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Ghaith Alsheikh, Mutia Abd Alhlim Sobihah,

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Effect of behavioral variables on organizational citizenship behavior (OCB), with job satisfaction as moderating among Jordanian five-star hotels

Effect of
behavioral
variables

A pilot study

Ghaith Alsheikh

*Faculty of Economics and Management Sciences,
Universiti Sultan Zainal Abidin (UniSZA), Kuala Terengganu, Malaysia, and*

Mutia Abd Alhlim Sobihah

*Department of Management, Universiti Sultan Zainal Abidin - Kampus Gong Badak,
Kuala Terengganu, Malaysia*

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Abstract

Purpose – In the current competitive world of business, it is important that every individual strives to be competitive to elevate his/her life status and creates a bright-looking future. The purpose of this study is to lay emphasis on the Jordanian hospitality industry in light of the investigation as to how organizational commitment, leadership style and organizational culture influence organizational citizen behavior (OCB) with the moderating role of job satisfaction in the relationship.

Design/methodology/approach – The study explores the determinants based on the responses obtained from the employees working in five-star hotels in Jordan. A small sample was exposed to SPSS software analysis for instrument validity, reliability and data normality.

Findings – The study validated the reliability of the instrument in conducting a preliminary study, obtaining reasonable normality and highly reliable coefficients of measures (0.753-0.938).

Originality/value – The study validated the effectiveness of the instrument that examined different specific antecedents of OCB.

Keywords Commitment, Jordan, OCB, Leadership style, Culture, Five-star hotels

Paper type Case study

Introduction

One of the top multi-faceted responsibilities of organizations today is to develop an effective formula to achieve and maintain competitive edge in the market (Economic and Affairs, 2013; Lear, 2012; Peiman, 2018; Saurin, 2012). With the advent of globalization, competitive advantage has become one of the top challenges that human resource professionals have to address, particularly in the dynamic aspects of personnel management (Muzanenhano, 2016).

In this background, organizations are striving to adopt complex changes, including shared services, transformations, mergers and acquisitions and considerable implementation of technologies (Sampath, 2014). Organizational changes are viewed by majority of managers and entrepreneurs as an insurmountable task. This is evident by the fact that no single



structure exists that will allow specific change management, as a result of which change implementation will often be retarded or will completely fail (D'Ortenzio, 2012). However, organizations that are capable of facilitating successful change implementation effectively in light of timely delivery within budget limitations, meeting business, technical and human objectives, will be able to obtain huge potential advantages.

It is evident that OCB in the current market is used to achieve organizational excellence, with job satisfaction used to boost such achievement (Cetin *et al.*, 2015). Studies dedicated to work-related attitudes, particularly job satisfaction, show that OCB is a major manifestation of behavior (Lau *et al.*, 2016). However, the relationship between job satisfaction and OCB still requires additional exploration and, as such, this work attempts to highlight the nature of change implementation in the business process outsourcing industry and its influence on OCB, with job satisfaction as the moderating variable, as suggested by Muzanhenamo's (2016) study.

In relation to the above, the organizational services are delivered by employees who display a certain level of attitude, commitment and leadership skills that could boost organizational performance (Chen, 2016). In other words, OCB is a must for an organization to deliver service quality, with little to no cost. OCB refers to the individual's contribution to the workplace that goes beyond his job description and the job contract that he/she agreed to (Shekari, 2014). All organizations must have OCB, especially those in the service sector, such as hotels, where customer satisfaction requires meeting or exceeding customer expectations consistently (Lyu *et al.*, 2016). More importantly, if OCB is performed on all customers, it could lead to decreased challenges in delivering high-quality service and customer satisfaction, with the realization that the right attitude cannot be ensured from all the employees in the organization (Buil *et al.*, 2016). Additionally, the hotel sector has been addressing issues relating to the performance of OCB functions among the employees (Nasurdin *et al.*, 2016). Employees who display OCB believe that their job is important as opposed to their counterparts who believe that meeting the basic job requirements is all that is required from them. This means that OCB-performing employees have a higher tendency to be committed to the hotel's employment (Al-Kilani, 2017; Chen, 2016; Oluwaseun, 2016; Zhang, 2017).

