

# Stimulating Organizational Citizenship Behavior by Applying Organizational Commitment and Satisfaction

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## ABSTRACT

**Keywords:**  
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Organizational  
Commitment, Job  
Satisfaction.

**Purpose of the study:** This study aims to apply organizational commitment and job satisfaction as an indicator to stimulate organizational citizenship behaviours.

**Methodology:** The data collected by a questionnaire survey conducted among a group of hotel employees in Baghdad, Iraq. The 200 questionnaires distributed, the researchers received 149, were valid responses. The data were analyzed by AMOS software after ensuring validity, Reliability, and model fit.

**Main Findings:** The results revealed that organizational commitment and job satisfaction play a positive and influential role in changing the organizational citizenship behaviours among hotel employees. Also, organizational commitment has a stronger impact on improving the behaviour of employees than job satisfaction.

**Research limitations/implications:** The study contributes to human resource managers as it reveals the influential role of firms' commitment and job satisfaction on altering staff behaviours towards organizational citizenship. Therefore, it is understood that more variables need to be considered, such as psychological contract and employees' empowerment.

**Novelty/Originality of this study:** The finding can fill the gap in the literature related to this article in the Iraqi setting, where studies about organizational citizenship is not existing in this context.

## 1. INTRODUCTION

The value of attracting, maintaining, and handling resources that help boost the productivity of firms has showed an essential result in the accomplishment of the hospitality industry goals in the face of increased globalization and international competition. Organizations need to improve their human resources in a way that maintains the high standard of OCBs. Increasing JS and OC will not only enhance worker extra-roll activity through the practice of OCBs but will also lead to improved profitability for companies in the hospitality sector and improve future outcomes. The OCB is extremely important for employees who have direct contact with the customers because they contribute to improving customer assessment of the quality of service (Bienstock, Demoranville & Smith 2003). Improving job satisfaction and organizational commitment resulting from institutional equality provide for workers to contributing and enhance organizational citizenship behaviours (Moorman, Niehoff, & Organ, 1993). Organizations that wish to achieve higher OCBs rates for their staff should concentrate on the policy on human resources which, increases job satisfaction and organizational commitment (Prasetio, Yuniarsih, & Ahman, 2017). OC is an approach that has been extensively researched in human resource management experiments concerning work results. Limited studies have been conducted to test the relationship between OC and JS on OCBs between hotel employees in Iraqi. However, Indonesia received significant attention if compared to other emerging countries (Fazriyah, Hartono, & Handayani, 2018; Indarti, Solimun, Fernandes, & Wardhani Hakim, 2017; Prasetio et al., 2017a). This article tries to enrich the literature related to the hospitality industry in Iraq. The objective of this study is to discover the bearing of job satisfaction and organizational commitment on OCBs among hotel staff in the Iraqi hotel industry

## 2. LITERATURE REVIEW

### 2.1 Organizational citizenship behaviours

OCBs are characterized as a voluntary, non-direct, or expressly acknowledged individual behavior that facilitates the efficient functioning of an entity as a whole (Bies, 1989). Organ (1997) introduced the notion that the performance of OCBs supports the social and psychological environment in which job execution occurs. OCB is useful and attractive from an institutional point of view. Still, it is challenging for administrators to induce or discipline their absence by contractual agreement and structured incentives since their conduct is voluntary (Moorman & Blakely, 1995). Organ (1990) divided the OCBs into five categories as following: First, conscientiousness: means that individuals conduct job activities far beyond the required minimum levels.

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Second, altruism: which refers to individuals who help others. Third, civic integrity implies that workers vote actively in the organization's political life. Fourth, sportsmanship states: people don't complain but are optimistic. Fifth, courtesy: This means that other people are treated with dignity and respect. However, according to [James, Lambert, Qureshi, Myer, Klahm, & Smith \(2019\)](#) the OCBs consist of three parts: OCBs include voluntary conduct that is not required by the job. Also, OCB's can influence the institutional environment positively. Finally, since an institution does not require behavior, the choice to involve in OCBs is the individual's only discretionary option. OCBs can affect customer loyalty in the hotel sector. It is due to improved communication between employees and customers and an enhanced "environment of operation" ([Castro, Armario, & Ruiz, 2004](#)). Improve service quality in the hotel sector could strengthen customer loyalty in this context. Knowing OCBs mechanisms has significant social, institutional, and personal ramifications and entitles workers to receive financial and psychological benefits for their corporate participation ([Shahjehan, Afsar, & Shah, 2019](#)). OCBs is an optional activity not required by what job mandates of an employee but effectively facilitates the functioning of an organization. Further, that OCBs are an intangible workplace behavior towards coworkers and organizations that exceeds the reasonable company conduct and is beneficial to the organization.

