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Assessment of Organizational Citizenship Behavior (OCB) in Jordanian Universities

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Abstract

This descriptive and analytic field study intends to assess organizational citizenship behavior (OCB) among Jordanian Universities. A random sample of (188) elements representing academic and administrative staff in four Universities was selected. The four universities: Yarmouk, Jordan University of Science and Technology (JUST), Irbid National University, and Jadara University are located in the north part of the country.

The results showed that overall OCB scored very high (4.34) on a 5-Likert scale. In addition, OCB showed significant variance with respect to age category (in favor of those who are 50 years and above). The author also has found that OCB five core dimensions (Altruism, courtesy, sportsmanship, civic virtue, and conscientiousness) are strongly and significantly correlated. Relevant recommendations were suggested to enhance OCB practices in Jordanian Universities.

Keywords: Organizational Citizenship Behavior (OCB), Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness, Jordanian Universities.

Introduction

In response to the ongoing competition among business organizations, and their continuous endeavor to improve organizational performance, the cooperative relationships among employees have become a major factor of business success and development.

The concept of organizational citizenship behavior (OCB) has achieved significant academic attention since its first evolution few decades ago. OCB is widely desirable, thus organizations strive to achieve it due to its importance in enhancing organizational effectiveness. But, OCB has not yet developed enough to be formal behavior to be officially rewarded.

Nowadays, managers and researchers have noticed the importance of OCB as a requisite to organizational achievement and effectiveness.

OCB comes in numerous specific formats and shapes. When an individual cooperates with his superiors to perform his job to the best standards, and doesn't abuse the rights of others, and carries

out additional duties and burdens without complaining, and cares about the reputation of his organization, and avoids getting in unnecessary troubles, he consequently enhances OCB towards himself and his organization.

Such styles must be encouraged due to their roles in reducing cost and increasing profits at the organizational level, and enhancing the organization capability to adapt to the environmental variables, and strengthening coordination within and among team members, and guarantee organization survival and sustainability.

Regarding the higher education sector in Jordan and the fierce competitiveness that Jordanian universities are facing with one another, and the multiple challenges these universities are facing, those in charge of the sector are seeking to lessen the acute troubles and overcome difficulties through continuous development of regulating policies and legislations.

Some of the difficulties that Jordanian universities face may include lack of finance; lack of quality attention and research, low students levels accepted into universities especially private ones, tumbling levels of academic graduates and increasing unemployment among them, unwillingness of employers to hire graduates, emergence of university violence among students, and the absence of justice. The total number of Jordanian universities has exceeded 31 and there are four other private universities under licensing.

As a result, this research paper intends to shed light on OCB concept, explains its types and dimensions, verifies ways of OCB encouragement and participation, and highlights its importance and benefits at both individual and organizational levels in one outstanding business sector in Jordan that is the higher education institutions in Jordan.

The importance of this study stems from the importance of OCB and its great impact on the effectiveness of organizational performance and success and its role in enhancing organizational ability to adapt to environmental changes. More specifically, the following points may add to its importance:

- The ability of OCB to enhance social attractiveness and emotional ties in the business unit.
- OCB valuable contribution that needs to be challenged at the organizational context.
- OCB multiple dimensions and approaches and their role in enhancing organizational survival, sustainability and flexibility to face emergent conditions within work.

Research Objectives

The objectives of this study can be listed below:

1. Define OCB concept and its various dimensions, patterns, motives, and possible measures.
2. Review OCB literature and previous studies in both Arab and international contexts.
3. Measure OCB levels in Jordanian Universities.
4. Suggest recommendations so as to enhance OCB practices in Jordanian universities.

Research Problem

The study problem stems from the fact that the quality of higher education outcomes and university performance in general is deteriorating and continuously backing off at the national level. At no doubt, if OCB has been sought by Jordanian Universities to have it enhanced, it will partially contribute in enhancing performance, achieve competitive advantage, and raise market shares

among Arab and regional universities. Consequently, this study intends to introduce answers to this problem while focusing on this key question: **What is the practice level of OCB in Jordanian Universities?**

Research Hypotheses

Based on the study objectives, questions and variables, and after reviewing relevant literature, the following hypotheses are suggested:

