



## Influences of Dispositional affect, Organisational Commitment and Organisation Climate on OCB among Health Professionals

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**Abstract:** In the rapidly changing world of health care, business, organisations and industries focus on maximising the potential benefits of workforce, products and services. The purpose of the study is to explore the concept of organisational citizenship behaviour and the factors that influence on OCB. Various studies found the connection between OCB and effective functioning of employees. Many factors affect personal behaviour, but this study focuses on exploring the relationship between affective disposition, organisation climate, organisational commitment and OCB among health professionals (N=400). This study also investigated the association of affective disposition, organisation climate, and organisational commitment as a predictor of organisational citizenship behaviour. The approach of this study was quantitative. The sample of this study consist of health professionals (N=384), having an age range of 30-50 years. A standardised questionnaire was used to measure dispositional affect, organisation climate, and organisational commitment and OCB. Participants were assured of confidentiality and instructed to choose their opinion without any hesitation. Results revealed the predictive association of affective disposition, organisation climate, organisational commitment with OCB ( $F(3,396) = 249.195, p < .01$ ). In view of our result, we prescribe that it is vital to improving the workplace to empower specialists to advance their best and to decrease workplace disputes and crises. Employees who influence an organisation positively ought to be perceived and rewarded.

**Keywords:** Affective disposition, organisation climate, organisational commitment, Organisational citizenship behaviour, health professionals

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## I. INTRODUCTION

In the modern age, because of financial development and improvement, significant changes in the quality and nature of the health care sector has occurred. Monopoly phenomena have vanished step by step and individuals (clients) unreservedly pick the most appropriate among the services. All establishments and associations, both money related and non-fiscal, are searching for clients to sell their services. Their survival relies upon the number of their clients. Such showcasing in every field is of significance that an absence of premium can be seen as the failure of that establishment. In order to accomplish this milestone and to meet the target criteria, there is a need for the new workforce for every organisation. Due to constraints in the health sector budget and hiring extra workforce, organisations would prefer to organisational citizenship behaviour (OCB) phenomena.<sup>1</sup> So, there is a need to thoroughly understand the definition of OCB and the factors affecting this behaviour.<sup>2</sup> This research study provides the overall guidelines that which are the factors that affect OCB among health professionals. This study promotes the understanding of organisational citizenship behaviour and the influence of three aspects on it. The three aspects of the hypothesised model are the dispositional affect, organisational climate and organisational commitment. A voluntary commitment of an individual with the organisational activates and the organisation is referred to the organisational citizenship behaviour. Since the late 1970s, the studies on organisational citizenship behaviour (OCB) are being conducted. Discretionary behaviour is also a term that is used for organisational citizenship behaviour. It is also known to be one of the terms for the effort of employees' discretionary. An overall tendency of an individual to respond to the situations that occur in a workplace and traits of personality that modifies the reaction of an individual is referred to the organisational citizenship behaviour. The tendency to see things and handle them is included in the dispositional effect of an individual.<sup>3</sup> The

dispositional effect of individual impacts the person's OCB. It makes the employee stable, consistent, inconsistent and unstable in the organisation. The second contributing factor is an organisational commitment that is analysed in the study to acknowledge opts impact on the organisational citizenship behaviour. Organisational commitment is known as dedication and sense of emotion of employees with an organisation. The more they understand the goals and objectives of an organisation and the more they feel related to the reputation of an organisation show the commitment of the employees with an organisation. A strong relationship of an organisation with its employees makes the organisational commitment durable and long-term.<sup>4</sup> Also, the environment of the job of the employees is also associated with the organisational commitment. This impact on the organisational citizenship behaviour of an employee in various ways and those effects are identified in the study. The recurring patterns related to the attitude, feelings and behaviour of an employee are referred to the organisational climate. It makes the life of an employee in the organisation, whether long-term associated or short-term associated. The climate of an organisation is the crucial driver of commitment and positive dispositional behaviour of an employee in the organisation. The climate of an organisation also impacts on the job satisfaction level of an employee. Similarly, the climate of an organisation indicates the degree of employees' motivation in the organisation. The climate of an organisation develops a sense of dedication, commitment, motivation and emotional attachment with the organisation. The organisational climate profoundly influences the organisational citizenship behaviour of an employee. The behaviour is whether driven to a positive way or the negative.<sup>5</sup> This study is based upon the essential elements of Social Cognitive Theory namely, personal, behavioural and environmental factors.<sup>6</sup> Three mentioned factors were considered to develop and enhance OCB among health professionals.

