

The Relationship between Managers' Level-Five Leadership Style and their Employees' Organizational Citizenship Behavior in the Telecommunication Companies in Jordan

Professor Mohammad Shehada
Dr. Waseem Y. Abu Dawod
Amman Arab University
Email: moeyaman@yahoo.com

Abstract

The aim of this study is to investigate the relationship between managers' level-five leadership style and their employees' organizational citizenship behavior in the Jordanian telecommunication companies in Jordan. The importance of the study is to find out whether or not this style can nurture or develop the employees' OCB and it is meaningful because it is the first to be conducted in recent years.

The role of leaders is to motivate subordinates to achieve their objectives which feed the achievement of the global organizations' objective. Old prejudices and stereotypes, such as perceiving employees' sole motivator or stimulator to have organizational citizenship behavior (OCB) with its attributes altruism, courtesy, conscientiousness, sportsmanship and civic virtues, is the material pay back. The so called level-five leadership style qualities, as being highly capable individual, contributing, team member, competent manager, effective leader and great leader found to be motivators to make employees behave with (OCB). After analyzing the results, it was concluded that to nurture a culture behavior shaped with altruism, courtesy, conscientiousness, sportsmanship and civic virtues, was necessary for leaders to recognize the need of adapting level-five leadership style qualities, employing the high professionalism in conducting business, but at the same time conducting the business with humanity.

Following the quantitative methods with two tailor made designed and developed study questionnaires. The two questionnaires were distributed among the three main telecom companies' employees in Jordan to get as profoundly insight as possible when it comes first to their perceptions of their managers' level-five leadership style with its elements "highly capable individual, contributing individual, team member, competent manager, effective leader & great leader". The second one was designed to get the insight about how subordinates perceive their organizational citizenship behavior level with its dimensions "altruism, courtesy, conscientiousness, sportsmanship and civic virtues".

The population of this study was the headquarters of the three main Jordanian Telecom Companies and the unit of analysis was the employees who are working at the head quarters & the calculated sample was (299).

The study followed the analytical descriptive method to investigate the relationship between the independent variables and the dependant variables. Statistical tools were used to highlight the sample characteristics and to test the study hypotheses such as Cronbach Alpha, Correlation coefficient, F test, chi-square test, & the regression analysis.

The study comes up with the following findings:

- Employees are showing high level of organizational citizenship behavior especially when it comes to courtesy, altruism, civic virtues and conscientiousness.
- There is a positive relationship between managers' level-five leadership style & employees' (OCB).
- The study comes out with weak results for the effective leader quality. That comes obvious when we talk about setting clear objectives and motivating employees to achieve results and perform effectively.
- The result of the study shows strong results for the telecom leaders being highly capable individuals, contributing team members and competent managers.

Also the study recommended the following:

- Leaders need to settle this issue smartly and need to set their subordinates for more success.
- Managers need to take the following actions:
 - Setting SMART objectives and goals for employees in order to be able to measure the development of their achievements.
 - Managers need to set meeting on monthly bases with their employees to check on the development of the achievements.
 - HR department needs to make a follow up on managers to check whether they set SMART objectives for their employees and follow their achievement.
 - HR department needs to design training programs for managers on how to set SMART

objectives for the subordinates and how to follow up on these objectives.

- Holding the responsibility of the negative results: at the end of the day it is a shared responsibility and sometimes it is the managers' own responsibility as they are the ones who set the vision and guide the subordinates toward the achievements of their goals. So Telecom companies need to make it clear that leaders have to lead and to guide, so they hold the responsibility of any failure, not the subordinate.

Keywords: Level-Five Leadership, Citizenship, Competent, Effective, Altruism, Courtesy, Conscientiousness, Sportsmanship, Civic Virtue.

Introduction

It is only Change that remained certain in the 21st century with its technological evolutions which force changes not only in number but also in the pace of changes resulting in shorter life cycle for firms. To get ahead of such changes with minimum losses requires Great leaders (Organ. et al, 2006).

The Management literature provides numerous theories on leadership styles for the sake of achieving the effectiveness of the organization. Although leaders come in all styles, very few considered to be great leaders. The concept of performing the job beyond the job requirements is a major firm's cultural pillar in order to catch up with this forced technological change. That extra role behavior which is called the Organizational Citizenship Behavior won't be spread without a Great Leader. So the main question to be asked is "how a leader would influence an employee's motivation, ability, or opportunity to engage in a productive and wanted behavior?"

2011, Union of Workers has conducted a study on five thousand well-educated Jordanian employees working within the Telecom sector in Jordan highlighting that those employees are working under the best work conditions compared to the other sectors. So they assume that the work environment looks perfect as the employees' predominant behavior should be shaped with altruism, courtesy, conscientiousness, sportsmanship & civic virtues.

