

INFLUENCE OF CREATIVE ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMID PUBLIC AND PRIVATE UNIVERSITIES FACULTY

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Abstract

The aim of this research was to investigate the influence of Creative Organizational Climate on Organizational Citizenship Behavior amid Private sector and Public sector Universities Faculty in Karachi, Sindh. The sample size consists of 300 faculty members, in which 156 respondents were from private sector universities and 144 respondents were from public sector universities. To measure organizational climate for creativity, KEYS: Assessing the climate for creativity Scale (Ambile et al., 1996) was used; the scale focused on perceived work environment that influences the creativity of organizations; and Organizational Citizenship Behavior was assessed by using the Podsakoff et al.'s (1990) five factor model of OCB. The data was analyzed by using Linear Regression model. The findings of the study suggest that creative organizational climate influence on organizational citizenship behavior amid private and public universities faculty. The findings of the study will be helpful for universities, policy makers, psychologist, scholars and researchers in making better strategies to develop for faculty in creating citizenship behavior by providing creative work environment.

Keywords: Creative Organizational Climate, Organizational Citizenship Behavior, Faculty, Work Environment.

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Introduction

In the 21st century, the essential force behind the evolution of organization is creativity, not knowledge, technology or competition (Florida, 2002). In the information- based economy of today, there is a growing need to increase the productivity within their workers but also their creativity . Therefore today's perspective growth of organization is highly dependent on their informative workers as these knowledgeable employees can fabricate the information, create solutions, address multifarious problems and extort information (Davenport, 2005; Borgohini, 2005). Consequently from an employers' perspective it is essential to comprehend the aspects that effect the performance of knowledge workers.

Creativity is a latest exhortation that has infiltrated several domains of social life (Grigorenko, 2019). Amabile (1997) has defined creativity as a streamline of novel ideas, which translates the ideas into innovation. He further states that creativity often results from the interaction of an individual with the situation. Creativity is also defined as ' capability to create novel and useful work' (Sternberg & Lubart, 1999). The term innovation and creativity doesn't have the same connotation. Innovation has been defined as ' a procedure that develops and implement novel ideas'. The terms can be interchangeably used (Van de Ven & Angle, 1989, p.12)

Discussion on creativity has been heard around the world by education system, specifically in the high income countries (HIC) as they significantly contribute to the leadership positions in the labour market (Mishra & Mehta, 2017). Remarkably, a petition for creativity has become vital for educational imperative (Gregory, Skiba, & Noguera, 2010) with universal commitment to education for all (Barrett, 2011).

As stated by McLean (2005), the term 'organizational climate' and 'organizational culture' are interchangeably used in literature . The researcher defines organizational culture as 'assumptions , meanings and beliefs that are deeply held' and organizational climate as ' the perception or experience of the current work environment .

To function well, organizationa are contingent on the extra- role behavior of employees, consequently these type of employees are required by managers who do extra work beyond their job description. Explicitly they are looking for Organizational Citizenship Behavior (OCB) as stated by Katz and Kahn (1966). Organizational Citizenship Behavior is the "discretionary behavior which is not acknowledged by the approved compensation system and that it cumulative promotes the efficient functioning of the organization", this discretionary behavior that is not defined by role specification is very important and vital for attaining organizational objectives (Organ, 1988). Organizations' that exclusively depends on the blueprints of approved behavior is extremely an insubstantial societal system (Katz, 1964, p .132) as it's not probable for an organization to antedate all contingencies with in operations and foresee environmental change specifically.

Therefore, for organizational effectiveness and survival those employees are needed who go beyond their job description by voluntarily helping new or existing co worker with their work load, enthusiastically attending and participating in meetings, focusing on self development, being versatile and not complaining on petty issues. Comprehensively organization citizenship behavior has become important as it facilitates in accomplishing organizations enhanced performance and goals (Allen & Rush, 1998).

There is a dismal condition of education in Pakistan, the system is assaulted from different angles and higher education is not excluded from this generalization as the education system of the country is not delivering well. In short the insufficiency of the system can be partially credited to the teachers, as they are the pillars, it is said no improvement can be brought into the education system without the involvement of teachers. This forces us to a point to understand the causes that is leading to this catastrophe (Hamid & John, 2006).

