The Relationship among Organizational Climate, Leader-member Exchanges and Affective Commitment towards Positive Organizational Behavior of a Not-for-profit Organization in Thailand

ความสัมพันธ์ระหว่างบรรยากาศในองค์การ การแลกเปลี่ยนระหว่างผู้นำกับสมาชิก และความผูกพันด้านความรู้สึกกับพฤติกรรมองค์การเชิงบวกในองค์การไม่แสวงหากำไร

Dr. Wanlee Putsom

Assistant Professor of Business Administration Program

Faculty of Business Administration,

Asia-Pacific International University, Thailand

ดร. วัลลี พุทโสม

ผู้ช่วยศาสตราจารย์ประจำหลักสูตรบริหารธุรกิจ

คณะบริหารธุรกิจ มหาวิทยาลัยนานาชาติเอเชีย-แปซิฟิก

E-mail: wanlee@apiu.edu; Ph: +086-129-2524

Abstract

Positive organizational behavior (POB) is an essential part of both for-profit and not-for-profit organizations and affects organizational success. In the context of POB, few studies have examined the relationship between organizational climate, leader-member exchanges (LMX), and affective commitment for not-for-profit organizations. This research had three objectives, which were 1) to explore the connection between organizational climate and POB while controlling for two independent variables, which are affective commitment and LMX, 2) to investigate the relationship between LMX and POB while controlling for two independent variables, which are organizational climate and affective commitment, and 3) to examine the relationship between POB and affective commitment while controlling for two variables, organizational climate and LMX. The research involved 89 employees who worked in a not-for-profit organization. Questionnaires were used to collect data from all respondents. The quantitative findings revealed a positive relationship between affective commitment and organizational climate, which was positively related to organizational behavior; except for leader-member exchanges, the results were consistent with the findings of the POB literature. Lastly, the results of this study provide a deeper understanding of organizational climate and affective commitment in relation to positive organizational behavior in a not-for-profit organization. The discussion, suggestions, and directions for future research are presented in subsequent parts of this article.

Keywords: Organizational climate, Leader-member exchanges, Affective commitment, Positive organizational behavior, Not-for-profit organizations

บทคัดย่อ

ปัจจุบันการศึกษาด้านพฤติกรรมองค์การเชิงบวก (Positive organizational behavior: POB) เป็นประเด็นหลัก ทั้งในองค์การแสวงหากำไรและไม่แสวงหากำไรที่ส่งผลต่อความสำเร็จขององค์การ โดยเฉพาะในบริบทที่จำกัดของพฤติกรรม องค์การเชิงบวก บรรยากาศในองค์การ การแลกเปลี่ยนระหว่างผู้นำกับสมาชิก (LMX) และความผูกพันด้านความรู้สึก ในองค์การที่ไม่แสวงหากำไร ดังนั้นจุดมุ่งหมายของการศึกษานี้ คือ 1) เพื่อตรวจสอบความสัมพันธ์ระหว่างบรรยากาศในองค์การ กับพฤติกรรมองค์การเชิงบวกในขณะที่ควบคุมสองตัวแปรต้น คือ การแลกเปลี่ยนระหว่างผู้นำกับสมาชิกและความผูกพัน ด้านความรู้สึก 2) เพื่อสำรวจความสัมพันธ์ระหว่างการแลกเปลี่ยนระหว่างผู้นำกับสมาชิกกับพฤติกรรมองค์การเชิงบวก โดยควบคุมตัวแปรต้นสองตัวแปร คือ บรรยากาศในองค์การและความผูกพันด้านความรู้สึก และ 3) เพื่อค้นหาความสัมพันธ์ ระหว่างความผูกพันด้านความรู้สึกกับพฤติกรรมองค์การเชิงบวกโดยควบคุมตัวแปรต้นสองตัวแปร คือ บรรยากาศในองค์การ และการแลกเปลี่ยนระหว่างผู้นำกับสมาชิก ผู้ให้ข้อมูลเป็นพนักงานที่ปฏิบัติงานองค์การที่ไม่แสวงหากำไรจำนวน 89 คน และใช้แบบสอบถามในการเก็บรวบรวมข้อมูล ผลการศึกษาบ่งชี้ว่าบรรยากาศองค์การและความผูกพันด้านความรู้สึกมีความสัมพันธ์ เชิงบวกกับพฤติกรรมองค์การเชิงบวกยกเว้นการแลกเปลี่ยนระหว่างผู้นำกับสมาชิก ผลที่ได้จากการศึกษานี้ยืนยันวรรณกรรม ก่อนหน้า ยกเว้นบางประเด็นในแง่มุมขององค์การที่ไม่แสวงหากำไร ประการสุดท้ายการศึกษาสร้างความเข้าใจอย่างลึกซึ้ง เกี่ยวกับบรรยากาศในองค์การและความผูกพันด้านความรู้สึกที่สัมพันธ์กับพฤติกรรมองค์การเชิงบวกในองค์การที่ไม่แสวงหากำไร การอภิปรายผล ข้อเสนอแนะและงานวิจัยในอนาคตได้อธิบายไว้ในบทความนี้

