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DEVELOPING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: ORGANIZATIONAL CLIMATE AND LEADER-MEMBER EXCHANGE EFFECTS

Abstract. Supervisory behaviour has influenced a better working climate, which has led to the employees' desire to achieve a favourable outcome for the business involved. If the leaders do not contribute constructive behaviour, the staff may desire a poor outcome. Banks were chosen because they participate in a high-quality endeavour to build leader-member exchange relationships among workers. By examining employees' citizenship behaviour, the findings of this study could be used to improve the quality of leader-member exchange and the work environment. An effective organizational climate must incorporate the leader-member exchange strategy to improve employees' working environments, leaders-followers relationships, and employees' citizenship behaviour. The importance of this study is to determine that organizational climate is a visible value that has been in existent within the employee's behaviour and action. This study aims to assess the mediating role of the organizational climate on the relationship between leader-member exchanges on organizational citizenship behaviour. Reviewing underpinning theories based on underlying concepts, theoretical background, current definitions, and various types of collaborative writing gathered from the educational setting resulted in a theoretical framework. The quantitative and purposive sampling methods have been used to achieve the research questions and hypothesis. Samples were taken that amounted to 384 respondents in the commercial banks, Kuala Lumpur, Malaysia. Descriptive statistics analysed the variables, correlation and Structural Equation Modelling (SEM) using IBM Statistical Package for Social Sciences (SPSS) and SMART PLS 3. Findings of this study reveal that organizational climate has a positive relationship with significant levels on the leader-member exchange and organizational citizenship behaviour. This study suggests that it be pursued further in the Asian and Western contexts due to the development of organizational citizenship behaviour. Because it is fundamental for many organizations to develop their company profile to achieve good changes so that human resource management is strategized in the hiring and retaining system for highly committed employees to organizations.

Keywords: citizenship behaviour, commercial banks, leader-member exchange, organizational climate, organizational Malaysian.

Introduction. Much of the Malaysian context related to organizational climate in the banking industry has gone unexplored. The findings of this empirical study on the organizational climate within the Malaysian banking industry hope to provide some insight into the banking sector's workers' leader-member exchange, citizenship behaviour, and the organizational climate in which they work. Malaysia's commercial banking industry significantly contributes to the country's financial stability because commercial banks aid the country's economic development, which could be hampered by economic uncertainty at times. Banks are also constrained by government-imposed financial regulations and public expectations for improved

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customer service and amenities. In this regard, the banking industry, as a service industry facing unique and unprecedented staffing challenges in the twenty-first century (O'Keeffe et al., 2021), could contribute significantly to research on employees' citizenship behaviour. The organizational climate in the banking industry is determined by the employer's strong support and comfort of its employees. In contrast, organizational citizenship behaviour impacts employees and consumers (Batool, 2013) because organizational citizenship behaviour is an outcome variable that determines the banking sector to evaluate the effectiveness and efficiency of the organizational structure. Work-related stress for the superior and the subordinates can have high consequences in the leader-member exchange context. Work-related stress can manifest as poor relationships, time constraints or rigid working hours, heavy workloads, tight deadlines, a lack of autonomy, heavy or light responsibilities, insufficient job skills, over-supervision, an inadequate working environment, and few opportunities for advancement (Bitmiş and Ergeneli, 2013). In this context, subordinates that seem to have a poor leader-member exchange relationship will receive less time and interest from their superiors.

Generally, studies focusing on using the leader-member exchange tend to indicate that it positively affects employees' citizenship behaviour (Rastgar et al., 2012) besides enhancing the relationship between supervisors and subordinates (Imran and Fatima, 2013). Sun et al. (2013) highlighted that the leader-member exchange relationship indirectly affects organizational citizenship behaviour. Because of this variable, improving the organizational climate can aid in the achievement of organizational goals (Noordin et al., 2010). This study aims to glance into organizational climate and how it affects the relationship between leader-member exchanges and organizational citizenship behaviour in Malaysian commercial banks. This method benefits for developing the leader-member exchange relationship, especially in the banking industry.

