Stimulating Organizational Citizenship Behavior by Applying Organizational Commitment and Satisfaction

Aram H. Massoud[1], Aram H. Massoud[2], Abd Rahman Ahmad[3]

Abstract: This study aims to investigate the influence of organizational commitment and job satisfaction on organizational citizenship behaviours among hotel employees in Baghdad, Iraq. By exploring these relationships, the study seeks to provide insights into how these factors can stimulate positive employee behaviours that go beyond their formal job requirements. Data were collected through a questionnaire survey distributed to 200 hotel employees, out of which 149 valid responses were received. The data were analyzed using AMOS software to ensure the validity, reliability, and model fit of the measurements. Structural equation modelling was employed to test the hypothesized relationships between organizational commitment, job satisfaction, and organizational citizenship behaviours. The results revealed that both organizational commitment and job satisfaction have a positive and significant impact on organizational citizenship behaviours among hotel employees. Organizational commitment was found to have a stronger influence on enhancing these behaviours compared to job satisfaction. The study concludes that fostering organizational commitment and job satisfaction is crucial for promoting organizational citizenship behaviours among hotel employees. This highlights the importance of creating a supportive and engaging work environment that enhances employees' emotional attachment to the organization and overall job satisfaction. The finding also fills the gap in the literature related to this article in the Iraqi setting, where studies about organizational citizenship do not exist in this context.

1. Introduction

The value of attracting, maintaining, and handling resources that help boost the productivity of firms has shown an essential result in the accomplishment of the hospitality industry's goals in the face of increased globalization and international competition. Organizations need to improve their human resources in a way that maintains a high standard of Organizational Citizenship Behaviors (OCBs). Increasing Job Satisfaction (JS) and Organizational Commitment (OC) will not only enhance worker extra-role activity through the practice of OCBs but will also lead to improved profitability for companies in the hospitality sector and improve future outcomes. OCB is extremely important for employees who have direct contact with customers because it contributes to improving customer assessment of the quality of service (Bienstock, Demoranville & Smith, 2003). Improving job satisfaction and organizational commitment resulting from institutional equality provides workers with the opportunity to contribute and enhance organizational citizenship behaviours (Moorman, Niehoff, & Organ, 1993). Organizations that wish to achieve higher rates of OCBs among their staff should concentrate on human resources policies that increase job satisfaction and organizational commitment (Prasetio, Yuniarsih, & Ahman, 2017).

Organizational Commitment (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 among hotel employees in Iraq. However, Indonesia has received significant attention 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 novelty of this study lies in its focus on the Iraqi hospitality sector, which has been under-researched in comparison to other regions. The objective of this study is to discover the bearing of job satisfaction and organizational commitment on Organizational Citizenship Behaviors among hotel staff in the Iraqi hotel industry.

Corresponding Author(s):

Aram H. Massoud
Department of Business Administration, Cihan University-Erbil, Kurdistan Region, Iraq. Email: aram.massoudi@cihanuniveristy.edu.iq

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[1] Department of Business Administration, Cihan University-Erbil, Kurdistan Region, Iraq. Email: aram.massoudi@cihanuniveristy.edu.iq

[2] Department of Public Administration, Cihan University-Erbil, Kurdistan Region, Iraq. email: alaa.salam@cihanuniversity.edu.iq

[3] Faculty of Technology Management and Business, Universiti Tun Hussein Onn, Malaysia. email: arahman@uthm.edu.my

2. Literature Review

2.1 Organizational Citizenship Behaviours

OCBs OCBs are characterized as voluntary, non-direct, or expressly acknowledged individual behaviour 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 agreements and structured incentives since their conduct is voluntary (Moorman & Blakely, 1995). Organ (1990) divided the OCBs into five categories as follows: First, conscientiousness means that individuals conduct job activities far beyond the required minimum levels. 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: that people don't complain but are optimistic. Fifth, courtesy 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, OCBs can influence the institutional environment positively. Finally, since an institution does not require behaviour, the choice to be involved in OCBs is the individual's only discretionary option. OCBs can affect customer loyalty in the hotel sector. This is due to improved communication between employees and customers and an enhanced environment of operation (Castro, Armario, & Ruiz, 2004). Improving service quality in the hotel sector could strengthen customer loyalty in this context. Knowing OCB 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 are an optional activity not required by what job mandates of an employee but effectively facilitate the functioning of an organization. Further, OCBs are intangible workplace behaviour towards coworkers and organizations that exceed reasonable company conduct and are beneficial to the organization.