คำสำคัญ: บรรยากาศในองค์การ, การแลกเปลี่ยนระหว่างผู้นำกับสมาชิก, ความผูกพันด้านความรู้สึก,
พฤติกรรมองค์การเชิงบวก, องค์การไม่แสวงหากำไร

Introduction

POB is an emerging trend in the field of organizational behavior (Youssef & Luthans, 2007). POB is the optimism of the negative organizational behavior (NOB), emphasizing the theory of building, exploration, and effective utilization of positive behaviors of the organization (Bakker & Schaufeli, 2008). POB associates with the theory of construction, investigation, and active use of positive characteristics, behaviors, and states of members in firms (Luthans & Youssef, 2007). POB is similarly applied in the fields of management and business (Walsh, Weber & Margolis, 2003). Luthans (2002a) stated that POB represents both the theory and application of positive and psychological capacities of human resources, elaborating that POB can be measured, developed, and effectively managed to improve performance in today's workplace. Recent studies on POB in the context of not-for-profit organizations mainly focused on the improvements of human resource management practice, executives, and board members (Brown, 2005), innovation, and market orientation (Hurley & Hult, 1998), and individual-level factors (Kim, 2005). Some studies about not-for-profit organizations focused on POB for the non-profit organizational effectiveness, prosocial behaviors within non-profit organizations (Tidwell, 2005), success, and ethical climate, and innovativeness (Jaskyte, 2004). Some studies focused on leadership, climate, psychological capital, and commitment under the POB concept (McMurray, Pirola-Merlo, Sarros & Islam, 2010). Nevertheless, the previous researches did not focus on the Leader-member-exchange (LMX), and there was no systematic body of research that integrated the Leader-member exchange (LMX), organizational climate, and affective commitment in a not-for-profit organization.

In the context of the not-for-profit organizational climate was described as a group of shared opinions on the practices, policies, and procedures that a firm supports, rewards, and expects (McMurray et al., 2010). The perceived Organizational climate, as evidenced in the empirical research of the not-for-profit organizations, differed from profit organization. (Rousseau, 1988). Holloway (2012) examined the leadership behaviors of the non-profit organizations; the results revealed that the leadership behavior linked to organizational climate.

In comparison, various studies investigated the linkages between the ethical climate and the ethical behavior within the non-profit organizations (Laratta, 2011). Organizational climate has a positive influence on POB and psychological capital (PsyCap), which consisted of resilience, efficacy, optimism, and hope. Both POB and PsyCap engaged employees to make their organizations more successful (Bakker & Schaufeli, 2008).

Many organizations and management literature elaborated on the importance of LMX and POB as the applications of Leadership and Organization Frameworks   LMX is a dyadic dimension; the higher the LMX, the higher intention and job satisfaction, and performance (Bang, 2011).

An affective commitment variable also was included in this investigation that is a part of organizational citizenship behavior (OCB), consisting of normative commitment and continuance (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). The prior studies revealed that affective commitment is significantly linked to the performance of the organization (Allen & Meger, 1990). Moreover, a similar study revealed that positive interaction between the employer and employee, employees' behavior and attitudes improved the commitment to the firm and organizational and strengthened the relationship between positive emotion, affective commitment, experienced compassion. These previous researches evidenced that affective commitment empirically assisted the employees in enhancing the work-life, responsibilities, and values (Bang, Ross & Reio Jr, 2012). Figure 1 shows the conceptual framework, which was developed by the researcher.
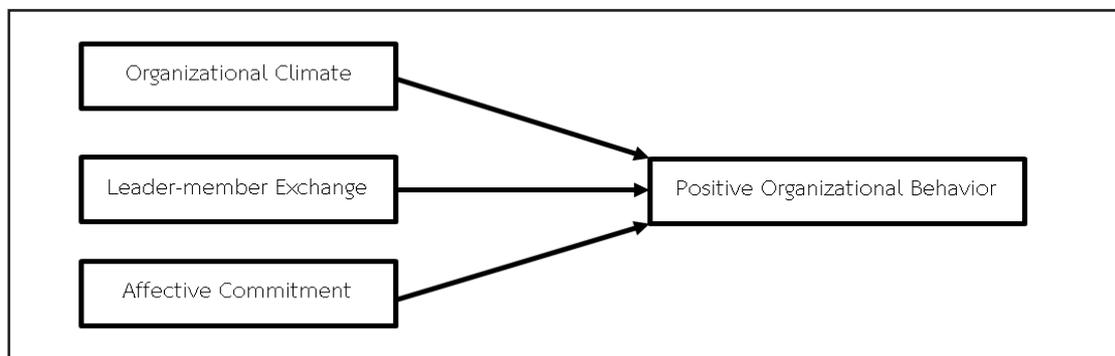

Figure 1 Conceptual Framework

This study aimed to integrate the organizational behavior factors that influence POB into a cross-dimensional model. Therefore, this article attempts to identify the details of the dimensions that contribute to organizational climate, or an "organizational climate variable," along with LMX dimensions, or an "LMX variable," and affective commitment dimensions, or an "affective commitment variable." Second, to hypothesize the relationship of each independent variable (organizational climate, LMX, and affective commitment) to the dependent variable (POB) in the context of the not-for-profit organization. Third, to investigate the relationship between the three variables of organizational climate, LMX, and affective commitment, while investigating a particular variable, the other two will be controlled for to show the effects on POB. Finally, this study showed the distinct results from previous studies in not-for-profit organizations to confirm the hypotheses. This study addresses the contributions of organizational climate, LMX, and affective commitment within POB, given the influence of a not-for-profit organizational context.