Literature Review. Under the Banking and Financial Institutions Act 1989 (BAFIA) of Bank Negara Malaysia, commercial banks are the primary mechanisms in the banking industry that are licensed to provide financial services (BNM). Commercial banks are also involved with the financial regulations imposed by the government while also catering to the public's expectations by providing greater customer service and facilities. The commercial banks operating in Malaysia include foreign banks [e.g., BNP Paribas SA (France); Mizuho Corporate Bank (Japan); National Bank of Abu Dhabi (United Arab of Emirates); PT Bank Mandiri (Indonesia); and Sumitomo Mitsui Banking Corporation (Japan)] as well as domestic banks (e.g., Maybank, Hong Leong Bank, Citibank, etc.). Many foreign banks operate in this country because the Malaysian commercial banking industry has a greater inflow of foreign investments. Therefore, the foreign banks outshine the local Malaysian commercial banking market (Ab Rahim, 2016). An enhancement of the Malaysian banking competition is necessary because the banking industry is the backbone of the country's financial services. The enhancement, when implemented, can also facilitate the transformation of the current Malaysian economy into a developed high-income economy by the year 2020 (Ab Rahim, 2016). Santos (2001), as cited in Ab Rahim (2016), believes that commercial banks are the role players in providing liquidity and insurance while also monitoring the banking services and providing financial information to the country.

Organizational climates define by Patterson et al. (2005) as «a dominant approach that conceptualizes climate as employees' shared perceptions of organizational events, practices, and procedures». Robbins and Barnwell (1998) explained that organizational climate reflects the environmental quality of an organization as experienced by its members and can influence their behaviour. According to Schneider (2000), the quality of work-life provides insight into what happens to employees in an organization. According to Bock et al. (2005), organizational climate refers to the contextual situation at one point in time; it has to do with the feelings and behaviour of the organization's members. Organizational climate dimensions (Litwin and Stringer, 1968) can be used as a guideline to measure how well an organization's climate is. From another angle, the organizational climate in Jordanian banks aided in explaining

employees' perceptions of organizational characteristics such as leadership style, decision-making process, and work norms (Gholami et al., 2015). These variables considering when researching the relationship between organizational climate and organizational citizenship behaviour in the banking industry. Employees' organizational citizenship behaviour in the banking industry is positively influenced by the organizational climate (Ahmadizadeh et al., 2012). Hajirasouliha et al. (2014) verified this result. Pourkiani et al. (2014) revealed similar findings, indicating that the mediator effect of organizational climate on organizational citizenship behaviour was statistically significant.

Liden and Maslyn (1998) define leader-member exchange as «a high-quality relationship characterized by dyad members possessing strong mutual affection based on interpersonal attraction, expressing public support for the goals of the other member, and perceiving professional respect for one another» (Vasudevan et al., 2019). Previous studies (Graen and Wakabayashi, 1994; Brower et al., 2000; Pellegrini et al., 2010) indicated that leader-member exchange is the most projecting theory that deals with the dual relationship between a leader and the subordinates in developing a diverse relationship with their subordinates ranging from low (out-group) to high (in-group) quality (Graen and Wakabayashi, 1994; Green et al., 1996; Brower et al., 2009; Dulebohn et al., 2012). According to Dollard and Idris (2017) and Landells and Albrecht (2017), a high-quality relationship increases a sense of freedom and delegates power from superiors to their subordinates, which ultimately helps in reducing employees' withdrawal behaviour. Other studies (Sofiah et al., 2014; Ibrahim et al., 2013) have considered the leader-member exchange to be one of the essential constructs of organizational citizenship behaviour. The leader-member exchange was significantly related to organizational citizenship behaviour in the Malaysian context (Ibrahim et al., 2013). Organ (1988) defined as an employee's discretionary actions that are not explicitly recognized by formal reward systems that, in aggregate, promote the effective functioning of the organization. Organ (1988), as cited by Alfonso et al. (2016), defined organizational citizenship behaviour as a self-willed behaviour that goes beyond job requirements and is not rewarded often by the organization. Moreover, Lee and Allen (2002) determined organizational citizenship behaviour as «an employee's behaviour that is not a vital issue to the work, task, duty, or labour to promote the functioning of organizations». Organizational citizenship behaviour contributes to a positive climate within an organization, which influences organizational citizenship behaviour individual. Organizational citizenship behaviour is discovered to influence employee commitment while improving employee performance in a non-West banking context (Asiedu et al., 2014).

