A Study on the Relationship between Organizational Culture, Leadership Style, Organizational Commitment and Organizational Citizenship Behaviour, Intrinsic Motivation as Mediating with Reference to Employees Working in Jordanian Luxury Class Hotel

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Abstract: This paper introduces the concept of Organizational Citizenship Behaviour. Its origin, importance and the importance to study Organizational Citizenship Behaviour in the context of the luxury class hotel industry in Jordan are explained. However, very little work has been done in this area to see if motives of various kinds lead to organizational citizenship behaviour. A thorough literature review is done to learn aspects of organizational citizenship behaviour and its relationship with motivational concepts. It is found that intrinsic motivation affects employee’s to organizational citizenship behaviour. Factors like organizational culture, leadership style and organizational commitment can increase OCB at workplace which will increase their performance and reduce turnover rate.

Key words: Organizational Citizenship Behavior • Organizational Culture • Leadership Style • Organizational Commitment • Hotel Industry

INTRODUCTION

Doing business in today's environment is very different to doing business in the past. Over the last 20 years, enormous changes have taken place such as globalization, the need to reduce costs and the pressure to be more competitive. Many companies have been forced to think of better ways of doing business [1].

The hotel industry is not exempted from these global pressures and faces growing threats from other lodging facilities. Jordan hotels now have to compete fiercely for a larger and more stable market share. The Ministry of Tourism and Antiquities in Jordan noted that the tourists arrivals in Jordan decreased to 68.20 thousand (May 2015) from 78.10 thousand [2]. And in a span of 9 years, (2006-2015), the tourists arrivals in the country was reported to be an average of 79.68 thousand, with the highest recorded to be 142.60 thousand in November 2010 and the lowest to be 37 thousand in February 2006. More importantly, the World Data Atlas indicated that the percentage share of travel and tourism contribution to Jordan GDP dipped from 24.0% (2010) to 21.8%[3].

There has been a reasonably large amount of research previously studied regarding organizational citizenship behavior. However, the facets of those studies range in topic, industry and field, greatly. When searching any database, one can find qualitative and quantitative research on the subject of OCB from many different areas of study. OCBs are commonly looked at when researching industrial and organizational psychology and certain common sectors within, such as business leadership, motivation, loyalty and engagement. Lavanya and Kalliath [4], researched the relationship between employees’ work motivation, leaders’ leadership style and their organizational citizenship behavior. The study found that there was no relationship identified between overall work motivation and organizational citizenship behavior, however, its dimensions (intrinsic process motivation and self-concept external motivation) showed a positive relationship with organizational citizenship behavior; it was further observed that transactional leadership style was related to organizational citizenship behavior.

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Dependent Variable

Organizational Citizenship Behavior: Organizational Citizenship Behavior (OCB) refers to individual contributions in the workplace that go above and beyond role requirements and contractually rewarded job achievements [5]. OCB are beneficial to all organizations but especially to hotels where satisfying the customers requires meeting and exceeding customers’ expectations on a constant basis. If all employees could perform OCB, delivering high quality service and satisfying customers would no longer be a challenge. In addition, if a hotel employee does not mind performing OCB, it may imply that the job is more important to the employee than to others who just fulfill the basic requirements. It may also imply that this employee has higher intention to stay with the hotel. Therefore, by identifying factors that influence employees’ motivation to perform OCB, it may help to retain valuable hotel employees.

The idea that structures are a part of an interrelated system echoes [6] ideas about organizations. Barnard described organizations as “cooperative systems” and subsequent research consistent with this idea focused on Organizational Citizenship Behavior (OCB) [7]. OCB is defined as, “individual behavior that is discretionary, not directly nor explicitly recognized by the formal reward system and in the aggregate promotes the effective and efficient functioning of the organization” [7]. OCBs have been shown to enhance organizational effectiveness and because employee participation in these behaviors is not contractually bound, understanding the mechanisms within which these behaviors operate is essential. This section reviews the history of the OCB construct, related constructs, the mechanisms through which it operates and the consequence these behaviors have for organizations.