Specifically, the relationships between organizational climate, LMX, and affective commitment to POB in employees who work in a not-for-profit organizational setting have not been extensively studied yet. The results of this study may clarify the potential usefulness of POB for not-for-profit organizations.

Literature Review and Hypothesis Development

1. Positive Organizational Behavior (POB)

POB is described as "the study and application of positively oriented human resources strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002a, p. 59). A not-for-profit organization, the POB link to various factors such as organizational identity and commitment (Golden-Biddle & Rao, 1997), board and organizational performance (Brown, 2005), ethical climate and organizational effectiveness (Rojas, 2000), stakeholder relationship (Balser & McClusky, 2005), and prosocial behaviors (Tidwell, 2005). A number of studies related to POB primarily focused on the micro-level or individual level (Luthans, 2002a). Ashkanasy (2003) stated that the analysis of POB consisted of five levels as follows:

1) the first level is neuropsychological and reasoning;

2) the second level is a person's change in positive attitude;

3) the third level is the interaction of positive attitudes;

4) the fourth level is positive emotions toward; and

5) the fifth level is the formation of positive emotions.

This five-level analysis emphasized the individual level, where components of the analysis focused on optimism, hope, resilience, and self-efficacy (Luthans & Youssef, 2007).

1.1 *Hope*

Hope refers to a positive motivational factor that establishes a pathway for planning to meet goals (Snyder, Irving & Anderson, 1991). Hope can strengthen the ability to control oneself and may increase determination and motivation to accomplish goals. This ability enables people to approach workplace circumstances and achieve positive changes (Snyder et al., 1991; Verstuyf, Patrick, Vansteenkiste & Teixeira, 2012). Hope is shaped by setting challenging "stretch" goals to stimulate improved individual performance (Snyder, 2000). Hope, as a motivational factor, effects the performance and results of the organization (McGee, 2011). Hope strengthens employee attitudes and improves performance (Youssef & Luthans, 2007). Additionally, hope likely increases satisfaction, ownership, and retention, while improving relationships between managers and employees (Peterson & Luthans, 2003; Jensen & Luthans, 2002; Luthans, Avolio, Walumbwa & Li, 2005). Furthermore, Onwuegbuzie and Snyder, (2000) described that hope also influenced other development domains in persons, such as academic achievement, mental and physical health, survival skills, beliefs, and well-being.

1.2 *Optimism*

Optimism helps us deal with positive and negative events in the surroundings, which are caused by external, temporary, and specific situations (Peterson & Steen, 2002). Optimism creates a positive perspective and encouragement to identify goals and approaches as they cope with future challenges. Pessimism likewise delays actions by causing self-doubt and negative expectations of outcomes (Carver & Scheier, 2002). POB can be learned and developed through opportunity seeking, appreciation, and experience (Avey, Patera & West, 2006; Berg & Heidbrink, 2017). Optimism can be observed and measured for its effective impact through work performance (Luthans et al., 2005; Luthans & Youssef, 2017). Some studies related to POB revealed that optimism is highly valued in not-for-profit organizations such as non-profit orchestras, public organizations, and non-profit human service organizations (Rowold & Rohmann, 2009).

1.3 *Resiliency*

Resiliency refers to the ability to bounce or rebound back from failure, conflict, adversity, or even increased responsibility and positive events or progress (Luthans, 2002a). Resiliency is a response categorized by a sequence of positive adaptations to important risks or adversity. It may be triggered by the necessity to rebound from good, but overwhelming phenomena, such as increased accountability and responsibility (Masten & Reed, 2002). Resilience is teachable and learnable by every person, and it is measurable through observation and admiration (Masten & Reed, 2002). Resiliency is widely mentioned in the management, developmental, and experimental psychology literature (Bonanno, 2005). The concept of resilience has wide applications in the workplace, and it is believed that resilient people can see challenges as opportunities, but those who lack it view the challenges as threats (Sutcliffe & Vogus, 2003). Resiliency is also viewed as a person's ability to bounce back and beyond for learning, flourishing, and development (Bonanno, 2005). Lastly, the sustainability and capacity building of resiliency are drawn from beliefs, morale, and values systems that people or groups hold (Weick, 1993).