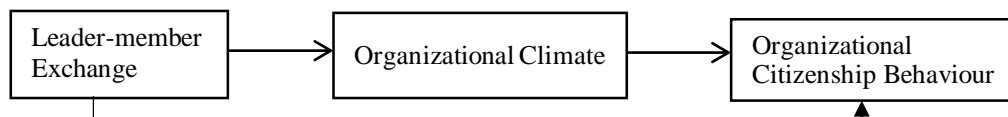


Figure 1. Theoretical framework development

Sources: developed by the authors.

The theoretical framework highlighted that in the Malaysian context, the most challenging issues commercial banks face are the unpredictable attitudes of employees. That impacts other individuals or groups' behaviour in terms of organizational climate because the relationship between employees and organizational climate is the most essential in understanding organizational behaviour and improving leaders' management practices (Dhanesh, 2014). The direct relationship of organizational climate on organizational citizenship behaviour (Farooqui, 2012), the direct relationship of leader-member exchange on organizational citizenship behaviour (Ibrahim et al., 2014), and the effect of organizational climate on organizational citizenship behaviour (Subramani et al., 2015) have influenced in a different context. Other studies focused on the same variable by looking at other industries such as the hospitality industry

(Sulistiyadi et al., 2016), education (Farooqui, 2012; Seyal and Afzaal, 2013), the local government (Ibrahim et al., 2014), the automotive industry (Subramani et al., 2015) and the healthcare industry (Konya et al., 2015). None had so far explored the mediating effect of organizational climate among workers in the banking industry of Malaysia. Regarding this framework, underpinning theories have been linked for each variable due to the researcher's strong evaluation and significant evidence. The social exchange theory emphasizes that humans act and think rationally, but Organ (1988) stated that the social exchange theory is suitable for understanding the employee-employer (LMX) relationship, which leads to citizenship behaviour within an organization. Organ (1988) believes in this theory, indicating a positive correlation between the social exchange theory and organizational citizenship behaviour.

Empirical studies (Ahmadi et al., 2010; Elstad et al., 2011; Kashif et al., 2011; Chelagat et al., 2015) looking at the context of organizational settings have found that the social exchange theory is related to organizational citizenship behaviour among employees. Ahmadi et al. (2010) showed that employees respond positively to social exchanges and high levels of social exchanges lead to high levels of citizenship behaviour (Elstad et al., 2011). Other studies (Graen et al., 1982; Scandura and Graen, 1984) emphasized that the leader-member exchange theory was related to important organizational outcomes as well as enhance organizational citizenship behaviour (Settoon et al., 1996)

Methodology and research methods. Judgmental sampling was used in this investigation. During COVID-19, around 100,637 workers were working in Malaysian commercial banks. A total of 384 respondents from 27 Malaysian commercial banks provided usable data for this study's sample size carried out in 2021. The primary reasons for the researchers' performing the process of sampling on the population in this study were: (1) to increase the speed of data collection; (2) to reduce the study's cost; and (3) the availability of population elements from a practical standpoint. The data was collected as a self-administered questionnaire from employees in commercial banks. The questionnaire consisted of four parts: (i) respondents profile (ii) measurement values of leader-member exchange (Cronbach's alpha = 0.899), and (iii) measurement values for organizational climate (Cronbach's alpha = 0.815) and (iv) organizational citizenship behaviour (Cronbach's alpha = 0.838). All subset scales had high internal consistency as the Cronbach's alphas for this study. Table 1 shows the measurement of each variable item. The survey was based on prior studies on leader-member exchange (Lee and Allen, 2002), organizational climate (Patterson et al., 2005), and organizational citizenship behaviour by Liden and Maslyn (1998). Table 1 discusses the measurement items.

Table 1. Measurement items

Author / Year	Constructs	Dimensional (Cronbach's alpha)	No of items	Cronbach's alpha
Liden and Maslyn (1998)	Leader-member exchange	• Affect (0.943)	3	0.899
		• Loyalty (0.932)	3	
		• Contribution (0.902)	3	
		• Professional respect (0.961)	3	
Patterson et al. (2005)	Organizational climate	• Autonomy (0.627)	4	0.815
		• Supervisory support (0.945)	4	
		• Goal direction (0.669)	4	
		• Organizational citizenship behaviour (Individual) (0.909)	8	
Lee and Allen (2002)	Organizational citizenship behaviour	• Organizational citizenship behaviour (Organizational) (0.922)	8	0.838
			16	

Sources: systemized by the authors.