That being said, the researcher assumes that shaping this kind of behavior which is called Organizational Citizenship Behavior, is not only based on benefits and allowances given to the employee, however it is primarily based on the employee's perception of his manager's leadership style which shape his daily positive or negative behavior.

Level- five leadership style based on the idea of respecting people, selflessness and a strong powerful commitment to achieve results through providing help to produce the best performance from subordinates. Those leaders are a blend of fierce will and personal humility. Whenever they accomplish great things for their organizations, they attribute their remarkable accomplishments to their subordinates.

And here comes this study to identify the nature of the relationship between Managers' level- five leadership styles and their employees' organizational citizenship behavior within the telecom sector in Jordan by identifying how a leader can influence the motivation, ability, or opportunity for his employees to show OCB.

Statement of the problem and its elements

The study problem emerged from the fact that telecom companies are taking all actions and procedures in order to enable a better and comfort work environment. That can never be doable without changing the unwanted behaviors to the more productive, healthy and wanted behaviors in order to shape a firm's culture tagged with sportsmanship, civic virtues, courtesy, conscientiousness and altruism. Also telecom companies are looking for stability and maximizing the best use of their employees' efforts and capabilities to catch up with the wild pace of change. And that won't happen if the managers are not taking into consideration their leadership style which would shape their employees wanted or unwanted behaviors. Level- five leader ship style which was introduced by Jim Collins 2001 in his book "From Good to Great" is considered as one of the most leadership wanted & successful styles implemented in business firms. This kind of relationship urged the researcher with the hope to find the answers by testing the relationship between the manager's level five leader ship style and his employees' OCB in order to identify the problem dimensions and its impact on the employees' behavior.

Therefore the study problem circles around the following main and sub questions:

1. Is there a relationship between the manager's level five leadership style & his employees' organizational citizenship behavior?
 - a. Is there a relationship between the manager's level five leadership style & his employees' Altruism behavior?
 - b. Is there a relationship between the manager's level five leadership style & his employees' Conscientiousness behavior?
 - c. Is there a relationship between the manager's level five leadership style & his employees' sportsmanship behavior?
 - d. Is there a relationship between the manager's level five leadership style & his employees' Courtesy behavior?

- e. Is there a relationship between the manager’s level five leadership style & his employees’ civic virtue behavior?
2. Are there differences in the answers of the telecom employees sample related to the relationship between managers’ level five leadership style and their employee’s OCB related to the demographic factors “age, sex, employment level, salary range, years of experience”?

Study Hypotheses:

1.Ho1: There is no significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” and their employees’ organizational citizenship behavior with its indicators “Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue”.

Ho1.1: There is no significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” and their employees’ Altruism behavior.

Ho1.2: There is no significant relationship at ($\alpha=0.05$) between the manager’s level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” and their employees’ Courtesy behavior.

Ho1.3: There is no significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” & their employees’ Conscientiousness behavior.

Ho1.4: There is no significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” and their employees’ Sportsmanship behavior.

Ho1.5: There is no significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style with its indicators “Highly capable individual, contributing team member, competent manager, effective leader and great leader” and their employees’ Civic virtue behavior.

2.Ho2: There is no significant differences at ($\alpha=0.05$) when it comes to the managers’ level five leadership style related to the demographic factors “age, sex, employment level, salary range and years of experience”.

3.Ho3: There is no significant differences at ($\alpha=0.05$) for the Employees’ OCB related to the demographic factors “age, sex, employment level, salary range and years of experience”.

Study Model:

An overview of the research model is presented in Figure 1 As shown down; the model articulates five “level five leadership style” characteristics, five behaviors representing the OCB & five demographic factors.

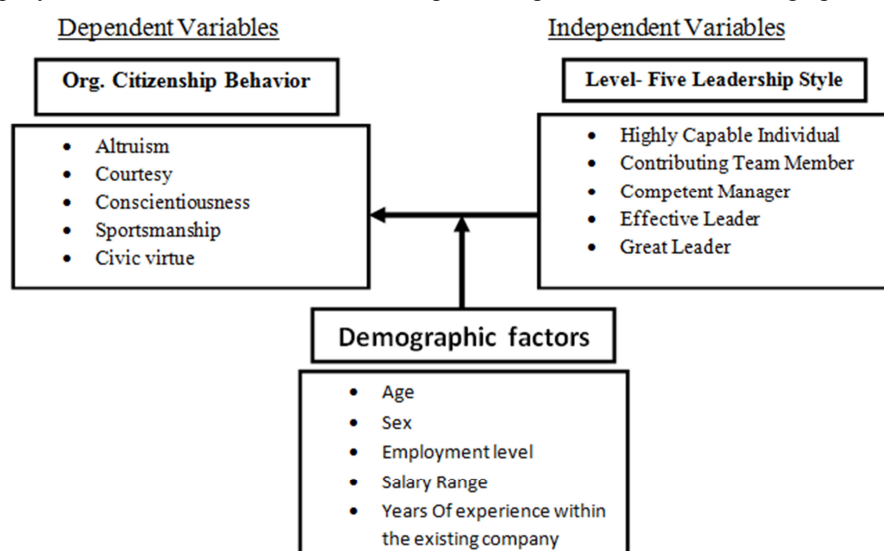


Figure 1
 The model is prepared by the researcher depending on Collins (2001) and Organ et al (2006)