## 2.2. Organisational commitment (OC)

Organizational commitment measures emotional relationships, the participation of individuals with the organization, membership understanding, acceptance of needs, attachments, and desire to stay within the organization. Several researchers attempted to define and describe OC For example, ([Greenberg & Baron, 2013](#); [Jameel, Mahmood, & Jwmaa, 2020](#)) defined OC as a process in which people identify themselves and interact with their company without any intention to quit. OC requires a high degree of alignment with goals and values of the company, an inclination to make further efforts for the firm, and a profound yearning to remain a part in the firm ([Mowday, Steers, & Porter, 1979](#)). OC refers to the individuals who are prefer to stay in an organization or institution and retain membership ([Robbins & Judge, 2013](#)). According to studies by ([Jameel et al., 2020](#) and [Karem, Mahmood, Jameel, & Ahmad, 2019](#)) the organizational commitment represents the characteristics of the collaboration among organizational staff and the firm itself that influence the retention of their membership in the organization.

OC able to improve customer satisfaction as staff had a better understanding of working practices for many years, and customers preferred to do deal with the same staff ([Munawaroh, Soetarso, & Budiastusti, 2019](#)). OC reflects attitudes and feeling beyond the typical organizational rule and procedures of the organization in regards to duties and performance ([Fazriyah, Hartono & Handayani, 2018](#)). According to [Meyer & Allen, \(1991\)](#), the OC consists of three-dimensions, namely affective commitment, continuance commitment, and normative commitment.

## 2.3. Affective commitment (AC)

[Meyer & Allen \(1991\)](#) defined affective commitment as an expressive appeal, recognition, and engagement of workers inside the organization. It is the emotional link and involvement in the organization ([Meyer & Allen, 1997](#)). A studies by ([Greenberg & Baron, 2013](#)) indicated that when the individuals agree to organization values and goals, the affective commitment will increase, individuals will prefer to stay with the organization and support it to achieve the mission. They feel the free will to do so. AC reflects the personal emotion towards the workplace, commitment, and satisfaction with the organization's membership ([Jameel et al., 2020](#); [Munawaroh et al., 2019](#)). Finally, [Karem et al., \(2019\)](#) indicated that AC is the emotional involvement, participation, and appreciation of the organization by individuals.

## 2.4. Continuance commitment (CC)

CC Related to losses associated with the transfer of the staff to different places due to seniority loss in advancement and promotion ([Meyer & Allen, 1991](#)). The individuals with long-time stay with the organization will be more committed because the individuals realize since leaving the organization may be facing considerable risk to lose what has been invested during employment with the organization ([Greenberg & Baron, 2013](#); [Jameel et al., 2020](#)). According to [Karem et al., \(2019\)](#), CC Depends on the awareness by staff members of the costs and benefits of departure from the institution.

## 2.5. Normative commitment (NC)

Normative commitment arises from the individual's desire and loyalty to his workplace ([Allen & Meyer, 1991](#)). According to [Munawaroh, Soetarso & Budiastusti \(2019\)](#) NC occurs when individuals feel compelled to stay with the current workplace. Also, NC refers to employee's feelings of work continuity in an organization ([Karem et al., 2019](#)). NC happens when the individual feels obligated to stay with the organization ([Zacharo, Koutsoukos, & Panta, 2018](#)). Individuals with a strong commitment to express gratefulness and happiness to stay the same institution ([Meyer & Allen, 1997](#)). Individuals, if decided to leave the workplace, will give importance to the feeling and negative assessment of others around it due to carrying a high level of normative commitment ([Greenberg & Baron, 2013](#); [Jameel et al., 2020](#)).

## 2.6. Job satisfaction

Job satisfaction is essential for managers who believe ' A company has to provide workers with demanding and potentially satisfying work. [Locke \(1976\)](#) defined the most widely known concept of JS as the psychological state of a worker dependent on the appraisal of his or her work experience.

