



International Journal of Ethics and Systems

Effect of behavioral variables on organizational citizenship behavior (OCB), with job satisfaction as moderating among Jordanian five-star hotels: A pilot study
Ghaith Alsheikh, Mutia Abd Alhlim Sobihah,

Article information:

To cite this document:

Ghaith Alsheikh, Mutia Abd Alhlim Sobihah, (2019) "Effect of behavioral variables on organizational citizenship behavior (OCB), with job satisfaction as moderating among Jordanian five-star hotels: A pilot study", International Journal of Ethics and Systems, <https://doi.org/10.1108/IJOES-01-2019-0001>

Permanent link to this document:

<https://doi.org/10.1108/IJOES-01-2019-0001>

Downloaded on: 17 March 2019, At: 18:50 (PT)

References: this document contains references to 63 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 14 times since 2019*



Access to this document was granted through an Emerald subscription provided by emerald-srm:332610 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

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*

Received 1 January 2019
Accepted 24 January 2019

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).

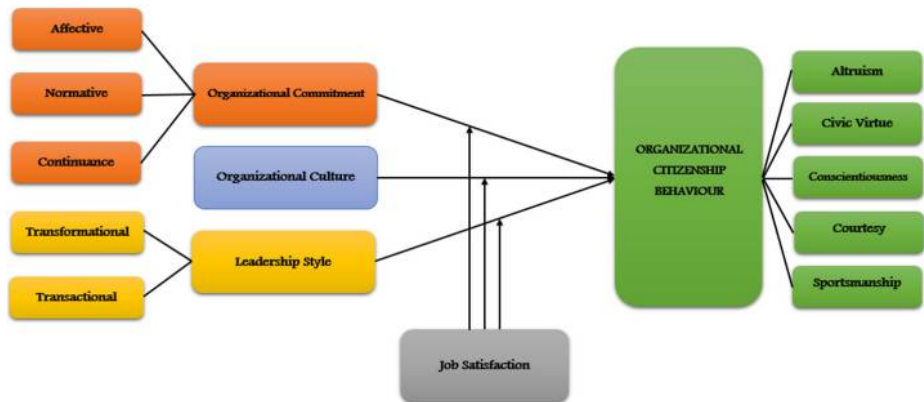


Figure 1. Theoretical framework

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.

References

- Abrahams, B.P. (2016), "The impact of organisational culture on organisational citizenship behaviour within the South African police service in the Western Cape".
- Al-Azzam, A.F.M. (2016), "The impact of customer relationship management on hotels performance in Jordan", *International Journal of Business and Social Science*, Vol. 7 No. 4, pp. 200-210.
- Al-Kilani, M.H. (2017), "The influence of organizational justice on intention to leave: examining the mediating role of organizational commitment and job satisfaction", *Journal of Management and Strategy*, Vol. 8 No. 1, p. 18.
- Alomari, B.M.A., Awawdeh, A.M.H. and Alolayyan, M.N. (2017), "Employee performance and quality management in the tourism sector (Case study of human resources management-employee performance)", *Modern Applied Science*, Vol. 11 No. 9, p. 1.
- Alsemeri, H.A. (2016), *Factors Affecting Job Satisfaction: An Empirical Study in the Public Sector of Saudi Arabia*, Victoria University.
- Asgari, A., Silong, A.D., Ahmad, A. and Samah, B.A. (2008), "The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behaviour", *African Journal of Business Management*, Vol. 2 No. 8, pp. 138-145.
- Aydin, M. and Akdag, G. (2016), "The relationship between organizational commitment and organizational cynicism among hotel employees in southeastern Anatolia region of Turkey", *Eurasian Journal of Business and Management*, Vol. 4 No. 4, pp. 81-89.
- Bass, B., Avolio, B., Jung, D. and Berson, Y. (2003), "Predicting unit performance by assessing transformational and transactional leadership", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 207.
- Boerner, S., Eisenbeiss, S.A. and Griesser, D. (2007), "Follower behavior and organizational performance: the impact of transformational leaders", *Journal of Leadership and Organizational Studies*, Vol. 13 No. 3, pp. 15-26.
- Bothma, R. (2015), "The relationship between job satisfaction and job performance in a manufacturing firm in the Vaal triangle".