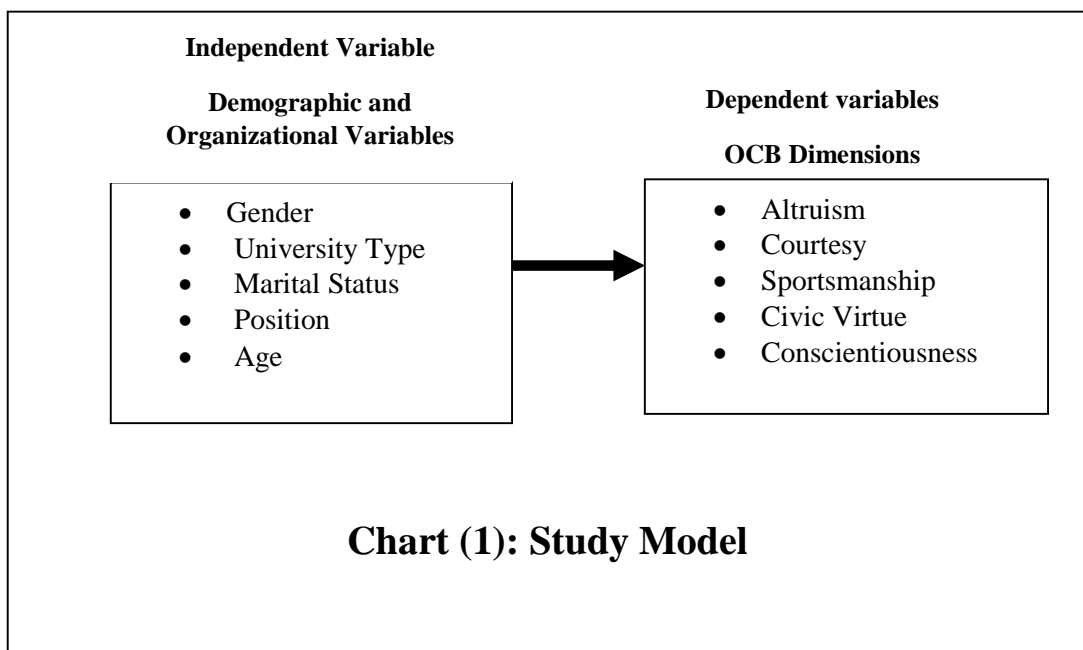
H01: OCB practice level in Jordanian Universities is not up to its desired acceptable level in its five dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness)

- H01-1: Altruism in Jordanian Universities is not up to its desired acceptable level.
- H01-2: Courtesy in Jordanian Universities is not up to its desired acceptable level.
- H01-3: Sportsmanship in Jordanian Universities is not up to its desired acceptable level.
- H01-4: Civic Virtue in Jordanian Universities is not up to its desired acceptable level.
- H01-5: Conscientiousness in Jordanian Universities is not up to its desired acceptable level.

H02: OCB dimensions are not positively correlated among one another.

H03: There is no significant statistical variance among OCB dimensions attributed to demographic and organizational variables (Gender, type of university {public vs. private}, marital status, job type {academic vs. Administrative}, and age).

The following chart depicts the study variables, both dependent and independent.



Theoretical Background

This section briefly describes several topics related to OCB such as OCB concept definition, advantages of OCB, OCB dimensions, patterns, and factors affecting OCB.

OCB Concept

The concept of OCB represents one possible solution to achieve employee satisfaction since OCB is considered one key factor affecting organizational effectiveness (Organ & Ryan, 1995). The concept also denotes the apparent behavior that is noticed by the individual's peers, superiors, and society as a whole (Organ, 1990). It also relates to behavior that benefits the individual and is respected by organization leaders, but is not yet a formal organizational requirement. As (Robbins & Judge, 2007:30) argue, OCB is one kind of behavior that is discretionary and freely elective, and isn't regarded as formal job requirement, but contributes evenly to the organizational effectiveness.

In addition, Organ, (1997) proposes an applicable definition pertinent to OCB according to changes in the business environment, and the need to redefine the OCB concept from time to time. He sees OCB as an individual discretionary behavior, not officially valued by the pay system of the firm, but as a whole enhances the effectiveness of the firm.

Sinha (2008:23) defines OCB as a sense of responsibility towards the organization, and doing what so ever to make positive synergy with it. OCB also intends to magnify individual roles and encourage people to assist and offer support to others so as to strengthen emotional ties among people.

