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Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card

Arash Shahin, Javad Shabani Naftchali and Javad Khazaei Pool
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Abstract

Purpose – The purpose of this paper is to investigate the influence of employees’ perception of organizational climate on organizational citizenship behaviour outbreak and the impact of both of them on organizational performance.

Design/methodology/approach – This survey has been performed using structural equation modelling (SEM). The statistical population composed of the managers of Mazandaran small- to medium-sized enterprises. The analysis of the data obtained from distributed survey questionnaire has been performed by SPSS18 and AMOS18 software.

Findings – Findings imply that positive perception of organizational climate influences on increasing organizational citizenship behaviour outbreak and performance of enterprise, and organizational citizenship behaviour in turn has positive and significant impact on organizational performance. Results of this survey also indicate that organizational citizenship behaviour impacts on sub-criteria of enterprise performance (i.e. financial, customer, learning and growth, internal processes). Moreover, the influence of organizational climate on all sub-criteria of performance except internal processes has been confirmed.

Research limitations/implications – Lack of sufficient information concerning organizational climate in internal resources, and in some external ones, and low number of surveys performed in this field, limits the possibility of comparing the results of this survey with other similar surveys.

Originality/value – This survey can be considered as an innovative survey, since there is no similar survey conducted in which three variables of organizational climate, performance, and citizenship behaviour studied, considering their specified sub-criteria.

Keywords Performance, Small to medium-sized enterprises, Perceived organizational climate, Citizenship behaviour, Balanced score card

Paper type Research paper

1. Introduction

Extensive changes in today’s business environment have caused organizations and managers to show more sensitivity concerning their performance which results in increasing consideration towards employees’ performance. In this respect, organizations need people who go beyond their defined career duties, tend to develop cooperation, and help colleagues employers and clients (Gholipour and Sadat, 2008); such behaviours are termed organizational citizenship behaviours (Zareiematin et al., 2010).

Organizations cannot continue to progress without having good citizens (Jahangir and Hag, 2004), and without understanding the point that they are the most valuable
assets of organization (Delgoshaie et al., 2008). This has high importance for small organizations, because they are highly dependent on their human resources, and their employees have a high impact on organizational growth and survival. Thus, employees’ citizenship behaviour can result in increased improvement of their organizational performance and competitiveness than larger organizations; moreover, good organizational citizens are effective and essential prerequisites for applying the rare resources of an organization.

With regard to organizational managers’ concern about growth and survival in today’s competitive environment, and the point that the number of people showing organizational citizenship behaviour is low; recognizing organizational citizenship behaviour and the factors impacting on it has high importance and can be an effective step in organizational development. This recognition has more importance for small organizations as an effective factor on economic development of country, because such behaviour provides necessary flexibility in the face of unpredictable conditions and helps employees of the organization to unite (Foote and Tang, 2008).

Studies have shown that organizational climate can act as a factor impacting on the behaviour of organization members (Öz et al., 2010; Hamze Alipour, 2011). Organizational climate is a set of measurable criteria in the working environment that are directly or indirectly understood by those who act in such an environment and impact on their motivation and behaviour. Thus, by investigating organizational climate, determining the type, and trying to improve it, other organizational variables can also be improved. Organizational citizenship behaviour, which is an optional behaviour, can be impacted more strongly by various personality and attitudinal factors (Podsakoff et al., 2000). As a result, by considering the impact of organizational climate on the behaviour of employees of the organization, managers, and in particular managers of small organizations, should always pursue the identification, change, and improvement of organizational climate. This will impact on the personal behaviour of employees and facilitate achievement of organizational goals for themselves and others (Shahin and Beheshtin, 2010).

Organizational climate has been recognized as an important and basic factor in determining organizational citizenship behaviour and organizational performance (Walumbwa et al., 2008; Jing et al., 2011). However, considering the importance of subject, the authors have been unable to locate any survey that has been performed that simultaneously used these three variables and the relationships between them based on Balanced Score Card (BSC). Tang and Tang (2012) are among surveyors who performed investigations on organizational climate. They investigated service-oriented organizational citizenship behaviours in the hospitality industry, with regard to high-performance human resources practices and organizational climate. The results of their research indicated that high-performance human resources practices impact on organizational social climate and organizational citizenship behaviours.

