

## Research Article

# The Relationship between Organizational Citizenship Behavior and Organizational Climate among Nursing Staff

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## ABSTRACT

**Background:** Organizational citizenship behavior (OCB) and its connotation with organizational climate can be offered as a beneficial instrument for managers and authorities to determine the development of an attitude of associates and high interest in work and to improve the climate, values, and practices that characterize the members of a particular organization. **The Aim of this Study:** The aim of this study was to assess the relationship between OCB and organizational climate among nursing staff at Menoufia and Benha University Hospitals. **Design:** A descriptive-correlation research design was utilized. **Setting:** This study was conducted at different clinical units and departments at Menoufia and Benha University Hospital. **Subjects:** A convenience sample consisted of 365 nursing staff who are working in the previous setting. **Tools:** (a) Organizational climate description questionnaire and (b) Nurses' organizational Citizenship Scale were used. **Results:** There was nearly half studied subject had the highest level of organizational citizenship behavior at Study setting while the highest level of organizational climate (good level) at Menoufia University Hospital than Benha University Hospital. And also there was a statistically significant difference regarding all dimensions of organizational climate and organizational citizenship behavior among studied Subject in the study setting. **Conclusions:** There was a positive correlation between organizational climate and OCB. **Recommendations:** It is recommended that change starts from the self; managers should be familiar with the organizational goals and be committed to achieve them to be good examples for staff and to create influence and motivation with their behavior.

**Keywords:** Organizational citizenship behavior, Organizational climate, Nursing staff

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## Introduction

In the long run, an effective organization is distinguished from a non-effective one by its employees.<sup>[1]</sup> Since these employees find themselves belonging to the organization,

they would channel all their efforts and do their best for the success of their institution and fulfillment of the organizational objectives. These unprecedented, voluntary, helpful, and effective efforts are interpreted differently; the most prevalent is being organizational citizenship behaviors (OCBs).<sup>[2]</sup> Organizational success is largely dependent on the quality and effort of the employees who work for the organization. Flexible, productive, and knowledgeable employees within an organization are a source of sustainable, competitive advantage among organizations.

OCBs are a concept describing a person's voluntary commitment to an organization or company that is not part of his or her contractual tasks and is not rewarded by the system. OCBs are assumed to improve the organizational roles and performance and to have a significant impact on the quality of employees' relations.<sup>[3]</sup> OCBs have five dimensions including

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conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. Conscientiousness consists of behaviors that go beyond the minimum role requirements of the organization. Altruism is defined by discretionary behaviors such as helping a colleague with an organizationally relevant task or problem. Sportsmanship signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. Courtesy is defined as discretionary behaviors preventing work-related conflicts with others. Finally, civic virtue is characterized by behaviors that indicate the employee's deep concern and active interest in the life of the organization.<sup>[4]</sup> OCB improves efficiency and employees' participation, it encourages teamwork and interorganization cooperation, and also, it reduces the costs of mistakes and generally provides a good work environment. OCB should be a voluntary behavior, not a predetermined duty, and not a part of the official duties of the person, and it is a behavior that is not rewarded directly or through the formal organizational structure is not appreciated. A behavior beyond what is formally is organized for personnel that is important to the success of the organization and organizational performance.<sup>[4]</sup> Organizational climate is a key variable in successful of organizations because organizations that are able to create environments that employees perceive as caring and in which they are able to achieve their full potential are seen as a key source of competitive advantage.<sup>[5]</sup> Organizational climate influences the morale and attitude of individual toward his work and his environment, and it designates the quality of cooperation and the extent of member's commitment to organizational.<sup>[6]</sup>

Management plays a crucial role in employee's perception of organizational climate, as management is responsible for implementing the human resource practices. Thus, management can create a desired organizational climate using specific human resource practices, but employee perception of these practices is crucial for realizing the organizational climate as intended. Therefore, organizational climate considered as a predictor of organizational performance, rather than the human resource practices themselves.<sup>[7]</sup>

