INVESTIGATION THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG STAFF IN HOSPITAL.

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ABSTRACT: *Nearly thirty years ago, the subject of safe climate was introduced and to establish conditions which make health and safety for individuals, As well as refers to a condition which desired of individuals behavior, industry events and predict impacts on physical health. Also it is related to an understanding of the management staff, commitment and implementation of safety policies, processes and practices. Therefore In this study, the effect of the relationship between organizational climate and organizational citizenship behavior among hospital staff was investigated. The sample size was 130. Information was collected with using a standard questionnaire. 29 questions in the questionnaire used in the study, 8 questions about organizational climate retrieved from Jav and Liu organizational climate questionnaire, And 20 questions retrieved from Bell citizenship behavior and organizational citizenship behavior questionnaires. Questions are based in the Likert-scale. The results show that situation of the organizational climate and organizational citizenship behavior among staff at the Imam Khomeini Hospital is above average. Other findings revealed that there is a significant positive relationship between organizational climate and it's characteristics with Organizational Citizenship Behavior. Finally, the results showed that factor of aim clearness and agreement is most important impact prediction of Organizational Citizenship Behavior.*

KEYWORDS: organizational climate, organizational citizenship behavior, hospital.

INTRODUCTION

Managers are under pressure to achieve successful results. To counter the changes, managers must be able to develop their teamwork and also make good working conditions and create an atmosphere that will increase employee motivation. A positive organizational climate can motivate employee. Managers can easily feel the effect of a positive organizational climate on the performance of their employees (MSH, 2002).The main thing that managers can develop a positive working atmosphere is understanding staff and creating a good working relationship with them. Managers are human connection, those who are led to do things (McGregor, 2005).

Nearly thirty years ago, the subject of safe climate was introduced and to establish conditions which make health and safety for individuals, As well as refers to a condition which desired behavior of individuals, industry events and predict impacts on physical health. Also it is related to an understanding of the management staff, commitment and implementation of safety policies, processes and practices (Maureen, ea al, 2010). In other definition, organizational climate refers to the perceptions of members of the enterprise features such as decision-making, leadership, and work norms, including opportunities for progress and cooperation. Clark refers to space that includes a set of employees' perceptions of work environment and their acts which are disposed to changes and impact by administrators. There are many other small organizational climates: For example, the atmosphere and safe environment, which is the current outlook and attitude of understanding on security personnel, including the ongoing safety and safe behavior in the workplace (Patricia, 2005).

In fact, in the organization, Environmental Working Group includes the most business environment which is experienced by employees, as well as the environment in which people are willing to work together in that environment. A positive work environment and atmosphere encourage employee, in order to have motivations in the workplace and also encourage them to have high level of performance. In this context, managers must evaluate and strengthen their positive work environment (Carlos-Alegre, 2005).

Existence of the positive climate in many workplaces is considered as an incentive to implementation. According to the business literature between performance and environment there is a positive correlation between financial results and organizational climate. Organizational climate is not the only cause of performance motivation. Economic conditions and the competitive environment are also included, but nearly one-third of working conditions is impressive. A positive organizational climate creates an environment which is reliable and delivers services with high quality (Perry, ea al, 2005).

Organizational Climate depend on many inside and outside factors such as: the history, culture, strategy and management structure, the external environment as well as organizational leadership and management (MSH, 2002).

Poor working environment, unfriendly relations with our partners, disorganized task, and the ineffective monitoring, prevent employee performance and productivity and creates a poor climate (Drive, ea al, 2009).

Today, the study of the concept of organizational citizenship behavior has attracted much attention of managers and researchers; Behaviors which are considered to be one of the main ways to increase the effectiveness of organizations (Jaw, ea al, 2003). The concept of organizational citizenship behavior was first raised by the Organ and his partners in the 80 century (Yao, ea al, 2011). Organ believes that organizational citizenship behavior has, behavioral, personal and official nature that not directly mention in reward systems in the organization, however, improved effectiveness and efficiency of the organization (Appelbaum, ea al, 2004, Hall, ea al, 2009).

Two experts in their study for the first time use this term and mentioned it as Organizational Citizenship Behavior (OCB): : Individual behavior that is voluntary, has not been raised explicit or implied by the formal reward system, and will increase the efficiency of the organization. Also Employees tend to perform behaviors that are beyond the formal requirements of their role is known as one of the main elements of organizational citizenship behavior. So it can be as a "oil of organization for move" (Bell, ea al, 2002).

Studies in the field of organizational citizenship behavior, reveals the fact that this type of behavior in public and private organizations have considerable positive effects. In fact, there are two types of individual and organizational citizenship behavior in the shade of the respective organization. For example, Karambaya (1989) states that employees who work in departments with high-performance from employee who work in low-performing units, have more engaged citizenship behavior (Aghaii R, ea al, 2013).