In the past several years, expansion in hotel enterprises has led to increasing competitiveness among the services provided in various service production and consumption levels. Additionally, there is a constant need to keep abreast with the tourists/travelers' interest around the globe that could motivate their hotel patronage, particularly luxury-level hotels (five-star hotels). Hotels thus need to ensure more than the basic contractual commitments from their employees because the competition level among hotels in various categories has been precipitated by their strategies to retain customers through the provision of customer-support services that are provided by frontline workers (Alomari *et al.*, 2017). In the Jordanian context, the hotel sector is characterized by high competitiveness among local and international enterprises (Al-Azzam, 2016). Therefore, this study's findings are expected to contribute to the relevant literature that focuses on the effects of organizational culture, leadership styles and organizational commitment on OCB, with the moderating role of job satisfaction among employees working in Jordanian five-star hotels.

Organizational citizenship behavior (OCB) and job satisfaction

The relationship between OCB and job satisfaction is underpinned by the social exchange theory that assumes the following instance: a satisfied employee will possess a positive mood and attitude and will be more willing to assist his/her peers in displaying OCB (Chen and Chiu, 2008). On the basis of past empirical findings from Foote and Li-Ping Tang (2008), Lapiere and Hackett (2007), LePine *et al.* (2002), Moorman *et al.* (1993), Nadiri and Tanova (2010), Netemeyer *et al.* (1997) and Organ and

Ryan (1995), the relationship between OCB and job satisfaction is a significant and positive one.

Organizational citizenship behavior (OCB) and organizational commitment

It is evident from the above discussion that OCB is an additional behavior of employees, and in view of organizational commitment, employees are evidenced to possess such commitment when they exert energy, effort and time to achieve the objectives of the organization. This indicates that organizational commitment has a significant influence on OCB (Özdem, 2012). Employees who are committed to their organizations become so owing to the opportunities that are provided to them, which leads them to display OCBs, promoting the firm's overall performance. In related works, a significant relationship was reported between OCB and organizational commitment (Mohammad *et al.*, 2011; Williams and Anderson, 1991), whereas other works reported the lack of such relationship (Mehrabi *et al.*, 2013). Some other authors reported a negative relationship between OCB and some dimensions of organizational commitment (i.e. affective commitment and continuance commitment) (Özdem, 2012).

Organizational citizenship behavior (OCB) and leadership style

To begin with, transactional leadership is characterized by the relationship exchange between leaders and followers, in a way that the leaders establish the rules and goals to be achieved, along with the rewards and punishments (for non-compliance) to the followers (Bass *et al.*, 2003). The leaders motivate the followers by establishing mutual agreements that, if complied with through a period, can obtain the followers' trust (Whittington *et al.*, 2009). Empirical findings in literature demonstrate that transactional leadership predicts OCB (Asgari *et al.*, 2008; Whittington *et al.*, 2009).

Moving on to transformational leaders, they are the type of leaders that lays emphasis on the subordinates' individual needs and urges them to place the collective need over their individual needs to achieve the organizational goals and uplift the well-being of the group (Bass *et al.*, 2003). There are several empirical studies that have been conducted in different contexts in literature, including those by Asgari *et al.* (2008), Boerner *et al.* (2007), Eboli (2010), Lian and Tui (2012), Nguni *et al.* (2006), Omar *et al.* (2009), Piccolo and Colquitt (2006) and Suliman and Al Obaidli (2013). In addition, other authors conducted meta-analysis related to the transformational leadership style, and they found it to positively predict OCB (Wang *et al.*, 2011). Theoretically, it can be stated that transformational leadership behaviors have a positive effect on the followers of OCB (Bottomley *et al.*, 2016).

Organizational citizenship behavior (OCB) and organizational culture

Studies have pinpointed several variables that could boost the positive outcome behaviors of OCB and referred to them as dispositional traits and organizational culture (Reed and Kidder, 2005). In addition to being urged on by values, symbols and beliefs in culture, the same can be said for its prevention; for example, political manipulations and power struggles could inadvertently lead to minimized perceived justice and equity values and, ultimately, lower OCB levels (Vigoda, 2000). Contrastingly, high justice and fairness values motivate employees' engagement in OCB, as evidenced by Farh *et al.* (1990).