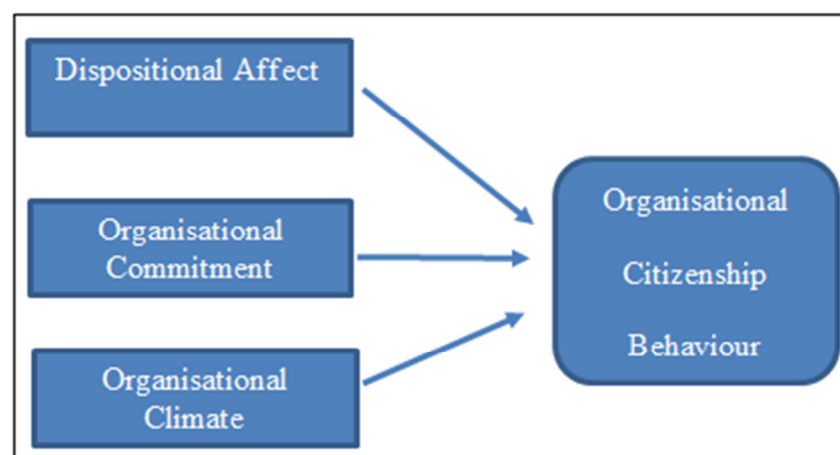


Fig 1. Model for OCB (Source: Authors)

## 2. LITERATURE REVIEW

### 2.1 Organisational Citizenship Behaviour (OCB)

Organisational citizenship behaviour describes a collection of voluntary behaviours which are not a part of a person's responsibility; but helps to improve organisational roles.<sup>7</sup> Dennis Organ defines OCB as "Organisational citizenship

behaviour (OCB) refers to discretionary, nonrequired contributions by members to the organisations that employ them." <sup>2</sup> OCB is a healthy work behaviour that helps to promote employees' efficiency.<sup>8</sup> At the point when health professionals much of the time apply practices that surpass their formal job prerequisites, they improve the general working of the organisation. A vital component of the OCB definition is that the omission of OCB is not punishable.<sup>9</sup>

OCB also may be defined as behaviour that goes beyond one's official role and is used to help other people in the organisation or to show support towards the organisation. As OCB's dimension, helping behaviour includes helping others voluntarily or preventing the problems that happen at the places of work regarding work. Sportsmanship is defined as the willingness to bear the unavoidable impositions and inconveniences of work without making any complaints. Civic virtue is the behaviour representing that a worker responsibly takes part in and is likewise concerned about the organisation's life. It likewise includes monitoring the organisational environment and identifying any opportunities or threats.<sup>10</sup> However, this behaviour may be affected by poor organisational climate, affective disposition and organisation commitment.<sup>11</sup>