1.4 *Self-Efficacy*

Self-efficacy, as described by Bandura (1977), was a psychological factor. Self-efficacy is widely mentioned in empirical research and social-reasoning theory studies (Bandura, 1986). Stajkovic and Luthans (1998) stated that self-efficacy is one's conviction about his/her abilities to assemble cognitive resources, courses of action, and the motivation to execute a specific task within a given context. Luthans (2002a) further elaborated that the characteristics of self-efficacy are linked to the POB concept, which consists of optimism, hope, and resiliency where these variables in the POB concept have been theoretically supported and measured (Maurer & Pierce, 1998). Additionally, self-efficacy can bring about improvement of leadership effectiveness, performance, creativity, culture, career choice making, ethical-moral decision making, participation, entrepreneurship, learning, self-regulation, physical health, psychological well-being, and experience (Smith & Woodworth, 2012).

In conclusion, through some empirical studies, the discriminate validity of hope, optimism, resilience, and self-efficacy has been supported (Bryant & Cvengros, 2004). Therefore, the main variables of POBs, as mentioned above, are an emphasis on theoretical grounding, with valid measurements in for-profit organizations. However, only a few such studies have been conducted in not-for-profit organizational contexts, and so some questions remain.

2. The organizational climate in not-for-profit organizations

Hunt and Ivergard (2007) stated that organizational climate is affected by organizational culture. In a not-for-profit organization, an empirical study has shown six dimensions of leadership behavior that are positively connected to organizational climate (Holloway, 2012). Furthermore, Litwin and Stringer (1968) created a six-dimensional framework about organizational climate that was studied by El-Kassar, Chams and Karkoulian (2011), and later on studied by Boateng, Kanyandewe and Sassah (2014), who specified six dimensions to describe organizational climate. These consist of structure, responsibility, identity, reward, warmth, and conflict, and are described below.

2.1 *Structure*

Structure refers to organizational responsibilities and policies that allow employees to gain a better understanding of their organization (Downey, Sheridan & Slocum, 1975). Employees collectively co-create organizational climates and ensure that requirements and policies related to the organizational structure are executed according to the organization's goals. Litwin and Stringer (1968), along with Holloway (2012), pointed out that firm structure and the scope of employee duties affected their attitudes in not-for-profit organizations (Holloway, 2012).

2.2 *Responsibility*

Badawy (2007) stated that responsibility is used as a means to provide opportunities to grow employees' careers, although it is there to pursue development while receiving support from the organization. Litwin and Stringer (1968) stated that organizations that employed a goal-oriented approach likely inspired the employees to grow their responsibilities for specific job tasks and outcomes. Consequently, employees tend to set higher standards for organizations and themselves, and hypothetically, a goal-oriented approach embedded in responsibilities resulted in more positive outcomes because employees act as if they were the bosses (Kanten & Ulker, 2013).

2.3 *Identity*

Identity is a sense of belonging in the company and the worthiness of its working team; this is one of the significant determinants of a trustworthy spirit. Caldwell, Hayes and Long (2010) discovered that a worker's trust in the leader increases when the leader is viewed as a trustworthy person. On the other hand, leaders who were not able to show trustworthiness were inclined to create negative tendencies for the working environment as their workers struggled to distinguish which information was true or relevant (Holloway, 2012).

Organizational climate creates the organization's identity, so it also affects the behavior of individuals that participate in it (Villamizar Reyes & Castañeda Zapata, 2014). Gonçalves (2000) found that organizational climate is a variable of the organizational system, and the organization's productivity and satisfaction can be affected by motivational tendencies through their influence on organizational performance. However, there are negative impacts from identity, namely, discouraging actions or behaviors such as being disrespected, humiliated, talked to sarcastically, and being put down, which employees tend to fear (Cangemi et al., 2008). These behaviors cause mistrust within the firm. Caldwell and colleagues (2010) identified that trustworthiness increases employee performance. When there is mistrust within the organization, negative tendencies develop within the organizational climate. On the other hand, if not-for-profit employees were able to display trustworthiness, they could create a sense of morality that shapes employees' identity (Holloway, 2012).

2.4 *Rewards*

Rewards represent both intrinsic and extrinsic factors that influence the perceptions and emotions of employees towards the organization. Rewards are regarded as an important factor (Downey et al., 1975). Employees change their attitudes according to organizational rewards, standards, and expectations. Stress and worrisome are varied according to the change of organization situation and climate. When employees can adapt their behaviors appropriately to support the organization, it can lessen burnout and reduce turnover rates (Momeni, 2009). Holloway (2012) further recommended that in not-for-profit organizations, rewards can help promote mutual growth and trust when perceived as fair.

2.5 *Warmth*

Warmth refers to employees' perception of trust and friendliness (Downey et al., 1975). Organizations that focus on building relationships among employees can improve cohesion within the firm, which, in turn, reduces the turnover rate and absenteeism (Mossholder, Settoon and Henagan, 2005). Organizations that demonstrate a warm climate likely create an environment that is filled with friendly attitudes and positive perceptions, as Litwin and Stringer (1968) elaborated that warmth is a part of organizational climate. For not-for-profit organizations, warmth is also demonstrated as one of the variables in the organizational climate (Holloway, 2012).