In another survey performed by Chiang and Hsieh (2012), the impacts of perceived organizational protection and psychological empowerment on job performance with regard to the mediating effect of organizational citizenship behaviours have been investigated. The results of this survey specified that both perceived organizational protection and psychological empowerment positively impact on organizational citizenship behaviours; but perceived organizational protection had a negative impact on job performance. The findings of this survey also indicated that organizational citizenship behaviours and psychological empowerment positively impact on job performance.
Jing et al. (2011) in their survey, which was performed in the retail pharmacies of Sydney, investigated the relationship between organizational climate and performance in small businesses. They concluded that a climate of organizational protection results in higher organizational performance in small retail pharmacies.

Seibokaite and Endriulaitiene (2012) investigated the impact of individual (personality characteristics) and organizational (perceived safety climate and work motivation) factors on job performance. The results of this survey showed that personality characteristics comprise one of the most important factors in the job environment and are useful predictors of job motivation and perceived safety climate in the organization. Their findings also indicated that when employees have a higher level of perceived motivation and safety climate, they would have better performance.

However, as it was mentioned earlier, we believe that this survey is the first study which has been performed about the integration of the three discussed variables of organizational climate, organizational citizenship behaviour, and performance based on BSC. As a result, this survey tries to discuss organizational climate as a factor impacting on organizational citizenship behaviour by using a developed model of the BSC. If the assumed relationship is approved, managers can foster the background of organizational citizenship behaviour, and consequently organizations witness organizational performance improvement which is an important factor for their progress and survival.

In the following, in addition to brief descriptions of organizational climate, citizenship behaviours and performance; the conceptual model of the study along with the hypotheses are expressed. A detailed description of the survey methodology is also presented, and ultimately the survey findings, discussion, and conclusions are declared.

2. Organizational performance
Evaluating business performance is one of the most important management agendas; because the key to accessing continuous improvement is in the ability to continually evaluate organizational performance. Many organizations have understood the importance of continuous evaluation of performance, and they are applying various approaches to performance evaluation in the organization (Fernandes et al., 2006). Between 1850 and 1975, organizations had evaluated performance solely according to financial criteria, and they have therefore been criticized because of reasons such as it encourages a short-term viewpoint, it lacks strategic concentration and lacks the ability to provide data about quality, responsiveness, and flexibility, thus encouraging an optimistic viewpoint, and it fails to provide information about what customers want and the quality of competitors’ performance.

In this survey, because of the comprehensiveness of BSC for evaluating performance and its increasing use for strategic management topics, its four aspects have been used as a basis for evaluating organizational performance. BSC provides a comprehensive framework for managers to modify the strategy of the enterprise in to a coherent set of performance criteria (Kaplan and Norton, 1992). BSC, in contrast to the traditional evaluation system which only included financial criteria, has been designed in such a way that it improves managers’ decision making through leading their attention towards wider dimensions of the operations of the enterprise (Shahin and Zairi, 2006; Shahin et al., 2012).

3. Organizational citizenship behaviour
The concept of organizational citizenship behaviour was first introduced by Organ et al., 2006 in the 1980’s (Hua and Yu, 2011). Organ believed that organizational
citizenship behaviour was an individual behaviour and, because of its optionality, had not been defined directly in the formal reward systems in the organization; doing so causes upgrading of effectiveness and efficiency of organizational performance (Appelbaum et al., 2004; Hall et al., 2009). By “optional”, we mean that this behaviour is not included among job descriptions or formal behaviours, and it is not an employment commitment for people and it is therefore completely optional, and failure to display it will not result in any punishment (Podsakoff et al., 2000). In other words, he has defined this type of behaviour as a clear contract between an individual and organization which is more like a personal choice (Hua and Yu, 2011). This definition emphasizes three major features of organizational citizenship behaviour. First, this behaviour should be voluntary; second, the advantages of this behaviour has organizational impact; and third, organizational citizenship behaviour is a multi-faceted entity. Bolino et al. defined organizational citizenship behaviour as employees’ tendency and motivation to go beyond formal job necessities in order to help each other, to align individual interests with organizational interests, and to have real concern towards general activities and the mission of the organization. They believed that citizenship behaviours have two common features in general: first, they cannot be strengthened directly, and second, they are special and extraordinary endeavours that an organization expects from its employees in order to achieve success (Korkmaz and Arpaci, 2009).

Other experts define organizational citizenship behaviour as a kind of informal behaviour in which people act beyond what has been expected from them, and helps the organizational welfare and safety of those who are inside it. Van Dyne et al. (1994) stated that organizational citizenship behaviours are driving behaviours that cause consolidation of the relationships between employees and the goals of organization, and provide facilities for realization of the goals of the organization (Jahangir and Hag, 2004). Organizational citizenship behaviour is a set of positive and admirable organizational behaviours that provide multi-dimensional relationships with positive organizational consequences (Jahangir and Hag, 2004), and protects the core of functional behaviours (Vondey, 2010; Ehrhart, 2004).