While Spector (1997:57) states that OCB, as an individual behavior, aims at helping peers and superiors in their jobs and encompasses additional and voluntary work that is beyond an employee's job description.

To conclude, OCB is thus a positive behavior carried out by an individual towards one self, others, and one's organization, so as to reflect OCB five core dimensions. It is thus a desired behavior that organizations strive to enrich at the individual, collective, and organizational levels.

OCB Advantages

Previous research has proved that organizations that practice OCB are more interesting to work in comparing to other organizations that do not pay attention to OCB practices. Such organizations are more able to retain qualified employees than others. Some of OCB benefits are listed below (Ibrahim et al, 2013; Organ & Ryan, 1995):

- OCB enhances organizational effectiveness through increasing productivity.
- OCB enhances organization ability in adapting to environmental changes.
- OCB enhances coordination among and within teams.
- OCB enhances organizational performance through softening organization social machine.
- OCB enhances flexibility to face emergent conditions.
- OCB lessens turnover and absenteeism rates.
- OCB increases employee satisfaction and loyalty.
- OCB enhances social adhesiveness within work units.
- OCB enhances organization survival and sustainability.

OCB Dimensions

OCB widespread dimensions according to (Organ, 1990; Ibrahim et al, 2013; Organ & Ryan, 1995) are clarified below:

- Altruism such as helping colleagues.

- Courtesy such as showing respect to others and being polite with them.
- Conscientiousness in which employee carries out additional duties and tasks expected from him.
- Sportsmanship which means ability to endure work burdens without complains.
- Civic Virtue through participating in management and organizational governance.

Several studies have shown that OCB has two dimensions (Fu, 2013; Organ, 1997; Organ & Konovsky, 1989). The first dimension is a behavior directed towards individuals, mainly called “Altruistic” behavior which calls for helping others. The second dimension “compliance” is a behavior directed towards the organization that incorporates good citizenship such as respecting time and preserving organizational resources, and exceeding one’s requirements and expectations.

OCB Patterns

Organizations always need individuals who offer more than what their jobs require, and who achieve better performance than expected. In this regard, OCB comes in different patterns such as (Robbins & Judge, 2007:30; Organ & Ryan, 1995; Spector, 1997:57):

- Offer help to team members.
- Offer voluntary work.
- Avoid participating in unnecessary conflicts.
- Respect rules and regulations.
- Endure mischief and additional emergent burdens.
- Talk positively about your organization.
- Provide suggestions to improve work.
- Respect other people’s time at work.
- Be punctual in appointments.

Factors affecting OCB

Previous research and literature related to OCB identified several factors affecting it. Job attitude such as employee satisfaction is one major determinants of OCB. Justice and perceived equity, organizational commitment, top management support and care are also documented OCB determinants. (Bukhari, 2008; Organ, 1997; Finkelstein & Penner, 2004).

Sinha (2008:169) admitted that OCB is influenced by three additional factors. These three factors are explained as follows:

- *Individual factors*: That is when an individual is willing to help others and take care of the public interests more than anybody else.
- *Organizational Factors*: It is when an organization practices justice and cares about employee development, it thus engrains OCB within employees, better than technocratic organizations that apply market rules and favor profits growing.
- *Cultural Factors*: Collective culture always calls for collective goals rather than individual ones.

Other researchers argued that OCB motives come in three dimensions: Social values such as helping others and gaining their satisfaction, organizational care such as having positive

attitudes toward organization, and impression management such as keeping positive image of the individual. (Rioux & Penner, 2001).

Previous Research

In spite of the numerous OCB studies at the local and international levels, OCB assessment studies at the university level in Jordan is few. The following section reviews several OCB studies at the Arab and international levels.

A recent study by (Abo Tayeh, 2011) aimed to measure the impact of organizational justice on OCB in Jordan public institutions. The researcher used the five dimensions of OCB (Altruism, courtesy, sportsmanship, civic virtue, and conscientiousness). The sample size was (326) elements in (12) governmental institutions and ministries. The main findings of the study were:

- OCB arithmetic overall mean scored high (4.05) out (5.0).
- There was a positive statistical impact of organizational justice on OCB.

While Noun (2013) intended to investigate the impact of organizational support on OCB and organizational performance. A sample of (113) elements in (6) industrial textile companies were asked to fill the relevant questionnaire. The study showed that OCB scored high (3.66) on 5-likert scale. The study found a positive statistical impact of organizational support (organizational justice, leadership style, and participation in decision making) on OCB. OCB also was found to have a positive impact on performance.