Operational Definitions:

The study employed the following main key variables:

Level- Five Leadership

- Refers to a five-level hierarchy of Leader capabilities, with Level 5 at the top. Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious, but ambitious first and foremost for the company, not themselves.
- They set up their successors for even greater success in the next generation.
- Display a compelling modesty, are self-effacing and understated.
- Are fanatically driven, infected with an incurable need to produce sustainable results. They are resolved to do whatever it takes to make the Team great, no matter how big or hard the decisions.
- Display a workmanlike diligence.
- Look out the window to attribute success to factors other than themselves. When things go poorly, they look in the mirror and blame themselves, taking full responsibility. (Collins, 2001. P21, 22)

OCB

- Discretionary behavior that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization. (Robbins & Judge. 2012, P61)
- Refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. (Zhang. 2011)

Significance of the Study:

The significant aim of this study is to examine the managers' level five Leadership style in the three main telecom companies "Orange, Zain, Umniah" and whether or not this style can nurture or develop their employees' OCB or even has a relationship with the employees' OCB to shape a healthy, productive & more constructive work environment.

Also, the significance of the study emerged from being the first to be conducted in the whole world. As per the study which was published August 2011 at the International Journal of Academic Research in Business and social sciences Vol. 1, the researchers Bambale, Shamsudin & Subramaniam In their paper "Stimulating OCB Research for Theory Development: Exploration of Leadership Styles" assured that from their review of the literature no study of level 5 leadership was found to have been conducted against the background of OCB. And up to the researcher knowledge no research has been conducted tackling those two variables together till the time of writing this paper.

Literature Review:

It is depressing when you see yourself running nowhere and that is the case of many organizations running on the road to nowhere. Those organizations are not having at least the effective Captains to guide their organizations toward the shore effectively.

Nothing can be achieved if the leader is not providing followers with information and support to achieve their goals through clarifying the path to goal achievement and removes any roadblocks the workers encounter along the path. (Patterson, 2010 p.13)

There are numerous definitions and theories of leadership. Robbins in his book organizational behavior defined it as the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal, such as a person's managerial rank in the organization, or an informal (non-sanctioned) ability to influence that arises outside the formal structure of the organization. (Robbins, 2008.p.419).

John Kottler's indicates that Leadership is about coping with change. Leaders establish direction by developing a vision of the future; then they align people by communicating this vision and inspiring them to overcome hurdles. (Kottler, 1999).

Today, organizations are transforming into places where people are empowered, encouraged, and supported in their personal and professional growth throughout their careers. Leaders were no longer required to measure work and ensure that the most effective person did it in the most efficient manner—which did not always increase the organization's productivity and profitability. Leaders now needed active involvement from the followers to achieve the organization's goals. (Stone & Patterson, 2005)

Then the emergence of the need to have a style in your leadership was critical need in order to be able to handle all subordinates. Warrick in his "Leadership Styles and Their Consequences" article talked about the importance of the leadership style as few leaders understand the full significance of how influential their leadership style is on the performance and satisfaction of their employees. (Warrick, 1981).

Collins in his book "Good to Great" introduced the new theory of level-five leadership after applying a research on (1435) companies who were good to end up with (11) companies to be considered great. Collins and

his colleges found that the reason of having great companies & great achievements is because of having Level-five leaders. Level-five leader is, "an individual who blends extreme personal humility with intense professional will. Level-five leaders are a mix of behaviours: modest and wilful, shy and fearless. (Collins, 2001).

Level-five leaders refer to a five-level hierarchy of leaders capabilities, with Level-five at the top. Those leaders embody a paradoxical mix of personal humility and professional will. They are ambitious, but for the company, not for themselves. They set up their successors for even greater success in the next generation. They display a compelling modesty, are self-effacing and understated. They are fanatically driven, infected with an incurable need to produce sustained results. They do whatever it takes to make the company great, no matter how big or hard the decisions. They display a workmanlike diligence. (Collins, 2001).

Level-Five Leadership qualities:

As seen in figure (2) level-five leaders has foundation of four other qualities.

Level (1): The first layer which is the foundation for the hierarchy with a highly capable individual who plays an important role in the success of his organization; the quality of making productive contributions through the leader talent, his knowledge related to the work details, his skills to lead the team and good work habits to encourage subordinates to do their job.