Reliability is a major concern for any research to test or measure some attributes or behaviours (Rosenthal and Rosnow, 1991). Some researchers like Bollen (1989) and Nunnally (1978) claimed that reliability reflects the consistency of measurement (or the stability of measurement) over a variety of conditions to obtain similar results. Still, reliability is not a sufficient condition for validity. It has been stated (Cronbach, 1951; Nunnally, 1978) that the reliability of the Cronbach alpha values should be greater than 0.6 for all constructs to indicate the reliability of the constructs. Table 1 displays the summary of the reliability coefficients of constructs, and the reliability values are greater than 0.6.

The unit of analysis for this study was an individual of employees in a Malaysian commercial bank from all departments. Non-managerial employees were the intended audience. Malaysian commercial banks were selected since they were the essential industry in all states to boost their economic structure. With over 100,637 employees, the data was distributed around 600, and researchers collected 384 data as a sample size. As a result, the survey was distributed to 384 respondents from commercial banking, and the valid response cases were 100% without missing values. Gender, age, ethnic group, and respondents' occupation were all identified during the analysis. Females outnumbered males in the banking industry, with 55 percent of females and 45 percent of males participating, respectively. It indicates that there is a gender imbalance in the organization. As a result, there is a risk of gender imbalance in the banking industry due to organizational structure, operations, and processes. One of the factors taken into account in this study is age. The goal was to explore how the efficacy of organizational functions is affected by age. According to the study of the responses, 28 percent of them were between the ages of 26 and 30. Table 2 shows that just 4% of the respondents were above 51.

Table 2. Demographic profile of respondents

		Frequency	%			Frequency	%
Gender	Male	173	45%	Ethnicity	Malay	208	54%
	Female	211	55%		Chinese	98	26%
Age	21-25	30	8%	Indian	73	19%	
	26-30	107	28%	Others	5	1%	
	31-35	70	18%	Senior Executive	224	58%	
	36-40	56	15%	Junior Executive	117	31%	
	41-45	63	16%	Others: Junior clerk / Senior clerk	43	11%	
	46-50	43	11%				
	51 above	15	4%				

Sources: developed by the authors.

Data Analysis and Interpretation. In this study, the analysis technique of SMART PLS-SEM was employed to test the hypotheses. The reflective measurement scale refers to the highly correlated indicators and the interchangeable variables that exhaustively examine the constructs' reliability and validity (Haenlein and Kaplan, 2004; Hair et al., 2013; Petter et al., 2007). Using the Smart PLS, a researcher is likely to make a common mistake, such as forgetting to alter the way of the arrows when the indicators are formative instead of reflective (Wong, 2013). Hence caution has to be applied.

Results. The descriptive statistics of the variables were determined based on the mean, standard deviation, and variance for each construct. The mean showed the measurement items, and the mean score for all the dimensions ranged from 2.85 to 6.01. The high value of the mean was 5.41 for the organizational citizenship behaviour (Individual). The finding showed that employees display their extra-role in achieving the work task. Table 3 is presented as below.

