

Investigating Employee's Attitude Toward Organization, Organizational Climate and Employee's Engagement as Antecedents of Organizational Citizenship Behavior

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Abstract: Organizational citizenship behavior (OCB) has attracted so much attention of managers and scholars, but many aspects of this have not been studied yet. To fill this gap this study, we has applied three elements of employee's attitude toward organization; organizational climate and employee's engagement as significant antecedents of OCB in a proposed model. To test the hypotheses among 136 Mellat bank employees, the structural equation modeling (SEM) and AMOS graphic have been used. The results have mentioned that employee's attitude toward organization; organizational climate and employee's engagement are antecedents of OCB. The managers who seek good soldiers in their organization can improve citizenship behaviors by scattering positive attitudes; provide good climate and engaging employees.

Keyword: Organizational citizenship behavior; employee's attitude; organizational climate; employee's engagement; SEM

INTRODUCTION

There has been great interest among scholars in understanding the antecedents to motivated behavior as much as engaged behavior in organizations. Many studies reflect the causes of engaged behavior which lead to spontaneous behavior that improve productivity.

Going above and beyond the job includes engaging in discretionary behaviors, termed spontaneous behaviors by Katz (1964), that contribute to the overall effectiveness of the organization. Spontaneous behaviors are not explicit job requirements and do not result in formal rewards for the individual performing them (Organ, 1988). Katz and Kahn (1966) suggested that innovative and spontaneous behaviors do not necessarily directly contribute to the genotypic function of an organization, but are "vital to organizational survival and effectiveness" and include cooperating with fellow members, protecting the organization (or subsystem), suggesting organizational improvements, self-training for additional organizational responsibility, and creating a favorable climate for the organization in the external environment Mayfield and Taber (2010). Therefore, we assume that what directly influences on spontaneous behavior can be employee engagement which has not been analyzed in previous researches although its affect is significant.

More contemporary concepts, modeled after Katz and Kahn's (1966) essence of "going above and beyond" formalized job requirements, include prosaical organizational behavior (Brief and Motowidlo, 1986), extra-role behavior (Van Dyne *et al.*, 1995), contextual performance (Campbell, 1994) and organizational citizenship behavior (OCB) (Bateman and Organ, 1983) which we focus on in the present study. Mayfield and Taber (2010) categorized the antecedents of OCB as:

1. Individual differences;
2. Work attitudes;
3. Contextual variables

We use this category in this study and consider two variables of employees' attitudes towards organization and organization climate as work attitudes and contextual variables.

Individual differences include stable traits or values that create persistent variation among individuals (Mayfield and Taber 2010). Work attitudes are emotions and cognitions that are based on an individual's perceptions of the work environment, and among those that have been studied are organizational commitment, perceptions of leadership and organizational supportiveness, perceptions of fairness, person-organization fit (de Lara, 2008), and job satisfaction Mayfield and Taber (2010). In this study we apply the variable of employees' attitudes towards organization to assess an attitude antecedent of OCB.

Contextual factors are external influences that originate in the job, work group, organization, or environment. Contextual antecedents that have been examined include: task characteristics, leadership style, group characteristics, organizational constraints, organizational culture (Organ *et al.*, 2006), professionalism (Cohen and Kol, 2004), and social role expectations (Danzis and Stone-Romero, 2009). In the present study we

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apply organization climate as a contextual antecedent of OCB. In the following first we review the related literature of these variables and then test the hypothesis in Mellat bank by AMOS through SEM method.

Literature Review:

1. Organizational Citizenship Behavior (OCB):

Organizational efficiency had been found to be dependent upon individual behaviors that exceeded an employee's job description (Katz and Kahn, 1966, 1978). Katz and Kahn (1966) suggested that in order for an organization to survive, individuals had to display three types of behaviors:

1. They had to join and stay within the system.
2. They had to be dependable as they performed their role within the system.
3. They had to demonstrate "innovative and spontaneous behavior (and perform) beyond role requirements for accomplishment of organizational functions" (Katz and Kahn, 1966).

In other words, members of successful organizations not only meet expectations but also exceed expectations. They tend to accept reasonable inconvenience without complaint, readily provide useful suggestions, assist co-workers, and significantly contribute to the success of the organization. These workers engage in beneficial behaviors that are not prescribed, but occur freely to help others achieve tasks (DiPaola and Neves, 2009). Such beneficial behaviors have been referred to as positive "citizenship" (Bateman and Organ, 1983) behaviors.