[8], analyzed organizations through a systems approach, examining the nature of organizations. Barnard was the first to recognize the formal and informal systems in organizations. [9] examined the findings of the famous Hawthorne experiments and like Barnard, they drew a distinction between the formal and informal organization. The formal system referred to “the system policies, rules and regulations which expressed what the relations of one person to another are supposed to be in order to achieve effectively the task of technical production” [7]. The informal system is made up of the “contributions by individuals that go beyond the content of contractual obligations, obedience to legitimate authority or calculated striving for remuneration as mediated by the formal organization” [7]. These early observations of the informal system provided the foundation for the development of the OCB concept.

Although many factors have been taken into account for employees’ OCB motivation, agreement towards the motivational mechanism of OCB is still to be determined. As suggested by Eastman [10], similar behaviors can be motivated by very different factors and this also applied to the motivational mechanism of OCB. There is some debate on the nature of OCB. Traditionally OCB has been defined and considered as a more altruistic behavior, while many later researchers have started to think it as a more egoistic behavior. A large group of researchers thought that social exchange is a major motivation for OCB [11].

Two types of social exchanges have been studied and gained empirical support, including social exchange between leaders and members and social exchange between coworkers. However, another group of researchers, such as Bolino and Turnley [12] proposed that impression management should be considered a major motivation for employees to engage in OCB and social exchange and personality/dispositional factors should be regarded as traditional motivations of employees’ OCB.

Mediating Variable

Motivation: Applying the concept of altruistic and egoistic motivations of human behaviors to the context of OCB motivations, several previously identified motivations for OCB fall into the category of egoistic motivation [13]. Examples include impression management [12, 14] and social exchange [15, 16]. Impression management is considered as egoistic motivation because the ultimate goal of impression management is to build or rebuild self-image, which is a self-serving purpose. Social exchange motivation is also considered as egoistic motivation, because social exchange involves unspecified future returns, which also falls into the self-serving purpose.

Over the years a strong association between motivation and organizational citizenship behavior (OCB) has been reported. Literature of organizational behavior discusses OCB as motive based behavior, which means OCB develops due to motivation [17, 18]. Other researchers [19] reported that employees engaging in OCB will depend on the leader’s perception of employee motives and expectation. Therefore it is expected that there is a significant relationship between employee OCB
and their sources of motivation. According to OCB dimensions conceptualized by Organ [20] and a meta-analysis [21], it was established that motivation and OCB were highly correlated to each other and there was no apparent variation in relationships with the most popular set of OCB antecedents.

People performing intrinsic process motivation participate in activities that they enjoy and create a pleasant work environment for themselves and other coworkers. Therefore we can assume that workers who enjoy their work are more likely to assist others and create a helping working climate and that these workers find organizational citizenship behaviors fun. Previous researches [22, 23] shows that OCB and external motivation have a negative relationship, because of the fact that this motive requires some element of social reward or recognition for employee efforts and OCB is not formally rewarded by organizations. This is supported by Herzberg’s motivation theory which states that extrinsic factors do not move strong motivation level; its existence can only prevent employee dissatisfaction.

However recent research analysis shows that intrinsic motivation has great effect on OCB but effect of external motivation cannot be ignored. Both extrinsic and intrinsic motivation develops and strengthens OCB directly [24]. Employees can be motivated by both intrinsic conditions and extrinsic rewards at the same time and this will lead on to organizational citizenship behavior if there is an existence of mediating variables influencing the motivation.

The above discussion shows that there exists a strong relationship between motivation at work and OCB. Employees can be motivated through both extrinsic and intrinsic motivating factors. However if the organization wants the motivated employees to engage in OCB then they also have to ensure the presence on the mediating factors. Motivated employees will not automatically engage in OCB unless the organization ensures the presence of the mediating factors. In fact, prior studies have recommended the examination of motivation in relation to OCB [25-28] and Shahzad, Rizvi [27], putted recommendation to use intrinsic motivation as mediate between this IVs and DV. In this paper used this suggest in luxury class hotels in Jordan.

Independent Variables
Organizational Culture: Due to the positive relations between OCB, several variables have been identified to promote such behavior, for example, dispositional traits as well as organizational culture [29]. OCB can be reinforced or hindered through values, symbols and beliefs that are manifested by culture. For example, Vigoda [30] demonstrated that the prevalence of political maneuverings and power struggles - that inadvertently lessen perceived justice and equity values - results in diminished OCB in the organization. Alternatively, [31] found that high values of justice and fairness encouraged employees to engage in OCB.

