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**DOES POSITIVE WORK CLIMATE PREDICT ORGANIZATIONAL CITIZENSHIP BEHAVIOUR?**

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**ABSTRACT**

*The current study explores the relationship between Perceived Work Climate (PWC) and Organizational Citizenship Behaviour (OCB), to predict changes in OCB through PWC and secondly to examine the influence of demographic variables collectively on OCB, PWC and their related dimensions. Using stratified sampling method on a sample of 200 employees from a Multi-National Company based in Goa we administered the Organizational Citizenship Behaviour Scale and Perceived Work Climate Inventory. We divulge significant relation between PWC and OCB. Results derived from regression analysis denote that 6% variance in OCB is contributed by PWC. Furthermore, the demographic variables like job tenure and educational qualifications show noteworthy impact on OCB, but designation and gender doesn't illustrate noteworthy influence on OCB. Additionally the results of dimension-wise analysis do disclose influence of demographic variables on certain dimensions of OCB.*

**Keywords:** Organizational Citizenship Behaviour, Perceived Work Climate, Demographic Variables

**Introduction**

In last several years, there has been a mounting interest among the researchers to discover the dispositional and contextual factors responsible for educating organizational citizenship behaviour (OCB). Moreover, corporate citizenship as a commitment to ethical behaviour in business strategy, operations and culture has also been recognised to be on the

periphery of corporate governance and board leadership, linked mainly to corporate reputation. In the words of Thierry Buchs of Private Sector Development Division of Switzerland's State Secretariat for Economic Affairs (SECO), 'Good corporate governance is the glue that holds together responsible business practices, which ensures positive

workplace management, marketplace responsibility, environmental stewardship, community engagement, and sustained financial performance'. According to Podsakoff & MacKenzie (1994) and Podsakoff, Ahearne, and MacKenzie (1997) such widespread interest in OCB chiefly stems from the fact that OCB leads to enhanced organizational effectiveness. of in the above context, the present study aims to study the relationship between organizational climate and OCB among employees of a Multi-national company based in Goa (name with-held for the purpose of confidentiality).

## **2. Conceptual & Theoretical Framework**

The Organizational Citizenship Behaviour (OCB) is an "Individual behaviour at work that is discretionary, not directly or explicitly recognized by the formal reward system and in the aggregate promotes the efficient and effective functioning of the organization" as per Organ (1988). Within effective organizations, employees frequently go beyond their formal work responsibilities, often performing non-obligatory tasks without any expectation of recognition or compensation. Such altruistic acts on behalf of employees are neither

prescribed nor requisite, yet they contribute to the smooth and effective functioning of the organization. The term 'Perceived Work Climate' underlines the concept of climate, and is prominent in organizational research. After all, every organization has some kind of environment which is perceived by its employees and what matters is only how the employees perceive their work climate and how they react to it. Since its early use by Argyris (1958) to characterize employee perceptions of their organization, climate has been a central concept in organizational research. Pritchard and Karasick (1973) have defined Work Climate as a relatively enduring quality of an organization's internal environment distinguishing it from other organizations which – a) results from the behaviour and policies of members of the organization especially top management b) is perceived by members of the organization c) serves as a basis for integrating the situation and d) acts as a source of pressure for directing activities. Several theorists have attempted to explore the antecedents of organizational citizenship behaviour and as a result several models denoting a association between OCB and several other antecedent variables are available in

organizational behaviour literature. Pourkiani, Farokhian & Gheisari (2014) develop a model showing relationship between organizational climate, organizational commitment and organizational citizenship behaviour. Their model explains inter linkage between three components of organizational commitment (Normative, Continuance, Affective), eight components of climate (Team Spirit, Harassment, Devotion, Enthusiasm, Thoughtfulness, Distance, Penetration & Dynamics, Emphasizing the Production) and five components of OCB (Social Manner, Courtesy, Chivalry, Altruism & Consciousness). This model was applied by researchers to employees of a Gas Company. Another model was developed by Ghanbari (2013) to investigate the relationship between organizational climate, job motivation and OCB. This model which was applied to teaching staff employed in University, comprised of five components of organizational climate (Aim Cleanness & Agreement, Role Cleanness & Agreement, Reward Satisfaction, Policies Agreement and Communication Efficiency). Researchers tested the effect of OC on Job Motivation and three components of OCB (Organizational Loyalty, Organizational