The concept of "citizenship behavior" is used for the first time to express supra-role (or extra-role) behaviors whose relations are examined with job satisfaction (Bateman and Organ, 1983). These kinds of behaviors cannot be prescribed or required in advance for a given job (Katz and Kahn, 1966). Supra-role behaviors strengthen social structure of the organization but do not affect the task performance directly. Organ (1988) defined OCB as a type of behavior of an organization's employees that is aimed at promoting the effective performance of the organization, regardless of the individual productivity objectives of each employee. The key elements of OCB are:

- A type of behavior that goes beyond what is formally prescribed by the organization;
- A discretionary type of behavior;
- Behavior not directly rewarded or recognized by the formal structure of the organization; and
- Behavior that is very important for the company performance and operational success (Netemeyer *et al.*, 1997).

MacKenzie *et al.* (1993) defines OCB as "discretionary behaviors on the part of an employee that directly promote the effective functioning of an organization, without necessarily influencing an employee's objective productivity". The number of studies exploring this topic has significantly increased. However, there is still a lack of consensus regarding the dimensionality of the OCB construct (LePine *et al.*, 2002).

According to Organ (1988), OCB has five dimensions including altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Podsakoff *et al.* (2000) compiled a detailed classification of such behaviors, which were grouped into seven categories:

1. Helping behavior;
2. Sportsmanship;
3. Individual initiative;
4. Civic virtue;
5. Organizational commitment;
6. Complacency; and
7. Personal development.

The present study uses another approach described by Netemeyer *et al.* (1997), in which OCB was classified into four categories:

1. Sportsmanship.
2. Civic virtue.
3. Conscientiousness.
4. Altruism.

Sportsmanship can be defined as the employees' goodwill in tolerating less than ideal circumstances without "complaining . . . and making a federal case out of small potatoes" (Organ, 1988). Civic virtue is defined as behavior that shows a concern for participating in corporate life – for example, by performing tasks that they are not required to perform, and doing so for the benefit of the organization (Castro *et al.*, 2004). Conscientiousness is behavior that goes beyond the requirements established by the organization in the workplace – for example, working after hours for the benefit of the organization (Castro *et al.*, 2004).

Finally, altruism is helping colleagues in the performance of their tasks. Altruism and conscientiousness have been grouped together by some researchers and referred to as helping behavior (Castro *et al.*, 2004).

2. Employee's Attitude Toward Organization:

Attitudes are conventionally considered as an indicator of the effectiveness of work performance and organizational productivity. Vijayasathy (2004) defines attitude as the individuals' belief that a product, service or concept is a good idea. As a consequence, the individual shows a clear predisposition for that element.

Attitude means "a learned predisposition to respond to an object in a consistently favorable or unfavorable way" (Wilkie, 1994). It plays an important role in employee behavior. Indeed, Attitudes cannot be observed directly because they are mental positions and managers must try to determine them through research measures (Huang, 2004). Ajzen (1985) conceptualized that "Attitude explains a person's favorable or unfavorable assessment regarding the behavior in question".

According to Ajzen (1985), "an individual is more likely to undertake a certain behavior if he/she has a positive attitude toward undertaking the behavior". Attitude role is used in making decisions, in understanding, and in interacting with environment. The extent to which attitudes predict behavior is different and depends on the strength of the attitude. As Tenbült (2008) supposed people's attitudes become stronger when people are frequently exposed or are highly involved with an attitude-object, or when they have frequently expressed their attitude. Strong attitudes are highly influenced by people's inter- and intra-attitudinal structures (Tenbült et. al., 2008).

We define employee attitude toward organization as a favorable or unfavorable assessment of employee related to the organization. In this study we determine three dimensions for assessing attitude (Culbertson, 1968):

1. How *intensely* does the attitude holder feel about the object? We can favor a person, innovation, or other object without qualification, yet we may hold this view with little intensity or deep commitment.
2. How much *information* does the attitude holder have to back up and interpret his beliefs? Is he able to make fine distinctions with respect to the attitude object? Does he have lots of related facts at his fingertips? And can he view the object from several points of view or perspectives?
3. How *change resistant* is the attitude? Extension workers sometimes try to increase change resistance when they seek to make farmers less gullible in the face of high-pressure salesmen and new, unproven gadgets.