According to [Ahmad & Jameel \(2018\)](#), employees' job satisfaction relies on how well the job fulfills their expectations. It is generally accepted that job satisfaction leads primarily to workers' physical and mental well-being. Therefore, it is believed that this has a significant impact on jobs and labour practices, such as efficiency, absenteeism, employee turnover, and employee relations ([Ghran, Jameel, & Ahmad, 2019](#); [Jameel & Ahmad, 2019a](#)). [Fazriyah et al., \(2018\)](#) describe JS as a positive emotional worker wanting to feel as a result of performance or work experience. [Massoudi \(2016\)](#) believes that empowered employees are committed, loyal and satisfied employees.

Satisfaction is a personal commitment to a certain profession entirely perceived in terms of global success or in terms of certain factors, such as satisfaction with co-workers or satisfaction with the management, etc. ([Shahjehan et al., 2019](#)). Job Satisfaction also means the overall behaviour of the workforces towards their job and the general assessments of employees toward the working environment positively or negatively ([Jameel & Ahmad, 2019b](#); [Mousa, Jameel, & Ahmad, 2019](#)). According to [Mullins \(1990\)](#), JS can be affected by several factors, such as personal, societal, administrative, and environmental factors. Unsatisfied employees with their workplace frequently do not perform as well as they should, they lack the desire, and never take the time to make additional attempts to do their jobs ([Indarti et al., 2017](#)). [Gill \(2008\)](#) shows that confident workers in the hospitality sector can achieve a higher level of job satisfaction. JS also affects other issues, including work plans for turnover ([Nadiri & Tanova, 2010](#)). JS is related to the behaviour of a worker toward his job. Rational behaviour is an important measure of job satisfaction. Consequently, it's always encouraging to work on this matter ([Pio & Tampi, 2018](#)).

### 3. Hypotheses development

#### 3.1. OC and OCBs

[Organ & Ryan \(1995\)](#) conducted a comprehensive analysis of 55 studies. The study concluded that behaviour such as fairness, OC, and leadership support correlated with organizational citizenship behaviour at an equal degree as satisfaction. Also, [Schappe \(1998\)](#) examined the impact of JS, perceptions of procedural justice, and OC on OCBs and reported only OC accounted for a distinctive value of variance on OCBs.

A study by [Sani \(2013\)](#) found the influence of JS, OC and procedural justice on the performance of employee and OCBs play a mediating role and results showed OC has a significant influence on OCBs. However, a meta-analysis study conducted by [Shahjehan et al., \(2019\)](#) confirmed a positive and significant relationship between OC and OCB. Also, [Prasetio et al., \(2017a\)](#) depended on 70 previous studies included that through a human resources policy, the organizations able to increase the OC among the employees which will lead to an increase in the OCBs.

A study conducted by [Munawaroh et al., \(2019\)](#) among hotel staff in Indonesia found a constructive and noteworthy influence of OC on OCBs. Moreover, [Prasetio, Yuniarsih, & Ahman \(2017b\)](#) examined the impact of OC on OCBs among hotel employees and confirmed the positive and significant effects of affective organizational commitment on OCBs. [Cun \(2012\)](#) reported in his study that OC has a positive and significant relation with OCBs. Meanwhile, Further study was done by [Prasetio et al., \(2017a\)](#) in Indonesia found that OC has a constructive and noteworthy bearing on OCBs between employees. Also, the study concludes that individuals who are highly committed to the organization are led to higher engagement with OCBs. Similar findings by [Yeh \(2019\)](#) concluded that OC is positively associated with OCBs among employees in Taiwanese hotels. Finally, a study conducted by [Noor, Anisa, & Rahmawati, \(2018\)](#) that examines the impact of OC on OCBs found that there is an insignificant impact of OC toward OCBs. Based on the above literature, this study proposed the following hypothesis in regards to OC influence on OCBs among Iraqi hotel employees:

H1: Organizational Commitment has a substantial influence on OCB among hotel employees in Iraq.

#### 3.2. Job satisfaction and the OCBs

According to [Organ & Ryan \(1995\)](#), individuals with a high level of OC in the workplace usually reciprocate to positive behaviours, including OCBs, and they found a strong relationship between JS and OCBs.

OCBs are greatly clarified by employee's JS. Thus, practitioners can increase OCB by increasing JS. This is related to higher wages or healthier working environments ([Nadiri & Tanova 2010](#)).