With regard to the above definitions, the following items can be expressed as key elements of organizational citizenship behaviour (Castro et al., 2004):

- it is a kind of behaviour beyond what has been formally described for employees of the organization;
- it is a kind of optional behaviour and based on individual volition;
- it is a kind of behaviour that does not led to direct reward, and it is not appreciated through the formal organizational structure; and
- it is a kind of behaviour which is important for effectiveness and efficiency of organizational performance and its successful operations.

In spite of high interest for surveying organizational citizenship behaviour, its dimensions have not been recognized completely as yet. A review of the literature on this concept has identified about 30 different types of potential behaviours (Podsakoff et al., 2000), but the most reliable classification about organizational citizenship behaviour is offered by Organ (Nadiri and Tanova, 2010; Zellars et al., 2002) as civic virtue, altruism, conscientiousness, sportsmanship, and courtesy. Civic virtue, deontology, and altruism are proposed as active and positive assisting indicators. Civic virtue is regarded as a behaviour showing participation in organizational social life. Conscientiousness is a behaviour beyond the necessities determined by the
organization in its working environment (Akinbode, 2011). Altruism is an optional behavior to help colleagues in performance related to their duties (Castro et al., 2004; Organ et al., 2006). Sportsmanship and courtesy are indicators that indicate avoiding damage to the organization. Sportsmanship is the tendency to be patient in the face of inevitable disturbances and working extortions without any complaints (Appelbaum et al., 2004), while courtesy is about thinking how one's actions impact on others (Markóczy et al., 2009).

4. Organizational climate
In the late 1960s, the concept of organizational climate became popular. This concept is a famous subject in the fields of industrial and organizational psychology (Kaushik, 2007; Foote and Tang, 2008), and it was prior to the concept of organizational culture which was developed in the late 1980s. Thomas (1998) believed that climate is defined as common perceptions of the quality of natural phenomena in a place; in other words it is an aspect of culture. Reichard and Schneider (1990) defined climate as organizational viewpoints, and formal or informal measures and methods. Organizational climate is generally about attitude and behaviour (Huseyin, 2008), and includes organizational features which impact on the motivation and behaviour of those who are working in that environment (Chen and Hung, 2007). Organizational climate indicates the dominant atmosphere in an enterprise, employees’ perception of organization, the feedback of co-operations and friendships level, mutual trust, and people protecting each other. Thus, organizational climate can be regarded as people’s similar perceptions of internal features of an organization at various levels of the organizational hierarchy (Asif, 2011), and it can be evaluated by these perceptions and employees’ descriptions about internal features of the organization (Dickson et al., 2004).

In another definition, according to Jaw and Liu (2003), organizational climate is made up of two approaches of cooperative climate and innovative climate. When enterprises offer a high level of innovative climate, employees tend to increase their interaction with others in order to interchange and share knowledge for creating new subjects, therefore an innovative climate upgrades social interaction between members of organization (Hoegl et al., 2003). The existence of cooperative climate in an organization is the creator of a reason for increased tendencies of members of that organization to work with each other as a group in order to promote each other (Janz and Prasarnphanich, 2003). When people perceive a high degree of cooperative climate inside organization, it is more probable that they make an interactive relationship with each other. Surveys show that positive organizational climate on the one hand results in satisfaction, commitment, attachment to the work, and higher performance and, on the other hand, reduces stress, tendency to leave the job, and absence at work. People would also work more in such a climate.

In a survey, Liton and Strinjer showed that leadership method is one of the factors that impacts on organizational climate. They investigated different organizations in which the leaders of each had been trained differently. The leaders of the organizations were divided into two groups. The first group comprised leaders that were strict and emphasized discipline, and the second group emphasized an informal climate and rewards. Results showed that the employees of the first group felt that the organization was not protective and it was completely structured, but the employees of the second group believed their organization to have a limited structure that encouraged innovation and new thinking (Ghaseminejad and Siadat, 2004).

The results of another survey shows that those organizations which emphasize protective climate, open relationships, collaboration, free thinking, and rewarding
successes have higher performance than those which have a limited, abstract, cold and lacking passion and excitement climate (Godarzi and Gominian, 2001); thus, studying and investigating organizational climate and its impacts on people and organizational results has high importance. In the following, the subject of organizational citizenship behaviour is investigated.

