

# **ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB): A CRITICAL REVIEW AND SUGGESTION FOR FUTURE RESEARCH IN JORDANIAN TELECOMMUNICATION SECTOR**

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## **Abstract**

*In this paper, the relationship between organizational climate, job satisfaction, servant leadership and organizational citizenship behavior (OCB) was reviewed in the context of Jordanian telecommunication companies. The variables were examined for the relationship with OCB based on several reasons; first, the need to recognize a positive relationship behind the variables and OCB and second, to shed clarity into the issue and barriers faced in OCB application in the Jordanian telecommunication companies. Third, the need to contribute to literature on the subject, which is lacking, and lastly, to help scholar and research circles that are concerned with OCB and its nuances.*

*Keywords: OCB, organizational climate, satisfaction, motivation, servant leadership and telecommunication*

## **INTRODUCTION**

Dynamic and ongoing changes in the service sector have been noted in the past few years and more recently, the emerging services sectors are leading to changes in the countries' economic structure, and revolutionized the market of mobile phone providers (Sur, 2012). In this regard,

the mobile phone providers has become among the top developing industries around the globe (Gbadeyan & Gbonda, 2012). The rapid evolution of mobile communications has been mainly driven by innovative technologies and services (Edward & Sahadev, 2011).

Moreover, the telecommunication sector is known to be the top increasing and developing sectors in the context of Jordan. The country is experiencing significant adoption of novel internet services (e.g., 4G and VoIP) that has led to avenues of survival and growth. And although financial difficulties forced Jordan's National Broadband Network (NBN) to be halted a few times, it seems to be recovering, with the assistance of funding from the Gulf Cooperation Council, and tender process aimed towards boosting operators' commitment to complete the initiative within two years (Al-Jawazneh & Al-Awawdeh, 2016). Nevertheless, regardless of the progress, Jordan still needs to create an ongoing basis of strategies and processes to be integrated and used in the systems of the organizations (Collins, 2001).

In addition, an important construct addressed in this study is OCB and it constitutes a dynamic study field. OCB refers to the discretionary and voluntary behavior that is supplemented by formal reward system (Organ, 1988). OCB studies are needed to contribute to higher organizational productivity (Podsakoff & MacKenzie, 1997) and prior literature has been dedicated to the OCB nature and its antecedents. Generally speaking, employees displaying greater OCB have a greater tendency towards committing to their organizations (Organ, 1988; Podsakoff & MacKenzie, 1997; Sevi, 2010). Hence, it is noteworthy that management comprehends the current leadership in organizations and the specificity of leadership heightening subordinates OCB level. Examined aspects of the subjective well-being in the workplace are revealed to positively link to the performance on the job (Judge, Thoresen, Bono & Patton, 2001). Therefore, in the present study, OCB and job satisfaction is examined.

More importantly, OCB is a discretionary individual behavior that is not explicitly rewarded through a formal reward system, and as such, it boosts the effectiveness of the organization (Azeem, 2010; Babbie, 2015). Such behavior has different dimensions that cover altruism, conscientiousness, sportsmanship, courtesy and civic virtue. It provides benefits to public services through the reinforcement of values, serving citizens and supporting public service ethos (Barlett, Kotrlik & Higgins, 2001). However, resistance exists towards the conceptualization and operationalization of OCB, with researchers shifting from exploring OCB outcomes to its antecedents. Such antecedents include attitudinal, dispositional, motivation and contextual factors as explained in Bowler's (2006) study. Prior OCB studies lay stress on the attitudinal and dispositional factors, while current ones emphasize motivation and contextual factors. However, recent OCB research highlighted the lack of analytical framework integrating antecedents, contextual, dispositional, and motivational factors.

Therefore, in the present study, the relationship among the variables of organizational climate, job satisfaction, servant leadership and OCB is examined, with intrinsic motivation as the mediating variable in the context of telecommunications sector in Jordan.

### **Relationship between Intrinsic Motivation and Organizational Citizenship Behavior (OCB)**

According to Dickinson (2009), motivation is described as the instruction, strengthening and maintenance of behavior, while OCB is behavior based on motive (Babbie, 2015; Feinstein, Vondrasek & Restaurants, 2006). In relation to this, the theory of motivation adopted in this study is the two-factor motivation theory proposed by Herzberg (Gasic & Pagon, 2004). The theory claims that there are two groups of needs in the workplace and they are dis-satisfier factors and satisfier factors. The former consists of extrinsic conditions in the job context that leads to dissatisfaction among employees when lacking. The conditions are directed towards motivating employers to generate job achievement (Gasic & Pagon, 2004).

The research questions explored in this study are as follows; 1) Is there a relationship between intrinsic motivation and OCB?, 2) Is there a relationship between extrinsic motivation and OCB? Therefore, the objectives are as follows; 1) to analyze the relationship between intrinsic motivation and OCB, and 2) to analyze the relationship between extrinsic motivation and OCB.