[Organ & Ryan \(1995\)](#) reported that JS has a strong relationship with OCBs, and they indicated when individuals feel high satisfaction in the workplace usually respond to positive behaviours, including OCBs.

[Jameel & Ahmad \(2019b\)](#) claimed that satisfaction is a crucial element of corporate studies because it is strongly related to the priorities of public institutions' work and outcomes. Such as high-performance rates, institutional participation, first action free of charges like the OCB and satisfaction. The institutions that want to enhance the OCBs among staff should increase job satisfaction by enforcing human resources regulation ([Prasetio et al., 2017a](#)). However, individuals tend to engage with OCBs when they are more satisfied ([Prasetio et al., 2017a](#)). [Organ & Ryan \(1995\)](#) contended that contented employees had advanced OCBs, this is due to employees' response to organizational satisfaction and care. However, a study conducted among hotel employees in North Cyprus by [Nadiri & Tanova \(2010\)](#) found that OCBs significantly explained by job satisfaction. Another study by ([Prasetio et al., 2017b](#)) examined the impact of JS and OCBs among hotel employees in Indonesia confirmed the effect of JS on OCBs. [Cun \(2012\)](#) found the job satisfaction positively predict on OCBs. Several study confirmed the impact of JS on OCBs ([Nadiri & Tanova, 2010](#); [Zeinabadi & Salehi, 2011](#)). This led the researchers to propose the second hypothesis:

H2: Job Satisfaction has an encouraging and noteworthy influence on OCB among hotel employees in Iraq.

#### 4. METHODOLOGY

In order to test the hypothesis, the study depended on the quantitative approach. A questionnaire item has been adapted from previous studies. A five-point Likert scale was used where (1) indicate strongly disagree, and (5) indicates strongly agree. The survey is divided into two sections. The first section deals with the demographics of participants, such as professional role, gender, and age. The second section consists of variables questions that are adapted from previous studies also. The target population of this study is employees from three-five stars hotels located in Baghdad, the capital of Iraq. The questionnaires distributed by hand to the sample of this study. The study used a stratified sample to ensure equal distribution of the questionnaires among those five hotels depend on the number of staff in each hotel. 149 valid responses were returned out of 200 distributed. The data were analysed by Statistical Package for Social Science 25, also by the added SPSS module AMOS 21 for measurement model, model fit, model validate, Reliability, and to exam hypothesis path. The questionnaire items have been adapted from previous studies as follows. OCBs : 4 items adapted from (Nadiri & Tanova 2010). Organizational commitment: 8 items adapted from (Lin & Chang 2015). Job satisfaction: 4 items adapted from (Nadiri & Tanova 2010).

#### 5. RESULTS / ANALYSIS

Two primary analysis has been applied—first, the reliability test to confirm the relevance of the questionnaire's statements. Second, the validity test to ensure the validity of the questionnaire's statements.

##### A. Construct validity and Reliability

In order to find validity, the researchers examined the factor loading by Average Variance Extracted (AVE) and the Reliability by Composite Reliability (Hair, Black, Babin, & Anderson, 2009). The results have shown factor loading range between .57 (AC3) and .90 (OCB3, CC2), this indicated a higher than recommended level 0.5 by (Byrne, 2001) . However, the CR results over the recommended level 0.7 by (Hair et al., 2009) for all the items. Meanwhile, AVE over the recommended level by (Hair, 2009) 0.5 for all the items. According to the results, validity and reliability have been achieved for this framework. Table 1 illustrates the Factor Loading, AVE, and CR values. The next step should find a model fit for. **Table Format:**

**Table 1**  
**Validity and Reliability**

Construct	Items	Cronbach's Alpha	Item-total correlation	Factor loading	Composite Reliability >0.7	AVE >0.5
OCBs	OCB1	.833	0.38	0.61	0.834	0.575
	OCB2		0.66	0.81		
	OCB3		0.81	0.90		
	OCB4		0.46	0.68		
JS	JS1	.908	0.77	0.88	0.864	0.713
	JS2		0.66	0.81		
	JS3		0.73	0.86		
	JS4		0.70	0.83		
AC	AC1	.751	0.55	0.74	0.758	0.516
	AC2		0.67	0.82		
	AC3		0.33	0.57		
CC	CC1	.859	0.67	0.73	0.859	0.671
	CC2		0.81	0.90		
	CC3		0.54	0.82		
NC	NC1	.834	0.71	0.84	0.835	0.717
	NC2		0.72	0.85		

Source: created by researchers

##### B. Model fit

By assessing the absolute fit, the results have shown all the criteria of the model acceptable as the following:

RAMSE = .047, CFI= .972, GFI=.901 and NNFI = .966 which indicates the model is fit. according to (Hu & Bentler, 1999) if the GFI greater than 0.90 and RMSEA value less than 0.08, the fit model meets acceptability criteria. However, other goodness-of-fit criteria have been achieved the required levels see Table 2 and Figure 1.

