



Consequences of Organizational Citizenship Behaviour in the Jordanian Telecommunication Sector: A Concept Paper

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Abstract- Organizational Citizenship Behaviour (OCB) refers to the voluntary behaviour which is exhibited by the employees in the organization, as good citizens of the organization. This paper aims to provide a historical account of OCB with behavioural factors based on the existing literature. As the interest in OCB continues to grow, consistent integration of the concept becomes progressively more complex and necessary. The current study presents details of its development from the time it was first conceptualized up until the present wherein leadership style, motivation, and OCB have been used to indicate organizational effectiveness and performance. This review paper presents a framework for delineating the determinants of OCB for the benefit of practicing managers as well as discerning academics and researchers.

Keywords: OCB, Leadership Style, Motivation, Jordanian Telecommunication.

I. INTRODUCTION

In literature, it has been proved that the world's largest service industry is the telecom sub-section which is forming a large part of the technology industry (Enas, Ghaith, Abdullah, & bin A. Tambi, 2019). These emerging service sectors changing the economic structure of countries, and also revolutionizing the mobile phone provider market (Sur, 2012). The mobile phone operator has emerged as one of the fastest-growing industries in the world (Gbadeyan & Gbonda, 2012). Moreover, with the effectiveness of innovation and services, organizations can continue to evolve ever more rapidly (Edward & Sahadev, 2011). In the Jordanian context, telecommunications and internet service providers are trying hard to offer a better user experience, however; poor customer service from service providers remains a big problem for consumers.

According to Ganta (2014), understandings and beliefs in the incentives are very vital for organizational leaders because many studies had recognized that higher levels of motivation drive to higher levels of performance. Motivation assists in promoting performances (Kamaruddin, Omar, Muda, Saputra, & Ismail, 2017) in many ways, for instance, it assists in managing employees behavior, meeting organizational objectives, producing job satisfaction, increasing employees effectiveness, assisting both leaders and employees in meeting their personal objectives, encouraging team agreement and ensuring organizational-citizenship behavior by steadying the workforce.

Individuals who perform process-motivation share in deeds and produce an enjoyable working environment for themselves and other co-workers (Kamaruddin et al., 2017). Hence, it could be assumed that employees who like their works can more possibly help others and produce a relaxing work environment and that those employees find organizational-citizenship behavior enjoyable (S. W. Ahmad & Khan, 2016). For many years, a robust relationship between motivation and organizational-citizenship behavior (OCB) had been reported. The literature on organizational-behavior discussed OCB as motive-based behavior which indicates that OCB developed as a result of motivation (Ariani, 2012; Dávila & Finkelstein, 2013).

Thus, in order to tackle the problem of poor customer service, service-oriented corporations should analyze and improve their worker's service-oriented organizational-citizenship behaviors (OCB). According to Organ (1988), workers who have additional behavioral roles might assist in increasing their organizational efficiency and output. In general, Organ, Podsakoff, and MacKenzie (2006) defined OCB as a worker's optional behavior that goes above their official job-requirement and description which is not compensated by the reward-system. Furthermore, OCB is generally supported by organizational-performance and competitive-advantage (Ghaith, 2020). In the same context, T. Bateman and D. Organ

(1983) indicate that many studies have been carried out extensively to analyze OCB as it was presented around twenty years ago. Further, past studies on OCB have concentrated solely on the general-form of organizational-citizenship behavior. Nevertheless, very few studies have concentrated on specific-forms of OCB specified to a particular sector like in the service sector (Ghaith & Mutia, 2019).

In the Jordanian context, previous studies have been carried out solely on service-oriented OCB related to the press foundations, hospitality industries, and public sector (Alhyasat, 2012; Alkailani & Aleassa, 2017; Alshurideh, Alhadeed, & Barween, 2015; Altarawmneh & Al-Kilani, 2010; Ghaith & Mutia, 2019; Taamneh, 2015). Therefore, there is a lack of research that had been concentrated on the development of customer-contact worker's service-oriented OCB in Jordan in telecommunication and service providers.

II. ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The concept of work-related behaviours that goes beyond one's job description had been identified in the 'human relations era' in the 1930s (Ocampo et al., 2018). However, the term 'organizational citizenship behaviour' was not coined until 1983 in a research study by T. S. Bateman and D. W. Organ (1983). Later, Organ (1988) formally defined this type of employee behavior as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (p. 4).