The organizational climate makes a critical link between the organizations itself leaders, and the organizational climate serves as a measure of individual perceptions or feelings about the organization.<sup>[8]</sup> The organizational climate is replicated the organization's objective to improve its staff or employees by giving them good working environments, assisting, and supporting them so they can accomplish commitment toward the organization, specifically, organizational climate variables (e.g., motivation, decision making, communication, leadership, and goal setting).<sup>[9]</sup>

Organizational climate refers to member perceptions of organizational features such as decision-making, leadership, and norms about work. Organizational climate means a set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and

work in this environment and that influence the motivation and behavior of these people. Main features of organizational climate includes: perception of the work environment, "psychological atmosphere, a quick picture about the connection between the organization and its employees, a set of properties that can be measured by the correct instruments, related to the quality and suitability of the work environment, has to do with the support that employees feel they receive from the organization. The organizational structure strongly influences the organizational climate.<sup>[10]</sup>

Dimensions of organizational climate examined were organizational design, communication, leadership, teamwork, decision-making, organizational culture, job satisfaction, and motivation. Organizational design refers to the process of constructing and adjusting an organization's structure to achieve its goals. Communication refers to the evoking of a shared or common meaning in another person. Leadership involves influencing and directing people to achieve particular goals within the given time and place using the leader's capability and skills to make people working together. Teamwork is a process of working collaboratively with a group of people, to achieve a goal. Organizational culture is described as a pattern of the basic assumption that is considered valid and that is taught to new members as the way to perceive, think, and feel in the organization. Job satisfaction is a self-reported positive emotional state, resulting from the appraisal of one's job or from job experiences. Final motivation is referred to as an internal state or condition that activates behavior and gives direction, and it develops desire or wants that energizes and directs goal-oriented behavior.<sup>[11]</sup>

### Significant of the study

Citizenship behavior is most required and more important in the hospital because patients need special care and positive behaviors of medical personnel (doctors, nurses, pharmacists, etc). The investigation of Organizational citizenship behavior and its association with organizational climate can be presented as a useful tool for managers and authorities to determine the improvement of attitude of members, high interest in work, job satisfaction, and improving climate. Significance of Organizational citizenship behavior in promoting organizational goals and its role in intimate climate that facilitate access to hospital goals, and improve its performance. Thus, the aim of this study was to assess the relationship between OCB and organizational climate among nursing staff at Menoufia and Benha University Hospital.

### The aim of the study

The aim of this study was to assess the relationship between OCB and organizational climate among nursing staff at Menoufia and Benha University Hospitals:

**Through the objectives of the study**

1. To assess the level of OCBs among nursing staff.
2. To assess the level organizational climate among nursing staff.
3. To compare the difference between the levels of OCBs and organizational climate among nursing staff in the study setting.
4. To explain the relationship between nursing staff perceptions toward OCBs and organizational climate among nursing staff in the study setting.

**Research questions**

1. What is the level of OCBs among nurses in the study settings?
2. What is the level of organizational climate among nurses in study setting?
3. What is the difference between levels of OCBs and organizational climate among nursing staff at hospital settings?
4. What is the relation between organizational citizenship and organizational climate among nursing staff at hospital settings?

**Theoretical framework**

The study was stranded in the social exchange theory by Blau<sup>[12]</sup>. Tends for suggestion a description that formulae the theoretical base of this study. Comparable opinions about social exchange theory were stated by scholars that, the connection between an organization in general and its members has increasingly been conceptualized as one of an exchange, with mutual obligations occurring on the part of the parties to exchange Aryee & Chay.<sup>[13]</sup> Organ<sup>[14]</sup> for example recommended a social exchange description whereby employees achieve citizenship behaviors to share the fair treatment obtainable by the organization.

**Materials and Methods****Research design**

A descriptive-correlation research design was utilized.

**Setting**

This study was conducted in different clinical units and departments at Menoufia and Benha University Hospital.

