & Niehoff, B. P. (1996). Organizational citizenship behaviours and their effect on organizational effectiveness in limited menu restaurants. Best Paper Proceedings, Academy of Management conference, 307-31,

Wirawan, N. (2007). Organizational Culture and Climate [Indonesian]. Jakarta: SalembaEmpat.