Aba Zeid(2010) investigated the impact of psychological empowerment on OCB in the Social Welfare Establishment in Jordan. The study showed that OCB scored high (4.36) on 5-likert scale. The study recommended that OCB has to become one performance assessment criterion, and a prerequisite for an employee to be eligible to receive a pay increase and compete for higher positions in the organization.

While Alaameri (2000/b) carried out an exploratory study regarding OCB in the Saudi health hospitals, and found out that OCB level scored (5.77) out of seven on a 7-likert scale. While OCB towards employees reached (5.2) and towards the organization scored (5.33). A statistical variance was found between Age and OCB in favor of older managers.

Alaameri(2000/a) also carried out a study regarding OCB and transformational leadership behavior in the Saudi public sector in Riyadh. OCB level was moderate (2.53). Age of respondents was found to significantly affect OCB.

In addition, Ibrahim et al (2013) carried out a study entitled "Evaluating Organizational Citizenship Behavior among Local Government Employees: The Mediating Role of Job Satisfaction". The study used the five familiar OCB dimensions. The authors concluded that OCB is positively affected by the leader-subordinate relationship.

Duffy et al (2013) investigated if individual needs could moderate the relationship between OCB, organizational trust, and perceived organizational support. The study found that organizational support perceived by employees does affect OCB positively.

Furthermore Fu (2013) studied the impact of high performance HR practices on organizational commitment (affective as well as normative) and OCB. The study found that organizational commitment level is directly proportional to OCB levels.

Robinson and Strickland (2010) investigated the relationship between charismatic leadership, work engagement, and OCB. The results of the study are listed below:

- A positive correlation exists between charismatic leadership and work engagement with (0.40) coefficient value.
- A positive correlation exists between charismatic leadership and OCB with (0.26) coefficient value.
- A positive correlation exists between OCB and work engagement with (0.44) coefficient value.

Bukhari (2008) focused on key antecedents of OCB in the banking sector of Pakistan.

The study found that OCB dimensions are positively correlated with one another. OCB is also affected by the age of respondents in favor of old ages.

Kwantes et al (2008) studied culture's influence on the perception of OCB. The study found that OCB is directly interrelated to the individual's culture by a value of (23%).

Vigoda-Gadot & Angert (2007) tried to seek answers relating goal setting theory with job feedback and OCB. The study revealed a positive relationship between goal setting and OCB with ($r = 0.21$, $p < .05$). Also, a positive correlation was found between job feedback and OCB with ($r = 0.47$, $p < .001$).

Finkelstein & Penner (2004) studied the impact of functional and role identity approaches on OCB. The study found a strong correlation value between OCB towards employees and OCB towards organization.

Study Methodology

The methodology of the study includes the nature of the study, sample and population of the study, study instrument (questionnaire), and statistical methods and limitations of the study.

Nature of the study: the study is set to be descriptive, analytical and field type of study.

Sample and Population

The study population included all employees in both public and private Jordanian Universities which amounts up to thirty universities. Out of this huge number of universities and their wide spread all over the area of the Kingdom, only four universities were selected in the north region of the kingdom to be the population of the study. These are (Yarmouk, Jordan University of Science and Technology (JUST), Irbid National University, and Jadara University. The following table (1) shows the number of employees in these four universities according to very recent statistical reports from the ministry of higher education in Jordan. The estimated number of employees as shown in the table is (6332). A sample of (10%) is selected (633) employees to be the sample of the study. According to (Gay, 1987:114) and (Yamane, 1967:886), a (10%) sample is considered to be enough when the population exceeds (500) elements.

Table (1): Employees numbers in Jordanian Universities as of 2011/2012

University	Academic	Administrative	Total
Yarmouk	902	1742	2644
JUST	814	2276	3090
Irbed National University	83	202	285
Jadara University	100	213	313
Grand Total	6332		

Source: Ministry of Higher Education (2012). Statistics: Annual statistical report of higher education for year 2011/2012. Available at [::www.mohe.gov.jo/statistics/tabid/69/language/ar-jo/default.aspx](http://www.mohe.gov.jo/statistics/tabid/69/language/ar-jo/default.aspx)

The questionnaire was then handed randomly to (633) employees in both academic and administrative divisions in the four universities. Only (188) questionnaires were returned and valid for analysis (30% response rate) as shown in Table (2).