**Subjects**

The subjects will be included in the present study which consisted of:

**The nursing staff**

It includes the entire available nurses who are working in the above-mentioned study setting having at least 1 year of job experience using the formula:  $n = N / (1 + Ne^2)$  Emmell and Nickl.<sup>[15]</sup>

**Sample**

A convenience sample consisted of 365 nursing staff who are working in the previous setting (174 of them were working at Benha University Hospital, and the other 191 nursing staff working at Shebin Elkom University Hospital) and who had at least 2 years of experience and accept to participate in the study.

**Tools for data collection**

To fulfill the aim of the study, two tools were used for data collection. This tool consists of two parts.

Part (I): It contains demographic characteristics of study subjects such as age, gender, marital status, educational qualification, and years of experience.

Part (II): Organizational climate description questionnaire It was developed by Sarbessa.<sup>[16]</sup> To analyze the organizational climate. This questionnaire has 31 questions related to six dimensions of organizational climate: Organizational structure (questions 1–5), leadership (questions 6–11), reward (questions 12 and 17), technology (questions 18 and 23), participation in decision-making (questions 24–27), and communications (questions 28–31).

**Scoring system**

The respondents were asked to indicate their agreement or disagreement with the questionnaire statements with respect to their organization on a 3-point point Liker scale (1 - disagree, 2 – uncertain, and 3 - for agree). Therefore, the maximum possible score was 193. If nurses agreed on 70% or more of items of organizational climate, nursing staff having perceived a high level of organizational climate.

**Tool II: Nurses'organizational citizenship scale**

It was modified by the researcher through a review of related literature in which it included different items to assess nursing staff attitude toward organizational citizenship. It was developed by Dargahi, Alirezaie, and Shaham<sup>[17]</sup> and Yafang and Shih<sup>[18]</sup> and modified by the researcher to assess nursing staff levels of organizational citizenship behavior. This questionnaire included 14 question related to four dimensions of organizational citizenship behavior: Sportsmanship (Questions 1 to 4), Civil virtue (Questions

5 to 7), Conscientiousness (Questions 8 to 10) and Altruism (Questions 11 to 14).

### Scoring system

The respondents were asked to indicate their agreement or disagreement with the questionnaire statements with respect to their organization on a 3-point Likert scale (1 - never, 2 - sometimes, and 3 - for always). Therefore, the scores of each dimension summed up and converted into percentage scores. The perception was considered high if the percentage score was  $\geq 75\%$ , moderate if the percentage score was ranged from 60 to  $<75\%$ , while it considered low if the percentage score  $<60\%$ .

### Content validity and reliability

A bilingual group of five experts was selected to test the content and face validity of the tool. Necessary modifications and deleting of some questions were done to reach the final valid version of the tool. The tools were considered valid from the experts' perspective. Furthermore, the tools were tested for reliability by measuring their internal consistency using Cronbach's alpha coefficient method. This turned to be  $\alpha = 0.95$  for organizational climate tool and  $\alpha = 0.83$  for OCB tool. This indicates a high degree of reliability for the study tools.

### Pilot study

A pilot study was conducted after the development of the tool and before starting the actual data collection. The pilot study was done on 10% of the sample who were not included in the main study sample. The time required for each nurse to fill the questionnaire was estimated to be 10–15 min. Modification of some questions was done based on the results of the pilot study.

### Fieldwork

Data were collected on 3 months starting from August 2017 until the end of October 2017. This was done weekly in the morning and afternoon shifts. After gaining the acceptance from nurses and nurse managers to participate in the study, the researcher explained the purpose and content of the tool to nurses and nurse managers and asked to fill it out and return it anonymously in the same day or at most the next day. The researchers were available for any clarifications. The average time needed to complete the questionnaires (I) ranged between 15 and 20 min and the second tool ranged between 10 and 15 min.

### Administrative and ethical considerations

Written approval was obtained from the Dean of the Nursing College, Menoufia and Benha University, and to collect

data from the study settings. Another written approval to conduct the study at the study settings was obtained from the Medical and Surgical Nursing Directors of Menoufia and Benha University Hospital. The study was conducted with careful attention to ethical standards of research and rights of the participants. The ethical issue considerations include explaining the purpose and nature of the study, stating the possibility to withdraw from the study at any time.