Table 3. Descriptive statistics results

Constructs	No of items	Dimensions	Item	Mean
LMX	12	Affect	Liking the subordinate very much as a person	5.08
			Having subordinate as a friend due to being the kindest person	5.02
	Loyalty	Having a lot of fun working with the subordinate	4.96	
		Respecting decisions, even not having complete knowledge of the issue when questioning by the subordinate	4.67	
		Defending by the subordinate when other workers attacked	4.68	
		Defending in case of an honest mistake in front of others in the organization by subordinate	4.64	
	Contribution	Providing support and resources more than stated in the job description to the subordinate	5.02	
		Being keen to put extra efforts normally beyond required to help the subordinate for meeting his or her task objectives	5.15	
		Not minding to work hardest for the subordinate	5.06	
		Being impressed with the subordinate's knowledge of the job	5.23	
	Professional Respect	Respecting the subordinate's knowledge and competence on the job	5.32	
		Admiring the subordinate's professional skills	5.22	
OIL	12	Autonomy	Believing that management allowed employees to make their own decision most of the time	4.28
			Believing that management trust worker to take work-related decisions without getting permission first	4.16
			Feeling that management tightly controls the work of down-line	4.71
			Feeling that management keeps too tight a deadline when the work is done around here	4.60
	Goal Direction	Having a good understanding of what the organization is trying to do	4.79	
		Clearly communicating the future direction of the company to employees	4.72	
		Being not clear about the aims of the company	4.31	
		Being aware of the long-term plans and direction of the company	4.76	
	Supervisory Support	Having a good understanding of employee's problems by the supervisor	4.89	
		Supervisor has strong confidence in everything	5.10	
		supervisor is friendly and easy to approach	5.23	
		Being agree that the supervisor can be relied upon to give good guidance to workers	5.25	
OCB	16	Organizational citizenship behaviour (I)	Helping others having been absent	5.41
			Being eager to help others having work-related problems	5.55
			Adjusting the work schedule to meet other employees' leave requests	5.21
			Doing anything to make new employees feel welcome in the workgroup	5.16
			Showing genuine concern and courtesy towards colleagues, even in the most challenging business or personal situations	5.27
			Taking time to help others having work or non-work problems	4.95
			Helping others with their tasks	5.39
			Sharing the personal property with others for help	4.72
Organizational citizenship behaviour (O)	Attending functions is not necessary but helping the corporate image	4.42		
	Following the developments in the organization	5.17		
	Defending the organization against other employees' criticisms	4.93		
	Taking pride in representing the institution publicly	5.19		
	Offering ideas for advancing the functioning of the institution	5.21		
	Expressing the commitment to the institution	5.20		
Taking action for protecting the organization against potential problems	5.09			
Showing concerns regarding the image of the institution	5.07			

Sources: developed by the authors.

The linear relationship between two variables could be determined if the researcher has identified that the coefficient value (0.70 or more) is very strong or a highly correlated relationship between the two variables. Momeni (2009), as cited in Maamari and Majdalani (2017), strongly emphasized that a

manager's attitude and behaviour could be one of the factors that an organization needs to manage. The reason is obvious. Thus, a manager's attitude and behaviour strongly impact the employees' attitude and perception towards the workplace. The correlation relationship between the items helps determine that all the constructs used in this study were moderately and strongly correlated (Table 4). All constructs were found to have inter-correlation values of $< 0.9 >$, which show the highest correlation.

Table 4. Correlation Matrix

	LMX	OIL	OCB	OBI	OCBO
LMX	1.000				
OIL	0.627**	1.000			
OCB	0.555**	0.568**	1.000		
OCBI	0.461**	0.479**	0.922**	1.000	
OCBO	0.565**	0.573**	0.933**	0.721**	1.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Sources: developed by the authors.

The bootstrapping procedure was employed to calculate the significance of the path coefficients. Table 4 showed that leader-member exchange and organizational climate had a significant contribution and positively impacted organizational citizenship behaviour. The path relationship between organizational climate and organizational citizenship behaviour is significantly supported at $p < .05$ ($\beta = 0.119$, t-value = 2.020, $p < 0.02$) with at-value below 2.57 at the .01 degree. Jogiyanto & Abdillah (2015) said that the higher value of the R^2 is an indication of the best prediction. This analysis displayed $0.5 < r < 0.7$ as a moderate effect size of values for the endogenous latent variables' organizational climate and organizational citizenship behaviour.

Table 5. Structural Model Results

Variables	Path	T-statistics	P-value	(f)	(R ²)	(Q ²)	Comment
LMX → OCB	0.215	3.791***	0.00	0.053 (small)	0.539 (medium)	0.437 (large)	Supported
OCL → OCB	0.119	2.020**	0.02	0.013 (small)	0.491 (medium)	0.325 (large)	Supported
LMX → OIL	0.562	15.881***	0.00	0.485 (large)	(medium)	(large)	Supported

Note: S= significantly supported; One-tailed test; * $p < .10$. (1.65) ** $p < .05$. (1.96) *** $p < .01$. (2.57)

Sources: developed by the authors.

In this study, it could be assumed that all the path linkages were significant because the t-values produced values that were larger than 1.96 with $p < 0.05$. It confirmed the direct effect of structural models of PLS-SEM results visually. Figure 2 showed the mediating effect of organizational climate on the relationship between leader-member exchange and organizational citizenship behaviour.