- Bottomley, P., Mostafa, A.M.S., Gould-Williams, J.S. and León-Cázares, F. (2016), "The impact of transformational leadership on organizational citizenship behaviours: the contingent role of public service motivation", *British Journal of Management*, Vol. 27 No. 2, pp. 390-405.
- Buil, I., Martínez, E. and Matute, J. (2016), "From internal brand management to organizational citizenship behaviours: evidence from frontline employees in the hotel industry", *Tourism Management*, Vol. 57, pp. 256-271.
- Cetin, S., Gürbüz, S. and Sert, M. (2015), "A meta-analysis of the relationship between organizational commitment and organizational citizenship behavior: test of potential moderator variables", *Employee Responsibilities and Rights Journal*, Vol. 27 No. 4, pp. 281-303.
- Chen, C. and Chiu, S.-F. (2008), "An integrative model linking supervisor support and organizational citizenship behavior", *Journal of Business and Psychology*, Vol. 23 Nos 1/2, pp. 1-10.
- Chen, W.-J. (2016), "The model of service-oriented organizational citizenship behavior among international tourist hotels", *Journal of Hospitality and Tourism Management*, Vol. 29, pp. 24-32.
- D'Ortenzio, C. (2012), *Understanding Change and Change Management Processes: A Case Study*, University of Canberra.
- DeVellis, R. (2016), *Scale Development: Theory and Applications*, Vol. 26, Sage publications.
- Doody, O. and Doody, C. (2015), "Conducting a pilot study: case study of a novice researcher", *British Journal of Nursing (Mark Allen Publishing)*, Vol. 24 No. 21, pp. 1074-1078.
- Eboli, C.M.R. (2010), *Liderança Autêntica, transformacional e Orientada Para Resultado: um Estudo de Seus Efeitos Interativos Sobre o Desempenho Individual*, Faculdade de Economia e Finanças IBMEC, Rio de Janeiro.
- Economic, U.N.D.O. and Affairs, S. (2013), *World Economic and Social Survey 2013: Sustainable Development Challenges: UN*.
- Farh, J.-L., Podsakoff, P. and Organ, D. (1990), "Accounting for organizational citizenship behavior: leader fairness and task scope versus satisfaction", *Journal of Management*, Vol. 16 No. 4, pp. 705-721.
- Finnerty, J.D. (2013), *Project Financing: Asset-based Financial Engineering*, John Wiley and Sons.
- Foote, D. and Li-Ping Tang, T. (2008), "Job satisfaction and organizational citizenship behavior (OCB) does team commitment make a difference in self-directed teams?", *Management Decision*, Vol. 46 No. 6, pp. 933-947.
- Fraser, J., Fahlman, D.W., Arscott, J. and Guillot, I. (2018), "Pilot testing for feasibility in a study of student retention and attrition in online undergraduate programs", *The International Review of Research in Open and Distributed Learning*, Vol. 19 No. 1.
- Hair, J. and Lukas, B. (2014), *Marketing Research*, Vol. 2, McGraw-Hill Education Australia.
- Hulley, S. (2007), *Designing Clinical Research: Lippincott Williams and Wilkins*.
- Lapierre, L. and Hackett, R. (2007), "Trait conscientiousness, leader-member exchange, job satisfaction and organizational citizenship behaviour: a test of an integrative model", *Journal of Occupational and Organizational Psychology*, Vol. 80 No. 3, pp. 539-554.
- Lau, P.Y.Y., McLean, G.N., Lien, B.Y.-H. and Hsu, Y.-C. (2016), "Self-rated and peer-rated organizational citizenship behavior, affective commitment, and intention to leave in a Malaysian context", *Personnel Review*, Vol. 45 No. 3, pp. 569-592.
- Lear, L.W. (2012), "The relationship between strategic leadership and strategic alignment in high-performance companies in South Africa".
- LePine, J., Erez, A. and Johnson, D. (2002), "The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis", *Journal of Applied Psychology*, Vol. 87 No. 1, p. 52.
- Lian, L.K. and Tui, L.G. (2012), "Leadership styles and organizational citizenship behavior: the mediating effect of subordinates' competence and downward influence tactics", *Journal of Applied Business and Economics*, Vol. 13 No. 2, pp. 59-96.