Level (2): Contributing team member contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting. He is a person who helps his subordinates to complete their tasks and at the same time he develops their skills in order to be able to excel their performance. He is very good at working with his team members and ensures that his team meets its assigned objectives, and fulfills the core purpose

Level (3): competent manager he is skilled at organizing people and resources towards the effective and efficient pursuit of organizational objectives. He is someone who knows how to distributes tasks fairly among the team & utilize the resources effectively & efficiently.

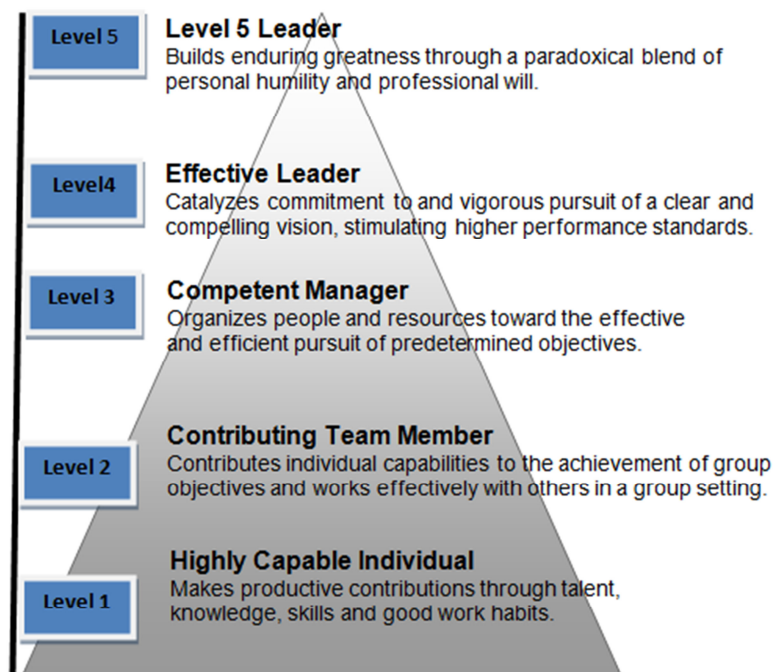


Figure 2

Figure 2
Level-Five Hierarchy (Collins, 2001 Good to Great)

Level (4): Effective leader catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards. He is a leader who motivates subordinates to do their job and motivate the improvement of the performance. Effective leader is someone who sets a clear vision and goal for the team and emphasizes on achieving results even the difficult ones.

Level (5): Level-five Leader "Great leader"; with this level the hierarchy got completed. He is a person who builds enduring greatness through a paradoxical blend of personal humility and professional will. Fully developed Level-five leaders are characterized by the characteristics of Levels (1-4) leaders, in addition to representing a key duality of personal humility and professional will. Modesty and courage elevate these leaders to the top of their organizations, while simultaneously contributing to their companies' success at the top of their

industries.

Personal Humility	Professional Will
Demonstrates a compelling modesty, shunning public adulation, never boastful.	Creates superb results, a clear catalyst in the transition from good to great.
Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate others.	Demonstrates an unwavering resolve to do whatever must be done to produce the best long term results, no matter how difficult.
Channels ambition into the company not the self, sets up successors for even more greatness in the next generation.	Set the standard of building an enduring great company; will settle for nothing less.
Looks in the mirror, not out the window to apportion responsibility for poor results, never blaming other people, external factors or bad luck.	Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.

Table 1
 Level-five Great Leader (Collins, 2001 Good to Great)

As seen in table (1) level-five leadership is a unique mixture of behaviors, including personal humility and professional will. This style is like a coin with two sides. On one side, Level-five leaders are calm, modest and accept blame or responsibility when things go wrong. On the other side, they demonstrate a determined resolve to do whatever it takes to produce effective long-term results. They set the highest standards for themselves and others, and accept nothing less.

Level-five Related Skills and Attributes:

Level-five leader Skills and Attributes	
* Versatility	* Self-Management
* Teamwork	* Goal Achievement
* Decision Making	* Results Orientation
* Resiliency	* Interpersonal Skills
* Self Starting	* Diplomacy and Tact
* Accountability for Others	* Personal Accountability
* Continuous Learning	* Influencing Others
* Conceptual Thinking	* Developing Others
* Empathetic Outlook	* Flexibility
* Leading Others	* Customer Focus
* Objective Listening	

Table 2
 Level-five Leader skills (Lemanski, pursuit of "good to great", level five leadership)

According to Collins, there is a contrary relationship between exercising power and exercising leadership. Level-level leaders divert their ego needs away from themselves into a larger goal of creating a great team. This is an important concept for any individual who has an aspiration of becoming a leader. Exercising power creates a boundary between a leader and his subjects; it strains the relationship into a servant and master mode of association. On the other hand, exercising leadership creates a free and conducive working relationship between the leader and his associates, giving way for participative leadership (Collins, 2001). This type of leadership builds strong working ties and brings cooperation which enables individuals harmonize their personal ambitions with the goals and mission of the team. The end result is overall achievement or organizational targets and personal fulfillment.