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สมาคมสถาบันอุดมศึกษาเอกชนแห่งประเทศไทย
ในพระบรมราชูปถัมภ์ สมเด็จพระเทพรัตนราชสุดาฯ สยามบรมราชกุมารี
ปีที่ 9 เล่ม 2 ประจำเดือน กรกฎาคม - ธันวาคม 2563

2.6 Conflict

Conflict is the feeling aroused when the leader and other employees have different views or opinions; the importance placed on getting problems out in the open, rather than smoothing them over or ignoring them (Holloway, 2012). Millar, Rogers and Bavelas (1984) stated that conflicts within firms could be seen from two different opinions as dynamic or normative. Nordin, Sivapalan, Bhattacharyya, Hashim, Wan Ahmad and Abdullah (2014) separated conflict into two notions, which are normative concepts when conflicts are considered negative and need immediate resolution and dynamics concepts when conflicts are considered positive and may be used as an advantage for organizations. Furthermore, Jameson (1999) claimed that what determines whether conflicts are positive or negative depends on the attributes, traits, strategies, and objectives in managing the conflicts. Van de Vliert (1998) stated that the organizational climate (especially of employees from different backgrounds and expertise) at a firm could create conflict that would cause destruction to the organization. An open organizational climate can lessen the uncertainty in conflict because it gives some level of predictability in interacting with the employees (Becerra & Gupta, 2003). Communication is important in creating trustworthiness within a firm (Atkinson & Butcher, 2003), ensuing in lesser conflicts and a more positive organizational climate. An open climate explains the openness and authenticity of exchange between associates in the firm (Raza, 2010). Organizations that are honest and open in interactions build connections and trust over time (Hess & Bacigalupo, 2011). However, organizations that lack honest and open environments encounter problems in making proper decisions and, in turn, face additional risks (Cangemi et al., 2008). From prior research, it was found that conflict is also a significant dimension in not-for-profit firms and affects both inter-organizational and interpersonal relationships. Furthermore, conflict often happens between internal and external constituencies. The analysis of this situation provides information to help the organization to understand its performance and where the problem should be is and how it can be addressed (Kanter & Summers, 1994).

Hypothesis 1: *Perception of organizational climate in not-for-profit organizations positively and significantly related to POB.*

3. LMX in not-for-profit organizations

The role of leadership has been disregarded in not-for-profit studies (Young, Hollister & Hodgkinson, 1993). This situation is problematic, as noted by other scholars (Hudson, 1999). However, the definition of leadership is not ubiquitous because of "contextual factors, and innumerable situational" was stated by Lord, Brown, Harvey and Hall (2001, p. 311). While identifying the developing significance of not-for-profit organizations in current leadership study, as to economic and social well-being are the main contributors; nevertheless, methodological approaches and traditional reference frames were still focused. Based on Lowe and Gardner (2001), leadership concepts neglected the effective and unconscious aspects of leader-follower exchange despite that the leadership study may be considered as "new" (Bryman, Stephens & Campo, 1996). LMX emphasizes increasing individual empowerment, participative management, and social exchange among members of the organization. LMX also manifested an alternative perspective that describes a shared process of enhancing individual-group capacity to accomplish their work roles. (Yukl, 2001). In terms of helping others' performance, LMX is embedded in all organization levels; it is what this meaning essentially relates and sees LMX as. Regrettably, non-profit LMX and trusts are exclusive on the interest in the organization, and interpersonal relationships were established by the prior reviews (Lecovich, 2005). Whereas, these relationships about POB in the not-for-profit organization is little known (Harris, 1998). On another hand,

LMX also appeared only the effect of leadership behaviors in trust, commitment, and belief while influence follower outcomes (Yeh, 2007). Considering the aforementioned literature review, the following hypothesis was developed.

Hypothesis 2: *Perception of LMX in the not-for-profit organization positively and significantly related to POB.*

4. Affective commitment in POB

Organizational commitment is defined as the absolute strength of a person's identification with a certain organization (Steers, 1977). Commitment does not only refer to loyalty to the organization but involves active relationships among employees within organizations, which encourages them to contribute to the organization willingly. Meyer and Allen (1984) measured the behavioral and attitudinal perception of commitment, considering continuance and affective commitment as key factors of the study. Based on Meyer and Allen (1991), normative, continuance, and affective commitments also represented organizational commitment. Meanwhile, affective commitment is drawn from employees' involvement, identity, and emotional attachment to the organization. Continuance commitment is an attachment to the organization. O'Reilly and Chatman (1986) developed an instrument to measure commitment, which included internalization, identification, and compliance commitment. Balfour and Wechsler (1996) distinguished the three organizational commitment dimensions as an exchange, identification, and affiliation commitment. Some empirical research revealed that employees with a higher commitment to the organization tended to perform better than those with less commitment. Continuance or normative commitment, and affective commitment are important to organizational performance (Kim, 2005).