3. Organizational Climate:

Climate and culture are both important aspects of the overall context, environment or situation. Organizational climate refers to the perceptions of individuals regarding the set of descriptive characteristics that differentiate an organization (from other organizations) and influence their behavior (Kelley, 1992). Several researchers have noted that when considering the climate of an organization only the dimension(s) of organizational climate that is (are) likely to influence, or be associated with, the constructs of interest should be considered (Dimitriades, 2007).

Organizational climate, in particular, has been especially problematic to define, and therefore to measure. In general, organizational culture is seen as the underlying principles, values, and norms of an organization. These are operationalized through policies and procedures in the work place and measured through audits, injury rates, compensation rates, etc., depending on the particular aspect of culture that is being assessed (Gershon *et al.*, 2007).

Organizational climate may be defined as "the shared perceptions of organizational policies, practices, and procedures" (Reichers and Schneider, 1990). Organizational climate can be determined by the perceptions individuals have of their workplaces, as reflected by personal values and psychological desires (James *et al.*, 2007; McMurray *et al.*, 2010). According to Ravi Shetty and Vapi basically, Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the "culture" of an organization, it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior (Ivancevich *et al.*,).

The definition of organizational climate used in this study has been developed from the definition by Payne and Pugh (1976). They describe the climate as, "A molar concept reflecting the content and strength of the prevalent values, norms, attitudes, behaviors and feelings of the members of a social system which can be operationally measured through the perceptions of system members or observational and other objective means". Ekvall (1990) defines organizational climate in a similar way as Payne and Pugh. He regards it as "attitudes, feelings and behaviors, which characterize life in an organization". The climate is shaped by the interaction between the organization and its members according to Ekvall (1990). The day-to-day contact and confrontation with the organization, its structures and processes create the attitudes, feelings and behaviors that constitute the climate. The individuals within the organization, their personalities, attitudes, knowledge, experiences, etc. have a fundamental impact on the kind of climate that evolves. The organization offers the opportunities, as well as the boundaries, for the possible interaction and the climate that develops. In addition, the management is considered to have a great influence in shaping the climate (Arvidsson *et al.*, 2006). Other factors such as the size of the company, the physical environment, the financial situation, etc. can have an impact on the climate as well (Ekvall, 1990).

4. Employee's Engagement:

In the academic literature, the term engagement was first conceptualized by Khan (1990). The many and varied definitions of engagement are largely derived from Khan's work (Ferrer, 2005). Rothbard (2001) described engagement as being psychologically present. Schaufeli and his colleagues (2003) defined employee engagement as a positive, work-related state of fulfillment. More recently, Macey and Schneider (2008) stated that employee engagement is a "desirable condition has an organizational purpose, connotes involvement, commitment, passion, enthusiasm, focused effort, and energy". We applied this definition in this work. Employee's Engagement is a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Taipale, Selander and Anttila, 2011). They are defined in the following:

1. Vigor: Vigor is characterized as high levels of energy and mental resilience while working, the willingness to invest effort in one's work and persistence even in the face of difficulties (Schaufeli, *et al.*, 2003). Taipale *et al.* (2011), mentioned vigor refers to energetic working; being ambitious enough to work hard, even in difficult situations. So in workplace vigor demonstrated a willing to contribute energy into a task, an ability to avoid fatigue and demonstrating persistence in completing a task (Weidert, 2011).
2. Dedication: Dedication refers to being strongly involved in one's work (Schaufeli *et al.*, 2003). It is linked to the experience of meaningful work and dedication in work signals that an individual's pride in his work, finding its content inspiring (Taipale *et al.* 2011). Based on dedication a person experiences a sense of significance, enthusiasm, inspiration, pride, and challenge by completing his task (Cole *et al.*, 2011).
3. Absorption: Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli, *et al.*, 2003;). In other words it refers to personal immersion in work, from which one gets pleasure. It also indicates that a person is concentrated on his work and finds it rewarding (Maslach *et al.*, 2001).