Organizational Citizenship Behavior (OCB) which was developed as an extension of Katz and Kahn's (1966, 1978) work is one of the important individual characteristics at work. Organ the father of OCB defined it as the individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Organ, 1988).

Different dimensions of Organizational citizenship behavior been introduced over the past two decades; however the most relevant dimensions were introduced by Organ (1988), and they are Altruism, Civic virtue, Conscientiousness, Courtesy and Sportsmanship. And according to Organ (1988), the descriptions of the mentioned dimensions are shown in table (3). (cited in Allison et al., 2001, p. 283).

Dimension	Description	Examples
Altruism	Voluntary actions that help a fellow employee in work related problems.	Help fellow employees understand a computer software program, or locate information.
Civic Virtue	Voluntary participation in and support of organizational functions of both a professional and social nature.	Attend optional meetings, training, monitor firm threats and opportunities & attend company sponsored social events.
Conscientiousness	A pattern of going well beyond minimally required task requirements.	Arrive at work early and leave late & avoid long or unnecessary breaks.
Courtesy	The optional enactment of thoughtful and considerate behaviors that prevent work related problems for others.	Notify employer if one is going to be late or absent from work, notify coworkers in advance of committing to actions that will affect them.
Sportsmanship	A willingness to tolerate the inevitable inconveniences and that result in an organization without complaining.	Stop complaining about work overtime to complete a task, having a deadline moved up, or having one's ideas and suggestions rejected.

Table 3

Factors Promoting Employees' Citizenship

Boiino and Turnley (2012) considered that it is important, for organizations and managers to have a better understanding of the factors that make employees willing to go the extra mile and perform the discretionary role. Table (4) shows the main six factors listed by Boiino & Turnley (2012) which influence employees' OCB.

Factor	Example
Job Satisfaction	• Happy workers are good organizational citizens.
Leadership	• Employees are willing to go the extra mile when they work with a leader who is adopting the right style.
Interesting Work	• When employees are given interesting work assignments and jobs in which they can really immerse themselves, they are more likely to go beyond the call of duty.
Organizational Support	• Employees who feel that their organizations really care about them are more likely to support the organization with higher levels of citizenship.
Trust, Organizational Justice, and Psychological Contract Fulfillment	• Citizenship is likely to occur when employers are trustworthy, fair, and live up to the commitments they have made to their employees.
Employee Characteristics	• Employees who are conscientious, optimistic, extroverted, empathetic, and team-oriented may be more willing to engage in certain types of citizenship behaviors.

Table 4

OCB & Leadership

How leaders can influence employees' OCB? Organ (2005) considered the leaders' own behavior which determines how hard an employee will try to engage in OCB.

The employee might want to engage in the behavior for the sake of his or her leader or employees may want to engage in the behaviors because they think they may receive recognition or other forms of rewards for it. Leaders can do number of things to influence employees who want to or feel they ought to engage in citizenship behaviors. Leaders can try to enhance employees' ability to show OCB through training or representing forms of the behavior. This is important because even highly motivated employees may not be able to show some forms of OCB if they do not have the skills that enable them to do so. Leaders can potentially enhance OCB by changing the structure of the tasks employees perform & the conditions under which they do their work.

Thus, effective leaders are ones who motivate subordinates by clarifying the paths by which subordinates can reach their goals and who increase personal outcomes to subordinates when these goals have been reached. These outcomes might include greater pay, promotions, and/or recognition from the leader. Organ (2006)

Study methodology:

Descriptive analytical research methods will be used to analyze the study data due to its appropriateness to the study aims, which is to examine the manager's Level- Five Leadership style and its relationship with its

employees' OCB.

Study Population:

The study population consisted of 2311 employees who are working for the three main telecom companies' "Orange, Zain and Umniah" in Amman, Jordan.

Unit of Analysis:

The following table shows the Number of employees for each company.

Telecom company	Number of employees in Amman
Orange	1101
Zain	760
Umniah	450

Table 5

*Source: three companies annual reports "2011"

The researcher will depend on the sampling method due to the huge number of the study population and the sampling unit.

The $\{N= N\sqrt{N-1}(E*E)+1\}$ equation will be used to define the study sample; as we are planning to take a random sample of the population with 95% confidence and confidence interval 0.5, critical value 1.95, then the researcher will be having a sample of (330) as the minimum recommended sample size for this study.

Data Collection Sources:

The current study will use two sources to get data, secondary and primary sources. In the secondary source the literature data will be collected from various available sources that include published articles, books, previous studies and website materials in order to form the theoretical framework of the study.