Obedience, and Organizational Participation). Both these models are highly relevant in modern times as providing a comfortable and conducive working environment is the prime responsibility of every company. Until company provides all the facilities which both these model covers, employees will not feel a sense of commitment towards their organization and thereby will not engage in behaviours like OCB. Present study also investigates the relationship between same constructs which have been explored in the above two models but the components of PWC and OCB in the present study are different. Two other studies in this area are worth noting. Asgari, Silong, Ahmad, & Samah (2008) in their study explore the relationship between organizational characteristics, task characteristics, cultural context and OCB, that mediated by perceived organizational support and trust. The results of structural equation modelling showed that the hypothesized model fit the data very well. Perceived organizational support and trust are good mediators between organizational characteristics and OCB. There is a positive and direct relationship between task characteristics and OCB. In cultural context, only power-distance has a direct and positive relationship with OCB, and

individualism and collectivism there are non-significant. Noor, Bhatti, and Khan (2011) conducted a study to explore relationship between organizational climate and OCB among employees of public sector organization in Pakistan. Test results clarify significant relationship between workplace condition (Fairness Perception & Peer Cooperativeness) & OCB. Very specifically this study aims to explore the relationship between the dimensions of Perceived Work Climate (PWC) and Organizational Citizenship Behaviour (OCB), predict changes in OCB through PWC and lastly examines the influence of demographic variables collectively on OCB, PWC and their dimensions, in context of a notable MNC in the State of Goa (India).

### **3. Proposed Research Model**

The current investigation is undertaken to study the relationship between PWC and OCB among employees of a Multinational company based in Goa. As many as 11 dimensions of PWC have been chosen, whereas the OCB is characterised through 5 demographic variables as depicted in **figure 1**. The objective of the study is to investigate the effect of select demographic variables

like perceived job tenure, education, age, designation, and gender on the OCB.

### **4. Research Methodology**

**To achieve the above mentioned objective, a sizeable sample of employees have been studied through reliable instruments by using appropriate statistical tools. The description of the sample, instruments, tools and variables follow:**

#### **4.1 Sample Selection**

The sample comprises of 200 higher, middle and lower level employees belonging to different age groups (mentioned above). Selected sample consists of employees with different tenures and varied educational qualifications. Stratified Sampling method was used.

#### **4.2 Instruments for Data Collection**

For measuring Organizational Citizenship Behaviour (OCB) we use a developed by Bakshi and Kumar (2009). This Scale consists of 30 items. The reliability of the whole scale was found to be 0.82. For measuring Perceived Work Climate the scale was developed by Chattopadhyay and Agarwal (2006) is used and consists of 70 items. Reliability co-efficient by Spearman–Brown statistics was 0.898 and

shows that there was high internal consistency in the instrument and hence it is highly reliable.

#### 4.3 Tools for Statistical Analysis

In order to test the hypotheses and to facilitate the interpretation of results, data is being analyzed by applying various statistical techniques. Both descriptive and inferential methods are being used to analyze the data that is, mean, standard deviation, Pearson Product Moment Correlation, *t* test, ANOVA & Regression.

#### 4.4 Variables

Organizational citizenship behaviour, Perceived Work Climate, Job Tenure (0-4, 5-9, 10-14, 15-19, 20-24, 25 yrs & above), Education (SSC, HSSC, Graduation, Post Graduation), Age (20-29, 30-39, 40-49, 50yrs & above), Designation (Higher, Middle, Lower), Gender (Males & Females).

#### 4.5 Hypotheses

Based on literature and supporting theories, the following three alternate hypotheses are proposed:

- a. There is a significant positive correlation between Perceived Work Climate and Organizational Citizenship Behaviour.