The two-factor theory proposes that employers motivate employees in the workplace as workers who feel good about their work have a greater tendency to attribute intrinsic factors to them. In this regard, intrinsic motivational factors are obtained from the work or the outcomes related to the work (e.g., autonomy, promotion and achievement) (Herzberg, 1967).

### **Relationship between Organizational Climate and Organizational Citizenship Behavior (OCB)**

Organizational climate is described as an organizational quality that consists of collective perceptions of participants of routine behavior that influences their attitudes and behavior in their workplace (Hoy, Tarter & Kottkamp, 1991). According to studies, the facilitation of a positive, open climate can provide several advantages, such as increased achievement (Hoy, Hannum & Tschannen-Moran, 1998) and increased effectiveness of the organization (Hoy et al., 1991). In some studies (e.g., Hoffman, Sabo, Bliss & Hoy, 1994; Tarter, Bliss & Hoy, 1989), organizational climate has been linked to level of faculty trust, while others (Hoy & Sabo, 1998) indicated its relationship to satisfaction with the shared decision making of the organization.

In the case of telecommunication industries, the OCBs frequency and its link to organizational climate is pertinent to be understood by mobile sector administrators.

Organizations that have open and healthy climate can motivate professionals within it to display higher citizenship behaviors in their work with their coworkers and to serve their clients (Di Paola & Tschannen-Moran, 2014).

### **Relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB)**

Ample evidence in literature points to the positive relationship between OCB and job satisfaction (e.g., Gunavathy&Indumathi, 2011; Lee & Allen, 2002; Mohammad, Habib &Alias, 2011; Organ &Konovsky, 1989; Pal &Dasgupta, 2012). Specifically, according to the cross-lagged, longitudinal study conducted by Bateman and Organ (1983), in which they conducted a correlation between managerial assessment of OCB and employee self-reported job satisfaction levels, a strong and positive OCB-contextual job satisfaction relationship exists. In their findings, the top relationship was found between OCB and satisfaction with supervision and promotions. Other studies like Becker and Billings (1993) also focused on the OCB-contextual job satisfaction relationship. The authors had two OCB scores for each employee – first, self-reported rating and second, supervisor score. The results revealed no significant differences between the two OCB ratings. The two scores were combined to generate total OCB score, and the authors revealed a positive OCB-job satisfaction relationship.

Moreover, in an empirical study conducted by Gonzalez and Garazo (2006), employee job satisfaction was found to be positively related to OCB of employees, supporting the results reported by other studies (Netemeyer, Netemeyer, Boles, McKee &McMurrian, 1997; MacKenzie, Podsakoff&Ahearne, 1998). Also, Murphy, Athanasou and King (2002) correlated job satisfaction with OCB types and indicated a positive relationship to a level indicating medium to strong association.

In a similar line of study, Mohammad et al. (2011) confirmed the positive relationship between intrinsic and extrinsic job satisfaction to OCB. With the positive intrinsic job satisfaction-OCB relationship, it can be concluded that the more positive the employees feelings are concerning the achievement of intrinsic job satisfaction, the more positive will be his/her attitude towards OCB.

Furthermore, Foote and Li Ping Tang (2008) conducted an empirical study and found a significant relationship between job satisfaction and OCB and between team commitment and OCB, which reveals that job satisfaction-OCB relationship was moderated by team commitment. Similarly, Swaminathan and Jawahar (2013) evidenced a positive job satisfaction-OCB relationship, which in Murphy et al.'s (2002) study, was indicated to be medium-strong relationship.

Other related studies include Gonzalez and Garazo (2006), who reported the positive effect of OCB on employee job satisfaction, which indicates that satisfied employees tend to be more motivated to adopt and display OCBs. Finally, Dickinson (2009) conducted a correlation study and found a positive correlation between job satisfaction and OCB.

### **Relationship between Servant Leadership and Organizational Citizenship Behavior (OCB)**

Studies in literature have been dedicated to examining servant leadership-OCB relationship and these include Ehrhart (2004), Gucl and Begec (2012), Hu and Liden (2011), Hunter et al. (2013), Liden, Wayne, Zhao and Henderson (2008), Neubert, Kacmar, Carlson, Chonko and Roberts (2008), and Vondey (2010). The pioneering study that examined servant leadership and OCB was Ehrhart (2004). The study employed the participation of 298 employees of grocery department stores in the U.S. The author tested a model in which the procedural justice climate was considered to mediate the relationship between servant leadership and OCB. His findings revealed an indirect significant association between the two, mediated by procedural justice climate.