Theoretical framework

OCB-dedicated studies have brought forward several theories in their attempt to shed light on the OCB-antecedents of OCB relationship. In particular, there are five theories proposed: social exchange theory, Herzberg's two-factor theory, leadership-member exchange theory,

cognitive consistency theory and Hofstede’s cultural dimensions theory. The above theories also contributed to the development of the present study’s research framework (Figure 1).

Data collection

The quantitative research approach is adopted in this work as it is deemed to be the most appropriate approach to fulfill the objectives. The method encapsulates a system of inquiry classification through the relationship of variables that can be summarized and presented in numerical form and generalized to the population at large (Finnerty, 2013). In a quantitative type of study, the participants and the outcomes are easily understood and related to the examined subject matter (Hair and Lukas, 2014). The present study made use of a descriptive measurement approach and a survey questionnaire. The approach furnishes the hotel industry’s characteristics and its employees, based on which the characteristics answer as to who, when, where and what type of issues are present are identified. In addition to this, the research type is coupled with a survey method that involves the development of a questionnaire instrument to gather data concerning the attitudes and OCB of employees in the hotel industry of Jordan.

Data instrument

As previously mentioned, a survey questionnaire was developed as an instrument of data collection. Accordingly, the questionnaire items were formulated carefully to avoid duplicity in view of the represented dimensions used in measuring constructs contained in the research model. The questionnaire items were included on the basis of the conceptual findings and explanation reviewed in literature that were adopted and adapted to suit the objectives of the study, as suggested by Zikmund *et al.* (2013) (Table I).

Pilot study

A small-scale preliminary study carried out to evaluate the actual study’s feasibility, time and cost and to predict the suitable size of the sample, while looking to improve the design of the study before the actual study, is referred to as a pilot study (Hulley, 2007). It is important to conduct a pilot study as it works on highlighting the weaknesses of the instrument design prior to the commitment of considerable time and resources to the large-scale actual study (Doody and Doody, 2015; Fraser *et al.*, 2018).

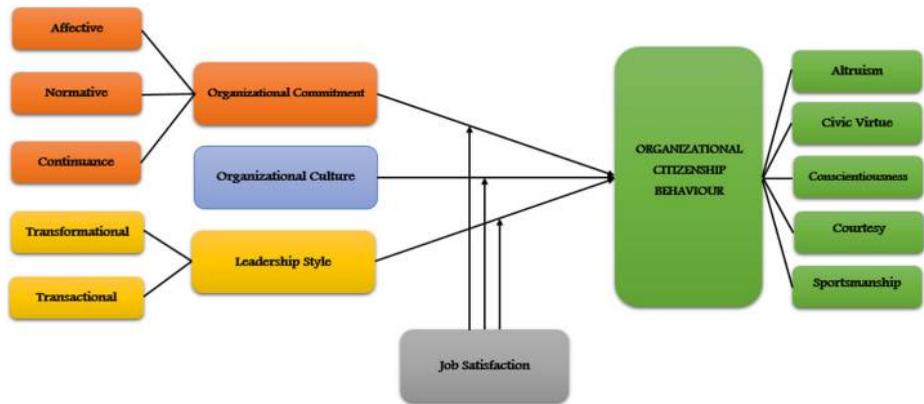


Figure 1. Theoretical framework

No.	Variable	No. of items	Adapted	Scale used in the research	Scale used in original instrument
1	OCB	26	Abrahams (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
2	Job satisfaction	7	Alsemeri (2016) and Bothma (2015)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
3	Transformational leadership	7	Willis (2015)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
4	Transactional leadership	4	Masa'deh <i>et al.</i> (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
5	Affective commitment	6	Aydin and Akdag (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
6	Normative commitment	4	Aydin and Akdag (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
7	Continuance commitment	3	Aydin and Akdag (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)
8	Organizational culture	11	Abrahams (2016)	Five-point Likert scale (1-5)	Five-point Likert scale (1-5)

Table I.
Measuring instruments

More importantly, the major reasons behind conducting a pilot study are to confirm the validity and reliability of the questionnaire items, to assess the adequacy level of the wording of items, to phrase statements and construct questions for the purpose of obtaining accurate results, to evaluate if the questions are framed to gain better response and to determine if the respondents are capable of supplying the required data. The questionnaire validity refers to the level to which it measures what it is meant to measure, while its reliability is the level to which the questionnaire is error-free and the results are consistent and stable throughout time and in different contexts (Sekaran and Bougie, 2016).