## 2.2 Dispositional Affect

Individual positive or negative mood/affect predispose to any individual toward positive or negative reaction as well as the perception of the environment that ultimately determine the outcome of the work.<sup>12</sup> Traditionally, affectivity has been divided into two parts as positive affectivity and negative affectivity. Dispositional affect was found correlated with protective factor for chronic diseases, involved in adjustment and lead toward behaviours like wellbeing, job satisfaction, performance and OCBs.<sup>13,14, 15</sup> In literature, affect has been categorised in two various forms, situational and dispositional. The situational effect is assessed with mood and emotions for a temporary and specified period, whereas, dispositional affect reflect strong and long-term feelings, as an aspect of individuals' personality generally. Affect is claimed as a representative of the personality structure of general emotional states, and in order to identify the source of affective states, personality traits become a crucial concern. As stated by De León & Finkelstein, dispositional affect comprises of two free dimensions afore being opposites, negative and positive effect.<sup>4</sup> Employees whose trait of the positive effect is higher; they have a sense of welfare, positive point of view and assess themselves as being enthusiastic and active experience positive emotional states across situations and over time. Employees whose trait of positive affect is lower tend to possess a weaker sense of welfare and have inferior self-efficiency. Whereas, those employees that have a high trait of negative affect are more likely to possess a negative viewpoint and go through negative states across situations and over time. Such individuals are more prone to possess aversive feelings such as guilt, anger and fear. Employees whose trait of negative affect is low tend to have a negative viewpoint and are less probably to go through negative states.<sup>16</sup> Literature reveals that dispositional affect was found related to burnout among health professionals.<sup>17,18</sup> A study conducted to compare two different occupations of teaching and engineering, collected the data of 260 participants.<sup>3</sup> They found that the personality factor of dispositional affect was correlated with commitment and all the dimensions of OCB. The study of Ma, Qu and Wilson found that those employees who were scoring high on OCB were having a high score on positive affect toward customers and co-workers.<sup>14</sup> Other findings of the study revealed some essential aspects of positive and negative affectivity. It was documented by Mazzetti and colleagues that positive affectivity was found correlated with the engagement of work, whereas, negative disposition was related to

workaholism.<sup>19</sup> Hence the affective disposition also affects organisational citizenship behaviour.<sup>16-19</sup>

## 2.3 Organisational Commitment

Organisational commitment is described as a measure of identifying the employee power with the values and goals of the organisation and being dedicated towards it. Almost more than fifty years ago, organisational commitment in the place of work got the attention of the scientific community. Many researchers have proposed several definitions of organisational commitment, but it is well recognised that commitment demonstrates feelings of identity, dependency, and loyalty to attain that goal.<sup>20</sup> Commitment is a fundamental value and an essential issue on which any organisation relies upon and employees are evaluated based on commitment criteria. According to Hasani and colleagues, organisational commitment is among the hidden but efficient aspects in occupational behaviours of the staff and it is the sort of effective condition and attitude that displays the degree of need and tendency along with the obligation to keep on working in the organisation.<sup>5</sup> Organisational commitment is defined as an orientation or attitude to an organisation that shows the identity of the person to an organisation, and the sense of belongingness towards the organisation, and likewise the tendency of individuals to put their loyalty and energy. Eskandari, defines organisational commitment as a psychological condition that categorises the relationship of an employee with its organisation and decreases the possibility that she/he might quit working there.<sup>21</sup> Organisational commitment refers to the beliefs of an employee in the values and goals of the organisation, a willingness to uphold membership in the organisation, and loyalty and dedication towards the organisation. Also, organisational commitment can likewise be the cause of a strong relationship among the employee identity and their participation in the organisation. Organisational commitment, also known as loyalty, is one of the significant organisational attitudes to understand employee's behaviour and motivation as well as the climate at work.<sup>22</sup> Previously, commitment has been studied to establish links with various positive attitudes and behaviours, including job satisfaction, job performance, goal direction and to develop a strong connection with organisation identity.<sup>23</sup> Although there are many definitions available for organisational commitment in literature, the frequently used one is having three components of affective, continuance and normative commitment, respectively.<sup>24</sup> In the literature of Organisational commitment, dichotomous results were found regarding organisational commitment. Some of the researchers emphasise that there is a need to study career commitment in place of organisational commitment.<sup>25</sup> Whereas, others focused on investigating organisational commitment. Recently, one of the studies revealed a correlation between both constructs of career commitment and organisational commitment.<sup>26</sup>