5. Research methodology
With regard to the points mentioned above, the survey model was developed as illustrated in Figure 1. Using this model, the impact of organizational climate relationship on organizational citizenship behaviour is investigated. Organizational climate is stated, according to Jaw and Liu’s model, to include innovative organizational climate and cooperative organizational climate; and citizenship behaviour dimensions are assumed according to Organ’s indicators to include civic virtue, altruism, conscientiousness, sportsmanship, and courtesy. The BSC approach of Kaplan and Norton (1992) is also used to evaluate organizational performance.

There are several impact groups in this model, one of them is general impact of organizational climate on organizational citizenship behaviour, and another one is the impact of organizational climate and organizational citizenship behaviour on organizational performance and its indicators, and concerning these relationships the following hypotheses are compiled:

\[ H1. \] Organizational citizenship behaviour has impact on enterprise performance.

\[ H1a. \] Organizational citizenship behaviour has impact on enterprise performance in respect of financial criteria.

Figure 1. Conceptual model of study
H1b. Organizational citizenship behaviour has impact on enterprise performance in respect of customers’ criteria.

H1c. Organizational citizenship behaviour has impact on enterprise performance in respect of internal processes criteria.

H1d. Organizational citizenship behaviour has impact on enterprise performance in respect of growth and learning criteria.

H2. Perceived organizational climate has impact on organizational citizenship behaviour.

H3. Perceived organizational climate has impact on enterprise performance.

H3a. Perceived organizational climate has impact on enterprise performance in respect of financial criteria.

H3b. Perceived organizational climate has impact on enterprise performance in respect of customers’ criteria.

H3c. Perceived organizational climate has impact on enterprise performance in respect of internal processes criteria.

H3d. Perceived organizational climate has impact on enterprise performance in respect of growth and learning criteria.

The subject of this survey is to investigate the impact of perceived organizational climate and organizational citizenship behaviour on performance of small- to medium-sized enterprises. The quality of relationships among the variables would have a significant applied role in designing and compiling optimum strategies related to human resources in the organizations, therefore this survey can be regarded as a practical survey. Since the intention is to investigate the impact of organizational climate on organizational citizenship behaviour and performance of small- to medium-sized enterprises, this survey can be regarded as a descriptive-correlation survey. The statistical population of this survey includes managers of small- to medium-sized production enterprises working in Mazandaran, from which 321 managers were selected for investigation. The sampling approach is random stratification. In this survey five-point Likert scales are applied in the questionnaire to collect data in order to confirm or reject the study hypotheses.

To evaluate organizational citizenship behaviour a scale with 16 questions was used which were derived from the questionnaire of Bell and Menguc (2002). To evaluate organizational climate the questionnaire of Gül (2008) was used; this includes 38 questions. However, some necessary changes were made to accommodate the situation in Iranian organizations. A questionnaire with 16 questions based on the approach of BSC of Kaplan and Norton (1992) was used to evaluate the performance of small- to medium-sized enterprises.

The survey validity was investigated by seven academic experts in the domain of organizational behaviour and strategic management, and a pre-test was performed on 35 persons including executive managers and general managers of small- to medium-sized enterprises in the Mazandaran province. Having considered all viewpoints and
performing necessary changes, the questionnaire was recognized as appropriate for investigating the relationships among organizational climate, organizational citizenship behaviour, and organizational performance in small- to medium-sized enterprises of Mazandaran province. In order to confirm the validity of the questionnaire, confirmatory factor analysis was used, and the results of this confirmatory factor analysis indicate the questionnaire is valid.

In this survey, in order to determine the questionnaire’s reliability, Cronbach’s α for the questionnaire was calculated using SPSS18 software, and its value for organizational climate was computed as 0.76, for citizenship behaviour as 0.89, for performance as 0.92, and for the whole questionnaire as 0.86. The results of confirmatory factor analysis and variables validity are presented in Table I-III. Finally, the obtained data was analyzed by SPSS18 and Amos18 software, and the results were used for further analysis. In this survey, in order to analyze the hypotheses, to carry out inferential tests and to investigate total fitness of the study model, structural equation modelling (SEM) was used. In SEM, on the one hand the survey data and conceptual model are investigated to see if they have appropriate fitness, and on the other hand, significant relationships in this fitted model are tested. The indicators of the total fitness of the model include normed  \( \chi^2 \), goodness-of-fit indices, adjusted goodness-of-fit index, normed fit index, comparative fit index, and root mean squared error of approximation. The results of investigating general indices of model are presented in Table III.

6. Findings

After face-to-face distribution of questionnaires and sending 600 questionnaires by internet among members of the target study community, ultimately 321 valid questionnaires (approximately 54 per cent) were returned. The descriptive statistics of the sample are given in Table II.

