
A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND CREATIVE ORGANIZATIONAL CLIMATE

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ABSTRACT

Organizations have no time to spend in planning and implementing a creative climate strategy since technology is growing at an exponential rate. The purpose of this research was to look at the link between organizational citizenship behaviour (OCB) and creative organizational climate. Several substantial positive connections were discovered between several of the components that make up both of these constructs using data collected from employees in automobile companies. Employee views of creative environments are moderately associated to pro-social activities, according to the findings of this study. Working in a creative environment means having supporting social-exchange ties and intrinsic drive to execute their jobs for employees. Furthermore, the study's practical implications suggest that businesses will benefit. Additionally, these perceptions were related to participants' self-reported discretionary efforts targeted toward both the organization and their fellow co-workers.

Key words: Organizational Citizenship Behaviour, Organizational Climate, Creative Environment, Employee Perception.

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1. INTRODUCTION

Organizational Citizenship Behaviour (OCB) is conceptualized as positive behavior and willingness to exert energy for success of the organization. Organizations have long been interested in the role of management on how employees think and feel about their jobs, as well as what employees are willing to dedicate to the organization (Dorothea, 2013; Gopinath, 2020 a). Miller (2002) agreed that a person who engaged in OCB might receive appreciation and recognition that includes positive emotion and a greater likelihood of repeating the OCB.

Human societies represent a large anomaly in the animal world because they are based on a detailed division of labor and cooperation between genetically unrelated individuals in large groups (Fehr & Fischbacher, 2003). This is obviously true for modern societies with their large organizations and nation states, but it also holds for hunter-gatherers, who typically have dense networks of exchange relations and practice sophisticated forms of food sharing, cooperative hunting, and collective warfare (Gopinath & Shibu, 2015 a). For researchers examining the occurrence of prosocial behavior in organizational or work environments, such discretionary behaviours, “not directly or explicitly recognized by a formal reward system, and that in the aggregate, promote the effective functioning of the organization”, has been known as organizational citizenship behaviour (OCB) (Organ, 1988, p. 4; Gopinath, 2020 b).

A current review of the OCB literature has identified a possible area that has yet to be addressed by researchers in the fields of organizational behaviour (OB) and industrial and organizational (I-O) psychology. More specifically, based on similarities between the individual and organizational antecedent variables associated with OCB and those with an organization’s climate that foster employee creativity – it indicates the possibility for a positive relationship to exist between the dimensions that comprise organizational climates for creativity and OCB (Gopinath, 2020 c). For example, social exchange variables (e.g., leader-member exchange, perceived organizational support) and attitudinal or emotional variables (e.g., positive affectivity, emotion, mood) are components in the theoretical models for both OCB (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and organizational climates for creativity (Hunter, Bedell, & Mumford, 2007; Gopinath & Shibu, 2015 b), and these constructs have seldom been tested simultaneously.

2. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Table 1 Five-Factor Model of OCB Dimensions and Definitions (Organ, 1988)

Dimension	Definition
Conscientiousness	Going well beyond the minimum requirements of the organization in the areas of attendance, obeying rules and regulations, and/or taking breaks.
Sportsmanship	Willingness to tolerate the inevitable inconveniences and impositions of work without complaining, as well as maintaining a positive attitude when things do not go as one plans.
Civic Virtue	Macro-level interest in, or commitment to the organization as a whole, displayed such as participating actively in meetings, monitoring the organization’s environment for potential threats, and looking out for its best interests.
Courtesy	Behaviors aimed at preventing work-related problems with others from occurring.
Altruism	Behaviors that have the effect of helping specific others with a work-relevant problem.