- b. Perceived Work Climate is a predictor of Organizational Citizenship Behaviour.
- c. There is a significant influence of demographic attributes on Organizational Citizenship Behaviour.
- d. The null hypothesis thus predicts; that there is no relation between PWC and OCB, that PWC doesnot predict OCB and thirdly that attributes like that of job tenure, age designation and gender deosnot influence OCB.

### 5. Results and Discussion

#### 5.1 Consistency & Reliability Analysis

Internal consistency and reliability, measures the consistency of results across items within a test. Internal consistency is usually measured with Cronbach's alpha, a statistic calculated from the pair-wise correlations between items. Internal consistency ranges between zero and one. To measure the reliability of the instruments used, Cronbach's alpha is being employed. As shown in **table 1** all scales show satisfactory internal consistency. Inter-rater reliability is the variation in measurements when taken by different persons but with the same method or instruments. It is the degree of agreement among raters. It gives a score

of how much homogeneity, or consensus, there is in the ratings given by judges. Inter-rater reliability is used to assess the reliability of a trust mean score, and measured by ICC(2). Values of above 0.80 are considered acceptable, so all scales here demonstrate very good inter-rater reliability.

## 5.2 Tests for Hypothesis

Ha 1: There is a significant positive correlation between Perceived Work Climate and Organizational Citizenship Behaviour. Hypothesis 1 investigates the relationship between perceived work climate and organizational citizenship behaviour. To test the first hypothesis, correlation between perceived work climate and organizational citizenship behaviour has been computed using Pearson's Product Moment Correlation method. As depicted in **table 2** the correlation coefficient has been found to be 0.25, which is significant at 1% level of significance. This signifies a positive correlation, thereby indicating that, positive climate perceptions would increase and negative climate perceptions would decrease the organizational citizenship behaviour. This finding implies that employees will engage in discretionary behaviours, like helping beginners in getting used to work,

preventing other people from suffering as a result of a certain event, showing low absenteeism levels, refraining from complaining about the work, participating in the meetings, showing interest in policies of the organization, making contributions and delivering opinions for the strategies of the organization, only if they perceive adequacy in varied aspects of perceived work climate like reward system, performance standards, responsibility etc. On the other end, if employees perceive climate as unfavourable, they are less likely to engage in organizational citizenship behaviours. The results of this study supports previous research on the relationship between variables like work motivation, conflict resolution strategies, organizational trust, organizational support and organizational citizenship behaviour in spirit of Dysvik and Kuvaas (2008); Samuel (2009); Altuntas and Baykal (2010); and, Randall, Cropanzano, Bormann and Birjulin (1999). Dimension-wise analysis is conducted to investigate whether dimensions of perceived work climate correlate with organizational citizenship behaviour and the results are presented in **table 3**. It is revealed that only certain dimensions of perceived work climate correlate with organizational citizenship

behaviour. Except for Reward System (0.09), Responsibility (-0.04), Organizational Structure (0.08) and Decision Making Process (0.03) rest all dimensions have been found to have positive correlation with organizational citizenship behaviour. The correlation coefficients for Performance Standards (0.270), Communication Flow (0.22), Motivational Level (0.32), Support System (0.20), Warmth (0.24), and Identity Problems (0.37) are being found significant at 1% level of significance whereas coefficient for Conflict Resolution (0.15) have been found significant at 5% level of significance. This implies that, employees will go beyond their explicit role requirements, only if there is a transparency in the communication system, if activities and strategies are planned and carried out to motivate employees to work, if organization shows commitment toward its employees & consider them as valued members of the group, if concern is shown for employees by recognizing and rewarding them, if employees have strong sense of organizational identification and commitment and finally if organization resolves conflicts in most efficient way, as and when they arise. However, correlation analysis between climate and dimensions of organizational citizenship