Leighton and stringer showed that the leadership style is one of the factors that affect organizational climate. . They investigated different organizations whose leaders were trained in a different way. As leaders of the organizations were divided into two groups. The first group was strict and insisted on keeping order in the organization and the second group emphasized on the informal atmosphere and the reward. . The results showed that the first group of employees felt the organization was not supportive and it was too structural, But the second group felt that their organization structure was modernity and encouraged innovation (Ghaseminejad, ea al, 2002).

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Despite the great interest in research on organizational citizenship behavior, there is not enough researches about its dimensions until now. A review of the literature on this concept, has identified potentially about thirty different types of behavior, But most of the components about the division of organizational citizenship behavior is presented by Oregon. These components are: socially, philanthropy, job conscience, generosity and courtesy (Shaemi, ea al, 2014).

The World Health Organization estimates that collecting and comparing data can be possible with General Assessment, and this can be beneficial for recipients of health services to recognize and provide best practices. Assessment also creates a positive climate that motivates health workers and improves their performance. In any case, the output of the assessment can be creating a favorable environment and atmosphere in organization (WHO, 2008).

To be successful in the workplace and the organization, managers need to create an environment which will support changes. It means that make working conditions which reward staff for their efforts to use new ways to reach their goals (Miller, 2003). Creation survival and sustainability in industry of health services is very important, because this industry can absorb limited capital and Dispersed in society and lead them. As a result, this study tries to discuss about employees' perceptions of organizational climate as a factor affecting the level of organizational citizenship behavior and by establishing this relationship managers are able to create the appropriate atmosphere for increasing organizational citizenship behavior. Consequently, the health care sectors know that organizational citizenship behavior is an important factor in the survival and development in their organization. Therefore In this study, the effect of the relationship between organizational climate and organizational citizenship behavior among hospital staff was investigated.

METHODOLOGY

The present research was conducted using a cross-sectional method in the academic years of 2015. This is the explanatory research study based on the survey method which measures the relationship between organizational climate and organizational citizenship behavior in the hospital members of the Tehran universities of Medical Science, Iran. Total population is all staff in Imam Khomeini Hospital, including: doctors, nurses, non- medical staff (Physiotherapy, Nutrition, Radiology, Laboratory), and Administrative staff at Graduate levels and more in Imam Khomeini Hospital. In this study, with $s = .5$ و $\beta = 0.2$ و $t = 1.96$ و $d = .08$, the possibility of %95 and the estimation accuracy of %5, the sample size of with the mentioned formula 180 was obtained; hence, among the distributed questionnaires, only 130 questionnaires were analyzed for the purposes of this study.

$$n = \frac{Nt^2s^2}{Nd^2 + t^2s^2} =$$

The sample size was 130. Information was collected with using a standard questionnaire. 29 questions in the questionnaire used in the study, 8 questions about organizational climate retrieved from Jav and Liu (2003) organizational climate questionnaire, And 20 questions retrieved from Bell citizenship behavior and organizational citizenship behavior questionnaires. Questions are based in the Likert-scale.The validity of questionnaire was confirmed in Shaemi study (Shaemi, ea al, 2014). In this study the Cronbach's alpha was calculated to determine the reliability of the questionnaire and achieve the amount 87% for the organizational climate and 91% for organizational citizenship behavior .

Finally, after the distribution and collection of questionnaire, data was analyzed from using SPSS software version 16.

FINDINGS

This section discusses about the analysis of the different dimensions of the organizational climate and their relationship with the Organizational Citizenship Behavior (OCB).Table1. Descriptive statistics shows that the respondents have the moderate intention towards the factors of OC with small deviations from the mean. It shows that role characteristics have a higher mean as compared to the other factors among the respondents.

Table1. Descriptive Statistic

	N	Mean	Std
OCB	130	4.23	0.05
Leadership	130	4.54	0.09
Workplace	130	4.43	0.1
Organizational system	130	4.88	0.00
Job characteristics	130	4.12	0.08
Role characteristics	130	5.42	0.09

The conclusions of table 2 suggested that one-sample T-test is significant, and rate of Organizational Citizenship Behavior (OCB) among personnel of the Imam Khomeini Hospital is above average surface (P <0.001, df=249). There is the significant relationship between organizational climate and it's components with organizational citizenship behavior among employees at the Imam Khomeini Hospital.

As per the correlation results in Table2, it is evident that all correlation values appear to be significant at 0.01 level. Hence it can be said that different dimensions of the organizational climate are not only significantly related to OCB but are also positively related to each other.The results of Table 2 demonstrated that organizational climate with Organizational Citizenship Behavior are positively correlated (r = 0.21, P < 0.01, N = 130). Moreover, correlation coefficient between factors of organizational climate with Organizational Citizenship Behavior was significant. Therefore, we can say that there is significant relationship between organizational climates with Organizational Citizenship Behavior.