N. P. Podsakoff, Podsakoff, MacKenzie, Maynes, and Spoelma (2014), have identified three reasons behind the popular trend of OCB research. First, in organizational behaviour literature, OCBs are considered as the essential domain of employee's performance and an important criterion variable. As N. P. Podsakoff, Whiting, Podsakoff, and Blume (2009) stated earlier, 'one of the main reasons for the interest in OCBs is that they are expected to be positively related to measures of organizational effectiveness'. Second, there are various theoretical mechanisms (Bolino, Klotz, Turnley, & Harvey, 2013) that explain the 'why' and 'how' of employee engagement in OCB beyond the traditional social exchange approach. Finally, research in OCB has expanded to various disciplines of practice, for example, telecommunication services (Herlina & Saputra, 2021; Omar et al., 2017; Priyanka, Thevanes, & Arulrajah, 2020).

OCB is a free choice behaviour and exceeds the minimum requirements of a job. The result of OCB will accommodate the organization's effectiveness. It can also improve the efficiency and effectiveness of organizational functions. Provided that it collectively and continuously might improve organizational enhancement. OCB consists of five dimensions: altruism (desire to help), conscientiousness (dedication), civic virtue (responsibility), courtesy (encouragement), and sportsmanship (tolerance). Furthermore, the OCB indicators are all about willingness, such as helping others unconditionally or those who have work difficulties, including new co-workers. Furthermore, OCB includes initiatives, responsibilities, and working time efficiency. It is about contributing beyond minimum standards. OCB is also about obedience, participation, appreciation, respect, acceptance, tolerance, and priority. In conclusion, the parameter of OCB is the willingness and care among individuals within the organization (Abzari, Shahin, & Abasaltian, 2016; Chiu & Chien, 2015; Husain & Husain, 2016; Mansouri, Singh, & Khan, 2018; Sadegh, Khani, & Modaresi, 2018; Tambe, 2014).

Therefore, since OCB has significant individual-level and organizational-level outcomes that are beneficial for any individual, unit, or organization (P. M. Podsakoff & MacKenzie, 1997; P. M. Podsakoff, MacKenzie, & Podsakoff, 2018), it makes sense for OCBs to be incorporated into the reward system. Further, the 'inclusion of discretionary behaviors in performance evaluation can motivate employees when they see their contributions to this effect are valued in the organization' (Özçelîk & Uyargîl, 2019; Rochdi, Omar, & Muhammad, 2017), which in turn encourages employees to further invest in OCBs. One reason why employees invest further can be related to their perceptions of fairness (Blau's Social Exchange Theory, 1964) in this kind of evaluation process (Collen, 2019; Nadatien, Handoyo, Pudjirahardjo, & Probowati, 2020). Empirical studies over the last thirty years resulted in human resources departments of organizations to include OCB as a performance indicator in performance appraisals and reward systems (Özçelîk & Uyargîl, 2019).

III. MOTIVATION

Motivation has been defined by some researchers as (Deci, 1975; Ryan & Deci, 2000). Each of these researchers has indicated that motivation is described as doing an action that is integrally remarkable or pleasant. It is described as when one does an action for pleasure and gratification while he/she learns to explore or attempts to comprehend new things (Areepattamannil, Freeman, & Klinger, 2011; Hunt, 1965; Moldovan, 2014; Pink, 2009; Ryan & Deci, 2000; White, 1959). Intrinsic-motivation is not driven by external rewards such as verbal reinforcement, prizes, grades, or pay check; rather, the employee is motivated by something inside himself or herself (Pink, 2009). With motivation, job contribution is its compensation, and it does not depend on explicit-rewards or other exterior limitations.(Mohamad et al., 2018).

Hence, since motivation is so important, one may have to ask the following question: "How do you foster motivation in an employee?" Although there is no direct answer to this complex question, previous studies have made some suggestions. One of these suggestions is providing the employee with levels of autonomy which tends to increase one's incentive, curiosities, and the need for a dispute (Deci, Nezlek, & Sheinman, 1981; Ryan & Grolnick, 1986). Also, motivation is fostered when a level of competence is built up (White, 1963). When an employee feels competent with the task, it can lead to motivation (Deci, & Ryan, 2000; Ryan, & Deci, 2000b; Deci, Vallerand, Pelletier, & Ryan, 1991). Moreover, motivation is enhanced when an employee has an opportunity to develop close relationships or meaningful connections with others (Baumeister & Leary, 1995; E. Deci & Ryan, 2000; E. Deci, Vallerand, Pelletier, & Ryan, 1991).

The little available works of literature have exhibited mixed findings of the nature of OCB and HRM practice, and leadership styles relationships, which suggests the possibility of a mediating variable that might influence the relationship of the two constructs (Duffy & Lilly, 2013; Fu, 2013). As individuals may vary in attitudes and values regarding the relationship with their colleagues, subordinates, or superiors, then considering one of the personal constructs, motivation may give a better comprehension about the relationship of OCB and its predictors. Duffy and Lilly (2013), conducted a study titled: "Do individual needs moderates the relationships between OCB, organizational trust and perceived organizational supports"? They have recommended using psychological variables such as motivation as a mediator in future studies.