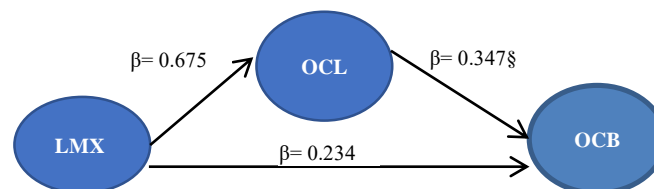


Figure 2. Structural model coefficients

Sources: developed by the authors.

Based on the mediator result, leader-member exchange and organizational climate displayed an indirect effect ($\beta = 0.675$, $p < 0.01$) and organizational citizenship behaviour ($\beta = 0.347$, $p < 0.01$). The mediating effect of organizational climate between leader-member exchange and organizational citizenship behaviour was positively related with the t-value of $6.456 > 2.57$, where the significance value of $0.000 < 0.01$. In this study, the organizational climate was the essential predictor of leader-member exchange and organizational citizenship behaviour for improving organizational performance and employees' commitment. Table 6 illustrates direct and indirect relationships between the constructs. In this Table, the researcher has also elicited the hypotheses due to determining whether it is supported or not.

Table 6. Discussion on the result and hypotheses

Path	Hypothesis	(β)	t-value	Sig	Decision
H ₁ : LMX → OCB	The relationship was significantly influenced between leader-member exchange and organizational citizenship behaviour.	0.215	3.791***	0.000	Supported
H ₂ : LMX → OIL	The relationship was significantly influenced between leader-member exchange and organizational climate.	0.562	15.881***	0.000	Supported
H ₃ : OCL → OCB	The relationship was significantly influenced between organizational climate and organizational citizenship behaviour.	0.119	2.020**	0.02	Supported
		(β) (a x b)			
H ₄ : LMX → OCL → OCB	The mediating relationship of organizational climate significantly influenced leader-member exchange and organizational citizenship behaviour.	0.234 (0.675 x 0.347)	6.456***	0.000	Supported

Note: S = significantly supported; One-tailed Test / Two-tailed test; * $p < .10$. (1.65) ** $p < .05$. (1.96) *** $p < .01$. (2.57); Bootstrapping Path Coefficient (β) = A (Direct with MV), B (Direct without MV)

Sources: developed by the authors.

H₁: The relationship significantly influences leader-member exchange and organizational citizenship behaviour.

Jim et al. (2013) formed positive relationships between leader-member exchange and organizational citizenship behaviour. The current study found a link between leader-member trade and organizational citizenship behaviour ($t = 3.791$, $p < 0.01$), which was widely accepted in the Malaysian commercial banking industry. It is possible that in Malaysia, the written report has been exercised among employees as a method of examining the influence of the leader-member exchange between subordinates and leaders on the subordinates' organizational citizenship behaviour (Yunus et al., 2015). High-quality LMX relationships resulted in high job satisfaction, organizational commitment, low-level job stress, and higher organizational citizenship behaviour. Employees have higher motivation, low-level mental problems, higher productivity, and low-level intention to quit. Banks are to find ways to improve the LMX relationship and organizational citizenship behaviour by increasing compatibility between the leader and member, job autonomy, formal job description, delegation, etc. (Omobude and Umemezia, 2019). Employees with greater work experience applied to lecturers in Ghanaian technical universities having higher knowledge, skills, and expertise can value their work more, increasing OCBs that this moderator factor can improve the positive association between LMX and OCBs, exerting extra effort through OCBs leading to higher performance (Atasi et al., 2020).

H₂: The relationship is significantly influenced between leader-member exchange and organizational climate.