behaviour has revealed some fascinating findings. Perceived Work Climate has been discovered to be positively correlated with only three dimensions of OCB namely, conscientiousness (0.21), sportsmanship (0.22) and civic virtue (0.20); correlation coefficients for which have been found significant at 1% level of significance. However, weak positive correlation has been observed between perceived work climate and two dimensions of organizational citizenship behaviour namely, courtesy (0.06) and helping co-worker (0.13). Ha 2: Perceived Work Climate is a predictor of Organizational Citizenship Behaviour. To examine the causal link between perceived work climate and organizational citizenship behaviour, linear regression is being performed. Linear regression has been used to model the value of organizational citizenship behaviour based on its linear relationship to the predictor that is, perceived work climate. The results are presented in table 3.

Results of the linear regression reveal that perceived work climate is significantly positively associated with organizational citizenship behaviour. As can be seen from the table 3 standardized beta coefficient is 0.25 (P = 0.000) which means that, one standard deviation



increase in perceived work climate would yield a 0.25 standard deviation increase in the predicted organizational citizenship behaviour. Thus, this beta coefficient shows that the relationship between perceived work climate and organizational citizenship behaviour is significant. The result further indicates that the direction of the association is positive in which it implies that employees will engage in organizational citizenship behaviour only if they perceive adequacy in varied aspects of perceived work climate like, responsibility, motivation, etc. However, if they express their un-satisfactoriness with these aspects of perceived work climate, than they will not frequently engage in organizational citizenship behaviour. Next, *R* square explains the strength of the relationship between predictor and dependent variable. In this case, it is perceived work climate and organizational citizenship behaviour. The *R* square is 0.06, which implies that approximately 6% of the variance of organizational citizenship behaviour is accounted for by the predictor that is perceived work climate. As can be seen in the same table (3), computed *F* value is 13.308 ( $P = 0.000$ ) and its significance value is less than 0.01, which means that variation explained by the predictor, that

is, perceived work climate is not due to chance. It also means that model is significant.

Ha 3: There is a significant influence of demographic variables on Organizational Citizenship Behaviour. Job Tenure & OCB: Results of One Way ANOVA reveal that significant difference exists in organizational citizenship behaviour, as a result of Job Tenure. *F* value has been found to be 2.41 ( $P = 0.038$ ), which is significant at 0.05 level of significance. This indicates that, an extent to which an employee engages in such discretionary and spontaneous behaviour depends on number of years an employee has spent in that organization. Though significant difference has been observed on overall Organizational Citizenship Behaviour as a result of job tenure, results of dimension wise analysis reveals significant difference on just one dimension of OCB, which is Conscientiousness ( $F = 2.92$ ,  $P = 0.014$ ). However, *F* values for other four dimensions, namely; Courtesy ( $F = 0.92$ ), Sportsmanship ( $F = 0.34$ ), Helping Co-worker ( $F = 0.52$ ) and Civic Virtue ( $F = 0.13$ ) proved to be insignificant. Using Pearson's Product Moment Correlation Method, correlation coefficient was also computed to determine whether there exist a relationship between job tenure and

organizational citizenship behaviour. Correlation coefficient was found to be 0.18 which is significant at 1% level of significance, thereby indicating a positive correlation. This means that, as employee's job tenure increases, organizational citizenship behaviour also increases and it decreases with a shrink in job tenure. Educational Qualifications & OCB: As hypothesized, significant difference has been observed in organizational citizenship behaviour, depending on the educational qualification of employees. F value has been computed using One Way Anova, which has been found to be 2.96 ( $P = 0.033$ ) and is significant at 0.05 level of significance. This implies that, whether or not employees will make contributions that are beyond specified task performance depends on their level of education too. Further, results of dimension wise analysis reveal that though, overall organizational citizenship behaviour depends on educational level, not all of its dimensions do. In fact, out of five, significant difference has been noticed only on two dimensions of organizational citizenship behaviour as a result of educational qualification. On the dimension of Conscientiousness, F value was computed as 3.47 ( $P = 0.017$ ) and on Civic Virtue F value has been found to be