Additionally, in a large food service company, continuance commitment showed negatively correlated, but effective commitment was positively correlated (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989). Only affective commitment was related to desirable outcomes, which was supported by Somers and Birnbaum (2000), who analyzed data from employees of a medical center. The evidence suggested that the higher the level of continuance commitment, the lower the performance rate. In public organizations, affective commitment is important to organizational climate and a finding supported by empirical findings (Liou & Nyhan 1994). Furthermore, affective commitment is an individual's passionate attachment to the firm; it helped lessen employee absence and turnover rates (Meyer & Herscovitch, 2001). Additional research has also been undertaken on volunteers' commitment and motivation, and its influence on work behavior in a firm (Meyer, Becker & Vandenberghe, 2004). Volunteers' commitment tends to have a strong affective commitment to their firm (Benson et al., 1980).

Additionally, executive perception of leaders s positive correlation to affective organizational commitment (Preston & Brown, 2004), as it does with the concept of person-organization fit too (Cable & DeRue, 2002), which has been broadly investigated in the context of affective commitment (Kristof-Brown, Zimmerman & Johnson, 2005). Catano, Pond and Kelloway (2001) stressed that volunteers join the organization because their values and beliefs are similar to the organizations. Also, these people are those needed to be a reward for their affections and considerations, not based on their activities and commitment towards the organization. Compared to hired employees, this research suggests that higher POB and affective commitment as expected in volunteers. Therefore, this paper can conclude that only affective commitment is linked to effective organizational performance, which is positively related to POB. As such, this research hypothesizes that:

Hypothesis 3: *Perception of affective commitments in the not-for-profit organization positively and significantly related to POB.*

Although it may be thought that organizational climate, LMX, and affective commitment are positively related to POB in a not-for-profit organization, however, if there is a lack of empirical study to support such perceptions, then the latter two variables are controlled to show the effects on POB. Therefore, this study tested three independent variables; organizational climate as an independent variable, while controlling for the other two independent variables (LMX and affective commitment), LMX as an independent variable while controlling for the other variables (organizational climate and affective commitment), and affective commitment as an independent variable but controlling for two variables (organizational climate and LMX). Previous research suggests that POB is positively related to the organizational climate, LMX, and affective commitment, both not-for-profit and for-profit organizations (Yeh, 2007). However, the prior study also showed a negative relationship between LMX and outcomes such as affective and performance and internal work motivation (Kang, Stewart & Kim, 2011). The literature review showed the lack of studies of all three variables (organizational climate, LMX, and affective commitment) examined simultaneously within one study and while controlling the other variables. Therefore, in an attempt to extend the empirical insights of POB, three independent variables that were investigated while controlling the other two, and thus, this study hypothesized that:

Hypothesis 4a: *The organizational climate in the not-for-profit organization is positively related to positive organizational behavior while controlling for LMX and affective commitment.*

Hypothesis 4b: *LMX in the not-for-profit organization is positively related to positive organizational behavior while controlling for organizational climate and affective commitment.*

Hypothesis 4c: *Affective commitment in the not-for-profit organization is positively related to the positive organizational behavior while controlling for organizational climate and LMX.*

Research Methodology

Sample Selection and Data Collection Procedure

Respondents were employees of a medium-sized not-for-profit educational organization located in Thailand (Mephokee, 2003). The educational organization now faced challenging situations; the number of students dropped because of declining in the birth rate; a lot of educational institutions, both government and private unit; and new regulations and very rigid from government unit (Sangnapaboworn, 2003). Thus, the educational institution was an appropriate setting for studying the individual level of organizational climate, LMX, and affective commitment in POB. A survey was distributed by e-mail to 120 employees of a not-for-profit organization, and 89 employees completed surveys, yielding a response rate of 74.17 percent. In Table 1 exibited the research instrument and statistical treatment for this study.

Table 1: Research Instrument and Statistical Treatment

Variable	Question	Weight	Reliability Cronbach Alpha Co-efficient	Statistical Treatment ($\bar{x}$)
Organizational Climate	OC1-OC10	25%	.91	3.65
LMX	LMX1-LMX7	25%	.93	3.73
Affective Commitment	AC1-AC8	25%	.77	3.79
POB	POB1-POB12	25%	.84	3.73

Dependent variable

Positive Organizational Behavior (POB)

For POB, the questions employed were developed by Youssef and Luthans (2007). The questionnaire constructed twelve items to examine POB (α = .84) by separating it into four sub-dimensions by different tasks and roles of full-time employees in a not-for-profit educational institution. The four sub-dimensions consisted of three items to measure hope, three items for optimism, three items for resilience, and three items for self-efficacy. An example of a POB item is, "I can think of many ways to reach my current goals," on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Independent variables

Organizational climate

Organizational climate in the not-for-profit organization was assessed using the organizational climate questions that Chin and Gopal (1995) developed. The questions consisted of three sub-dimensions, which were divided into ten items: four items for affiliation, three items for innovativeness, and three items for fairness (α = .91).

Leader-member exchange (LMX)

Questions were developed to gauge key informants' opinions about the effectiveness of LMX. The questions consisted of seven items of LMX perception (α = .93) in not-for-profit organizations that were developed and used by several previous researchers (Wayne, Shore & Liden, 1997). A sample question is, "My supervisor would be personally inclined to help me solve the problem in my work."