Throughout the world it has been acknowledged that 'education' is the main force for the socio-economic, cultural and moral advancement of any nation. The development of a nation is significantly reliant on the educational structure of the nation. It also develops an individuals goals which further enhances person's skill then transform him to be an important advantage to the nation by spreading information, understanding, appreciation and knowledge. Education system efficiency is partially depended on responsible teachers and their efficiency is depended on the nature and extent of their professionalism, it is not adequate to only have degrees and certificates, it is essential for them to have desirable level of mastery, creativity and enthusiasm for the work they are doing (Govt. of Pakistan, 1998). Progress on the way to knowledge based economy and society will require that universities to design hub of knowledge creation and their partners in society give creativity their full attention. Universities either private or public are providing training in all kinds of disciplines and are students training grounds, translating theory into practice.

Teachers are the most important group of professionals for every nation's future, without them the education system will be crippled. Their creativity can create dynamics at university level by building emotional and creative competitive individuals, which is much needed in the country for survival and growth. University faculties are presently facing many challenges, like lack of supportive research culture, in adequate infrastructure, discrepancy in salary, allowances, and inconsistent policies which affect their performance. This raises concern about the behavior and attitudes of educators towards their work performance. The culture of universities differ from one another, it serves the measure of faculty perception and feeling towards the organization (Medley & Shannon, 1994).

According to Gunter and Furnham (1996) organization climate can have direct effect on work outcomes, either negative or positive. Positive outcomes are attractive and interesting work, transparent policies, benefits, creative work environment, job structure and compensation, this will lead to motivated, satisfied and organizational committed personnel, where as negative outcome

include boring , dissatisfying and unchallenging work leading to absenteeism, low performance, deviance behavior and turnover. In order to prevent these negative outcomes, it is imperative to find out the factors within organizational climate that can lead to continuous contented, productive and satisfied academics who has a vast responsibility of nurturing future of a nation. Hence, it is important to recognize how best to retain university faculty and to prevent steady mobility that is brain drain.

Therefore it is of utmost importance to analyze how creative organizational climate affect the organizational citizenship behavior of Faculty in private and public universities and what are the mediating variables that maximizes the influence. On the base of literature review following hypothesis was developed:

Hypothesis : There will be an impact of creative organizational climate on organizational citizenship behavior amid private and public universities faculty.

Methodology

Sample

The sample size of the study comprised of 300 respondents, 48% that is 144 respondents were from public sector universities and 52% that is 156 respondents were from private sector universities . Where age is concern 40.4% respondents ranged from age 23-33 years, 36 % were from the age bracket of 34 years to 43 years, 12.3% were between 44 years to 53 years, 7.3% respondents were from the age bracket ranging from 54-63 years and 4% of the respondents belong to 64years to 73 years.

The female respondents in the study were 37% and male were 63%. In education criteria 68.3% were Masters degree holders, 16.6 % were MS/ MPhil degree holders and 15.1% were PhD. 60% of the respondents of the study were married, 39 % were unmarried and 1% were divorced. 61.1% respondents had a tenure of more than 6 years, 11.3 % respondents tenure was from 5-6 years and same percentage goes for 3-4 years tenure. Respondents with 1-2 years tenure were 10.3% and 6 % respondents had less than a year tenure. Where income level is concerned 18.4% respondents earned 20,000-30,000 Pkr, 6.6 % between 31,000-40,000 Pkr, 7 % from 41,000-50,000 Pkr, 10.3% from 51,000-60,000 Pkr and 57.7% respondents' income level was above 61,000 Pkr. The population of the research study encompass of diversify population. The convenience sampling method was used to select respondents of the study.