### Statistical design

A compatible personal computer was used to store and analyze data. The Statistical Package for the Social Studies, version 20, was used. Descriptive statistics were applied such as frequency, percentage distribution, and mean and standard deviation. The comparison was performed using the Chi-square test. Correlation between variables was evaluated using Pearson's correlation coefficient ( $r$ ). Significance was adopted at  $P < 0.05$  for interpretation of the results of tests of significance.

### Results

Table 1 shows the sociodemographic characteristics of the studied subjects, where the mean age of studied nurses was  $31.6 \pm 7.40$  and  $28.9 \pm 6.89$  at Menoufia University Hospital and Benha Hospital, respectively. The majority of studied subjects were female. The highest percentages (64.9 % and 62.1%) of studied nurses were married. The majority (44.3%) of nurses was a master degree in nursing at Benha University Hospital, and 40.8% of them were diploma degree at Menoufia University Hospital. The highest percentage (46%) of nurses had  $<5$  years of experience at Benha University Hospital.

Table 2 shows the total mean score of organizational climate from the studied subjects' point of view. As indicated from Table 2, the mean score of study subjects' regarding organizational climate was higher at Menoufia University Hospital than Benha University Hospital. And also, the incentive dimension was the highest mean score of all organizational climate dimensions in the study setting. Otherwise, the communication dimension was the lowest mean score of all organizational climate dimensions in the study setting. Moreover, there were statistically significant differences between the study settings regarding all dimensions of organizational climate.

Table 3 shows the mean score of the total dimension of OCB among studied subject in the study setting. Table 3 illustrates that there was a highly statistically significant difference in relation to the mean score of the total dimension of OCB among studied subjects in the study setting. And also, sportsmanship was the highest mean score of all dimensions of OCB in the study setting. Nurses at Menoufia Hospital had a higher mean score of the total dimension of OCB than staff nurses at Benha Hospital.



**Table 1:** Demographic characteristics of studied subjects ( $n=365$ )

| Demographic characteristics | Shebin-Elkom university hospitals | Benha university hospitals |
|-----------------------------|-----------------------------------|----------------------------|
|                             | $n$ (%)                           | $n$ (%)                    |
| Hospital                    | 191 (52.4)                        | 174 (47.6)                 |
| Age                         |                                   |                            |
| 18–29                       | 96 (50.3)                         | 117 (67.3)                 |
| 30–39                       | 61 (31.9)                         | 39 (22.4)                  |
| $\geq 40$                   | 34 (17.8)                         | 18 (10.3)                  |
| Mean $\pm$ SD               | 31.6 $\pm$ 7.40                   | 28.9 $\pm$ 6.89            |
| Gender                      |                                   |                            |
| Male                        | 34 (17.8)                         | 18 (10.3)                  |
| Female                      | 157 (82.2)                        | 156 (89.7)                 |
| Marital status              |                                   |                            |
| Single                      | 61 (31.9)                         | 59 (33.9)                  |
| Married                     | 124 (64.9)                        | 108 (62.1)                 |
| Divorce                     | 2 (1.1)                           | 3 (1.7)                    |
| Widowed                     | 4 (2.1)                           | 4 (2.3)                    |
| Educational qualification   |                                   |                            |
| Bachelor degree             | 40 (21.0)                         | 50 (28.7)                  |
| Master degree               | 73 (38.2)                         | 77 (44.3)                  |
| Diploma                     | 78 (40.8)                         | 47 (27.0)                  |
| Years of experience (years) |                                   |                            |
| <5 year                     | 69 (36.2)                         | 99 (56.9)                  |
| 6–10 year                   | 28 (14.6)                         | 29 (16.7)                  |
| >10 year                    | 94 (49.2)                         | 46 (26.4)                  |
| Mean $\pm$ SD               | 10.58 $\pm$ 7.54                  | 7.02 $\pm$ 6.64            |