2.72 ( $P = 0.046$ ) both of which proved significant at 0.01 level of significance. However, no significant difference has been observed on other three dimensions, namely, Courtesy ( $F = 1.90$ ;  $P = 0.130$ ), Sportsmanship ( $F = 1.49$ ;  $P = 0.218$ ), and Helping co worker ( $F = 1.15$ ;  $P = 0.330$ ). Age and OCB: No significant difference is being noticed in organizational citizenship behaviour across different age groups. Using One Way Anova F value was being computed to investigate whether age has any influence on willingness to engage in organizational citizenship behaviour. But derived F value proved to be insignificant ( $F = 2.46$ ;  $P = 0.064$ ).

Using Pearson's Product moment correlation, correlation between age and organizational citizenship behaviour was being calculated to see whether any relationship exists between the two. Correlation coefficient has been found to be 0.14, which is significant at 5% level of significance. Thus, this coefficient signifies a positive correlation, which means that increase in age brings about increase in organizational citizenship behaviour. But as age decreases, organizational citizenship behaviour also decreases.

Designation & OCB: Results obtained from One Way Anova, divulge that, no

significant difference exists among higher, middle and lower level employees with regard to organizational citizenship behaviour.  $F$  value computed is 2.19 ( $P = 0.114$ ) which proved to be insignificant. Results signify that, no matter to which level an employee belongs; higher, middle or lower, organizational citizenship behaviour is almost the same among higher, middle and lower level employees. Further,  $F$  values for none of the dimension of organizational citizenship behaviour have also been found significant.

Gender and OCB: Contrary to what was hypothesized, results of  $t$  test indicate no significant gender differences in organizational citizenship behaviour.  $T$  value has been found to be 0.62 ( $P = 0.536$ ) which proved to be insignificant. This signifies that males and females engage in organizational citizenship behaviour to a same extent. The findings of this study are consistent with those of Organ, Ryan (1995); Ahmad (2006), who also didn't report any significant influence of gender on organizational citizenship behaviour in their studies.

Further, results for dimension-wise analysis reveal that males and females differ on only one dimension of organizational citizenship behaviour, that is, Sportsmanship.  $T$  value on this

dimension has been found to be 2.001 ( $P = 0.047$ ), which is significant at 0.05 level of significance. No difference has been observed on other four dimensions.

## 6. Findings and Recommendations

Findings of the study revealed a significant association between perceived work climate and organizational citizenship behaviour. In the light of this finding, following recommendations can be implemented to make work climate positive and favourable. This will in turn help enhance OCB. Profit Sharing Plans: In such arrangements, individual merit is not at issue; instead, remuneration hinges on the total performance of the larger unit, with benefits allotted equally to members or in proportion to some other acceptable criterion, but not necessarily with respect to individual productivity. Mentoring System: Mentoring should increase OCBs among those being mentored because, mentoring is often an OCB, mentors serve as role models of OCB by being good mentors, and good mentors provide support to their protégés. Mentoring programs may be adopted as an attempt to diffuse the hierarchy within an organization.

Responsibility: Organization can allow the employees to make their decisions to

solve their problems without checking them with their superiors at each stage of the work. Other Factors: The other measures that can be adopted are Participative decision making, supportiveness, openness in downward communication, listening in upward communication, Enhancing motivation through developing trust and by effective conflict resolution

## 7. Conclusions

In sum, the findings of this study suggest that when assessing how effective one is in engaging organizational citizenship behaviour, perceived work climate will be an important predictor. The results of correlation analysis divulged significant positive correlation between perceived work climate and organizational citizenship behaviour. Regression

analysis unveiled that perceived work climate is an important predictor of organizational citizenship behaviour. Results of the t test and One Way Anova, disclosed that organizational tenure exerts significant influence on organizational citizenship behaviour. Additionally, it was also found that organizational citizenship behaviour is significantly influenced by educational qualifications. However, designation, gender and job status did not show any noteworthy influence on organizational citizenship behaviour but difference was noticed on some dimensions. Overall, the results of the current study are consistent with previous researches on similar constructs by Dysvik and Kuvaas (2008) and Samuel (2009).