-
- Lyu, Y., Zhu, H., Zhong, H.-J. and Hu, L. (2016), "Abusive supervision and customer-oriented organizational citizenship behavior: the roles of hostile attribution bias and work engagement", *International Journal of Hospitality Management*, Vol. 53, pp. 69-80.
- Maiyaki, A.A. and Mokhtar, S.S.M. (2010), "Determinants of customer behavioural responses: a pilot study", *International Business Research*, Vol. 4 No. 1, p. 193.
- Malhotra, N., Peterson, M. and Kleiser, S.B. (1999), "Marketing research: a state-of-the-art review and directions for the twenty-first century", *Journal of the Academy of Marketing Science*, Vol. 27 No. 2, pp. 160-183.
- Masa'deh, R.E., Obeidat, B.Y. and Tarhini, A. (2016), "A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: a structural equation modelling approach", *Journal of Management Development*, Vol. 35 No. 5, pp. 681-705.
- Mehrabi, J., Alemzadeh, M., Jadidi, M. and Mahdevar, N. (2013), "Explaining the relation between organizational commitment and dimensions of organizational citizenship behavior case study: textile factories in borujerd county", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 5 No. 8, pp. 121-132.
- Mohammad, J., Quoquab Habib, F. and Alias, M.A. (2011), "Job satisfaction and organisational citizenship behaviour: an empirical study at higher learning institutions", *Asian Academy of Management Journal*, Vol. 16 No. 2.
- Moorman, R., Niehoff, B. and Organ, D. (1993), "Treating employees fairly and organizational citizenship behavior: sorting the effects of job satisfaction, organizational commitment, and procedural justice", *Employee Responsibilities and Rights Journal*, Vol. 6 No. 3, pp. 209-225.
- Muzanenhano, G.N. (2016), *The Relationship between Change Implementation, organisational Citizenship Behaviour and Job Satisfaction in the Business Process Outsourcing Industry in the Western Cape, South Africa*, Cape Peninsula University of Technology.
- Nadiri, H. and Tanova, C. (2010), "An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry", *International Journal of Hospitality Management*, Vol. 29 No. 1, pp. 33-41.
- Nasuridin, A.M., Ahmad, N.H. and Tan, C.L. (2016), "The role of staffing and orientation practices in predicting service-oriented organisational citizenship behaviour", *Asian Academy of Management Journal*, Vol. 21 No. 2.
- Netemeyer, R., Boles, J., McKee, D. and McMurrian, R. (1997), "An investigation into the antecedents of organizational citizenship behaviors in a personal selling context", *The Journal of Marketing*, Vol. 61 No. 3, pp. 85-98.
- Nguni, S., Slegers, P. and Denessen, E. (2006), "Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: the Tanzanian case", *School Effectiveness and School Improvement*, Vol. 17 No. 2, pp. 145-177.
- Oluwaseun, I.S. (2016), *The Effect of Employee Empowerment and Job Satisfaction on Intention to Stay in Nigeria Banking Industry: A Case Study of Guaranty Trust Bank*, Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ).
- Omar, Z., Zainal, A., Omar, F. and Khairudin, R. (2009), "The influence of leadership behaviour on organisational citizenship behaviour in self-managed work teams in Malaysia", *SA Journal of Human Resource Management*, Vol. 7 No. 1, pp. 1-11.
- Organ, D. and Ryan, K. (1995), "A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior", *Personnel Psychology*, Vol. 48 No. 4, pp. 775-802.
- Özdem, G. (2012), "The relationship between the organizational citizenship behaviors and the organizational and professional commitments of secondary school teachers", *Journal of Global Strategic Management*,

-
- Peiman, M. (2018), *Product Innovation Revisiting Stunting as an indicator - Sight and Life*, Vol. 164.
- Piccolo, R. and Colquitt, J. (2006), "Transformational leadership and job behaviors: the mediating role of core job characteristics", *Academy of Management Journal*, Vol. 49 No. 2, pp. 327-340.
- Reed, K. and Kidder, D. (2005), "Work is its own reward (?): employee perceptions about rewarding organizational citizenship behaviors", *Handbook of Organizational Citizenship Behavior: A Review of 'good Soldier' activity in Organizations*, 243-266.
- Sampath, P.G. (2014), "Industrial development for Africa: trade, technology and the role of the state", *African Journal of Science, Technology, Innovation and Development*, Vol. 6 No. 5, pp. 439-453.
- Saurin, R. (2012), "Workplace futures: a case study of an adaptive scenarios approach to establish strategies for tomorrow's workplace".
- Sekaran, U. and Bougie, R. (2016), *Research Methods for Business: A Skill Building Approach*, John Wiley and Sons.
- Shekari, H. (2014), "Promoting organizational citizenship behaviors in organizations: a reflection on workplace spirituality approach", *Study*, Vol. 4 No. 1, pp. 104-109.
- Suliman, A. and Al Obaidli, H. (2013), "Leadership and organizational citizenship behavior (OCB) in the financial service sector: the case of the UAE", *Asia-Pacific Journal of Business Administration*, Vol. 5 No. 2, pp. 115-134.
- Vigoda, E. (2000), "Internal politics in public administration systems: an empirical examination of its relationship with job congruence, organizational citizenship behavior, and in-role performance", *Public Personnel Management*, Vol. 29 No. 2, pp. 185-210.
- Wang, G., Oh, I.-S., Courtright, S.H. and Colbert, A.E. (2011), "Transformational leadership and performance across criteria and levels: a meta-analytic review of 25 years of research", *Group and Organization Management*, Vol. 36 No. 2, pp. 223-270.
- Whitehead, A., Julious, S., Cooper, C. and Campbell, M. (2016), "Estimating the sample size for a pilot randomised trial to minimise the overall trial sample size for the external pilot and main trial for a continuous outcome variable", *Statistical Methods in Medical Research*, Vol. 25 No. 3, pp. 1057-1073.
- Whittington, L., Coker, R., Goodwin, V., Ickes, W. and Murray, B. (2009), "Transactional leadership revisited: self-other agreement and its consequences", *Journal of Applied Social Psychology*, Vol. 39 No. 8, pp. 1860-1886.
- Williams, L. and Anderson, S. (1991), "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors", *Journal of Management*, Vol. 17 No. 3, pp. 601-617.
- Willis, V.K. (2015), *School Structure, Leadership, and Organizational Citizenship Behavior*, University of OK.
- Zhang, P. (2017), *A Study of the Factors That Affect Employee Performance in the UK Hotels*, CA State Polytechnic University, Pomona.
- Zikmund, W., Babin, B., Carr, J. and Griffin, M. (2013), *Business Research Methods*, Cengage Learning.

Corresponding author

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

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com