SD: Standard deviation

**Table 2:** Total mean score of organizational climate from the studied subject' point of view ( $n=365$ )

| Organizational climate dimension | Studied sample ( $n=365$ )               |                              | $t$ -test | $P$   |
|----------------------------------|--|------------------------------|-----------|-------|
|                                  | Menoufia university hospital ( $n=191$ ) | Benha university ( $n=174$ ) |           |       |
|                                  | mean $\pm$ SD                            | mean $\pm$ SD                |           |       |
| Organization structure           | 11.99 $\pm$ 3.17                         | 10.87 $\pm$ 3.28             | 3.31      | 0.001 |
| Leadership                       | 14.10 $\pm$ 3.61                         | 12.67 $\pm$ 3.74             | 3.70      | 0.000 |
| Incentives                       | 14.96 $\pm$ 3.77                         | 13.67 $\pm$ 4.00             | 3.17      | 0.002 |
| Technology                       | 13.73 $\pm$ 3.84                         | 12.41 $\pm$ 3.71             | 3.33      | 0.001 |
| Participation in decision-making | 9.89 $\pm$ 2.35                          | 9.02 $\pm$ 2.52              | 3.39      | 0.001 |
| Communication                    | 9.41 $\pm$ 2.58                          | 8.68 $\pm$ 2.68              | 2.66      | 0.008 |

\*Statistically significant at  $P<0.05$ . SD: Standard deviation**Table 3:** Mean score of total dimension of OCB from the studied subject' point of view ( $n=365$ )

| OCB dimension     | Studied sample ( $n=365$ )               |                                       | $t$ -test | $P$   |
|-------------------|--|---------------------------------------|-----------|-------|
|                   | Menoufia university hospital ( $n=191$ ) | Benha university hospital ( $n=174$ ) |           |       |
|                   | mean $\pm$ SD                            | mean $\pm$ SD                         |           |       |
| Sportsmanship     | 6.62 $\pm$ 3.20                          | 6.55 $\pm$ 2.11                       | 0.249     | 0.804 |
| Civil virtue      | 4.67 $\pm$ 1.32                          | 4.95 $\pm$ 1.15                       | 2.21      | 0.028 |
| Conscientiousness | 4.01 $\pm$ 1.28                          | 4.27 $\pm$ 1.42                       | 1.79      | 0.074 |
| Altruism          | 5.27 $\pm$ 1.83                          | 5.54 $\pm$ 1.84                       | 1.42      | 0.157 |

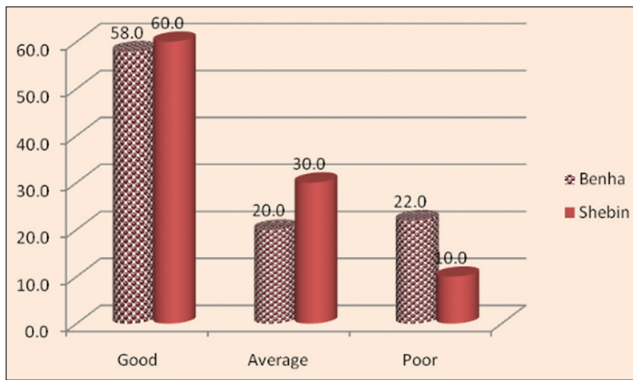
\*Statistically significant at  $P<0.05$ 

Figure 1 illustrates organizational climate level among studied subjects at selected hospitals. Figure 1 reveals that there was the highest level of organizational climate level at Menoufia University Hospital which was good (60.0%) than Benha University Hospital.