Some researchers (Williams & Anderson, 1991) have differentiated the focal target of the OCB among the dimensions, such that OCB can be defined as prosocial or helping behavior directed at other coworkers (OCB-I) (e.g., altruism and courtesy toward other individuals) or as pro-social behaviour directed toward the employee's organization (OCB-O) (e.g., sportsmanship, civic virtue, and conscientiousness in promoting the welfare of the organization) (Williams & Anderson, 1991; Gopinath & Shibu, 2015). Regarding the dimension of OCB-O, the majority of studies (e.g., Podsakoff, *et al.*, 2000) have been devoted to the affiliative forms of such behaviour (i.e., sportsmanship, compliance, conscientiousness), but a further distinction has been made that attend to a form of OCB that challenges the status quo of the organization (Bettencourt, 2004; Gopinath, 2020).

3. CREATIVE ORGANIZATIONAL CLIMATE

Table 2 Dimensions of Organizational Climates for Creativity and Definitions (Amabile, *et al.*, 1996).

Dimension	Definition
Freedom	Deciding what work to do or how to do it, and having a sense of control over one's work.
Challenging work	A sense of having to work hard on challenging tasks and important projects.
Managerial encouragement	Having a boss who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group.
Work-group supports	Being part of diversely skilled work groups, in which people communicate well, are open to new ideas, constructively challenge each other's work, trust, and help each other, and feel committed to the work they are doing.
Organizational encouragement	Being part of an organizational culture that encourages creativity through the fair, constructive judgment of ideas; provides rewards and recognition for creative work, has mechanisms for developing new ideas, promoting an active flow of ideas, and communicates a shared vision.
Lack of organizational impediments	Being part of an organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, or an overemphasis on the status quo.
Sufficient resources	Having access to appropriate resources, including funds, materials, facilities, and information.
Realistic workload pressure	The absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work.

Hypothesis

Organizational climate dimensions that are associated with employee perceptions of the proximal, social-exchange factors, such as their work-group supports, will be positively related to Organizational creative climate.

Research Question

Which dimensions of organizational climates for creativity account for the most variance in the OCB dimensions?

4. METHODOLOGY

As data collection method, questionnaire was used in this study. Questions were asked in three separate categories in this research to learn demographic characteristics of employees and in order to measure employees' organizational citizenship behaviour and creative organizational climate in this research.

Research was performed in selected automobile industrial units operating in three cities in Tamilnadu. On 900 full time employees, sampling method was applied. Questionnaires were sent to all employees of the industrial units. The numbers of returning questionnaires were 470 and 8 of them which were not healthy questionnaire, were not included in the analysis. 462 questionnaires were included in the study. As return rate of samples selected from the universe in the applied researches is considered usually between 20% and 40% (Öğüt, 2003: 293), a return rate of 51.33% can be counted as a good return rate.

4.1. Measures

Organizational citizenship behaviour: OCB was assessed using the Podsakoff et al.'s (1990) 24-item measure that has reliably shown a five-factor model of OCB including conscientiousness, sportsmanship, civic virtue, courtesy, and altruism.

Creative organizational climate: Organizational climate for creativity was measured using the KEYS: Assessing the Climate for Creativity scale (to be referred to KEYS from hereafter) (Amabile *et al.*, 1996). The KEYS scale focuses on employee work environment perceptions that influence the creativity of organizations on several levels, and includes various components. The instrument consists of 78 items and uses four-point response scales (1 = *never or almost never*, 2 = *sometimes*, 3 = *often*, and 4 = *always or almost always*). The KEYS scale not only assesses eight dimensions of organizational climate (i.e., freedom, challenging work, managerial encouragement, work group supports, organizational encouragement, lack of organizational impediments, resources, work pressure), but also perceptions of creative organizational climate.