## 2.4 Organisational Climate

Organisational climate can be described as a set of qualities particular to a specific organisation that might be made from how an organisation handles its members and its environment. For the individual employees within the organisation, the climate can be referred to as a set of qualities and experience that describe the organisation regarding both the behaviour outcome and static

characteristics and outcome-outcome contingencies. Subramani et al., suggest that the organisations that have a high-performance have climates that foster specific, measurable characteristics.<sup>27</sup> A study demonstrated that organisational climate is directly responsible for almost 30% of the variance in the main performance measures.<sup>28</sup> Organisational climate is a significant construct with meaningful implications for comprehending the behaviour of humans within organisations. The climate of an organisation distinguishes it from other organisations. It is a characteristic and an attribute that is identified by the employees and demonstrated through processes and actions and associations among the employees and the environment in the organisation. Organisational climate is among the key aspects in organisational behaviour which can assist in creating inspiration and innovation in the organisation so that the organisation will ultimately have a positive influence in accomplishing the goals and objectives of the organisations.<sup>29</sup> The organisational climate was also found to influence on commitment and OCB as well.<sup>7,22,27,30</sup> Organisational climate serves at both levels; individual as well as in the broader sense of organisational benefits. It provides a unique identity and sense of belongingness to its employees. Organisational climate builds up a podium for a specific type of thought pattern, attitude, behaviour and untimely specific values and culture for the organisation. Due to the psychological importance of organisational climate, management of the organisations, keep an eye to monitor the structure of climate and changes required to meet the demands of employees. Previously many studies were conducted to reveal the relationship of organisational climate to job satisfaction, justice, motivation, OCB and performance.<sup>31,32</sup> In a recent study, conducted by Haryono and colleagues in Malaysia, it was found through Structural Model Equation that Organisational Climate influence not only on job satisfaction but also has an indirect effect on job performance.<sup>31</sup> Association between the structure climate and organisational commitment helps to clarify the concept of organisational commitment, that is a reliable predictor of worker behaviours and job satisfaction; as a result, health professionals' commitment to the organisation could be a crucial issue in today's health sector.<sup>33</sup> Several pieces of research have sought-after to judge the factors that contribute to the kinds of commitment. This study aimed to investigate the link between effective disposition, organisational commitment, and organisational climate with organisational citizenship behaviour. Three hypotheses have been formulated:

- H1: Dispositional affect has a significant effect on OCB  
 H2: Organisational commitment has a significant effect on OCB  
 H3: Organization climate has a significant effect on OCB

### 3. METHODOLOGY

#### 3.1 Sample

The sample size for health professionals (N=384) from governmental hospitals of Lahore, Pakistan was calculated by using an openepi calculator. However, it was considered to

increase the sample as 450 physicians to avoid the unforeseen circumstance that could affect the results. The survey return rate was 88.8% (N=400) after discarding incomplete survey forms. The data collected for the research is only from the health professionals of various governmental organisations. Moreover, research is based on primary research.

#### 3.2 Measures

The research data was collected from a survey. A questionnaire was prepared related to the dispositional affect, organisational commitment, climate and OCB. Dispositional Positive Emotion Scales (DPES) was used to measure dispositional affect. DPES has 38 statements; responses can be rated on a 7-point Likert scale.<sup>34</sup> Cronbach Alpha coefficient of all the 7 sub-scales for DPES was reported as 0.78-0.82.<sup>34</sup> Organisational Commitment scale by Mowday, Steers, and Porter was selected.<sup>35</sup> It has 15 items and responses can be anchored on a 7-point Likert scale. Work Climate Questionnaire (WCQ) by Baard Deci and Ryan was used to measure the organisational climate.<sup>36</sup> WCQ pertains 15 statements can be rated on a 7-point Likert scale. Organisational citizenship behaviour scale developed by Podsakoff and MacKenzie having 9 item and 7-point Likert scale was utilised in the survey.<sup>37</sup>

#### 3.3 Ethical Considerations

The study started after taking permission from different hospital administrations to conduct a survey. The survey questionnaire was mailed to physicians of various organisations, and some of the surveys were taken through the online distribution of the survey. Informed consent was attached to the survey explaining the purpose of the study, the confidentiality of data and voluntary participation for the respondents. The survey forms were assigned a code to keep the confidentiality of the personal information of the participants.