Measures

To assess organizational climate for creativity, KEYS scale by Ambile et al. 1996 was used. The scale focal point is on the employee perception of work environment that influence the creativity, the scale assessed the eight key dimensions of organizational climate like organizational

encouragement, work group supports, lack of organizational impediments, freedom, realistic workload pressure, challenging work, sufficient resources and managerial encouragement, further it helped us to assess perception of organizational productivity and creativity. The scale uses four-point response scale (1=never or almost never to 4= always or almost always). Item related with each KEYS facet are scheduled beneath:

A) Freedom: Freedom was measured with four questions, higher scores on this dimension is associated with employee perception of more freedom in their work ($\alpha=.78$). In this study the cronbach alpha is $\alpha=.75$

B) Challenging Work: This was measured with five questions, higher score on this dimension associate with worker experiencing challenges in their work ($\alpha=.86$). In this study the cronbach alpha is $\alpha=.72$

C) Managerial Encouragement: This was measured with 11 questions, high score on this dimension associated with the perceived increased encouragement from one's manager ($\alpha=.95$). In this study the cronbach alpha is $\alpha=.72$

D) Work Group Support: This dimension was measured with eight questions scale, higher scores on this dimension associate with healthy work group relationships and perception of high quality teams ($\alpha=.92$). In this study the cronbach alpha is $\alpha=.85$

E) Organizational Encouragement: this was measured with 15 questions, higher scores on this dimension associate with worker perception of a strong vision and mission of the organization towards innovation and creativity ($\alpha=.78$). In this study the cronbach alpha is $\alpha=.86$

F) Lack Of Organizational Impediments: This was measured with 12 questions, after reverse- scoring the questions, higher scores on this dimension associate with worker perception of a strong healthy organizational culture free of creative blockade ($\alpha=.85$). In this study the cronbach alpha is $\alpha=.70$

G) Sufficient Resources: This was measured with six questions, higher scores on this dimension associate with perceived organizational support by encompassing essential resources to be creative at workplace ($\alpha=.92$). In this study the cronbach alpha is $\alpha=.83$

H) Realistic Workload Pressure: This was measured with five questions, after reverse scoring the items, higher scores on this dimension associate with perceived organizational support in the form of allocating time towards the completion of their work ($\alpha=.85$). In this study the cronbach alpha is $\alpha=.79$

I) Creativity: This is one of the outcome variables of KEYS, which was measured with six questions, higher score on this dimension associate with high worker perception of organizational and individual

creativity ($\alpha=.93$). In this study the cronbach alpha is $\alpha=.84$

J) Productivity: This is also one of the outcome variable of KEYS, which was measured with six questions, higher scores on this dimension associate with perceived organizational and individual productivity($\alpha=.91$). In this study the cronbach alpha is $\alpha=.77$

Organizational Citizenship Behavior

To assess organizational Citizenship Behavior, Podsakoff et al.'s (1990), 24 questions scale was used, it has reliably shown a five factor model, that includes conscientiousness, sportsmanship, altruism, courtesy and civic virtue responses are reported on seven point Likert scale format ranging from 1=strongly disagree to 7= strongly agree. In this study the cronbach alpha is $\alpha=.78$

Procedure

To conduct the study following procedures were followed for the assortment of the data from the university faculty. The researcher approached the university's authorities, explained them about the scope of the study and took consent to conduct the research in their premises. After seeking the approval the information about the survey was provided to the respondents, prior to the survey, consent form was provided to the respondents. After seeking the consent of the respondents the survey was explained and time of three to four days was provided for the completion of the questionnaire.

Statistical Analysis

Quantitative technique was applied to analyze the data on Statistical Packaging for Social Science (SPSS) version 20. Linear regression model was applied to test the hypothesis that there will be an impact of creative organizational climate on organizational citizenship behavior between private and public sector universities faculty.

Results

According to the hypothesis i.e. there will be an impact of creative organizational climate on citizenship behavior amid public and private universities faculty. Table 1 specifies that the regression model predicts the outcome variable significantly well. This specifies the statistical significance of the regression model that was applied. Here, $P < 0.0005$ which is less than 0.05 and specifies that, overall, the model applied is significantly good enough in predicting the outcome variable. Table 3 provides the R and R² value. The R value is 0.770, which represents the simple correlation and, therefore, specifies a high degree of correlation. The R² value specifies how much of the dependent variable, organizational citizenship behavior, can be explained by the independent variable, organizational

climate for creativity. In this case, 59.4% can be explained, which is large.