First all three measurement models were analyzed separately. The total fit indices for the measurement models are presented in Table III.

<table>
<thead>
<tr>
<th>Organizational performance</th>
<th>Organizational climate</th>
<th>Organizational citizenship behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>α</td>
<td>Factor loadings</td>
<td>Variables</td>
</tr>
<tr>
<td>0.78</td>
<td>0.66</td>
<td>Fin1</td>
</tr>
<tr>
<td>0.71</td>
<td>0.65</td>
<td>Fin2</td>
</tr>
<tr>
<td>0.83</td>
<td>0.81</td>
<td>Fin3</td>
</tr>
<tr>
<td>0.72</td>
<td>0.67</td>
<td>Fin4</td>
</tr>
<tr>
<td>0.85</td>
<td>0.92</td>
<td>Cus1</td>
</tr>
<tr>
<td>0.89</td>
<td>0.81</td>
<td>Cus2</td>
</tr>
<tr>
<td>0.81</td>
<td>0.77</td>
<td>Cus3</td>
</tr>
<tr>
<td>0.92</td>
<td>0.85</td>
<td>Cus4</td>
</tr>
<tr>
<td>0.88</td>
<td>0.86</td>
<td>Ibp1</td>
</tr>
<tr>
<td>0.79</td>
<td>0.71</td>
<td>Ibp2</td>
</tr>
<tr>
<td>0.77</td>
<td>0.73</td>
<td>Ibp3</td>
</tr>
<tr>
<td>0.89</td>
<td>0.91</td>
<td>Ibp4</td>
</tr>
<tr>
<td>0.88</td>
<td>0.82</td>
<td>Lag1</td>
</tr>
<tr>
<td>0.81</td>
<td>0.75</td>
<td>Lag2</td>
</tr>
<tr>
<td>0.86</td>
<td>0.84</td>
<td>Lag3</td>
</tr>
<tr>
<td>0.77</td>
<td>0.72</td>
<td>Lag4</td>
</tr>
</tbody>
</table>

Table I. Results of confirmatory factor analysis and validity of survey questionnaire
With regard to the results of Table III, it can be concluded that all three measurement models have good fitness; in other words, total indices confirm that the data fits the models well. After investigating and confirming measurement models in the first step, SEM is used in the second step to analyse the hypotheses. In Table IV, the total fitness indices of the survey are presented.

Considering the results obtained in Table IV, it can be concluded that total indices indicate good fitness of the model; another words, it can be stated that collected data protects the model well. SEM along with regression coefficients are illustrated in Figure 2.

After investigating and confirming the model, in order to test the significance of hypotheses, two indices of critical ratio (CR) and p were used. The CR is a ratio which is

### Table II.
Descriptive statistics of respondents' characteristics

<table>
<thead>
<tr>
<th>Variables</th>
<th>Numbers</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>271</td>
<td>0.84</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>0.16</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>62</td>
<td>0.19</td>
</tr>
<tr>
<td>26-35</td>
<td>92</td>
<td>0.29</td>
</tr>
<tr>
<td>36-45</td>
<td>112</td>
<td>0.35</td>
</tr>
<tr>
<td>46-55</td>
<td>48</td>
<td>0.15</td>
</tr>
<tr>
<td>&gt;55</td>
<td>7</td>
<td>0.02</td>
</tr>
<tr>
<td>Working experience (years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;1</td>
<td>75</td>
<td>0.23</td>
</tr>
<tr>
<td>2-5</td>
<td>138</td>
<td>0.43</td>
</tr>
<tr>
<td>&gt;5</td>
<td>108</td>
<td>0.34</td>
</tr>
<tr>
<td>Number of employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;50</td>
<td>113</td>
<td>0.35</td>
</tr>
<tr>
<td>51-499</td>
<td>208</td>
<td>0.65</td>
</tr>
<tr>
<td>Industry type</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td>96</td>
<td>0.29</td>
</tr>
<tr>
<td>Metal</td>
<td>84</td>
<td>0.25</td>
</tr>
<tr>
<td>Chemical</td>
<td>53</td>
<td>0.16</td>
</tr>
<tr>
<td>Electronic</td>
<td>41</td>
<td>0.12</td>
</tr>
<tr>
<td>Textile</td>
<td>11</td>
<td>0.03</td>
</tr>
<tr>
<td>Others</td>
<td>36</td>
<td>0.14</td>
</tr>
</tbody>
</table>