**Table 2**  
**Goodness of fit result**

Fit Index	Recommended Criteria	Sources	Results
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<b>x<sup>2</sup>/df</b>	≤5	(Hair et al., 2009)	1.33
<b>RMSEA</b>	< .08	(Byrne, 2001)	.047
<b>NNFI (TLI)</b>	≥.90	(Hair et al., 2009)	.966
<b>AGFI</b>	≥.80	(Hair et al., 2009)	.864
<b>CFI</b>	≥.90	(Chau, 1997)	.972
<b>GFI</b>	≥.90	(Hu & Bentler, 1999)	.901
<b>NFI</b>	≥.90	(Chau, 1997)	.901

**C. Path analysis**

After achieving the model fit (see Figure 1 and Table 2), the next task is to test the study's hypotheses.

Regression weights were applied to find the impact of the independent variables on the dependent variable. Table 3 below illustrates the regression results.

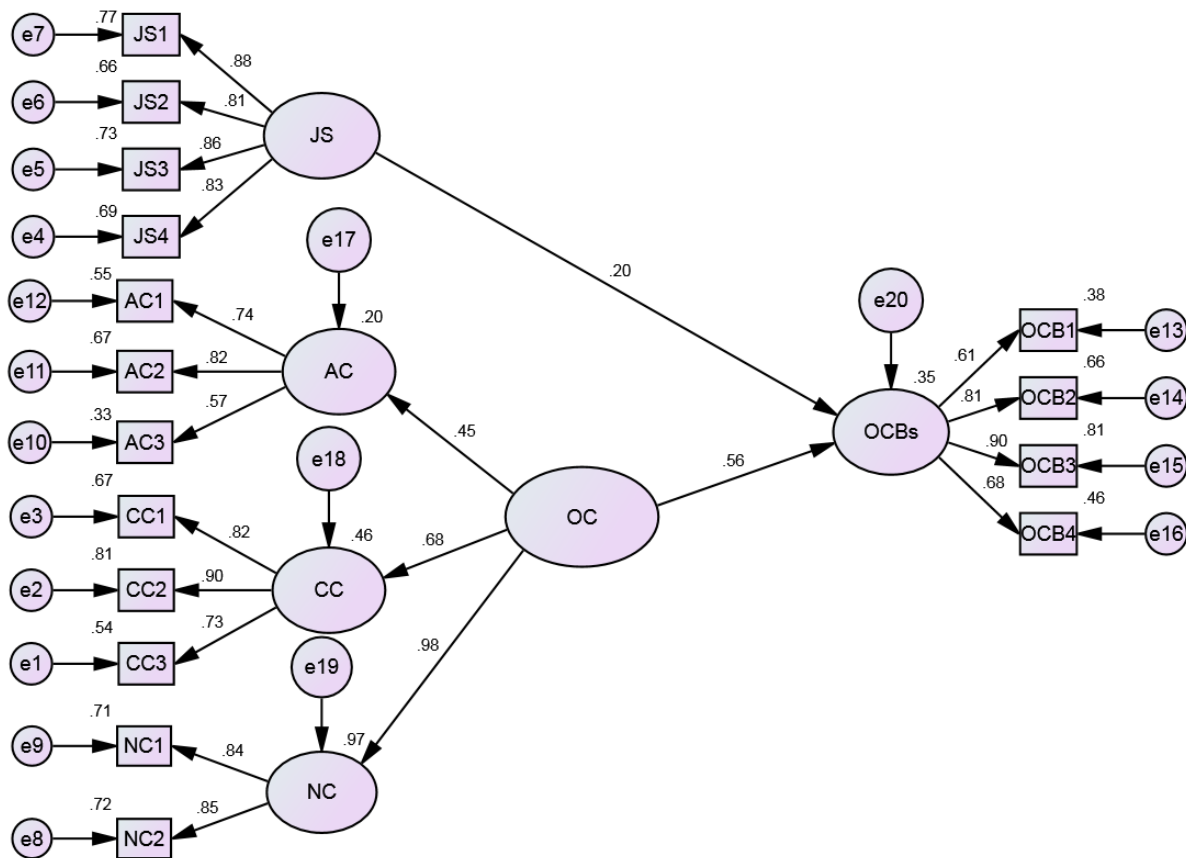


Figure 1  
 structural model  
 Source: Created by researchers

**Table 3**  
 Regression weights of the structural model

H	DV		IV	Estimate	S.E.	C.R.	P	Label
H1	OCB	<---	OC	.5826477	.1244217	4.6828471	***	Accepted
H2	OCB	<---	JS	.1557633	.0639003	2.4375973	.0147852	Accepted

Note: OCB: Organizational citizenship behaviours, OC: Organizational Commitment  
 JS: Job Satisfaction □\*\*\* Significant at level 0.001.

## 6. DISCUSSION

The first hypothesis indicated the organizational commitment has an encouraging and noteworthy influence on OCBs between hotel employees with the level of ( $\beta = 0.582, P = 0.000 < 0.001$ ). Thus, H1 is accepted. These results coincide with studies by (Noor et al., 2018 and Yeh, 2019).

The second hypothesis is set to determine the influence of JS on OCBs among hotel employees, and the results indicated the JS has a positive and notable influence on OCBs ( $\beta = 0.155, P = 0.014 < 0.05$ ). This shows that when JS high will lead to high OCBs. Thus, H2 is accepted. This result also concurs and supported by (Nadiri & Tanova, 2010; Prasetio et al., 2017b).

This study inspected the influence of OC and JS on OCBs. The current outcomes demonstrate that JS and OC positively related and impact on OCBs among hotel employees. This result meets with existing literature (Fazriyah et al., 2018; Indarti et al., 2017; Zeinabadi & Salehi, 2011).

Improving the OCBs of staff is one of the tasks to be accomplished by human resources administrators. Most hotels are faced with OCBs building problems, hotel management that wants to increase their employee satisfaction, and OC should concentrate on the human resources policy.