Table 1

Analysis of Variance for Linear Regression with Organizational Climate for Creativity as Predictor of Organizational Citizenship Behavior amid Private Sector Business Universities Faculties

Model		SS	Df	MS	F	Sig.
1	Regression	76673.609	1	76673.609	435.146	.000a
	Residual	52508.188	298	176.202		
	Total	129181.797	299			

a. Predictors: (Constant), Organizational Climate for Creativity

b. Dependent Variable: Organizational Citizenship Behavior

This table specifies that the regression model predicts the outcome variable significantly well. This specifies the statistical significance of the regression model that was applied. Here, $P < 0.0005$ which is less than 0.05 and specifies that, overall, the model applied is significantly good enough in predicting the outcome variable.

Table 2

Coefficients for Linear Regression with Organizational Climate for Creativity as Predictor of Organizational Citizenship Behavior amid Private Sector Business Universities Faculties

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.472	4.215		6.755	.000
Organizational Climate for Creativity	.240	.012	.770	20.860	.000

a. Dependent Variable: Organizational Citizenship Behavior

The above table indicated that Organizational Climate for Creativity ($\beta = 0.770$, $p > 0.05$) is significant predictor of Organizational Citizenship Behavior.

Table 3

Summary of Linear Regression with Organizational Climate for Creativity as predictor of Organizational Citizenship Behavior amid Private Sector Business Universities Faculties

Model	R	R Square	Adjusted R Square
1	.770a	.594	.592

This table provides the $R = 0.594$ and Adjusted $R^2 = 0.592$. The R value is 0.770, which

represents the simple correlation and, therefore, specifies strong correlation amid the variables. The R^2 value specifies how much of the dependent variable, organizational citizenship behavior, can be explained by the independent variable, organizational climate for creativity. In this case, 59.4% can be explained, which is significant.

Discussion

This section comprises, the summary of the study findings and strategic references for the stakeholders and policy makers to support the necessity and importance of creative work climate, new standards should be codified for universities to be responsible for the upcoming challenges and provide an environment to the faculty that can aid in nurturing the future of our education system in accordance to the requirement of the knowledge based economy and work beyond their formal duties and display organizational citizenship behavior.

The progress of quality education in this knowledge based economy can only be achieved through faculty. As stated by Miller (1980) the effect of education is, “the man behind the system”. The key factor that decides the power of education is human. In reality, education is a service industry and the front line determines the quality of service delivered (Sallis, 2002). The best performance of these faculty can endow good benefits for the students and community will be comprehend if the faculty carry out their duties creatively which can only be possible if creative environment is provided to them in contrast to the conducive environment that solely focus on mechanistic approach, thus building organizational citizenship behavior.

In order to be market driven, it is very much imperative for the university to provide the learned faculty with an environment that not only enhances their learning but also their well being, by giving them freedom, challenging work, managerial and organizational encouragement, realistic work pressure, sufficient resources, supportive work group that enables them to carry out their duties effectively and building trusting relationship with their organization, and going beyond their call of duties with full enthusiasm through organizational citizenship behavior.

As mentioned in the research by (Choi, 2007) a strong and inspiring vision specified by the top management and encouragement provided by them in the form of innovative climate is an important predictors of organizational citizenship behavior. One possible explanation that can be given for the Choi's (2007) inconsistent findings is that the study only involved one company employees and was deliberated for an extensive period of time, whereas the present research study measured employees from both the public and private sector faculty at one point of time.

Research study conducted by Alge, Ballinger, Tangirala, and Oakley (2006) studied a model that sited employees' performance information on the company's web page predicted a feeling of psychological empowerment, which led the workers perform additional-role in the form of OCB

and enhanced creativity. When faculty is provided with an environment that gives them freedom, managerial encouragement, challenging work, regardless whether the university is public or private the faculty experience meaningfulness of the work, when freedom is provided the individual experience a psychological state of responsibility related to the work outcome as stated by Hackman (1977). Managerial encouragement in the form of feedback further aid knowledge about the actual result of the work activity performed. In another study Duff (2007) stated that creative organizational climate has influence on citizenship behavior, and is a significant predictor of it.