Research Hypotheses and Conceptual Model of Research:

This study's goal was to examine the proposed relationships between four variables of organizational citizenship behavior, employee's attitude toward organization, organizational climate and employee's engagement. We proposed a model for testing these relationships which is tested through SEM. We assumed that three factors of employee's attitude toward organization, organizational climate and employee's engagement can be effective antecedents of OCB which were not tested in previous researches. Also we predicted that two variables of employee's attitude toward organization, organizational climate can influence on employee's engagement. The proposed model which will be tested by AMOS through Structural Equation Model is presented in Figure 1.

Therefore to fill the gap in the literature of OCB the hypotheses are:

Hypothesis 1: employee's attitude toward organization will be positively associated with OCB.

Hypothesis 2: organizational climate will be positively associated with OCB.

Hypothesis 3: employee's engagement will be positively associated with OCB.

Hypothesis 4: employee's attitude toward organization will be positively associated with employee's engagement.

Hypothesis 5: Organizational climate will be positively associated with employee's engagement.

Methodology:

1. Participants:

By reviewing previous researches we found that banks are big organizations with high engaged employees and important role of organizational attitude and climate. Therefore we applied Mellat Bank as one of the main and prominent Iranian banks.

- Bank Mellat has been successful in ranking the first for the last four successive years from personnel per capita in absorbing four major deposits point of view in comparison to other Iranian commercial banks.
- All the branches of bank Mellat are equipped with online current account (JAM), which accordingly, it has ranked the first among other Iranian commercial banks.
- Bank Mellat has been successful in ranking the first for last three successive years from personnel per capita and branch per capita in absorbing total resources point of view in comparison to other Iranian commercial banks.
- Bank Mellat has been successful in ranking the second from absolute value of growth of four major deposits point of view among other Iranian commercial banks (en.bankmellat.ir, 2012).

Mellat bank was the superior bank in 2011 from customers' perspectives. In the other hand, Mellat bank is one of the most popular banks of Iran (e-banking, 2012) and with 14,800,000 million electronic users; Mellat bank is the first bank regarding the number of users (bankdarimajazi, 2012). Mellat bank has 1792 branches inside Iran as well as 5 branches in abroad. 23307 employees work as full time personnel at Mellat Bank (en.bankmellat.ir, 2012). Isfahan city was chosen for conducting this study which has 86 branches of Mellat bank (fa.bankmellat.ir, 2012). The method of two-stage cluster sampling was conducted. First we clustered this

86 branches based on their locations at the north, south, west and east of the city, then randomly we chose five bank branches in each of this four clusters (Fuller, 2009).

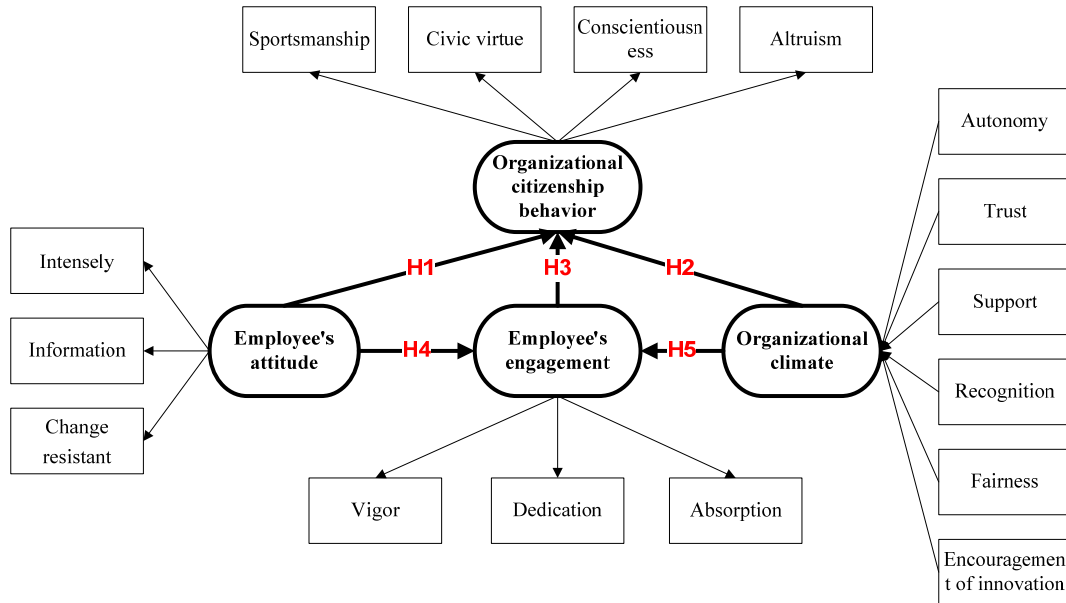


Fig. 1: Conceptual model.