The primary source will be gathered from a questionnaire that will be designed and developed to reflect the study objectives and questions. data collection, analysis manners and programs which will be used in the current study are based on two sources:

Study Validity

In order to check the content validity of the questionnaire an academic professors and professional bodies were asked to verify the content validity of the questionnaire and after receiving their comments and implementing the needed amendments, the questionnaire was distributed to the study sample.

Study Reliability

To check the questionnaire reliability Cronbach's Alpha reliability coefficients was used to calculate the study variables table (3-1).

As seen in table (6) Cronbach Alpha reliability coefficients were calculated to check the questionnaire reliability.

Variable	Alpha Value
level-Five Leadership	86%
highly capable individual	83%
Contributing Team Member	84%
Competent Manager	86%
Effective Leader	84%
Great Leader	91%
(OCB)	66%
Altruism	76%
civic virtues	75%
conscientiousness	70%
courtesy	66%
sportsmanship	73%

Table (6)

Alpha Cronbach reliability coefficients

It is clear that all alpha values are higher than 60% which indicates that all the questionnaire statements are appropriate for this study.

Questionnaire Distribution

N0	Telecommunication company	Number questionnaires distributed	of %	Number questionnaires returned	of %
1	Jordan Telecom Group Orange	200	56%	200	67%
2	Umniah	70	19%	64	21%
3	Zain	90	25%	35	12%
Grand total		360	100%	299	100%

Table 7
 Distribution according to Telecom Company

Statistical Methods: Statistical Analysis

In this part the data of the study sample characteristics will be presented in terms of sex, age, salary, employment level and years of experience within the same company variables.

First: Sample Distribution Based on Sex

Table (8) shows the data related to the sex of the unit of analysis. As it is noticed the percentage of the total females and males is almost close. The number of the females sample is 130 with a percentage of 43.48% and the number of the males sample is 169 with a percentage of 56.52%. That shows Equal Opportunities Policy adopted by the telecom companies in Jordan which prohibits unjustifiable discrimination on the grounds of gender.

However when we look at the frequency and the percentage of the managers and team leaders we find 60 male managers and team leaders 74.07% and 21 female manager and team leader 25.93% which indicates that our culture still does not really trust women as manager (Sidani, Yusuf & Thornberrey, John, 2010).

Sex	Total frequency	Total percentage	Manager/team leader Frequency	Manager/team leader percentage
Female	130	43.48%	21	25.93%
Male	169	56.52%	60	74.07%
Grand total	299	100%	81	100%

Table 8
 Sample distribution based on Sex

When looking at the sample distribution based on age in table (9) we can notice that those who are less than 38 years old are 248 that is 83% from the total sample that indicates that the majority of employees in the telecom companies belong to the youth group and the telecom sector is a dynamic attractive sector for the youth.

Age	Total frequency	Total percentage	Manager/team leader Frequency	Manager/team leader percentage
23-30	146	49%	16	20%
31-38	102	34%	38	47%
39-46	32	11%	20	25%
47-54	17	5%	5	6%
55 & above	2	1%	2	2%
Grand total	299	100%	81	100%

Table 9
 Sample distribution based on Age

Table (10) shows the sample distribution based on salary range. As we can notice, the total frequency of the (300-500) & (501-700) salary ranges is 181 with a percentage of 60% and the total frequency of the (701-900), (901-1100) and (1101& more) salary ranges is 118 with a total percentage of 40% which indicates that the telecom companies are a place of good income for its workers. Also when we look at the managers' and team leaders' salary range, we can notice that the first range from (300-500) has 0% & the second range has 2% which indicates that the managers and team leaders in the telecom companies are getting high of the (901-1100) & (1101 & more) is 62 with a percentage of 77% income as the frequency

Salary range	Total frequency	Total percentage	Manager/team Frequency	leader	Manager/team percentage	leader
300-500	70	23%	0		0%	
501-700	111	37%	2		2%	
701-900	49	16%	17		21%	
901-1100	23	9%	20		25%	
1101 & More	46	15%	42		52%	
Grand Total	299	100%	81		100%	

Table 10
 Sample distribution based on Salary Range

The sample distribution based on employment level table (11) shows the highest % are the officers 73%.

Employment Level	Total Frequency	Total Percentage
Manager	30	10%
Officer	218	73%
Team leader	51	17%
Grand Total	299	100%

Table 11
 Sample distribution based on Employment Level

The sample distribution based on Experience table (12) shows the highest % are the employees with experience from (3-7) years.

Experience with the same organization	Total Frequency	Total Percentage	Manager/Team Frequency	Leader	Manager/Team Percentage	Leader
3 and less	76	25%	13		16%	
4--7	124	41%	17		21%	
8--11	35	12%	19		23%	
12--15	29	10%	16		20%	
16 & More	35	12%	16		20%	
Grand Total	299	100%	81		100%	

Table 12
 The sample distribution based on Experience

**Sample Responses on the Questionnaire’s Statements:
 Managers’ Level-Five Leadership’s Style Analysis:**

Level-five leadership style has five attributes; highly capable individual, contributing team member, competent manager, effective leader & great leader. The researcher has collected the data related to these attributes & analyzes the responses of the sample to know if there is a relationship between level-five leadership style and organizational citizenship behavior.