### Table III.
Total fit indices of measurement models

<table>
<thead>
<tr>
<th>Index name</th>
<th>RMSEA</th>
<th>PNFI</th>
<th>CFI</th>
<th>NFI</th>
<th>NNFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>CMIN/Df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational climate</td>
<td>0.005</td>
<td>0.632</td>
<td>0.906</td>
<td>0.941</td>
<td>0.953</td>
<td>0.941</td>
<td>0.907</td>
<td>2.51</td>
</tr>
<tr>
<td>Organizational citizenship behaviours</td>
<td>0.019</td>
<td>0.704</td>
<td>0.944</td>
<td>0.904</td>
<td>0.923</td>
<td>0.925</td>
<td>0.934</td>
<td>1.78</td>
</tr>
<tr>
<td>Performance</td>
<td>0.014</td>
<td>0.614</td>
<td>0.913</td>
<td>0.928</td>
<td>0.929</td>
<td>0.905</td>
<td>0.918</td>
<td>1.84</td>
</tr>
<tr>
<td>Acceptable fitness</td>
<td>&lt;10%</td>
<td>&gt;50%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&lt;3</td>
</tr>
</tbody>
</table>

### Table IV.
Total fitness indices of the survey

<table>
<thead>
<tr>
<th>Index name</th>
<th>RMSEA</th>
<th>PNFI</th>
<th>CFI</th>
<th>NFI</th>
<th>NNFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>CMIN/Df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final model</td>
<td>0.041</td>
<td>0.603</td>
<td>0.932</td>
<td>0.901</td>
<td>0.945</td>
<td>0.944</td>
<td>0.906</td>
<td>2.41</td>
</tr>
<tr>
<td>Acceptable fitness</td>
<td>&lt;10%</td>
<td>&gt;50%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;3</td>
</tr>
</tbody>
</table>
obtained through dividing “Estimated Regression Weight” by “Standard Error”. Based on a significance level of 0.05, the CR should be higher than 1.96. Lower than this ratio, the parameter related to the model is not regarded as important and a value lower than 0.05 for the $p$-value indicates calculated significant difference ratio for regression weights having zero ratio at the 0.95 confidence level. The hypotheses along with regression coefficient and partial indices ratios related to each hypotheses are presented in Table V.

With regard to the results obtained in Table V, ten hypotheses are confirmed and one, $H3c$, is not.

7. Discussion
The first hypothesis indicates the impact of organizational citizenship behaviour on organizational performance including four minor hypotheses that investigate the impact of organizational citizenship behaviour on four dimensions of organizational performance (financial, customer, internal processes, and learning). To test this hypothesis, SEM was used. Figure 2 and Table V show the results. Regarding acceptability of obtained indices, the major and minor hypotheses of survey were accepted, and the impact ratio of organizational citizenship behaviour on organizational performance was estimated as equal to 0.65. Considering the literature and performed investigations about organizational citizenship behaviour and organizational performance, some studies had been performed, but no study has been found that evaluated the criteria used in this survey for organizational performance. It is important to note that the findings of this survey are comparable with the surveys performed by Barksdale and Werner (2001), Snape and Redman (2010) and Nielsen et al. (2012) where in all these surveys organizational citizenship behaviour has provided conditions for favourable...
performance. In the surveys performed by Barksdale and Werner (2001), having used performance in two groups of general performance and public performance, they have investigated the impacts of Organ’s organizational citizenship behaviour dimensions on these two dimensions.

In the study performed by Snape and Redman (2010), they considered personal performance as the way of reaching favourable organisational performance and, in the performed survey by Nielsen et al. (2012), group performance was considered as a requirement of organisational performance. In general, for this reason, the results of these studies support the findings of this study. The first hypothesis includes four minor hypotheses, so that all four sub-hypotheses were confirmed. Organizational citizenship behaviour had the highest impact on customer dimension, and next had impact on financial, internal processes, and ultimately learning dimensions, respectively. According to the literature, the performed investigations showed that no specific study has investigated the relationship between organizational citizenship behaviour and mentioned performance factors; as a result, this part of the present study cannot be compared with other studies.

Considering the results obtained for the second hypothesis of the study, the impact ratio of organisational climate on citizenship behaviour has been estimated as 0.52. A few studies have been performed concerning the impact of organisational climate on organisational citizenship behaviour, and the impact of organisational culture on organisational citizenship behaviour has been dealt with more. But among these studies, a study has been performed by Noor et al. (2011) that obtained results that organisational climate impacts positively on organisational citizenship behaviour; and whenever the climate is more open and protective, this impact will be more. Therefore, the results of the mentioned studies support the findings of this survey.