Agarwal et al. (2012) and Muñoz Doyague and Nieto (2012) explained that good leader-member exchange relationships cause employees to perform well, promoting a better working climate in organizations. Based on Table 6, the result shows that leader-member exchange significantly influences organizational climate ($t = 15.881, p < 0.01$). The finding was supported because the top management of an organization can implement this relationship as a guideline in the organization to create a good working climate in the workplace. Nevertheless, Eustace and Martins (2014) reiterated that leader-member exchange could boost the organizational climate significantly. High-quality leader-member exchange and organizational behaviour citizenship have greatly contributed to the Malaysian work climate, both in the private and public sectors (Ibrahim et al., 2014). Another study focusing on the service industry of Malaysia also noted that the quality of the leader-member exchange is related to the organizational citizenship behaviour level (Bakar et al., 2014), whilst another study stated that the leader-member exchange has a healthy connection with employees' organizational citizenship behaviour (Ashraf et al., 2012). Another study in the banking sector in Turkey found a positive relationship between all organizational climate dimensions and leader-member exchange. Workers could interact more easily with the leader in a positive work atmosphere, decreasing perceived cynicism (negative attitudes toward the organization) that leaders are expected to find ways to increase the loyalty of staff to the organization through creating a positive climate to get a higher sense of belongingness and more contribution from employees, leading to well-performing employees. Recognition and awards on a fair basis can improve the organizational climate, decreasing conflicts (Özyer and Mumcu, 2019). Job insecurity results in a negative organizational climate and a higher level of organizational cynicism, leading to a higher level of turnover intention (Çınar et al., 2014) that employees are to have long secure contracts in the banking sector for job security and they can give more efforts and concentration to their organization.

H₃: The relationship significantly influences organizational climate and organizational citizenship behaviour.

Ahmadizadeh et al. (2012), Hajirasouliha et al. (2014), and Pourkiani et al. (2014) noted a positive relationship between organizational climate and staff's organizational citizenship behaviour. According to the current study, the result showed that a significant relationship occurs between organizational climate and organizational citizenship behaviour ($t = 2.020, p < 0.05$). Noordin et al. (2010) found that many organizational climate studies tend to focus on various industries in the western world with various outcomes variables. Others such as Karthiga (2016) examined organizational climate and organizational citizenship behaviour in the private sector, including banks, while Agyemang (2013) investigated organizational climate and organizational citizenship behaviour in Ghanaian banks. The organizational climate and organizational citizenship behaviour in Iran's Mellat bank were studied by Allameh et al. (2012), while organizational climate and organizational citizenship behaviour in automotive industries in India were investigated by Subramani et al. (2015). In this regard, this study contributes to the body of knowledge by examining the mediating effect of organizational climate on the relationship between leader-member exchanges and organizational citizenship behaviour in the Malaysian commercial banking industry. Findings (Ahmadizadeh et al., 2012) indicated that organizational climate positively influenced employees' organizational citizenship behaviour (Ali and Anwar, 2021) in the banking sector. This outcome was confirmed by Hajirasouliha et al. (2014). Similar findings were reported by Pourkiani et al. (2014). These scholars found that the mediator effect of organizational climate was statistically significant on organizational citizenship behaviour.

H₄: The mediating relationship of organizational climate significantly influences leader-member exchange and organizational citizenship behaviour.

The relationship quality between leaders and subordinates can enhance organizational climate, and managers can improve organizational citizenship behaviour if the working environment is favourable. Studies (Gonzalez-Roma and Peiro, 2014) found that the leader-member exchange positively influences organizational climate. The outcome helped create a conducive work environment (Bolino et al., 2015). The current survey indicated that the mediating effect of organizational climate was strongly supported ($t = 6.456, p < 0.01$) between leader-member exchange and organizational citizenship behaviour. Knowledge hiding an intentional attempt by an employee could be decreased with higher LMX (Zhao et al., 2019). Organizational citizenship behaviour is affected by organizational justice. The subordinate's OCB is higher with interactional justice within the presence of LMX among non-supervisory employees and supervisors in the banking sector in Malaysia (Ishak and Alam, 2009). Hence, other mediating relationships are to be applied in new studies to see their effects on leader-member exchange and organizational citizenship behaviour.