Finally 20 branches were chosen which have total of 220 bank employees. To determine the sample size, the Morgan table is used which proposes that the proper sample size for 220 is 136 with 95% level of confidence (Krejcie and Morgan, 1970).

2. Procedures:

This study adopted structural equation model (SEM) in the data analysis and testing proposed model. SEM includes two stages: measurement model analysis and structural model analysis, which both was applied in this study. For the intended structural equation modeling (SEM), the power of the test is dependent upon the number of specified parameters and the sample sizes. One of the most important advantages of using SEM is ability to test good fitness of model by using not large sample size. The closed questionnaire was used to collect data from bank employees to test by AMOS. 200 questionnaires dispersed among 20 Mellat Bank branches and finally 150 questionnaires were usable to analyze.

3. Measures:

This survey utilized a questionnaire designed to collect data to test hypothesis. The questionnaire had five major parts. The first part the participants' demographic data were collected, such as gender, age, education, and work experiences. Most of sample were male (86%) and their ages were between 31- 42.

The second part was measured the employee's OCB. This scale identifies four dimensions of this construct:

1. Sportsmanship (three items).
2. Civic virtue (three items).
3. Conscientiousness (three items).
4. Altruism (three items).

The questions were designed for each item regarding to bank employees' OCB.

The third part was measured employee's attitude toward organization. We designed 12 questions for the dimensions of intensely, information, change resistant.

The fourth part measured Organizational climate. Organizational climate was measured using the 40 items in the organizational climate questionnaire by Koys and DeCotiis (1991), which measured the six dimensions of climate identified as autonomy, trust, support, recognition, fairness, and supervisor encouragement of innovation. The organizational climate has been shown to have acceptable internal consistency reliability (coefficients alpha for the scales ranged from 0.80-0.89) and evidence of content and construct validity (Koys and DeCotiis, 2001).

The last part of the questionnaire measured the employee's engagement. Many researchers constructed the Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2003) to assess three dimensions of vigor,

dedication, and absorption (Cole *et al.* 2011). The UWES has been used by many studies and has obtained acceptable reliability of scores. The questions of this scale for each dimension assess the engagement of employees.

All items in the questionnaire were measured on a seven – point Likert type scale anchored from "strongly disagree" (1) to "strongly agree" (7).

4. Measurement Model Estimation:

To assess the measurement model, exploratory factor analysis (EFA) is performed separately on each construct to confirm scale dimensionality. Then, Items with factor scores of less than 0.3 are eliminated and the items retained for each construct are tested for Cronbach’s α . The result of the exploratory factor analysis of this study showed that all of the factor loadings of conformity and satisfaction's scale are higher than 0.4, so no items was deleted. Measurement model assessed with Cmin/df, goodness of fit index (GFI) root mean square error of approximation (RMSERA) and comparative fit index (CFI). Amos graphics.18 used to estimate all of measurement model. All fit indices fall within acceptable ranges as shown in table 1 (Byrne, 2010). It is concluded that the proposed model has been confirmed.

Table 1: Goodness Indicates of measurement model.

RMSEA	CFI	GFI	CMIN	Main dimensions
0.01	0.96	0.95	2.78	organizational citizenship behavior
0.019	0.96	0.94	2.12	employee's attitude toward organization
0.008	0.95	0.91	1.67	organizational climate
0.02	0.96	0.95	2.32	employee's engagement

Examining construct validity, all factor loadings in the Construct Factor Analysis for the total measurement model were statistically significant (with all t values at $p < 0.05$), demonstrating convergent validity. Construct indicators show high Reliability and indicates strong internal consistency (Byrne, 2010) as the table 2 indicates. A total Cronbach’s alpha was 0.782.

Table 2: Factor loadings and Cronbach’s alphas.