### 4. STATISTICAL ANALYSIS

The results have been generated using the Statistical Package for Social Sciences (SPSS V. 24) and illustrated through tables and figures. Pearson correlation product-moment has been conducted to measure the relationship of dispositional affect, organisational commitment, organisational climate and OCB among health professionals. Furthermore, linear regression analysis was carried out to measure the predictive association of research variables with OCB.

### 5. RESULTS & DISCUSSION

Table I is presenting results from Pearson's product-moment correlation. It can be seen that dispositional affect (measured by dispositional positive emotions) was positively correlated with OCB ( $r=.529, p<.01$ ). The organisational commitment was also strongly correlated ( $r=.787, p<.01$ ) with OCB. The last factor of organisational climate was found correlated with OCB ( $r=.242, p<.01$ ). However, the relationship was weak.

Table 1 Correlation Matrix of variables			
Variables	(1)	(2)	(3)
Dispositional Positive Emotions	.466**	.236**	.529**
Organisational Commitment	-	.262**	.787**
Organisational Climate	-	-	.242**

\*\*P<0.01, 1-tailed; (1) Organisational Commitment; (2) Organisational Climate; (3) Organisational Citizenship Behaviour

Figure 2 is revealing the predictive association of affective disposition, organisational climate, organisational commitment with OCB (F (3,396) = 249.195, p<.01).

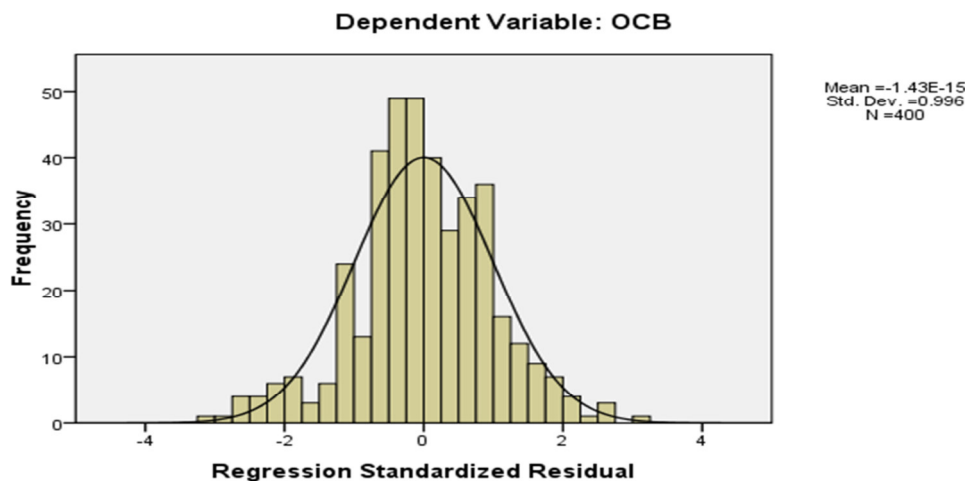


Fig 2. Histogram presenting Regression model showing predictive association of dispositional affect, organisational climate and organisational commitment and OCB (Source: Authors)

**5.1 H1: Dispositional affect has a significant effect on OCB**

Table 2, 3 and 4 are presenting the linear regression analysis that was conducted to measure the predictive association of dispositional affect and OCB. Results are showing that health professionals have a positive disposition effect at work, and it

impacts their organisational citizenship behaviour (F (1,398) = 154.678, p<.01). R square is evident that 28% of variation can be counted for dispositional affect. The model was found fit. Therefore, dispositional affect was found to be a significant predictor of OCB, and the first hypothesis has been accepted.