2.2. Organizational 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 have attempted to define and describe OC. For example, Greenberg & Baron (2013) and 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 the goals and values of the company, an inclination to make further efforts for the firm, and a profound yearning to remain a part of the firm (Mowday, Steers, & Porter, 1979). OC refers to individuals who 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), 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 can improve customer satisfaction as staff have a better understanding of working practices for many years, and customers prefer to deal with the same staff (Munawaroh, Soetarso, & Budiastusti, 2019). OC reflects attitudes and feelings beyond the typical organizational rules and procedures regarding duties and performance (Fazriyah, Hartono & Handayani, 2018). According to Meyer & Allen (1991), OC consists of three dimensions: 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 study by Greenberg & Baron (2013) indicated that when individuals agree with organizational values and goals, affective commitment will increase, and individuals will prefer to stay with the organization and support it to achieve its mission. They feel the free will to do so. AC reflects 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 relates to the losses associated with the transfer of staff to different places due to seniority loss in advancement and promotion (Meyer & Allen, 1991). Individuals with a long-time stay with the organization will be more committed because they realize that leaving the organization may involve considerable risk in losing 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 staff members' awareness 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 their workplace (Allen & Meyer, 1991). According to Munawaroh, Soetarso & Budiastusti (2019), NC occurs when individuals feel compelled to stay with

their current workplace. Also, NC refers to employees' 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 in the same institution (Meyer & Allen, 1997). If individuals decide to leave the workplace, they will give importance to the feeling and negative assessment of others around them 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 job satisfaction (JS) as the psychological state of a worker dependent on the appraisal of their 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 to have a significant impact on jobs and labor 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 state a worker desires to feel due to 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 management, etc. (Shahjehan et al., 2019). Job satisfaction also means the overall behaviour of the workforce 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), job satisfaction 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. Job satisfaction also affects other issues, including work plans for turnover (Nadiri & Tanova, 2010). Job satisfaction is related to a worker's behaviour towards their 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 to the same degree as satisfaction. Schappe (1998) examined the impact of JS, perceptions of procedural justice, and OC on OCBs and reported that only OC accounted for a distinctive value of variance in OCBs.

A study by Sani (2013) found the influence of JS, OC, and procedural justice on employee performance, with OCBs playing a mediating role. The 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. Prasetio et al. (2017a), based on 70 previous studies, concluded that through human resources policy, organizations are able to increase OC among employees, which will lead to an increase in 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. Furthermore, a study by Prasetio et al. (2017a) in Indonesia found that OC has a constructive and noteworthy bearing on OCBs among employees. The study concluded 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 examined the impact of OC on OCBs found that there is an insignificant impact of OC on OCBs. Based on the above literature, this study proposed the following hypothesis regarding OC's 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 with positive behaviours, including OCBs, and they found a strong relationship between JS and OCBs. OCBs are greatly clarified by employees' JS. Thus, practitioners can increase OCB by increasing JS, which 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 that when individuals feel high satisfaction in the workplace, they usually respond with 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. Institutions that want to enhance the OCBs among staff should increase job satisfaction by enforcing human resources regulations (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, which 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 are significantly explained by job satisfaction. Another study by Prasetio et al. (2017b) examined the impact of JS and OCBs among hotel employees in Indonesia and confirmed the effect of JS on OCBs. Cun (2012) found that job satisfaction positively predicts OCBs. Several studies 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 hypotheses, the study relied on a quantitative approach. Questionnaire items were adapted from previous studies. A five-point Likert scale was used where (1) indicates 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 variable questions that were also adapted from previous studies. The target population of this study is employees from three to five-star hotels located in Baghdad, the capital of Iraq. The questionnaires were 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 based on the number of staff in each hotel. A total of 149 valid responses were returned out of 200 distributed. The data were analyzed using the Statistical Package for Social Science 25 (SPSS 25), as well as the added SPSS module AMOS 21 for measurement model, model fit, model validation, reliability, and to examine hypothesis paths. The questionnaire items were 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 analyses were 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.

5.1. Construct Validity And Reliability

To find validity, the researchers examined the factor loading by Average Variance Extracted (AVE) and the reliability by Composite Reliability (CR) (Hair, Black, Babin, & Anderson, 2009). The results have shown factor loadings ranging between .57 (AC3) and .90 (OCB3, CC2), which indicated a higher than the recommended level of 0.5 by Byrne (2001). However, the CR results exceeded the recommended level of 0.7 by Hair et al. (2009) for all the items. Meanwhile, AVE was above the recommended level of 0.5 by Hair (2009) 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 the 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 is greater than 0.90 and the RMSEA value is less than 0.08, the fit model meets acceptability criteria. However, other goodness-of-fit criteria have been achieved at the required levels see Table 2 and Figure 1.