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Appendix

Figure 1: Proposed Model Showing Inter-relations between the OCB and PWC

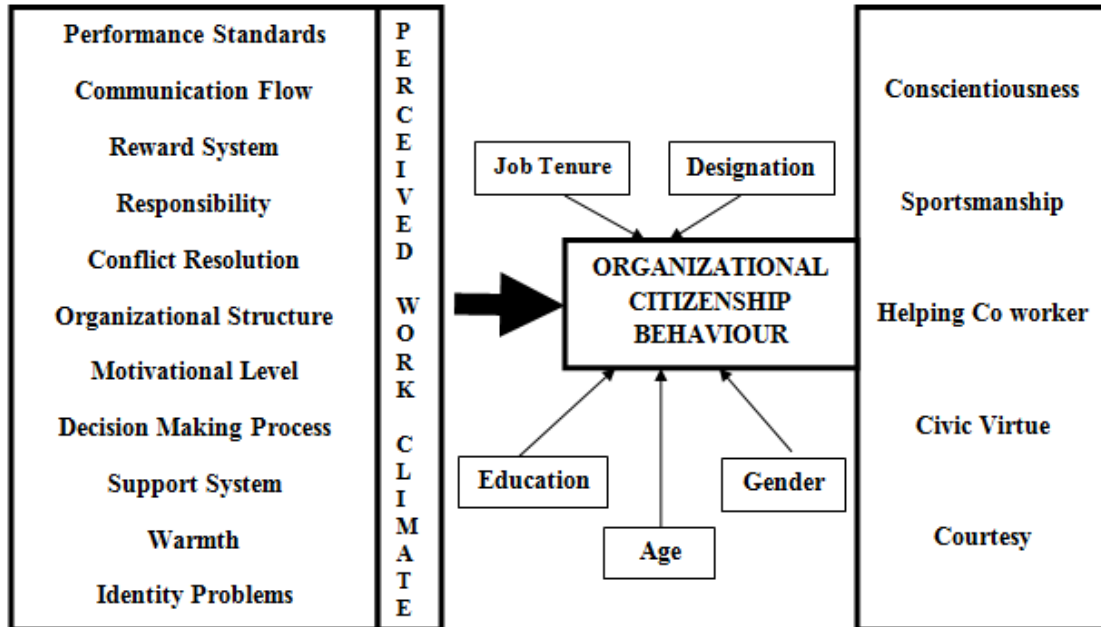


Table 1: Results for Internal Consistency and Reliability of Scales

Label	Chronbach's Alpha	ICC (2)
Conscientiousness	0.71	0.80
Courtesy	0.72	0.82
Sportsmanship	0.76	0.85
Helping Co worker	0.81	0.87
Civic Virtue	0.68	0.81

Source: Calculations based on Primary Data Collected by the Researchers

**Table 2: Relationship between the Dimensions of Perceived Work Climate and Organizational Citizenship Behaviour**

Perceived Work Climate (N = 200)	
Coefficient of Correlation	Organizational Citizenship Behaviour
Performance Standards	0.27**
Communication flow	0.22**
Reward System	0.09
Responsibility	-0.04
Conflict Resolution	0.15*
Organizational Structure	0.08
Motivational Level	0.32**
Decision making process	0.03
Support system	0.20**
Warmth	0.24**
Identity problems	0.37**
<b>Perceived Work Climate (Total)</b>	<b>0.25**</b>

Note: \*\*Significant at 1% level, \*Significant at 5% level

**Table 3: Regression Analysis showing Organizational Citizenship Behaviour as Dependent Variable and Perceived Work Climate as Predictor Variable**

Regression Model	R	R Square	Adjusted R Square	F-value	df	Beta Value
<b>Dependent Variable:</b> Organizational Citizenship Behaviour	0.25	0.06	0.057	13.308**	1, 201	0.25

Note: \*\*Significant at 1% level