Table 2. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 <sup>a</sup>	.280	.278	3.184

<sup>a</sup> Predictors: (Constant), Dispositional Positive Emotions

Table 3. ANOVA <sup>b</sup> for the Regression Equation, dispositional effect on OCB						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2250.281	1	2250.281	154.678	.000 <sup>a</sup>
	Residual	5790.156	398	14.548		
	Total	8040.437	399			

<sup>a</sup>Predictors: (Constant), DPES; <sup>b</sup>Dependent Variable: OCB

Table 4. Beta Coefficients <sup>a</sup> for the predictor of OCB					
Model	Unstandardised Coefficients			t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-119.794	13.834		-8.660	.000
DPES	.732	.059	.529	12.437	.000

<sup>a</sup> Dependent Variable: OCB

**5.2 H2: Organizational commitment has a significant effect on OCB**

Table 5, 6 and 7 are presenting the linear regression analysis for predictive association of organisational commitment and OCB. Results are presenting that R square is 62% that can be

counted for the organisational commitment. Results are showing there is a significant predictive association organisational commitment and OCB ( $F(1,398) = 649.793, p < .01$ ). The model was found fit. Therefore, the organisational commitment was found to be a significant predictor of OCB and second hypothesis has been accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 <sup>a</sup>	.620	.619	2.770

<sup>a</sup> Predictors: (Constant), Organisational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4986.309	1	4986.309	649.793	.000 <sup>a</sup>
	Residual	3054.128	398	7.674		
	Total	8040.437	399			

<sup>a</sup>Predictors: (Constant), Organisational commitment <sup>b</sup>Dependent Variable: OCB

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.501	2.191		-1.598	.111
	Organisational commitment	.599	.023	.787	25.491	.000

<sup>a</sup> Dependent Variable: OCB

**5.3 H3: Organization climate has a significant effect on OCB**

Table 8, 9 and 10 are presenting predictive association of organisational climate and OCB by applying the linear regression analysis. R square is approximately 6% that can be

counted for the variation of organisational climate. Results are showing the predictive association of organisational climate and OCB ( $F(1,398) = 24.819, p < .01$ ). The model was found fit. Therefore, the organisational climate was found to be a predictor of OCB and third hypothesis has been accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242 <sup>a</sup>	.059	.056	4.361

<sup>a</sup> Predictors: (Constant), Organisational climate

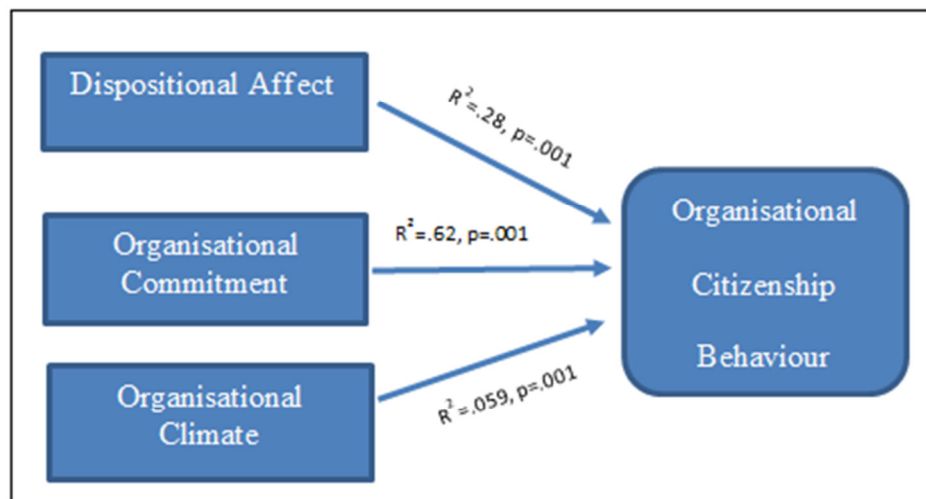
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	471.969	1	471.969	24.819	.000 <sup>a</sup>
	Residual	7568.468	398	19.016		
	Total	8040.437	399			

<sup>a</sup> Predictors: (Constant), Organisational Climate <sup>b</sup> Dependent Variable: OCB

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.711	3.525		9.848	.000
	Organisational climate	.187	.038	.242	4.982	.000

<sup>a</sup> Dependent Variable: OCB

Figure 3 is presenting the regression analysis results. It can be seen that there is predictive association of dispositional affect ( $F(1,398) = 154.678, p < .01$ ), organisational climate ( $F(1,398) = 649.793, p < .01$ ) and organization commitment ( $F(1,398) = 24.819, p < .01$ ) with OCB.