Table2. One-Sample T-Test for measure variables situation

variables	mean	Test value	Std. deviation	T	df	Sig
Organizational climate	3.12	2	0/53	9/54	234	0/001
Organizational citizenship behavior	4.23	4	0/78	26/32	249	0/001

Dimensions of organizational climate could predict Organizational Citizenship Behavior among employees at the Imam Khomeini Hospital.

Table3. Pearson correlation coefficient between research variables

	Organizational climate	
Organizational citizenship behavior	Correlation	.21
	Sig.	.01
	N	130

According to information in Table 3, value of F is (F = 16.31; P < 0.01). Then F is significant and can be used for regression analysis. In addition, the Durbin -Watson Test showed that there is no autocorrelation in the errors. Beta coefficient is significant in factor of aim clearness and agreement (P < 0.01). Thereupon, dimension of aim clearness and agreement is the most important predictor

of OCB. Therefore we can say that, Dimensions of organizational climate could predict Organizational Citizenship Behavior among employees at the Imam Khomeini Hospital.

Table4. Multiple regression analysis of organizational climate on OCB

Variable	F	Sig.	R	R2	A.R2	Durbin - Watson
Aim clearness & agreement	16.31	0/01	0.28	.07	.069	1.65
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig**	**Model**
Constant	3/67	.124	27.08	0/001	Constant	4.54
Aim clearness & agreement	0/269	0/05	0/252	4/44	0/001	Aim clearness & agreement

Also gender has a significantly strong relationship with citizenship behavior. However it is also asserted by the literature that gender has more moderation affect in organizational studies. Findings revealed that male staff significantly exhibits more citizenship behavior than female faculty members. Female staff is lesslikely to involve in extra responsibilities because of the family responsibilities. Most male faculty members are found to have late sittings at the hospital.

DISCUSSION

The results show that situation of the organizational climate and organizational citizenship behavior among staff at the Imam Khomeini Hospital is above average. Other findings revealed that there is a significant positive relationship between organizational climate and it's characteristics with Organizational Citizenship Behavior.Finally, the results showed that factor of aim clearness and agreement is most important impact prediction of Organizational Citizenship Behavior. The study found that perceived organizational climate has a positive effect on staff citizenship behavior.

According to mentioned context, organizational climate is about the lifestyle of people in organization, and it can have a big impact on factors such as productivity, performance and job satisfaction, commitment and organizational behavior, increase mental energy and increase staff morale and motivation for learning and change behavior and ultimately affect the success of the unit. On the other hand the consequences from favorable organizational climate have impact in increasing the staff citizenship behavior.

Thus, with creating a favorable organizational climate and its positive impact on citizens' behavior, we can have a desired positive impact on the organization on social capital, loyalty, entrepreneurship, knowledge sharing, increase performance, efficiency, quality of service and products, reduce absenteeism and turnover and encourage teamwork, and leadership which have important impact on achieving the goals in organization.

The result of the Godarzi research shows that the performance is high in organizations which support open climate communication, collaboration and reward to the success more than the organizations which are focused and limited environmental, dry, cold and without passion (Goodarzi, ea al, 2000).Biswas and et al (2007) in their study found that individual conceptions about accurate and creative environment of organization is so important and has positive influence on staff satisfaction (Biswas, ea al, 2007).

It seems that directors and mangers at the Imam Khomeini Hospital, probably, for promoting and improving the organizational climate and organizational citizenship behavior use factors such as: development of amicable communications and interactions, enhancing the climate of cooperation and respect among employees, attention to personal and professional interests and recommendations of staff, holding of common meetings with the staff in order to solve problems of career and professional and professionalism in duties, clarifying goals and roles of university, providing feedback to staff of performances, given the seriousness of the task, developing learning among employees in order to improve the quality of work, emphasis on obedience to the laws and regulations of the hospital.

The result shows that men are more likely to improve their OCB, the try to work more than woman and stay longer than them, but another study say that women are more lokly to show their OCB and improve it (Farrell, ea al, 2007, Vera, ea al, 2011, Hunter, ea al, 2007) . but Miller (2003), Cleveland‟s (2006) ,Gul (2008), and Mathew‟s (2011) found that gender has no relationship with Organizational Climate (Murugesan, et al. 2013).

CONCLUSION

From the results, it is suggested that the management have to take steps to create a culture for nurturing Organizational citizenship behavior, therefore the achiving positive result in organization will be increase.And also OCB could improve the efficiency of the organization. So, it is suggested that the management of hospital companies could strengthen the Organizational Climate factors such as communication, reward, scope for advancement, and early redressed of grievances through appropriate strategies.

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