The third hypothesis indicates the impact of organisational climate on organisational performance, which in turn includes four minor hypotheses that investigate the impact of organisational climate on the four areas of organisational

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Variable</th>
<th>Route</th>
<th>Variable</th>
<th>Regression coefficient</th>
<th>Critical ratio</th>
<th>p</th>
<th>Result</th>
</tr>
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<tr>
<td>H1</td>
<td>Organizational citizenship behaviour</td>
<td>→</td>
<td>Performance</td>
<td>0.65</td>
<td>17.37</td>
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<tr>
<td>H1a</td>
<td>Organizational citizenship behaviour</td>
<td>→</td>
<td>Financial</td>
<td>0.54</td>
<td>15.61</td>
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<tr>
<td>H1b</td>
<td>Organizational citizenship behaviour</td>
<td>→</td>
<td>Customer</td>
<td>0.71</td>
<td>18.93</td>
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<tr>
<td>H1c</td>
<td>Organizational citizenship behaviour</td>
<td>→</td>
<td>Internal processes</td>
<td>0.51</td>
<td>13.01</td>
<td>*** Confirmed</td>
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<tr>
<td>H1d</td>
<td>Organizational citizenship behaviour</td>
<td>→</td>
<td>Learning</td>
<td>0.47</td>
<td>11.44</td>
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<tr>
<td>H2</td>
<td>Organizational climate</td>
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<tr>
<td>H3</td>
<td>Organizational climate</td>
<td>→</td>
<td>Performance</td>
<td>0.49</td>
<td>10.48</td>
<td>*** Confirmed</td>
<td></td>
</tr>
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<td>H3a</td>
<td>Organizational climate</td>
<td>→</td>
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<td>13.22</td>
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<td>H3b</td>
<td>Organizational climate</td>
<td>→</td>
<td>Customer</td>
<td>0.47</td>
<td>11.75</td>
<td>*** Confirmed</td>
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<td>H3c</td>
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<td>→</td>
<td>Learning</td>
<td>0.56</td>
<td>16.37</td>
<td>*** Confirmed</td>
<td></td>
</tr>
</tbody>
</table>

Table V. Regression coefficients and results of hypotheses test

Note: *** p < 0.001
performance (financial, customer, internal processes, and learning). Figure 2 and Table V show the results of testing these hypotheses. Regarding the obtained indices, the major hypothesis and three out of four related minor hypotheses were accepted. The impact ratio of organizational climate on organizational performance was estimated as 0.49. Considering previously performed studies, no study has been found that evaluates the impact of organizational climate on organizational performance with regard to the criteria applied in this survey; but some studies have been performed with the overall concept of the present study and therefore their results will be compared with the results obtained in this study. Organizational climate had the highest impact on growth and learning dimension, and afterwards on customer and financial dimensions, respectively. The survey performed by Jing et al., (2011) has shown that organizational climate had a positive impact on organizational performance. They performed their study on the small- to medium-sized enterprises and considered financial, customer, and human resources dimensions for performance; concluding that organizational climate impacts on all of these factors. The results of their study seem very similar to the findings of the present survey, because the performance indices and population under study are similar to the present survey. Another survey, performed by Schneider et al. (2009), indicates positive impact of organizational climate on financial performance, customer satisfaction, market performance, and business. With regard to the results of the two latter investigations, it is argued that the findings of the present study are achieved with more confidence.

In this survey, organizational climate includes a multi-dimensional structure, so that it can be stated that people having accurate and complete understanding about organizational climate can help their colleagues in performing their duties better and motivate them to try more. During this time, members would learn how to motivate each other in performing group duties and activities. On the other hand, factors like organizational citizenship behaviour and organizational climate have a positive impact on organizational performance, so that they create added value for shareholders, and the enterprise offers products and services with full awareness about its costs effectively and efficiently, resulting in heightened profitability and reaching favourable financial performance of the enterprise. Similarly, organizational citizenship behaviour and organizational climate offer appropriate solutions to better fulfil customers’ requirements, so that by creating necessary programmes for recognizing customers, organizational people provide better conditions for customer satisfaction and loyalty, and increase market share and profitability of the enterprise; in other words they provide conditions for performance improvement related to customers. Therefore, in addition to fulfilling internal employees of organization and stakeholders’ requirements, customers or the buyers’ requirements are fulfilled too. Moreover, citizenship behaviour and organizational climate create conditions in which organizations search for processes that provide the conditions of competitive advantage, and similarly they search for ways of increasing their people and employees’ knowledge and skill. It also helps the enterprise think how they can develop continuously and reach success, which at this stage the organization has reached a favourable performance level in respect of internal processes and learning.