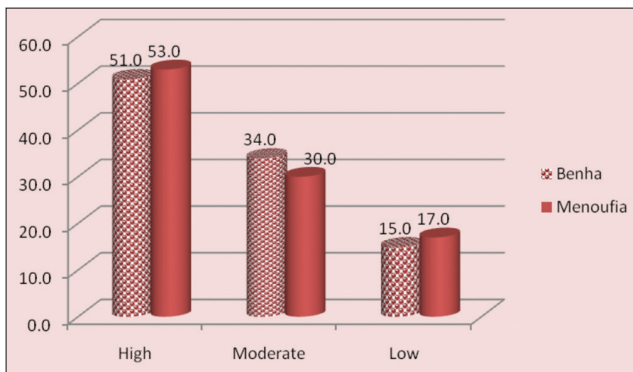
Figure 2 illustrates the level of OCB in the study setting.

Figure 2 reveals there was nearly half studied subject (53.0% and 51%) had the highest level of organizational citizenship behavior in the study setting.

Table 4 denotes the correlation between OCB and organizational climate among studied nurses. It displayed that there was a positive correlation between organizational



**Figure 1:** Organizational climate level among studied subject at selected hospitals ( $n=365$ )



**Figure 2:** Level of the OCB in the study setting ( $n=365$ )

**Table 4:** Correlation between OCB and organizational climate

| Variables              | OCB      |                |
|------------------------|----------|----------------|
|                        | <i>r</i> | <i>P</i> value |
| Organizational climate | 0.82     | 0.000**        |

\*Statistically significant at  $P < 0.05$

climate and OCB. And also that there is a significant relationship between organizational climates and OCB.

## Discussion

Organizational Citizenship Behavior develops competence and workers' involvement, it inspires teamwork and inter-organization collaboration, additionally, it decreases the costs of mistakes and usually delivers a worthy work environment. Organizational Citizenship Behavior should be a voluntary behavior, not a predetermined duty and not a part of the official duties of the person and it is a behavior that is not rewarded directly or through the formal organizational structure is not appreciated<sup>[4]</sup>. The significances of favorable organizational climate have an effect on increasing the staff citizenship behavior. Thus, with creating a favorable organizational climate and its positive effect on citizens' behavior, we can have a preferred positive effect on the

organization on social wealth, faithfulness, entrepreneurship, knowledge distribution, increase performance, , reduce absenteeism and turnover and improve teamwork, and leadership which have vital effect on attaining the goals in organization Gholamil *et al.*<sup>[19]</sup>

Therefore, the aim of this study was to assess the relationship between OCB and organizational climate among nursing staff at Menoufia and Benha University Hospitals.

Before discussing the results related, the light should be directed to demographic characteristics of the studied subjects that illustrated in Table 1. As presented in Table 1, it shows sociodemographic characteristics of the studied Subject, where the mean age of studied nurses was  $31.6 \pm 7.40$  and  $28.9 \pm 6.89$  at Menoufia University Hospital and Benha Hospital, respectively. The majority of studied subjects were female. The highest percentages (64.9% and 62.1%) of studied nurses were married. The majority (44.3%) of nurses was a Master Degree in Nursing at Benha University Hospital, and 40.8% of them were Diploma Degree at Menoufia University Hospital. The highest percentage (46%) of nurses had <5 years of experience at Benha University Hospital.

The most important result in the present study was that the organizational climate was higher in Menoufia University Hospital than Benha University. This result is not congruent with Gaber and Kassem<sup>[20]</sup> who stated that an overall organizational climate at a moderate level. And also, incentive dimension was the highest mean score of all organizational climate dimension at the study setting. Otherwise, the communication dimension was the lowest mean score of all organizational climate dimensions in the study setting. And also, the study setting had a good level of organizational climate. From the researcher's point of view, organizational climate was at a good level in this study which might be related to an effective leadership style in which leader's way of solving problems could powerfully influence a nurse's or staff nurses' behavior or direct a nurses' goal to be in regularity with that of the organization. This result consistent with Gaber and Kassem<sup>[20]</sup> who found nurses perceived their organizational climate positively. In otherwise, this result is not similar to Mohammad<sup>[9]</sup> who stated that communication recorded the highest mean of organizational climate. In addition, these findings were supported by Noordin *et al.*<sup>[21]</sup> who revealed that five of the dimensions of organizational climate, which are job satisfaction, motivation, culture, leadership, and teamwork, are critical since they have the lowest mean values compared to communication, decision-making, and organizational design.