Several constraints were discovered in this study by looking at Malaysian commercial banks and collecting data from 384 employees, implying that the sample size might not even be reflective of the entire financial institution or banking business in Malaysia, including investment and Islamic banking. It's possible to gather data from a larger sample of the financial and banking industries. Because different geographical settings, cultural contexts, multi-racial groups, communication barriers, and leadership styles can identify new aspects unique to the context, researchers may be encouraged to expand this study using the recommended constructs to get positive outcomes in other nations with other mediating factors relationships. This study covers various innovative contributions that resulted from the framework of this research, which is relevant not only for academic and theoretical purposes but also for practitioners, notably in commercial banking. With the development of an integrative framework in future research, it is expected that this work will be able to conceptualize all possible results that include the objectives and relationships or hypotheses of all variables in this study. An integrative framework has been keyed out as a theoretical linkage, empirical conclusion, and overall strengths, benefits, challenges, barriers, and weaknesses of each perspective to reduce organizational failure among employee relationships. The integrated contributions are thought to have been changed in the theoretical framework in this work. The current study addressed a theoretical and conceptual gap in the Malaysian commercial banking industry, demonstrating that the relationship between organizational climate and leader-member exchange to organizational citizenship behaviour was statistically significant.

This study suggests the prominence of examining the mediating effect of organizational climate. Pourkiani et al. (2014) have investigated organizational climate on the organizational citizenship behaviour because organizational climate provides essential information in understanding why and how organizational citizenship behaviour occurs. In the present study, the organizational climate was shown to explain the mediating effect on the relationship between leader-member exchange and organizational citizenship behaviour. The practitioners can also have benefited from the study by understanding the relationship exposed by the superiors in manipulating subordinate's work performed without expecting to be rewarded and go beyond their job scope. There are several implications for supervisors and organizations. In a nutshell, the finding highlighted the importance of a better leader-member relationship in developing a good working environment and increasing the employee's citizenship behaviour. Perhaps, the study proved that leader-member exchange has a direct effect on enhancing employees' citizenship behaviour.

Conclusion. In reality, the leader-member relationship is good behaviour among non-supervisory; leaders should give them support and encouragement at the workplace. In developing employees' citizenship behaviour, the leaders need to support and guide the employees; in attaining higher levels of performance and having a good leader-member exchange relationship and working climate. When subordinates display a good leader-member relationship towards their leaders, this somehow has no

bearing on the high performance of organizational citizenship behaviour. In a future study, the researcher needs to understand the role of subordinate-leader-member exchange and organizational citizenship behaviour.

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Формування лояльності персоналу: організаційний клімат та відносини «лідер-послідовник»

Поведінка керівника впливає на робочий клімат та ефективність досягнення співробітниками визначених завдань. При цьому токсична поведінка менеджменту та нехтуванням відповідними заходами щодо формування позитивного клімату у колективі можуть негативно впливати на розвиток компанії. Авторами зазначено, що формування сприятливого організаційного клімату в компанії повинно базуватись на постулатах стратегії взаємовідносин «лідер-послідовник», яка спрямована на покращення робочого середовища, відносин між керівництвом та підлеглими, а також лояльності персоналу. Актуальність даного дослідження полягає у необхідності аналізу особливостей організаційного клімату як цінності, що сприяє підвищенню якості взаємовідносин між керівництвом та співробітниками, а також якості робочого середовища. Головною метою дослідження є оцінювання впливу опосередкованої ролі організаційного клімату у взаємовідносинах між керівництвом та співробітниками на лояльність співробітників. Об'єктом дослідження є банки, які зацікавлені у формуванні високоякісних взаємовідносин між керівництвом та співробітниками. Теоретичною основою дослідження є результати аналізу основних теорій, які ґрунтуються на базових концепціях, теоретичних передумовах та сучасних дослідженнях. Детерміновану вибірку даних сформовано на основі результатів опитування 384 респондентів, які працюють у комерційних банках Куала-Лумпура (Малайзія). Для аналізу даних авторами застосовано методи описової статистики, кореляційного аналізу та моделювання структурних рівнянь з використанням інструментарію програмного забезпечення IBM Statistical Package for Social Sciences (SPSS) та SMART PLS 3. У ході дослідження встановлено статистично значущий зв'язок між організаційним кліматом та взаємовідносинах між керівництвом і підлеглими, а також лояльністю персоналу. Враховуючи отримані результати, доцільним є подальше дослідження лояльності працівників на прикладі організацій Азії та Заходу. Результати дослідження мають практичне значення для низки організацій та можуть бути прийняті до впровадження при формуванні стратегії управління людськими ресурсами при відборі та збереженні високолояльних працівників.

Ключові слова: громадянська поведінка, комерційні банки, взаємовідносини «лідер-послідовник», організаційний клімат, організації Малайзії.