Cronbach's alpha	Factor loadings	factor	variable
0.81	0.91	Sportsmanship	organizational citizenship behavior
	0.67	Civic virtue	
	0.84	Conscientiousness	
0.79	0.71	Altruism	employee's attitude toward organization
	0.69	intensely	
	0.63	information	
0.84	0.71	change resistant	organizational climate
	0.82	autonomy	
	0.90	trust	
	0.77	support	
	0.63	recognition	
	0.69	fairness	
0.89	0.82	supervisor encouragement of innovation	employee's engagement
	0.75	vigor	
	0.79	Dedication	
	0.75	absorption	

Data Analysis and Test of Structural Model:

This study adopted structural equation model (SEM) in the data analysis. After the measurement model was analyzed, the conceptualized model of research ran as a structural model to test the hypothesis regarding to relationship between OCB and its antecedents of employee's attitude toward organization, organizational climate and employee's engagement among Mellat bank employees.

The method of maximum likelihood estimation in Amos Graphics.18 software used to analyze data and hypotheses testing.

To assess the proposed model's fit, the overall model Cmin or chi-square, the Tucker – Lewis index (TLI), the comparative fit index (CFI), and the root mean square error of approximation (RMSEA), goodness of fit index (GFI) was used (Byrne, 2010).

After refining the initial structure model, all of the goodness of fit indexes were within acceptable range and indicate that the model of the research has a good fitness (Byrne, 2010). In order to test the hypotheses and casual path, the maximum likelihood methods have been used (See table 3).

Table 3: Goodness Indicators of structural Model.

P	TLI	RMSEA	GFI	CFI	CMIN	Indicators
0.26	0.92	0.02	0.98	0.963	1.88	values

RESULTS AND DISCUSSIONS

Three first hypotheses proposed that employee's attitude toward organization; organizational climate and employee's engagement are antecedents of revealing OCB in organizations. Two remained hypotheses mentioned that there is a significant relationship between employee's engagement and two factors of employee's attitude toward organization and organizational climate. As mentioned before, there is no similar research in this field to compare the results. We just reviewed little similar studies to discuss.

In support of hypotheses 1, employee's attitude toward organization was a significant antecedent of OCB ($\beta= 0.78, p < 0.01$).

Similarly, TOrlak and Koc (2007) indicated that materialistic attitude is one of the antecedents that have negative impacts on OCB.

Lara *et al.* (2007) mentioned that multiple hierarchical regression results supported the moderating role of organizational anomie (OA) of the unfavorable attitude-OCB link because the unfavorable attitudes toward co-workers and toward the boss as-a-person among employees with low, compared with high OA, have a stronger negative relationship with OCB.

Similarly, in support of hypothesis 2 organizational climate antedated OCB ($\beta= 0.55, p < 0.01$) but not significantly. This factor has not been analyzed in any previous researches. We considered six elements for assessing organizational climate which are autonomy, trust, support, recognition, fairness, and supervisor encouragement of innovation. The results show that the most important elements are: autonomy, supervisor encouragement of innovation, and support.

As we assumed in hypothesis 3, employee's engagement was positively associated with OCB and was one of the important antecedents of OCB ($\beta= 0.69, p < 0.01$).

Teh and Sun (2012) found that job involvement, job satisfaction and OCB are independent and positively related to employees' knowledge sharing behaviour. However, It is found that OCB is not a significant mediator between job involvement, job satisfaction organisational commitment and knowledge sharing behaviour.

In 2006 Saks indicated that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.

In 2012 Agarwal *et al.* suggested that quality of exchanges between employees and their immediate supervisors influences engagement. Work engagement correlates positively with innovative work behaviour and negatively with intention to quit. Work engagement mediates the relationship between LMX leader-member exchange and innovative work behaviour, and partially mediates intention to quit.

Hypothesis 4 confirmed that employee's attitude toward organization will be positively associated with employee's engagement ($\beta= 0.72, p < 0.05$).

Robertson *et al.* (2012) in multiple regression analyses revealed that psychological well-being has incremental value over and above that of positive job and work attitudes in predicting self-reported levels of performance.

The relationship between organizational climate and employee's engagement did not reach significance at $p < 0.05$ which assumed in hypotheses 5 ($\beta= 0.49, p < 0.05$).

Dimitriades (2007) found that the relationship between job involvement and service climate in impacting OCB is complex (moderated mediation or mediated moderation?), warranting further investigation.