Table 3 Means, Standard Deviations, and Correlation Matrix for KEYS and OCB Dimensions

S. No	Variable Name	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Freedom	2.49	.71	----														
2	Challenging Work	2.43	.73	.39**	----													
3	Managerial Encouragement	2.79	.79	.29*	.42**	----												
4	Workgroup Supports	2.99	.65	.33**	.40**	.56**	----											
5	Organizational Encouragement	2.52	.73	.46**	.55**	.70**	.64**	----										
6	Lack of Organizational Impediments	2.81	.56	.24**	.08	.19**	.16*	.24**	----									
7	Sufficient Resources	2.96	.72	.29**	.28**	.58**	.46**	.55**	.16*	----								
8	Realistic Workload Pressure	2.86	.70	.16*	-.12	.29**	.11	.19**	.48**	.31**	----							
9	Creativity	2.14	.77	.43**	.60**	.43**	.42**	.60**	.09	.24*	.01	----						
10	Productivity	2.89	.61	.32**	.46**	.55**	.51*	.60**	.21**	.57**	.09	.38**	----					
11	Conscientious	5.67	1.12	-.07	.06	-.03	.08	-.09	-.04	.00	-.17*	-.03	.16*	----				
12	Sportsmanship	5.17	1.12	.17*	.17*	.33**	.27**	.23**	.23**	.25*	.30**	.14*	.27**	.06	----			
13	Civic Virtue	4.95	1.08	.02	.23*	.15*	.12	.14*	.03	.14	-.11	.16*	.25**	.35**	.07	----		
14	Courtesy	6.02	.91	.09	.09	.11	.20**	.01	.13	.15*	.01	-.01	.21**	.60**	.13	.44**	----	
15	Altruism	5.84	.89	.09	.16*	.16*	.23**	.07	.10	.24**	.07	.07	.24**	.39**	.18*	.41**	.62**	----
16	Change Oriented	5.16	.99	.21**	.26**	.03	.18*	.03	-.02	.10	-.07	.29**	.20**	.29**	.03	.37**	.36**	.53**

** - Correlation is significant at the .01 level. * - Correlation is significant at the .05 level. N = 201 List wise.

The OCB scales also displayed significant intercorrelations, with few exceptions. Conscientiousness was strongly related to courtesy ($r = .60, p < .01$). Courtesy was strongly related to altruism ($r = .62, p < .01$). Change-oriented OCB was strongly related to altruism ($r = .53, p < .01$). Finally Civic virtue was moderately related to courtesy ($r = .44, p < .01$) and altruism ($r = .41, p < .01$).

Table 4 Summary of Multiple Regression Analysis for Conscientiousness

KEYS Dimensions	$R^2 = .08^*$	β	r	t
Freedom		-.06	-.07	-.73
Challenging Work		.11	.06	1.19
Managerial Encouragement		.03	-.03	.25
Work Group Supports		.20*	.08	2.21
Organizational Encouragement		-.30*	-.09	-2.51
Lack of Organizational Impediments		.07	-.04	.89
Sufficient Resources		.09	.00	.98
Realistic Work Load Pressure		-.18*	-.17*	-2.09

*** - $p < .001$, ** - $p < .01$, * - $p < .05$

This suggests that employee perceptions of support from their work groups related to increased self-reported compliance toward the organization. However, judging from the negative beta weights for both organizational encouragement and realistic workload pressure, it appears that more organizational support and less pressure to complete workloads related to increased reports of conscientiousness.

Table 5 Summary of Multiple Regression Analysis for Sportsmanship

KEYS Dimensions	$R^2 = .19^{***}$	β	r	t
Freedom		.03	.17*	.38
Challenging Work		.11	.17*	1.33
Managerial Encouragement		.22*	.33**	2.18
Work Group Supports		.16	.27**	1.83
Organizational Encouragement		.17	.23**	-1.53
Lack of Organizational Impediments		.08	.23**	1.01
Sufficient Resources		.02	.25*	.29
Realistic Work Load Pressure		.22**	.30**	-2.73

*** - $p < .001$, ** - $p < .01$, * - $p < .05$

Climate for creativity also accounted for 19% of the variance in sportsmanship, $R^2 = .19$, $F(8, 198) = 5.76, p < .001$. Managerial encouragement ($\beta = .22, p < .05$) and realistic workload pressure ($\beta = .22, p < .01$) displayed significant relationships with sportsmanship (see Table 5). This suggests that employee perceptions of managerial support for creativity and realistic workloads and deadlines relates to increased self-reported sportsmanship behaviors (such as not making trivial complaints or finding fault with the organization).