Table (2): Distribution of sample elements according to organizational and personal characteristics (N=188)

Variable	Category	Freq.	(%)	Variable	Category	Freq.	(%)
Gender	Male	134	%71.3	Job Category	Academic	140	%74.5
	Female	54	%28.7		Administrative	48	%25.5
	Total	188	%100		Total	188	%100
University Type	Public	52	%27.7	Age	30 yrs. and less	46	%24.5
	Private	135	%72.3		30-less than 40	60	31.95
	Total	188	%100		40-less than 50	58	%30.9
Social Status	Single	36	%19.1		50 yrs. and above	24	%12.8
	Married	152	%80.9		Total	188	%100
	Total	188	%100				

Table (2) shows the distribution of the sample elements according to the study variables: Gender, University Type, Social Status, Job category, and Age. The data reveals the following indicators:

- Male category amounts to (71.3%) of the study sample.
- Private universities amount to (72.3%) of the study sample.
- Academics amount to (74.5%) of the study sample.
- Married category amounts to (80.9%) of the study sample.
- "30 years and less" category amounts to (31.95%).

Measurement Instrument

The questionnaire (shown in appendix -1) was developed to assess the five dimensions of OCB (Altruism, courtesy, sportsmanship, civic virtue, and conscientiousness). The researcher used several previous studies: (Bukhari, 2008; Aba zaid, 2010; Noah, 2013 ; Abo Tayeh, 2012) from which several items were added to the current questionnaire to become (25) items in total. The questionnaire elements were then modified to suit the academic environment of the universities.

In order to test the validity and consistency of the questionnaire, it was initially handed to (25) sample members in Jadara University, and was analyzed using (SPSS) to find that reliability coefficient value was (0.92), which is acceptable in this type of study.

The questionnaire consists of two sections. The first section consisted of the general information (Gender, University Type, Social Status, Job category, and Age). While the other section contains the OCB five dimensions which was measured on a 5-Likert scale as follows:

- Altruism dimension measured by (items 1-5).
- Courtesy dimension measured by (items 6-10).
- Sportsmanship dimension measured by (items 11-15).
- Civic virtue dimension measured by (items 16-20).
- Conscientiousness dimension measured by (items 21-25).

The reliability of the measurements was evaluated by Cronbach Alpha coefficients as shown in the following table. Reliability indicates the consistency of measures in measuring the same symptoms. A measure is considered reliable if the value of alpha coefficient is above (0.6).

Table (3): Internal Consistency factors using Cronbach Alpha (N=188)

Dimension	Internal Consistency
• Altruism	0.78
• Courtesy	0.73
• Sportsmanship	0.73
• Civic virtue	0.80
• Conscientiousness	0.69
Overall OCB	0.91

Statistical Methods

The study used several statistical methods such as means, standard deviations, repetitions and percentages. Cronbach Alpha was also used to test the reliability of the questionnaire. To test the hypotheses of the study Pearson correlations was used. One Way ANOVA was also used to test variance for Age variable. T-Test was also used to test variance regarding gender, type of university, social status, and job category.

Limitations of the Study

The study covered a sample of Jordanian universities located in the North region of Jordan. The field part of the study took place in the first term of the academic year 2015-2016. Regarding the subject covered, the study is limited to OCB variables according to a sample of Jordanian Universities' employees.

Discussion of Study Findings

Measurement of OCB level

To test the first hypothesis of the study that says "OCB practice level in Jordanian Universities is not up to its desired acceptable level in its five dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness)". The researcher has measured the level of OCB using statistical means and standard deviations of respondents' answers to all dimensions of OCB as shown in table (3) below. The data shows that OCB level is very high (4.34) and standard deviation of (0.35). In the first place, courtesy dimension scored very high (4.48), while sportsmanship came last with a high mean of (4.15). Therefore, the first null hypothesis is rejected and the alternative hypothesis is accepted and affirmed. Such findings agree with the results of several previous studies such as (Al-Ameri, 2002B) and (Abo Tayeh, 2012) as well as (Aba Zeid, 2010).