Highly Capable Individual Statements Responses:

Table (13) shows that managers have “level-five leadership style” based on their employees’ responses on the statements. That comes clear when we look at the responses on the statement “My direct manager is talented person” as its mean value comes (4.06) and its standard deviation (0.88) where its mean exceeded the standard mean of the study (3). The frequency of answering strongly agree for this statement is (99) with a percentage of (33%) while the frequency of answering agree is 139 with a percentage of (46%). So the indication of these figures is that employees see their direct managers as talented people.

When the employees were asked about their managers work habits in the statement “My direct manager has the appropriate work habits” the responses were positive with (4.03) mean value & (0.835) standard deviation value. Also the frequency of answering strongly agree for this statement is (85) with (28%) percentage and the frequency of answering agree is (156) with (52%) which indicates that employees think that their direct managers are having appropriate work habits.

So when looking at such answers, it gives an indicator that level-five leadership is represented in “highly capable individual” quality. As seen in the Table (13) the statement number (3) “My direct manager has the skills to lead the team.” With (3.95) mean & (0.944) standard deviation which indicates that employees believe that their managers have the proper skills to lead them to achieve their goals & the telecom companies cares about developing the needed skills for their managers in order to be able to lead their teams. The frequency of answering strongly agree on statement number (3) is (85) with a percentage of (28%) while the frequency of answering agree on the same statement is (147) with a percentage of (49%).

Regarding statement number (2) “My direct Manager has the needed knowledge related to the work

details” it came with (3.87) mean and (0.913) standard deviation. The frequencies on responding strongly agree & agree were (72) & (145) respectively. That indicates the sample agreement on having knowledgeable direct managers possessing the needed details to perform their jobs.

When we asked the sample about their direct managers diplomatic quality in the statement “My direct manager is a diplomatic person”, the frequency of the responses came with (134) agree response, (77) strongly agree response, (57) Neutral response, (22) disagree response and (9) strongly disagree response. The mean of this statement reached (3.83) with a standard deviation (0.994). The above figures indicate that the managers in their employees’ point of view are diplomatic.

Frequencies, Mean, Standard deviation for Highly capable individual statements								
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard Deviation
1	My direct manager is talented person	99	139	47	8	6	4.06	0.88
		33%	46%	16%	3%	2%		
2	My direct Manager has the needed knowledge related to the work details.	72	145	57	20	5	3.87	0.913
		24%	48%	19%	7%	2%		
3	My direct manager has the skills to lead the team.	85	147	44	14	9	3.95	0.944
		28%	49%	15%	5%	3%		
4	My direct manager has the appropriate work habits	85	156	43	11	4	4.03	0.835
		28%	52%	14%	4%	2%		
5	My direct manager is a diplomatic person	77	134	57	22	9	3.83	0.994
		26%	45%	19%	7%	3%		
Grand Average							3.948	0.9132

Table 13

Frequencies, means & standard deviations for the highly capable individual statements quality

When looking at the above table (13), it can be noticed that the statements’ means average “global mean” for the highly capable individual quality is (3.948) with standard deviation (0.9132). By comparing its global mean with the study standard mean (3). We will find that it exceeded the standard mean, which indicates that the managers at the telecom companies in Jordan are having the quality “Highly capable individual” from their employees’ as one of the level-five leadership qualities.

Contributing Team Member Statements Responses:

Table (14) represents the “contributing team member” quality statements Frequencies, Mean, Standard deviation. The table shows that the direct managers are having the quality “contributing team member” from their employees’ point of view. That comes clear when looking at statement number (2) “My direct manager has a team spirit’ which has (4.09) responses mean with standard deviation (0.902). The responses frequencies and percentage respectively came as the following ; strongly agree (107) & (36%) , agree (136) & (45%), neutral (37) & (12%), disagree (14) & (5%) and strongly disagree (5) & (2%). That means (81%) from the sample believe that their managers have a team spirit which represents the contributing team member quality as part of the level-five leadership. Statement number (2) can be connected with statement number (1) which “My direct manager helps me to perform my duties” as the sample responded with strongly agree with a frequency of (91) and a percentage of (30%). As well as they responded agree with a frequency of (134) and a percentage of (45%). The above figures reflect that managers understand the importance of helping their subordinates in performing their duties as a contributing team member.