Sample of the pilot study

In the pilot study, the size of the sample is traditionally smaller compared to that of the actual study, and it comprises only 15-30 units; however, a higher sample size can be used according to the study peculiarities, as explained by Whitehead *et al.* (2016). In this study, 150 questionnaires were distributed to the hotels and were increased to 180, as suggested by Malhotra *et al.* (1999), to avoid lower rate of response. A total of 113 questionnaires were retrieved and analyzed to determine the respondents' understanding of the questions, if they had any issues in completing it, if the instructions were clear and if the layout was attractive, while gauging the time required for its completion. The pilot study was conducted in October 2017 in a two-week span.

Statistical analysis of the pilot study

There are different tests to examine reliability, with the common one being the internal consistency reliability test (Maiyaki and Mokhtar, 2010). It represents the level to which items of a specific construct converge and are individually capable of measuring the same construct, while at the same time, it determines if there is a correlation among the items. Therefore, as recommended by Sekaran and Bougie (2016), internal consistency reliability test by Cronbach's alpha coefficient was conducted. Table II presents the results and indicates that the entire measures achieved high-reliability coefficient that ranged from 0.753 to 0.938. Based on the statements of research gurus, a reliability coefficient of 0.60 is

deemed to be the average reliability coefficient, with 0.70 and above representing high reliability (Hair and Lukas, 2014; Sekaran and Bougie, 2016).

The OCB dimensions reliability coefficients exceeded 0.70 (Cronbach's alpha value), confirming that they are reliable. After the inclusion of the seven job-satisfaction items, the value of reliability remained high and exceeded the acceptable value. In particular, the alpha coefficient value of transformational leadership was higher than 0.70, while that of transactional leadership was 0.91. With regard to affective commitment, the Cronbach's alpha value also exceeded the acceptable value of 0.70, while normative commitment obtained 0.90. This held true for continuance commitment. Organizational culture had 11 items, all obtaining a coefficient alpha value of 0.93, which exceeds the benchmark value of 0.70.

The construct reliability table shows that the constructs' reliability is satisfactory as all the variables had an acceptable alpha value that exceeded 0.70 (DeVellis, 2016).

Exploratory factor analysis

The entire variables were exposed to exploratory factor analysis (EFA) as this paper is a pioneering study that tested the instrument on a large sample size in Jordan. The objective behind the analysis was to examine the latent variables correlations and to establish the extracted factors match with the original and theoretical forms.

The analysis results were significant in deciding on the need or lack thereof to amend questionnaire items. The suggestions and feedback were considered to tweak the headings and the survey layout. The questionnaire validity was checked through EFA, and the following Table III indicates the number of items measuring each construct in the questionnaire used in the pilot study.

Table II.
Summary of pilot test
reliability results

No.	Construct	Cronbach's alpha
1	OCB	0.850
2	Job satisfaction	0.938
3	Transformational leadership	0.913
4	Transactional leadership	0.919
5	Affective commitment	0.911
6	Normative commitment	0.900
7	Continuance commitment	0.753
8	Organizational culture	0.933

Table III.
Initial number of
items of constructs
included in the pilot
study

No.	Construct	No. of items
1	OCB	26
2	Job satisfaction	7
3	Transformational leadership	7
4	Transactional leadership	4
5	Affective commitment	6
6	Normative commitment	4
7	Continuance commitment	3
8	Organizational culture	11
Total		68

From the table, it is clear that the total number of items is 68, divided among eight constructs. From the 68 items, 26 measured the five OCB dimensions, which are altruism, civic value, conscientiousness, courtesy and sportsmanship. The OCB construct was built on the five mentioned dimensions and thus the items of the construct were reduced at the first stage, where the sub-dimensions of the five main dimensions were loaded. The EFA results of the five OCB dimensions are presented in Table IV.