Affective commitment

Affective commitment was evaluated using eight items created by Allen and Meyer (1990). One of the sample questions that was used in this questionnaire is, "I would be very happy to spend the rest of my career with this organization." The reliability coefficients for affective commitment were .77 for data gathered from employees in not-for-profit organizations, and internal consistency analysis showed that all of the concepts had Cronbach's alpha scores of greater than .70 (Cho & Kim, 2015).

Control variables

Control variables were used to understand the complexity of the interrelationships that might influence POB. The variables considered were organizational climate, LMX, and affective commitment. Therefore in this study, each of the variables was investigated in turn while controlling for the remaining two independent variables. For example, the organizational climate was investigated as an independent variable, while controlling for LMX and affective commitment. The process was continued with each variable in turn.

Results

The majority of respondents were female (73.2 percent) and highly educated with a master's degree (61.9 percent); 32 percent were between the ages of 41 to 50 years old, and 28.9 percent had 6 to 10 years of work experience. This sample created the impression that the data was representative of the population.

Statistically as per Table 2, the results revealed a positive correlation between affective commitment and organizational climate (r = .71, p < .01), between organizational and climate LMX (r = .71, p < .01), and between POB and LMX (r = .49). Organizational climate and affective commitment were significantly correlated (r = .59, p < .01), and LMX and affective commitment were also correlated (r = .70, p < .01) along with POB and affective commitment (r = .59, p < .01).

Table 2: Descriptive Statistics: Means, S.D, and Correlations

	Mean	S.D.	1	2	3	4
1. POB	3.76	.57				
2. Organizational climate	3.65	.63	.62**			
3.LMX	3.70	.71	.49**	.79**		
4. Affective commitment	3.76	.56	.59**	.71**	.65**	

*p ≤ 0.05(1-tailed)

**p ≤ 0.01(1-tailed)

For Hypothesis 1 projected that perception of organizational climate linking would have a positive effect on positive organizational behavior as assessed from the perception of individual employees who work in the not-for-profit organization. As Table 3 shows, for not-for-profit employees' ratings, the perception of organizational climate, linking for POB, had a very strong association with rated POB (β = .62, p < .00). These outcomes supported Hypothesis 1.

Hypothesis 2 stated that significantly and positively connected to the perceptions of LMX on the POB (β = .49, p < .00) in a not-for-profit organization. The result can be evaluated by determining whether the perception of the LMX relationship term significantly increases the level of explained variation in a hierarchical regression analysis. Thus, this study's explanation for results is that it presents the regression results. Therefore, Hypothesis 2 was supported.

Table 3: Regression Results on POB[a]

Varibles	Model 1	Model 2	Model 3	Model 4
Organizational Climate	.62****			.45**
LMX		.49****		-0.6
Affective commitment			.59****	.31***
R^2	.38	.24	.34	.37
$\triangle R^2$	.38	.24	.34	.35
F	54.12***	27.96***	45.66***	24.82***

a Values shown are the standardized regression coefficients n = 89.

*   p ≤ .10 (2-tailed)

**   p ≤ .05 (2-tailed)

*** p ≤ .001(2-tailed)

****p ≤ .0001(2-tailed)

Hypothesis 3 presented that affective commitment positively and significantly related to POB. This study computed the regression analysis between affective commitment and POB by taking the R-square and R-square change. This measure was significantly related to POB in not-for-profit organization (β = .59, p < .00). Thus, Hypothesis 3 was supported.

Since this study had three independent variables, to examine the consistency of results, Chow test must be performed; in this study has to combine the three regressions in a pair to compare the all independent variables. The Chow test specified that the significance levels discovered for every independent factor was statistically different among the three factors (organizational climate, F = 54.12, p < .00; LMX, F = 27.96, p < .00; affective commitment, F = 45.66, p < .00). Given the outcome of the Chow test, this research divided the information for each of the following analyses. Hence, Hypothesis 4a – 4c to investigate how much supplementary variance was described by the independent factors after the controls, this paper examined the three hypotheses with analysis of hierarchical regression, inputting control factors in the first step, and independent factor in the second step, and outlining the alteration in the multiple squared correlation coefficient (R^2) from each step. The finding shows (Model 4) that while controlled other two independent variables appear two independent variables as the organizational climate (β = .45, p < .00) and affective commitment (β = .31, p < .01) remain positively related and significant to POB. However, there is only one independent variable as LMX (β = -.06, p < .67) that shows negatively related and not significant to POB. Thus, Hypothesis 4a and 4c were supported, but Hypothesis 4b was not supported.

Discussion

This study aimed to examine the relationships between the variables of affective commitment, LMX, and organizational climate in not-for-profit organization behavior that influenced POB. The results of the research demonstrated a strong relationship between affective commitment, LMX, and organizational climate to POB in a not-for-profit organization. The study did not include the demographic characteristics of respondents.

This study showed different results from previous studies because POB was examined in the context of a not-for-profit educational institution. The results confirmed evidence from the literature review as the organizational climate was positively and significantly related to POB. Therefore, this result was consistent with prior studies in non-profit organizational effectiveness, job characteristics, organizational commitment, professional behavior, and job satisfaction, and included ethical climate (e.g., Wimbush, Shepard & Markham, 1997; Sen & Elmas, 2015; Lee, 2016; Willems, Jegers & Faulk, 2016; Blanz, 2017; Malik & Nawar, 2018).