Ultimately, it can be concluded that evaluating performance has a considerable role in planning and controlling small- to medium-sized enterprises, and plays an important role in increasing employees’ motivation and improving relationships and recognizing problems; and in general it is an approach for investigating weak and strong points of small and medium enterprises. As a result, the factors impacting on performance
improvement have a special importance with regard to the results obtained from this study; factors such as organizational citizenship behaviour and organizational climate are the factors which impact on organizational performance and can impact positively on favourable financial performance, customer, and internal processes. So, as managerial implications the following subjects are suggested:

- a culture is desirable that encourages organizational citizenship behaviour indicators and cooperative and innovative activities, and people understand that they are a component of a larger community;
- use interpersonal relationships for solving conflicts, and use these to increase people's participation in work, in order to create a cooperative climate;
- apply non-dictatorial leadership methods like cooperative, empowering, and supporting leadership;
- managers adopting behaviour associated with respect and reverence towards subordinates will cause the creation of such behaviour among organizational employees thus resulting in appropriate climate and organizational citizenship behaviour;
- the way of organizing people in an organization is important, and in such organizations more informal organizing like adhocracy, network or simple organizing should be used;
- create an appropriate, encouraging system that considers organizational goals and also the growth and personal progress of employees;
- accurate training of people, investigating the impact of this training and also obtaining feedback from employees to see in which direction employees should be guided is very effective;
- encourage people's suggestions and give feedback to them that their suggestions have been investigated;
- make information available for people, give extra duties and responsibilities of work to people, and create opportunities for performing research for them;
- inform people of organization about present and future activities of the organization, and invite them to participate in group meetings; and
- specify the basis of people's performance and that of the organization as a whole and state clearly in order to clarify what is expected from people.

The findings of this survey show that organizational climate and organizational citizenship behaviour can impact on performance, and this point can be useful for both managers and employees; in that managers once aware of how appropriate organizational climate should be and the way to reach an appropriate climate, can achieve appropriate performance. Moreover, by encouraging people to achieve good citizenship behaviour, they facilitate this process. Employees will profit from performance improvement too, because as inseparable and major components of each organization, improving organizational activities will surely have a positive impact on them and their working conditions. Ultimately, the results of this study can be regarded as innovative, because these three factors have not been placed together in any previous survey and their impacts on each other have not been evaluated.
8. Conclusions
The objective of this study was to analyze the impact of perceived organizational climate on organizational citizenship behaviour and performance of small- to medium-sized enterprises by, in addition to performing a literature review, performing field research using a questionnaire based on a newly designed conceptual model.

The results obtained from testing the hypotheses in this study indicate positive and direct relationships between variables of this study, namely that organizational climate has an impact on organizational citizenship behaviour; organizational citizenship behaviour has an impact on organizational performance; and organizational climate has an impact on organizational performance.

In general, it can be concluded that organizational climate indicating the life style of people of an organization, can have a considerable impact on factors like productivity, job satisfaction, commitment, organizational behaviour of employees, upgrading mental energy and employees' spirit and increasing motivation for learning and behaviour change, and also provide conditions for citizenship behaviour of employees. Thus, by creating a favourable organizational climate, the results and outcomes of organizational citizenship behaviour like social capital, loyalty, entrepreneurship, knowledge sharing, effectiveness, products and services quality, reducing absence and leaving job, and encouraging employees for team working can be achieved.

8.1 Research limitations
There was a limited amount of sufficient information concerning organizational climate in internal and in some cases external resources, and limited previous surveys performed in this regard made it difficult to compare the results of this survey with other similar surveys.

Another limitation of this survey can be related to the time and duration of data collection; hence, the obtained results at the period of data collection cannot be generalized to different conditions and times. In addition, the findings are limited to the targeted population and selected sample.

8.2 Suggestions for future study
During the process of performing this survey, new opportunities appeared in respect of survey subject that can be useful for future study. For this purpose, the following suggestions are offered:

- investigate the impact of organizational climate and organizational citizenship behaviour on large enterprises and compare the results with the findings of this survey;
- investigate the impact of organizational climate and organizational citizenship behaviour on small and medium enterprises of other provinces and compare the results with the findings of this survey;
- investigate the role of organizational climate and performance behaviour in improving performance indicators from other viewpoints; and
- evaluate the impact of governance level of organizational climate and citizenship behaviour on performance in private and public organizations and study their comparative results.
References


Further reading

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