**Fig 3. Model for OCB according to Regression Analysis**

Statistical analysis revealed the significant effect of dispositional affect, organisational commitment and organisational climate on organisational citizenship behaviour of health professionals. It can be seen that OCB is boosted by the positive work culture and support from the supervisors. The overall organisational performance is further boosted by the culture and commitment of an organisation and its employees. The organisational climate influences organisational citizenship behaviour, while the organisational commitment showed by the employees also demonstrates the OCB.<sup>3</sup> Organisational commitment is an essential concept related and authoritative frame of mind which has been intrigued aimed at the previous years by organisational behaviour and psychology, especially social brain research inquiries about. Today, human resources are seen as the most critical asset in organisation and have discovered that the most critical factor is human resources; Hence, these days' consideration regarding the issue of duty and dedication of human resources to association and better playing out the doled out jobs and even additional job obligations by HR is one of the genuine worries of the organisation' administrators. Organisational commitment is a psychological expression that speaks to a sort of propensity, need and necessity to proceed with the occupation in an organisation. From another point of view, organisational commitment is a feeling of association and reliance on the organisation. In this way, organisational commitment is "a demeanour about the steadfastness of the representatives to the organisation" and is progressing process through which individuals from the organisation demonstrate their enthusiasm to the association and its prosperity also, proceeds with execution. The organisational commitment of the representatives would be significant when having a constructive outcome on the organisation excellence and improves the efficiency of the association. In this study, the organisational commitment was found strongly predictive of OCB. Furthermore, OCB is the extra-role behaviour which eventually improves the performance of the employees and overall organisation. Thus, in order to improve the performance of the organisations, the organisations must work on improving the organisational climate.<sup>29,32</sup> And, to do, they must first focus on improving the organisational

commitment, climate and the disposition effect of the employees. Disposition effect refers to the predictable character of someone, and if health professionals feel upset and negatively at work, their organisational citizenship behaviour is altered. Organ posited the OCB by the employees as a positive activity to improve efficiency, connection and attachment of work environment that are past the organisational requirements.<sup>2</sup> Organ in his audit likewise considered the way that abstaining from harming and absence of institutional harassment in the working environment is vital, even though, among the different types of articulation of OCB is less considered. Organ characterises OCB individual conduct in the organisation that advances organisational effectiveness.<sup>2</sup> A direct relationship between organisational climate and organisational commitment reveals that improving this component; an organisation can improve its efficiency. The overall research results show a significantly positive relationship of organisational citizenship behaviour with organisational climate, organisational commitment and disposition effect. Although OCB has extra-role nature, it is still very instrumental in enhancing the performance of an organisation.<sup>27</sup> By paying more attention to this aspect of the work setting, organisations can gain better results.

## 6. CONCLUSION

It can be concluded that OCB was associated with organisational commitment, dispositional affect and organisational climate, respectively. Firstly, organisational commitment can likewise be the cause of a strong relationship among the employee identity and their participation in the organisation. Organisational climate is among the key aspects in organisational behaviour which can assist in creating inspiration and innovation in the organisation so that the organisation will ultimately have a positive influence in accomplishing the goals and objectives of the organisations. The other significant influence on OCB was found related to dispositional affect. Although OCB has extra-role nature, it is still very instrumental in enhancing the performance of an organisation. By paying more attention to

this aspect of the health care setting, organisations can gain better results.

## 7. AUTHORS CONTRIBUTION STATEMENT

H.M.R conceived the concept and developed theoretical framework; H.M.R and U.Z designed the methodology;

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H.M.R and U.Z collected the data; U.Z performed the analysis of the data; H.M.R and U.Z wrote the article.

## 8. CONFLICT OF INTEREST

Conflict of interest declared none.

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