Cultural manifestations of justice (or injustice) are not the only determinants of OCB. Podsakoff, MacKenzie [7], suggested that organizational formalization, inflexibility and constraints (among others) - as manifested through cultural context - can affect OCB as well. In a study conducted among restaurant employees, the authors found that high values of justice and fairness encouraged employees to engage in OCB.

As organizational culture plays an important role in determining how well an individual fits within an organizational context [33-36], perceptions of the work environment that facilitate perceived fit may be a critical determinant of individual behaviors and attitudes. A significant body of research has suggested that organizational culture could impact OCB [37-48].

Leadership Style: 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 has shown a positive significant relationship with Organizational Citizenship Behavior is transformational leadership. Organ et al. noted several ways a leader can augment employee participation in OCB. Some examples include, "select employees who have a greater ability to exhibit OCB because of their dispositional characteristics, by modeling forms of the behaviors, or by shaping the work environment to provide greater opportunities for OCB" [7]. Bass, Avolio [49], note that transformational leaders, "transform followers’ basic values, beliefs and attitudes for the sake of a higher collective purpose, such that they are willing to perform beyond the minimum levels specified by the organization” [50]. 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” [50].
Theoretical and empirical research suggests that transformational leadership positively influences extra-role or organizational citizenship behaviors [51]. Therefore, this study advanced a second hypothesis, that principal’s transformational leadership behavior will influence teacher Organizational Citizenship Behavior. A significant body of research has suggested that leadership style could impact OCB [45, 52-61].

**Organizational Commitment:** Organization citizenship behavior is extra voluntary duties whereas organizational commitment occurs when the employees provide their energy and time besides making an extra effort to achieve the objectives of the firm. This gives reason to suggest that organizational commitment does affect organization citizenship behavior [62]. Employees are committed to their organization because of the opportunities presented to them and this result in organizational citizenship behavior which benefits the entire firm. A significant relationship was found between organizational commitment and OCB within various studies [63, 64] but there were a few other scholars who found no relationship at all. OCB was found to have both a positive and adverse relationship with some of the dimensions of organizational commitment, namely, affective commitment and continuance commitment [62].

[65], also asserts that organizational commitment leads to organizational citizenship behavior. The author first assessed the relationship between the subscales of organization citizenship behavior with organizational commitment and found that there is a significant link between altruism, conscientiousness, sportsmanship (positive but weak), courtesy, civic virtue and organizational commitment. The author found that the OCB dimension that had the strongest connection with organizational commitment was altruism, hence she is of the belief that when employees are committed to the firm their altruistic behavior increases. Secondly KILIÇ [65] evaluated the impact the subscales of organizational commitment had on the dimensions of OCB. The researcher obtained the following results: affective, continuous and normative commitment affects altruism; normative commitment affects conscientiousness and sportsmanship, courtesy and civic virtue is impacted by affective commitment. Hence the author concluded that affective commitment has the greatest influence on all dimension of OCB except for conscientiousness. A significant body of research has suggested that organizational commitment could impact OCB [37, 44, 53, 54, 56, 66-73].

**CONCLUSION**

The articles discussed workplace motivation and its effect on OCB. The literature review shows that intrinsic motivation does have an effect on motivation but increasingly modern organizations are trying to influence employee attitude by extrinsically motivating them. The main reason for which is increased demand for talented employees all over the world. Every organization is now trying to attract and retain the best candidates with extrinsic motivation. However, several opinions suggest that a total compensation package including intrinsic and
extrinsic motivation should be offered to increase employee motivation leading to their commitment to OCB. Leadership characteristics and a changed attitude can also help managers to create an environment to encourage employees to commit to organizational citizenship behavior. Therefore, the mediating factors, as suggested by the research framework, should be taken into consideration in order for motivated employees to engage in Organizational Citizenship Behavior (OCB). and this paper suggest to use intrinsic motivation as mediating between organizational culture, leadership style, organizational commitment and organization citizenship behavior in luxury class hotels in Jordan because this sector now developing in the middle east specifically in Jordan.

REFERENCES