The results indicated that the OC has a positive and substantial influence on OCBs among hotel employees in Iraq. This is because workers continue to develop a sense of responsibility when they have an expressive attachment to connect with and engage in the Hotel. It can also improve as they feel obliged to continue working. If the hotel management in a position to develop a sense of intimacy and a feeling of loyalty to its staff through its employee-friendly operations, the team would undoubtedly show OCBs, which will be beneficial for the workplace. The hotel administrators should also take proactive steps to internalize their purpose, goals, principles, and values for its staff. It makes the workers mentally and psychologically linked to the organization or hotel that motivates them to show citizenship behaviours.

Job satisfaction can be viewed as a significant attribute that can be systematically improved to increase OCBs among employees. The human resource department must pay attention to employee job satisfaction because the increased load in the workplace handed to an employee could lead to a considerable level of strain on employees. Increase employee satisfaction seems to be essential in the hospitality sector. Satisfied employees deliver additional energy for the achievement of organizational goals of the hotel. Similarly, Hotel employees' JS is vital to improving and enhancing the services which are presented to the customer, and A satisfied hotel employee will lead to more enthusiasm like invest more time in serving the customer. However, Hotel management and human resource should be enhancing satisfaction among employees, such as improve the work condition, increase salaries, promotion, and retirement benefits.

## 7. CONCLUSION

The results of this article exhibited that there is an encouraging influence of JS and OC on OCBs among hotel employees in Iraq. Marked by a favourable coefficient, OC and JS can lead to better organizational citizenship behaviours. These results showed several implications for hotel administrators, human resource managers, and policymakers. Hotel management must pay more consideration to JS and OC to enhance the OCBs among employees. They should be tailored with characteristics that encourage these indicators. Another implication, this article can improve the form of knowledge among Iraqi personnel working in the hospitality industry.

Like any other study, this article has some limitations: First, the survey conducted among only three hotels located in Baghdad; thus, the results can't be generalized to all Iraqi contexts.

Second, the study didn't examine the casual effect between JS, OC, and OCBs because it didn't implement the mediating role.

Future studies can avoid these Limitations by surveyed more than three hotels in different cities in Iraq. However, prospective research can examine the mediating effect among these variables.

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