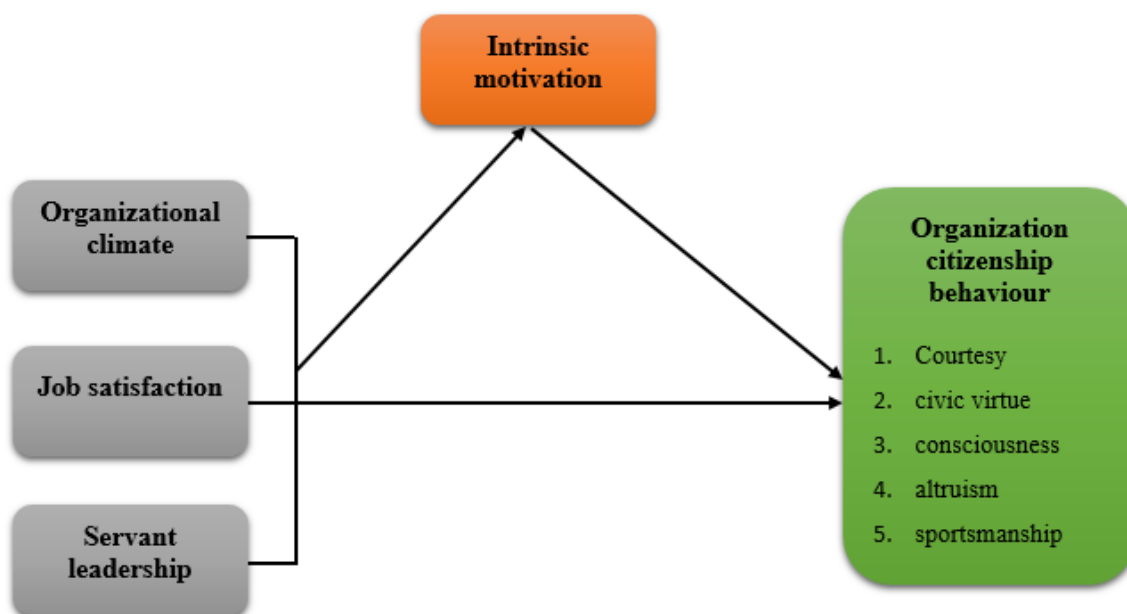
A similar study was conducted by Neubert et al. (2008), in which the authors examined the mediating effects of regulatory focus on the servant leadership-OCB relationship, using 229 full time U.S. workers (loan underwriters, first-grade teachers and accountants). The study investigated two leadership styles, namely initiating structure and servant leadership, and their association with OCB, with the mediating role of regulatory focus. The findings indicated significant effects between servant leadership and OCB through regulatory focus, and significant differential effects of servant leadership on OCB. The findings showed that servant leadership is effective in motivating creative behaviors compared to initiative structure leadership.

Despite the studies in literature that investigated the indirect relationship between servant leadership and OCB (e.g., Ehrhart, 2004; Hunter et al., 2013; Walumbwa, Hartnell&Oke, 2010), more studies are required to empirically explain the influence of other mediating variables to enhance OCB. This was recommended by Walumbwa et al. (2010) in a study in which they urged for the consideration of processes and conditions under which the effectiveness of servant leadership would be heightened. A similar recommendation was provided by Vondey (2010), who stated that ongoing research dedicated to leader-follower relationship could broaden people's understanding of the distinct and valuable contribution of followers. Meanwhile, Organ, Podsakoff and Mac Kenzie (2005) called for future studies on the mechanism via which servant leadership affects OCB. These suggestions are in line with the

present study in considering the mediating effect of intrinsic motivation on the servant leadership-OCB relationship. .

## CONCEPTUALIZATION FRAMEWORK

Figure 1: Conceptualization Framework



## CONCLUSION

Findings of prior studies in literature confirmed a significant relationship between OCB and servant leadership. Therefore, it is pertinent for organizations to focus on leadership styles of the leader in order to boost subordinates and their intrinsic motivation to display extra OCB behaviors as this could result in high organizational performance. This calls for the in-depth understanding of OCB concept and its relationship with job satisfaction and effectiveness. Organizational leaders can play a pro-active role in the development of OCB awareness by mentoring employees to adopt extra role behaviors. In this paper, intrinsic motivation is viewed as mediating the servant leadership-OCB relationship in the context of Jordanian telecommunication sector. The research model was developed for large scale telecommunication companies so it can be conveniently extended for large scale organizations. It is recommended that future studies test the model in the same context empirically. Moreover, regardless of the appropriate variance explained for OCT, other determinant variables like authentic leadership (Al Sahi, Al-Zaabi, Ahmad, Hossan & Singh, 2016), emotion (Han & Hovav,

2016), knowledge sharing (Murtaza et al., 2016; Trong Tuan, 2016), organizational behavior (Moideenkutty, Schmidt & Ali, 2016) may be considered in the model to provide an expansive insight into the variables. This study provides avenues for future studies to understand the relationship of variables, particularly organizational climate, job satisfaction, servant leadership and motivation factors with OCB.

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