Table 6 Summary of Multiple Regression Analysis for Civic Virtue

KEYS Dimensions	$R^2 = .09^*$	β	r	t
Freedom		-.08	.02	-1.05
Challenging Work		.17*	.23*	1.98
Managerial Encouragement		.10	.15*	.92
Work Group Supports		-.01	.12	-.12
Organizational Encouragement		-.03	.14*	-.24
Lack of Organizational Impediments		.10	.03	1.25
Sufficient Resources		.12	.14	1.32
Realistic Work Load Pressure		-.19*	-.11	-2.16

*** - $p < .001$, ** - $p < .01$, * - $p < .05$

Nine percent of the variance in civic virtue behaviors was significantly accounted for by the climate for creativity dimensions, $R^2 = .09$, $F(8, 198) = 2.36$, $p < .05$. Challenging work ($\beta = .17$, $p < .05$) and realistic workload pressure ($\beta = -.19$, $p < .05$) displayed significant beta weights for this regression, suggesting that employee perceptions including having more challenging work and less realistic workloads are related to increased self-reported pro-organizational behaviors (such as attending optional meetings and keeping up with announcements/memos, etc.) (see Table 6).

Table 7 Summary of Multiple Regression Analysis for Courtesy

KEYS Dimensions	$R^2 = .11^{**}$	β	r	t
Freedom		.06	.09	.74
Challenging Work		.08	.09	.88
Managerial Encouragement		.11	.11	1.06
Work Group Supports		.27**	.20**	2.97
Organizational Encouragement		-.41**	.01	-3.51
Lack of Organizational Impediments		.16*	.13	2.07
Sufficient Resources		.15	.15*	1.72
Realistic Work Load Pressure		-.10	.01	-1.14

*** - $p < .001$, ** - $p < .01$, * - $p < .05$

Eleven percent of the variance in courtesy behaviors was significantly accounted for by climate for creativity, $R^2 = .11$, $F(8, 198) = 2.44$, $p < .01$. Work group supports ($\beta = .27$, $p < .05$), organizational encouragement ($\beta = -.41$, $p = .001$), and lack of organizational impediments ($\beta = .16$, $p < .05$) displayed significant relationships with courtesy (see Table 7). These results show that employees reported increased pro-social behavior toward fellow co-workers when they were part of highly skilled and creatively supportive work groups, perceived less organizational support, and organizational culture that encourages creativity.

Table 8 Summary of Multiple Regression Analysis for Altruism

KEYS Dimensions	$R^2 = .13^{***}$	β	r	t
Freedom		.01	.09	.12
Challenging Work		.16	.16*	1.89
Managerial Encouragement		.05	.16*	.48
Work Group Supports		.25**	.23**	2.76
Organizational Encouragement		-.37**	.07	-3.16
Lack of Organizational Impediments		.08	.10	1.04
Sufficient Resources		.24**	.24**	2.75
Realistic Work Load Pressure		.00	.07	.05

*** - $p < .001$, ** - $p < .01$, * - $p < .05$

Finally, 13% of the variance of altruism behaviors was significantly accounted for by climate for creativity, $R^2 = .13$, $F(8, 198) = 3.72$, $p < .001$. Work group supports ($\beta = .25$, $p < .01$), organizational encouragement ($\beta = -.37$, $p < .01$), and sufficient resources ($\beta = .24$, $p < .01$) displayed significant relationships with altruistic behaviors (see Table 8). This result indicates that along with being a part of skilled and diverse work groups and perceiving less overall organizational support, employee perceptions of having more resources to do their jobs also related to increased self-reported pro-social behaviors toward fellow co-workers.