Table (3): Descriptive Analysis of OCB dimensions, (N=188, p≤5%)

Variable	Mean	Standard Deviation
Altruism	4.41	0.42
courtesy	4.48	0.39
sportsmanship	4.15	0.50
civic virtue	4.36	0.46
conscientiousness	4.29	0.41
Overall OCB	4.34	0.35

Correlation among OCB dimensions

To test the validity of the second hypothesis "OCB dimensions are not positively correlated among one another. Pearson correlation test was used to test correlation coefficients among all OCB dimensions as shown in table (4) below. The data prove that all OCB dimensions are positively and significantly correlated with each other. The values of correlation coefficients range from (0.474 to 0.82). This result agrees with the results of several previous studies: (Finkelstein & Penner, 2004; Bukhari, 2008) and (Fu, 2013).

Table (4): Correlation Coefficients among OCB Dimensions using Pearson Correlation (N=188, p≤5%)

Variable	1	2	3	4	5	6
1. Altruism	1.0 (0)	-	-	-	-	-
2. courtesy	0.628**	1.0 (0)	-	-	-	-
3. sportsmanship	0.432**	0.474**	1.0 (0)	-	-	-
4. civic virtue	0.560**	0.510**	0.557**	1.0 (0)	-	-
5. conscientiousness	0.603**	0.559**	0.515**	0.614**	1.0 (0)	-
6. Overall OCB	0.798**	0.781**	0.768**	0.820**	0.819**	1.0 (0)

** Significant level at (p≤0.01)

Variations of OCB level according to personal and demographic variables

To test the third hypothesis: **H03**: There is no significant statistical variance among OCB dimensions attributed to demographic and organizational variables (Gender, type of university {public vs. private}, marital status, job type {academic vs. Administrative}, and age). Table (5) shows results of T values. As shown in the table, the results do not indicate significant variances among variables. The results of this test agree with most of the related previous studies.

Table (5): Results of T-Test for variances in OCB levels according to Demographic variables (Gender, University Type, Marital Status, Job Type) (N=188 ,p≤5%)

Variable	Category	Mean	Standard Deviation	Measured value	T	Significance Level
Overall OCB	Male	4.36	0.35	1.652		0.12
	Female	4.27	0.34			
	Public	4.35	0.29	0.244		0.807
	Private	4.33	0.37			
	Single	4.26	0.32	-1.433		0.154
	Married	4.36	0.35			
	Academic	4.35	0.35	0.693		0.489
	Administrative	4.31	0.35			

To test variances of OCB according to age category, the results in Table (6) indicate a significant variance in favor of age category (Above 50 yrs.). This result is consistent with (Bukhari, 2008) and (Al-Ameri, 2002/a).

**Table (6): Results of ANOVA regarding variations of OCB according to Age Variable.
(N=188 , $p \leq 5\%$).**

Variable	Age	Mean	Standard Deviation	Variance between groups	Variance within groups	F Statistic	Significance Level
Overall OCB	30 yrs. and less	4.22	0.29	2.340	20.877	6.874	0.000
	30-less than 40	4.33	0.35				
	40-less than 50	4.32	0.39				
	Above 50 yrs.	4.61	0.16				

Conclusion

The results of the study can be summarized in the following points:

- OCB has achieved a high level scoring (4.34) on a 5-Likert scale.
- Courtesy variable scored first among OCB dimensions with a very high value of (4.48).
- All OCB dimensions are statistically inter correlated with one another with ($r = 0.47-.820$).
- OCB has no statistical variance according to social status and job category.
- OCB showed statistical variance according to gender in favor of male category.
- OCB showed statistical variance according to age category in favor of (50 yrs and above).

In conclusion, this paper, as well as its aforementioned findings, assure the importance of OCB at all levels, be it individual, organizational, and cultural levels. This research also admits that OCB should be a perquisite to organizational achievement and effectiveness.

Recommendations

Based on the study objectives and findings, the following recommendations are listed below:

- Support OCB by providing various workshops and training programs for both academic and administrative staff in Jordanian Universities.
- Carry out future studies to assess the impact of OCB on organizational performance in order to cultivate and enrich OCB in Jordanian Universities.
- Develop an assessment tool to take into account the nature of Arab culture and Islamic norms that respect all facets of OCB and urge its practice.
- Enlarge the current study sample to include students in Jordanian universities.
- Carry out further OCB studies that focus on selected determinants so as to enhance and enrich OCB in Jordanian universities.

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