Table IV indicates that all five OCB dimensions items' loadings exceeded 0.70, with the exception of CV3 and CON1, which loaded slightly lower than 0.70 but above 0.50, and the

	1	2	Component 3	4	5
ALT1		0.883			
ALT2		0.909			
ALT3		0.886			
ALT4		0.825			
ALT5		0.908			
ALT6		0.906			
CV1			0.845		
CV2			0.734		
CV3			0.683		
CV4			0.845		
CON1	0.696				
CON2	0.806				
CON3	0.732				
CON4	0.858				
CON5	0.726				
CON6	0.748				
CON7	0.743				
CON8	0.781				
CON9	0.750				
COUR1				0.895	
COUR2				0.840	
COUR3				0.935	
SPS1					0.746
SPS2					0.771
SPS3					0.757
SPS4					0.862

Table IV.
Factor loadings of EFA for the dimensions of OCB

Notes: Extraction method: principal component analysis. Rotation method: varimax with Kaiser normalization.^aRotation converged in five iterations

No.	Construct	No. of items
1	OCB (altruism)	6
2	OCB (civic virtue)	4
3	OCB (conscientiousness)	9
4	OCB (courtesy)	3
5	OCB (sportsmanship)	4

Table V.
Number of items for OCB dimension

items' averages of the entire constructs were all over 0.70 and thus the items' loadings were deemed acceptable.

Following the performance of EFA for the OCB dimensions, the sub-dimensions were averaged to come up with five combined dimensions, which were considered as five OCB items. The number of items measuring each dimension is presented in [Table V](#).

	Component							
	1	2	3	4	5	6	7	8
JS1			0.888					
JS2			0.895					
JS3			0.759					
JS4			0.668					
JS5			0.876					
JS6			0.888					
JS7			0.645					
TFL1				0.729				
TFL2				0.859				
TFL3				0.618				
TFL4				0.814				
TFL5				0.840				
TFL6				0.735				
TFL7				0.829				
TSL1						0.824		
TSL2						0.855		
TSL3						0.851		
TSL4						0.897		
AC1					0.755			
AC2					0.682			
AC3					0.819			
AC4					0.825			
AC5					0.812			
AC6					0.863			
NC1							0.846	
NC2							0.751	
NC3							0.933	
NC4							0.912	
CC1								0.760
CC2								0.735
CC3								0.717
OC1		0.855						
OC2		0.813						
OC3		0.798						
OC4		0.812						
OC5		0.834						
OC6		0.708						
OC7		0.807						
OC8		0.662						
OC9		0.656						
OC10		0.765						
OC11		0.738						

Table VI.

Factor loadings of EFA for the remaining constructs

Notes: Extraction method: principal component analysis. Rotation method: varimax with Kaiser normalization.^a Rotation converged in six iterations

In the second EFA step, the remaining constructs and their factor loadings were obtained and they are shown in [Table VI](#).

From the table, the number of items measuring each construct and the total number of items (68) are presented.

Conclusion

This work primarily focused on conducting a pilot study to test the validity and reliability of the developed instrument in preparation for the actual large-scale study. This study's conclusions related to the statistical nature of the results obtained. In this regard, the managerial implications of the variables under examination are expected to be determined following the actual study. The study conducted a small-scale data collection during the pilot study. The content and face validity were carried out, which led to the tweaking and modification of several items. The study also conducted an inter-item reliability test, which indicated the reliability of all the items based on Cronbach's alpha coefficient test (they all exceeded 0.70 benchmark), as a result of which all the items were kept. Finally, the study conducted a normality test with the help of skewness and kurtosis values, which indicated that data had reasonable level of normality, with no significant deviation of skewness values from zero.

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Corresponding author

Mutia Abd Alhlim Sobihah can be contacted at: mutiasobihah@unisza.edu.my

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