5. FINDINGS

The research question addressed the nature of the relationships between the KEYS criterion variables - creativity and productivity - and OCB. All of the OCB dimensions were significantly and positively related to productivity, with sportsmanship and civic virtue having the strongest relationships. This indicates that the more employees reported perceiving their organizations and work-units as efficient, effective, and productive, the more they reported pro-organizational behaviors. Since OCB can certainly be conceptualized as a form of employee performance, this finding makes sense.

Sportsmanship, civic virtue, and change-oriented OCB were significantly correlated with the creativity criterion variable, such that employees perceiving their organizations and/or work-units as being creative, i.e., where a great deal of creativity is called for, and where the people working with them believe that they actually produce creative work, correlated significantly with participant reports of these three OCB dimensions (Gopinath, 2019).

Furthermore, change-oriented OCB was the OCB dimension most strongly related to the KEYS criterion variable of creativity. This finding indicates that employee perceptions of creative output and employee behaviors directed at improving employee and organizational efficiency in the forms of coming up with new ideas for work methods, and suggesting changes to unproductive organizational rules or policies are strongly related to one another.

In strategic management way, managers should encourage employees to articulate their ideas and views on the issues and provide support at the organizational level to reach desired objectives. In this context, organizations need employees' organizational citizenship behavior (Gopinath, 2020e). Because, organizational citizenship behavior contributes to organizational performance as increasing employee or managerial productivity, coordinating activities within and across work groups, and enabling the organization to adapt more effectively to environmental changes.

6. CONCLUSION

Some of the key findings from this research might apply to a broader group of people. When employees report having the appropriate combination of challenging work with the required resources needed to perform their own work, they are more inclined not only to help their co-workers, but also comply with the organizational rules that are in place and not focus on negative aspects within the organization. Furthermore, they might view the fact of being employed by an organization with a creative climate in such a positive light that they feel the need to reciprocate in the form of OCBs toward both the organization and fellow co-workers.

Other implications might derive from the finding that creative climates are moderately related to employee reports of sportsmanship behaviors. Specifically, employee perceptions of the level and diversity of skills, open channels of communication, high levels of trust, and commitment in their work groups is a set of variables that consistently demonstrated a significant relationship with pro-social behaviors directed at their co-workers and their organizations. Accordingly, top management could benefit from implementing measures to address these simple areas as core values in its organizations. According to the present study,

organizations may benefit from implementing such strategies by bolstering employees to become more inclined to demonstrate sportsmanship behaviors, which create bountiful outcomes for the organization and its employees (Podsakoff *et al.*, 2009).

Additionally, practical implications might be made from the finding that employee perception of the creativity and productivity of their organizations was strongly related to their own self-reported change-oriented OCBs. This finding is relevant to organizations that are in need of constantly maintaining a strategic advantage by assessing the future.

LIMITATIONS AND FUTURE RESEARCHES

There are some methodological limitations to this study. Firstly, we conducted the survey in one automobile firms in Tamilnadu, the data was limited to this sample. The generalizability of sampling is the limitation of this study. Results may differ for employees of other industries. It is important to note that readers should be cautious when generalizing the results to different cultural, environmental and political contexts.

Future researches can be applied in different organizations with different variables to generalize the findings. As mentioned earlier, one possible consideration for future research aimed at exploring creative organizational climate and OCB is to investigate how these perceptions change over time, or when employees genuinely perceive their organizational climates accurately (Gopinath & Shibu, 2016). This might be addressed by tracking a sample over time using a longitudinal design. Also mentioned earlier, future research in this area can be more rigorously designed so as to include a third-party rating source for employee OCB (*i.e.*, supervisors or co-workers).

Finally, future research might also expand on the current results by including personality measures as well. The current research was limited in scope by not including personality variables, especially as previous research has shown links between personality and creativity. It might be interesting to include attributes connected with the generation of ideas, aspects of problem solving, and the drive to implement ideas in future research (Barron & Harrington, 1981). Other personality factors related to creativity, such as openness to new experiences, non-conventionality, self-confidence, drive, ambition, dominance, and impulsiveness would also prove interesting to see incorporated into future research (Feist, 1999; Helson, 1999).

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