Results regarding organizational citizenship behavior among studied subject at the study setting. The current study had revealed that there was a highly statistically significant difference among total dimension of organizational citizenship behavior. And also, sportsmanship was the highest mean score of all dimensions of OCB in the study

setting. In addition, there was nearly half studied subject (53.0% and 51 %) had the highest level of OCB at study setting. This result was consistent with Altuntas and Baykal,<sup>[22]</sup> who revealed that OCB levels of nurses were quite high. And also, the results of the present study showed that the mean score of OCB was high and the facets of OCB were found that conscientiousness had the highest mean score and sportsmanship had the lowest.

In addition, these results are incongruent with Khaleh and Najji<sup>[23]</sup> who indicated that the most of the study sample volume (54.6%) had an intermediate level of OCB and the mean OCB level was  $88.69 \pm 9.62$  which are evaluated to be in an intermediate level. In the same line, Taghinezhad *et al.*<sup>[24]</sup> reported that the general mean and the five aspects of OCB achieved higher than average “3” which was evaluated in a “quite desired” state. Among these, the next grade was “conscientiousness,” which was higher than the other aspects and in the “desired” state and the other four aspects were in “quite desired” state. Furthermore, Yaghoubiet *al.*<sup>[25]</sup> indicated that ruling of conscientiousness, altruism, and civic virtue was more than average. To improve their OCBs, managers should motivate nurses more than ever, and there should be a more flexible atmosphere at hospitals.

Regarding the relationship between organizational climate and organizational citizenship, there was a positive correlation between organizational climate and OCB. This result is similar to Mohammad *et al.*<sup>[9]</sup> who demonstrated that organizational climate with OCB is positively correlated ( $r = 0.21$ ,  $P < 0.01$ ,  $n = 130$ ). Moreover, the correlation coefficient between factors of organizational climate with OCB was significant. Therefore, we can say that there is a significant relationship between organizational climates and OCB. In the same line, Nwankwo *et al.*<sup>[26]</sup> stated that there is a significant positive relationship between organizational climate and OCB,  $r = (0.48)$ ,  $P < 0.05$  level of significance. Furthermore, Ebrahimpour *et al.*<sup>[27]</sup> found a significant positive relationship between the overall climate responsibility and OCB in general. In addition, this result was supported by the findings of Gholami *et al.*<sup>[19]</sup> who had revealed that there was a significant positive relationship between organizational climate and Organizational Citizenship Behavior.

## Conclusions

In the light of the present study findings, it can conclude that there was a positive correlation between organizational climate and organizational citizenship behavior. In addition, there was a statistically significant difference regarding all dimensions of organizational climate and organizational citizenship behavior among studied Subject in the study setting. And also there was the highest level of organizational climate (good level) at Menoufia University Hospital than Benha University Hospital.

## Recommendations

In the light of the present study, the following recommendations were suggested:

- Creating positive and good organizational climate requires a culture based on common values, and employees can tolerate their work problems and their OCB are increased.
- Develop a new culture of communication between nurses which merges the unique strengths of each discipline with the mutual goal of quality patient care.
- An organization should provide favorable working conditions and plan a regular meeting with staff nurses for the exchange of ideas, problem, and suggestion at a different time to increase nurses' performance.
- Development of informal mechanisms such as participatory culture, a pivotal element for strengthening citizenship behavior, altruism, consciousness, generosity, and courtesy in their efforts at the workplace.
- Managers create a positive and desirable climate for staff to increase their responsibility and commitment to remain with the organization so that can reach organizational goals.
- Change starts from the self; managers should be familiar with the organizational goals and be committed to achieving them to be good examples for staff and to create influence and motivation with their behavior.
- It is recommended that further research may investigate the relationship between organizational climate and more factors that influence organizational citizenship.
- Organizational commitment, which should be considered for hospitals' human resources management strategies.

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