Table 2: The goodness of fit result

Fit Index	Recommended Criteria	Sources	Results
x2/df	≤5	(Hair et al., 2009)	1.33
RMSEA	< .08		.047
		(Byrne, 2001)	
NNFI (TLI)	≥.90	(Hair et al., 2009)	.966
AGFI	≥.80	(Hair et al., 2009)	.864
CFI	≥.90	(Chau, 1997)	.972
GFI	≥.90	(Hu & Bentler, 1999)	.901
NFI	≥.90	(Chau, 1997)	.901

Source: created by researchers

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.
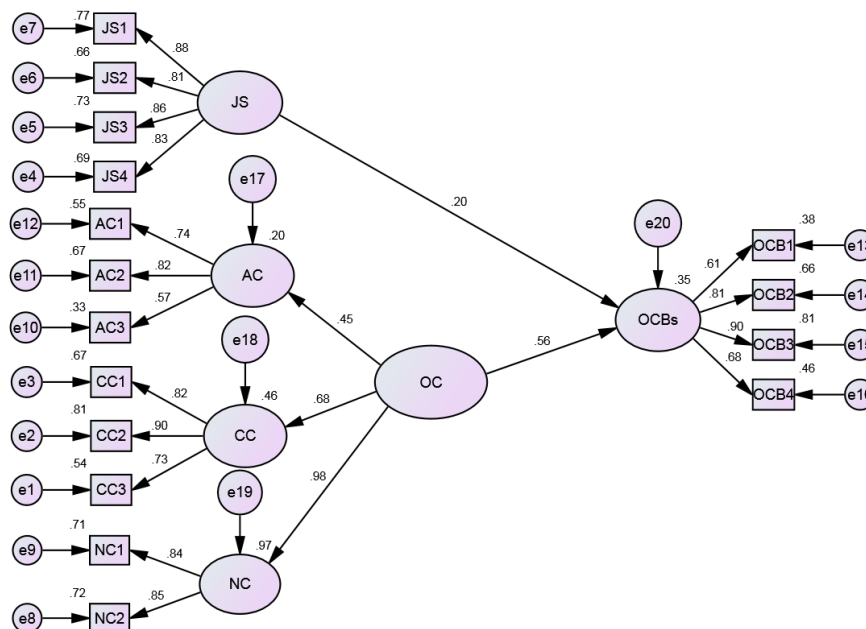
Figure 1: Structural Model. *Source:* Created by researchers

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 that organizational commitment has an encouraging and noteworthy influence on OCBs among hotel employees with the level of (β= 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 that JS has a positive and notable influence on OCBs (β= 0.155, P=0.014 < 0.05). This shows that high JS leads to high OCBs. Thus, H2 is accepted. This result is also supported by Nadiri & Tanova (2010) and Prasetio et al. (2017b).

This study inspected the influence of OC and JS on OCBs. The current outcomes demonstrate that JS and OC are positively related and impact OCBs among hotel employees. This result aligns 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 face challenges in building OCBs, and hotel management that wants to increase their employee satisfaction and OC should concentrate on human resources policy.

The results indicated that OC has a positive and substantial influence on OCBs among hotel employees in Iraq. This is because workers 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 hotel management develops a sense of intimacy and loyalty among its staff through employee-friendly operations, the team will undoubtedly show OCBs, which will benefit the workplace. Hotel administrators should also take proactive steps to internalize their purpose, goals, principles, and values for their staff. This makes the workers mentally and psychologically linked to the organization or hotel, motivating them to exhibit 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 increased workload can lead to considerable strain on employees. Increasing employee satisfaction is essential in the hospitality sector. Satisfied employees deliver additional energy for achieving the hotel's organizational goals. Similarly, hotel employees' JS is vital to improving and enhancing the services presented to the customer. A satisfied hotel employee will show more enthusiasm, such as investing more time in serving the customer. Hotel management and human resources should enhance satisfaction among employees by improving work conditions, increasing salaries, and offering promotions and retirement benefits.

7. Conclusion And Limitations

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 have several implications for hotel administrators, human resource managers, and policymakers. Hotel management must pay more attention to JS and OC to enhance OCB among employees. They should implement characteristics that encourage these indicators. Another implication is that this article can improve the knowledge of Iraqi personnel working in the hospitality industry.

Like any other study, this article has some limitations: First, the survey was 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 causal effect between JS, OC, and OCBs because it didn't implement the mediating role. Future studies can avoid these limitations by surveying more than three hotels in different cities in Iraq. Prospective research can also examine the mediating effect among these variables.

Data availability statement: Data is available at request. Please contact the corresponding author for any additional information on data access or usage.

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