IV. TRANSFORMATIONAL LEADERSHIP

Leadership style is one of the significant factors found to influence employee OCB (Ali & Waqar, 2013; Boiral, Talbot, & Paillé, 2015; Jung & Yoon, 2015). The major leadership-styles that receive empirical attention in association to OCB through the years comprise transformational-leadership and transactional leadership styles (Ahmet, 2016; Kaya, 2015; Luo, Cheng, & Zhang, 2016; Newman, Schwarz, Cooper, & Sendjaya, 2015; Reed, 2015). Numerous transformation agendas might fail in delivering predictable outcomes if the elementary elements comprising teaching the art of servant-leadership inside the organization, and the growth of psychological-ownership for the corporation amongst workers can trigger workers' inspiration to perform more than their standard call of responsibility (OCB) remain neglected.

Many leadership styles have been shown to have a significant positive relationship with Organizational Citizenship Behavior. One of the major types of leadership styles that have shown a positive and significant relationship with Organizational Citizenship Behavior is transformational leadership. D. W. Organ, Podsakoff, and MacKenzie (2005), indicated that there are several ways a leader can increase employee participation in OCB. One of these ways "selecting employees who have a greater ability to exhibit OCB because of their dispositional characteristics, modelling forms of the behaviors, or shaping the work environment to provide greater opportunities for OCB" (D. W. Organ et al., 2005). In the context, Bass, Avolio, Jung, and Berson (2003) have noted that transformational leaders "transform followers, basic values, beliefs, and attitudes for the sake of a higher collective purpose, such as when they are willing to perform beyond the minimum levels specified by the organization" (Nahum-Shani & Somech, 2011). Because Organizational Citizenship Behaviors are extra-role behaviors, "they are likely to be promoted by transformational leaders who can motivate their followers to perform above and beyond their role description" (Nahum-Shani & Somech, 2011). Theoretical and empirical research suggest that there is a reason to believe that transformational leadership positively influences extra-role or organizational citizenship behaviors (P. M. Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

V. TRANSACTIONAL LEADERSHIP

In transactional-leadership, the fundamental characteristic is the connection of exchanges proven between leaders and assistants. The transactional-leader explains the aims to be attained and sheds light on it so that the effective accomplishment of these goals will indicate prizes, whereas non-compliance with the goals will indicate penalties (Bass, Avolio, & Atwater, 1996; Bass et al., 2003). Therefore, those leaders inspire their assistants by establishing mutual arrangements which if efficiently complies with over-time could be responsible for the assistants' improvement of feeling of belief in the leaders (Whittington, Coker, Goodwin, Ickes, & Murray, 2009). This belief could allow them to be involved in activities that go beyond the anticipations regarding the goals that will be attained in the task of their official roles in the corporation, and lead the production of organizational-citizenship-behaviors. In this regard, certain empirical-evidence shows that transactional-leadership forecasts the organizational-citizenship-behaviors(Atta & Khan, 2015; Masood, Siddiqui, Lodhi, & Shahbaz, 2020).

VI. CONCEPTUAL FRAMEWORK

The current study is based on the conceptual framework of leadership style developed by Van Dierendonck (2011). Leadership is a relatively new construct that can be described as a people-centered theory of leadership (A. Ahmad et al., 2018; Van Dierendonck & Nuijten, 2011). Even though acts of leadership have been recorded throughout civilization, the concept of leadership was formally introduced by Greenleaf (1977). Since that time, the leadership style construct has re-emerged in organizational leadership literature and is slowly making its way into the field of the telecommunication sector.

Theoretically, this study will add considerable contributions to leadership, and OCB literature. Also, it will contribute to the existent literature by presenting the influence of leadership-styles and OCB. Prior OCB studies were mostly carried out in western settings, whereas this current study concentrates on a novel non-western setting. Moreover, the study aimed at putting a leadership style framework for increasing OCB factor via the development of motivation. The current study will contribute to the existent knowledge by presenting the mediating effects of motivation on improving the influences of leadership-style on employees OCB. Regarding the significance of this study, Shaheen, Bukhari, and Adil (2016) suggest that future research may take into consideration the leadership style of OCB. Moreover, previous studies recommend using motivation as a mediator variable (Duffy & Lilly, 2013; Lemmon & Wayne, 2015; Lian & Tui, 2012; Shahzad et al., 2013).