The contribution of LMX POB has not been empirically tested and made theoretically explicit. The current study is the first empirical investigation to raise awareness of the effects on POB views of individual perceptions relating to leader-member exchange found in the not-for-profit organization literature. In this study, the task was addressed by developing the perception of LMX as an individual level component associated with POB. The results obtained support the individual-level approach in the literature and led to the proposal that LMX must be treated as a crucial facet of a POB to support employees' psychological involvement (Luthans, 2002a; Luthans, 2002b; Luthans & Youssef, 2017). The results obtained regarding LMX show consistency with a prior study and confirm the strong evidence obtained by Krishnan (2005) and Ismail, Jafri and Khurram (2011). This study shows that LMX is positively connected to POB, and the results also indicate that LMX affects POB. This finding has important implications for advancing POB in the not-for-profit educational institution, both practice, and theory.

In regards to affective commitment, this paper found a positive and significant relationship to POB. Affective commitment for not-for-profit employees was positively related to POB (Jain, 2016). In line with this finding, affective commitment had a greater overall positive relationship to POB in not-for-profit organizations (Juaneda-Ayensa et al., 2017). These findings were consistent with some studies such as organizational worth (Meyer & Herscovitch, 2001), the motivation of volunteers in organizations (Meyer et al., 2004), personal capability and interest (Benson et al., 1980), perception of leaders (Preston & Brown, 2004) and person-organization fit (Cable & DeRue, 2002) that were related to POB (Kristof-Brown et al., 2005).

The findings involved three independent variables and confirmed the results from previous studies both in the not-for-profit and for-profit organizations. Three independent variables were investigated independently while controlling for other independent variables. The data showed distinctive results in that organizational climate and affective commitment were positively related and significant to POB (Donaldson & Ko, 2010; McMurray et al., 2010). On the other hand, LMX was negatively related and not significant, showing consistency with a prior study that indicated LMX was negatively related to affective commitment and performance, employee voice, job security, and internal work motivation (Kang et al., 2011; Slemp, Kern, Patrick & Ryan, 2018). Thus, this study can be interpreted to mean that in the context of those who worked in not-for-profit organizations, employees need two components (organizational climate and affective commitment) to achieve positive organizational behavior.

Limitations

Although this research makes many contributions to the current literature, certain acknowledgments must be made on its limitations. First, our findings may have difficulties in regards to common method variance (CMV) and common source. In particular, all of the factors in this research were investigated on the same basis. Also, this study did not use a Harmon one-factor test; this test is potentially significant to the empirical study (Podsakoff & Organ, 1986). Thus, this study not supported the indication that CMV was a prevalent problem. In conclusion, this study has shown that the probability of discovering important interactions is decreased by CMV (Wall, Jackson, Mullarkey & Parker, 1996).

Another limitation of the analysis is that only one not-for-profit organization was investigated, meaning that the findings cannot be generalized. Thus, in the future, researchers should be gathering data from various not-for-profit organizations in many contexts, such as foundations, hospitals, religious units, government agencies, and other organizations. Lastly, our paper does not examine the foundation of our planned relationships. Our theoretical analysis debates on the position of affective commitment, LMX, and organizational climate as independent factors and POB as the dependent factor. However, the outcome might be different; if future research used POB as the mediator or moderator in a not-for-profit organization, and other variables such as job satisfaction and performance were used as the dependent variable. These variables broaden insights about relationships within not-for-profit organizations and add more value to OB literature.

Future Research

Though in this research, organizational climate, LMX, and affective commitment were found to be strongly related to POB for a not-for-profit organization, a large number of individuals' factors and attributes still need to be further examined. Future research needs to increase the conceptualization of organizational climate, LMX, and affective commitment by incorporating other managerial practices and structures as a part of the study. Other variables, such as the intention to quit, turnover rate, inertia, workplace incivility, bullying, and aggression, may be considered to explain the factors influencing POB in a not-for-profit organization.

Future research could further investigate other mediating variables between the organizational climate, LMX, and affective commitment to POB at not-for-profit organizations where all the employees' insight of organizational climate, LMX, and affective commitment could be used to develop a model for a not-for-profit organization.

The focus on affective commitment, LMX, and organizational climate is the strength of this research. The connection of the affective commitment, LMX, and organizational climate to the vital work unit and organizational findings gives an initial explanation for its usage as an analytic tool by leaders. Because the tool denotes the managerial practices and structures, it can be utilized to give some advice on the kinds of decision leaders might take to improve POB insights (Stajkovic & Luthans, 1998).

Managers of both not-for-profit and for-profit organizations often confront challenges to continue inspiring employees. POB performance and employee motivation could be re-enforced by the organizational climate, LMX, and affective commitment (Schneider, 1987). The idea for a non-for-profit organization in terms of the organizational climate, LMX, and affective commitment should be viewed as the interdependent factors of the POB, which influences both employee performance and motivation.

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