Law *et al.* (2012) in their researches, by using hierarchical linear modeling showed that organizational Psychosocial safety climate (PSC) was negatively associated with workplace bullying and harassment (demands) and in turn psychological health problems (health impairment path). PSC was also positively associated with work rewards (resources) and in turn work engagement (motivational path). Further it was found that PSC, as an organization-based resource, moderated the negative relationship between bullying/harassment and engagement.

Andrew and Sofian (2012) conducted the study on 104 HR officers working at the Inland Revenue Board of Malaysia with the purpose ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement (job and organization engagements) as the mediating variables and the social exchange theory as the theoretical underpinning. The findings of this study showed a significant difference between job engagement and organization; with co-employee support as a major individual factor that influences both measures of engagement and the work outcomes.

Figure 2 shows the significant pathways for the final model.

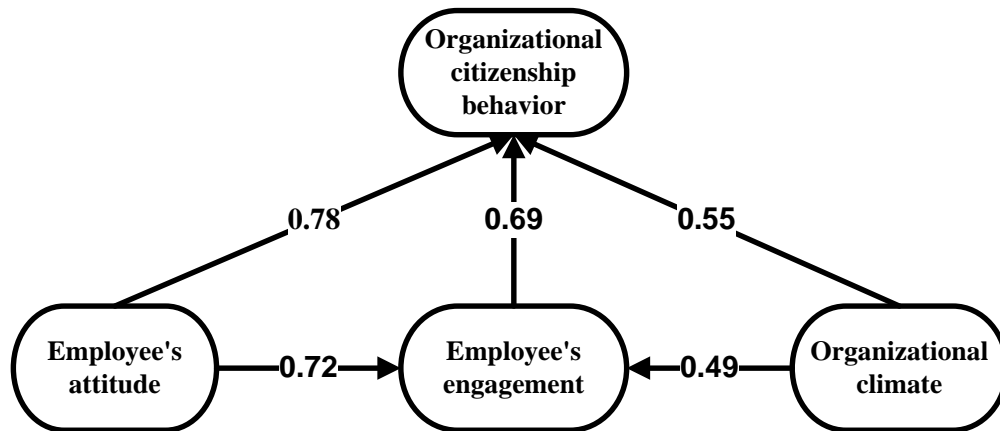


Fig. 2: Final structural model.

Conclusion, Implications, Limitations:

Organizational citizenship behavior has a determinant role in the organizational process and in changing the traditional environment into a dynamic and efficient environment as one of the new concepts of organizational behavior management which puts emphasis upon employees and managers' extra-role behaviors. To fill the gap in the literature of OCB, the first aim of this study was to test whether employee's attitude toward organization; organizational climate and employee's engagement are antecedents of OCB or not. Another goal of this study is to test the proposed model which relates these four variables by SEM method. To test the proposed model and investigate the hypotheses we conducted 136 Mellat bank employees as sample case.

As we predicted it is found employee's attitude toward organization; organizational climate and employee's engagement are significant antecedents of OCB. These three variables were not studied in previous researches of OCB. Also the results show that employee's attitude toward organization will be positively associated with employee's engagement.

Organizational citizenship behavior could be a useful and efficient tool for converting the work force into a valuable social capital which helps the organization to gain prominent competitive benefits and privileges from two aspects, i.e. it will be useful for both for the organization and employees. The managers seek to find some ways to improve behaving as good soldiers in organizations and the results of this study may aid them a lot. By improving and pay enough attention to factors of employee's attitude toward organization; organizational climate and employee's engagement, the managers can reveal extra-role behaviors in organizations.

One of the barriers of this study was not telling truth by employees. They intend to conceive themselves as commitment employees who reveal high degree of OCB. They also pretended that the organization climate is as good as they admire.

In the other hand we dealt with Common method bias. Common method bias is a potential threat to the validity of cross-sectional studies using self-report measures. Some methodologists suggest that the variance attributable to common methods is problematic, while others (Spector, 2006) suggest that this is greatly overstated. In examining the psychological and attitudinal measures in previous studies in the industrial/organizational literature, Spector found negligible effects of common method bias. Although by using SEM we solved this problem. Future research should extend this study's findings by testing the stability of these relationships using other measures and with different populations.

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