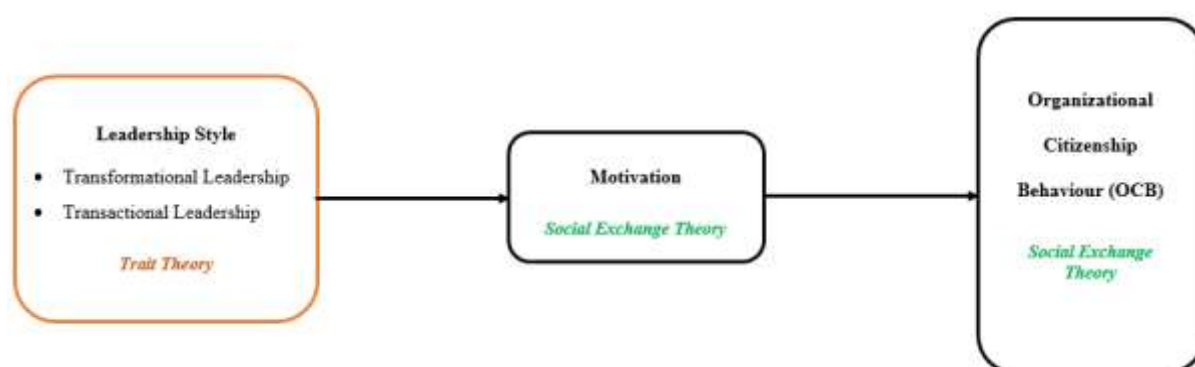


Figure 1:Conceptual Framework

As figure 1 above shows, social exchange theory is one of the models used extensively in organizational-behavior to predict worker's behavior(Greenberg & Scott, 1996). The core assumption behind this model is that the employees reciprocate negative or positive behaviors as a way of expressing their satisfaction with the prevailing circumstances (Greenberg & Scott, 1996).

Employment relationship which is based on exploitation or the principle of 'win lose' always breeds an anxious, dissatisfied and uncommitted workforce which is unwilling to cooperate or contribute to the bottom line. On the contrary, a relationship that is perceived as just, fair and equitable always encourages the workforce to reciprocate the gestures of goodwill extended by their organization. This exemplifies a

typical strong social exchange relationship. When employees feel and appreciate the treatment they receive from their employer, they, in turn, feel obliged to engage in citizenship behaviors.

Regarding the trait-theory of leadership, it was criticized for several reasons. The theory had failed in considering diverse cases, such as individuals who possess some traits which might make them leaders in one condition might not be leaders in other conditions. Similarly, the theory failed to look at traits in association to leadership results, such as efficiency and job-satisfaction because it focuses only on the identification of traits. Lastly, it is not valuable for training and improvement of leadership since traits could not simply be taught or changed (Daft, 2014). Based on previous studies, the Trait Theory was used to clarify the leadership style (Hijazi, 2017).

However, the negative side of this theory is the reduction of the employment relationship into a trade relationship based on economic needs. It is also found on the principle of openness and freedom; and in an ideal society according to Miller (2004), there are periods when frankness is not useful and valuable in a working. In this current study, the theoretical importance of the framework and its practical significance to Jordanian telecommunication are recognized and cautiously examined to offer a clear image from the prior studies, and highlights the significance of this study to the existing body of knowledge to the Jordanian government, and potential private investors. Accordingly, they are identified as both the theoretical and practical importance of this study to bridge the information gap in the telecommunication sector in Jordan in terms of the best practices. Therefore, the current study would use social exchange theory with traits theory to explain the relationship between the factors discussed earlier. The study extends two theories together in the same framework, this is the first time to test, to increase knowledge in the telecommunication Jordanian sector, as figure 1 above shows and explains the contribution.

VII. CONCLUSION

OCB has been an area of interest of researchers for more than twenty-five years. Different scholars have discussed several dimensions of OCB. Besides, there are different dimensions of OCB, as well as different motives for performing OCB. Also, there are significant studies on individual and organizational OCB. Several scales are also developed from time to time to measure various dimensions of OCB.

This paper touches upon the behavioural factors of OCB given by Organ and makes a fleeting reference to other dimensions discussed by various scholars. The study has implications for theory and research. The findings relating to the importance of perceived job influence in the leadership style-motivation relationship support the view that it is time to look beyond purely social exchange explanations of OCB. Leadership style is significant, not just as currency in a social exchange relationship with employees, but also for its role in enhancing employees' sense of job influence. Also, leadership style has to carry out the duties of academic development to examine the transformational leadership, and transactional leadership to perform OCB separately; however, the findings suggest that the role of these issues in the motivation-performance linkage represents a fruitful area for further research. Studies which can examine these links in more detail would be useful. Finally, future studies might usefully adopt a longitudinal element, owing to the problems of research access for multi-level studies, we must recognize that this will be very demanding.

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