Another reason is, Universities giving attention to the system that provides them encouragement, sufficient resources to carry out the work, realistic workload pressure, autonomy, managerial encouragement and provide benefit to the organizational members will be able to craft a creative organizational climate that can reinforce organizational citizenship behavior. Organizational citizenship behavior aimed at innovative behavior will be reinforced by creative organizational climate. Creative climate not only arises as a result of individual but as a result of the system. Creativity cannot appear spontaneously (Leonard Sensiper, 1988; Kylene & Shani, 2002), factors like freedom, challenging work, managerial encouragement, workgroup support and other factors contribute in maximizing and stimulating the power of creativity. Amabile et al. (1996) indicated that creative organizational climate consist of commitment to the organization's employees on the organization's objective, autonomy, freedom with reference to task of your choice, the encouragement, reward, recognition, worthy of management creative work.

Creative climate of universities innately transmit message to the employees that there is goal alignment amid individual and organizational goals. The workers of these universities buy into the mission and vision of the organization. The employees receive intrinsic and extrinsic rewards, managerial encouragement is also provided. When employee's basic needs are taken care of by the organization then they actively engage themselves in helping coworkers. Lastly, if this is possible then the same employee will reciprocate positively to the University for providing the resources to meet the need of the employee (Michael, 2011).

In spite of the strengths in the research study there are several limitations that might have influenced the study. There was lack of pertinent literature on creative work environment, barely research studies are published in journals that target the difference amid public and private universities where creative work environment is considered. The data was collected through self report measures that might have directed towards the common method of variance and thus inflated the reported relationship amid independent and dependent variable. The participant might misrepresent the result to show consistency amid their responses or present themselves in positive way, despite of their exact feelings (Podsakoff, MacKenize, Lee, & Podsakoff, 2003). As the research study was conducted in an underdeveloped country, there might have been cultural values that influenced the hypothesized variables. The research study only studied some of the universities in Karachi, where the demographics are different from the rest of the cities. All universities were not taken into study due to

time limitation. There is a possibility that the respondents who had a short tenure might have not been able to perceive whether or not creative organizational climate exists.

The implication made from the finding might be relevant to those organizations that constantly uphold a strategic benefit by evaluating the future. These type of organizations are not able to hold employees in the non- discretionary particulars of their jobs, and can greatly benefit from those employees who plans to initiate, implement and propose improvements in their work and in organizational system such as procedures and policies. These workers OCBs are answer for organizations that need to be creative and acclimate to the change. There are added benefits for organizations when they provide the workers with creative climate; it encourages adaptability and agility which is necessary for organizations. Nonetheless, this should not stop, as stated in the present research study that creative organizational climate naturally comprise of elements that lead to effective outcomes for organization and individual employees.

In these time of economic downturn organizations are flattening, downsizing and implementing more cost control processes, only those organizations are excelling who have creative organizational climate that foster employees to come up with innovative products and services. Organizational citizenship behavior is the social lubricant of the organizational machinery, and when managers know the positive significances of OCB on organizations, they should work to improve the job dimension, commitment and satisfaction of workers and work towards enhancing creative work environment. Workers with diversified skills, supportive creative process and challenging jobs are important dimensions that consistently relate to OCB. When employees recognize their organizational climate as creative in this light of positivity healthy relation exchange between co- workers exist and jobs become intrinsically rewarding. This understanding seems to be only on the tip of the knowledge in the understanding that how creative organizational climate support such open behavior and further research is needed to uncover the information that increase employee cooperation and organizational performance in these turbulent times of economic pressure.

Conclusion

The main conclusions from this study may be applicable to a wider group of people. This research theoretically provide provision that when employees are given appropriate amount of challenging work load with essential resources to accomplish their work are more motivated to go further than their job description to work for the organization. Organizations should promote creative work environment in order to foster positive attitude amid workers, as technology and work processes can be purchased and copied, the only sustainable viable advantage an organization has is its work force. Organization should not adhere to the rigid rules and procedures as it hinders creative ideas, policies should be design in such a way that leads to the enhancement of the creative potential, they should be treated as a valuable asset of the organization by providing them with honest and open communication, autonomy, challenging task, freedom, ample resources, voice in the decision, tolerance for non conformity.

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