Frequencies, Mean, Standard deviation for Contributing team member statements								
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard Deviation
1	My direct manager helps me to perform my duties	91	134	46	18	10	3.93	0.999
		30%	45%	15%	6%	3%		
2	My direct manager has a team spirit	107	136	37	14	5	4.09	0.902
		36%	45%	12%	5%	2%		
3	My direct manager develops my skills	69	146	56	17	11	3.82	0.973
		23%	49%	19%	6%	3%		
4	My direct manager does not waste long time in meetings	90	123	68	9	9	3.92	0.958
		30%	41%	23%	3%	3%		
Grand Average							3.94	0.958

Table 14

Frequencies, means & standard deviations for Contributing team member statements quality

My direct manager does not waste long time in meetings statement responses came with (3.92) mean value & (0.958) standard deviation value which indicates that managers do understand the importance of time management. However the responses on this statement came with (68) neutral answers which indicates that (23%) from the sample are hesitant whether their direct managers are wasting time in long meetings or not. While (90) from the sample representing (30%) responded strongly agree & (123) from the sample representing (41%) responded agree.

Statement number (3) “My direct manager develops my skills” came with (3.82) mean value and (0.973) standard deviation which reflects that those who responded strongly agree & agree believe that their managers develop their skills to be able to perform their duties.

From table (14), it is noticed the global means average (3.94) exceeds the study standard mean (3) which indicates that from the employees’ point of view, they have direct managers with the “contributing team members” quality as part of the level-five leadership style.

Competent Manager Statements’ Responses:

Competent manager quality statements’ responses indicate that direct managers are having the quality of competent manager as one of level-five leadership style qualities. The global means average (4.003) with a global standard deviation (.091125) which exceeds the study standard mean (3). The above figures indicate that managers understand the importance of distributing the tasks fairly and efficiently among the team and using the available resources effectively & efficiently.

From Table (15), statement number (2) “My direct manager distributes tasks efficiently among the team” means value (4.04) with standard deviation (0.923) which indicates that managers distribute tasks efficiently among the team members which in its role reduces costs. As (34%) from the sample representing (102) responded strongly agree on this statement and (42%) from the sample representing (127) responded agree. This statement

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard Deviation
1	My direct manager distributes tasks fairly among the team	90	136	54	17	2	3.99	0.878
		30%	45%	18%	6%	1%		
2	My direct manager distributes tasks efficiently among the team	102	127	51	14	5	4.04	0.923
		34%	42%	17%	5%	2%		
3	My direct manager use the available resources effectively	100	131	54	6	8	4.03	0.915
		33%	44%	18%	2%	3%		
4	My direct manager use the available resources efficiently	84	142	56	7	10	3.95	0.929
		28%	47%	19%	2%	3%		
Grand Average							4.003	0.91125

Table 15

Frequencies, means & standard deviations for competent manager statements

can be linked with the statement “My direct manager distributes tasks fairly among the team” which came with (3.99) mean & (0.878) standard deviation. The responses on this statement (90) employee answered strongly agree with a percentage of (30%) & (136) employee answered agree with a percentage of (45%) indicating that managers believe in fairness when distributing tasks between the team member in order to keep the positive energy within the team members.

For statements (3) “My direct manager use the available resources effectively”, the employees believe that their managers use the available resources effectively with (4.03) mean and (0.915) standard deviation. (100) employee responded strongly agree with a percentage of (33%) & (131) employee responded agree with a percentage of (44%). Statement (3) can be linked with statement (4) “My direct manager use the available resources efficiently” the responses came with (3.95) mean and standard deviation (0.929). The frequencies & percentages of the responses came as the following; strongly agree (84) (28%), agree (142)(47%), neutral (56)(19%), disagree (7)(2%) and disagree (10)(3%). The above figures indicate that managers understand how to utilize resources in the right way in order to achieve the assigned objectives with the least cost.

Great Leader Statements’ Responses:

Table (16) shows that managers have “level-five leadership style” based on their employees’ responses on the statements of great leader quality. That comes clear when we look at the responses on the statement (6) “My direct manager is a modest man” as its mean value comes (4.1) and its standard deviation (0.878) where its mean exceeded the standard mean of the study (3). The frequency of answering strongly agree for this statement is (111) with a percentage of (37%) while the frequency of answering agree is 126 with a percentage of (42%). So the indication of these figures is that employees see their direct managers as modest people. Statement (6) can be

linked with statement (7) “My direct manager works quietly” which comes with deviation in the answers as the standard deviation reached (0.1005) and (3.81) mean.

When the employees were asked about their managers dependability in statement (1) “My direct manager is a dependable person” the responses were positive with (4.01) mean value and (0.766) standard deviation value. Also the frequency of answering strongly agree for this statement is (72) with (24%) percentage and the frequency of answering agree is (173) with (58%) which indicates that employees think that their direct managers are dependable which is an indicator that managers in their employees point of view they are great leaders as part of the level five leadership style qualities.

As seen in the Table (16) the statement number (8) “My direct manager works with determination” With (3.93) mean & (0.908) standard deviation which indicates that employees believe that their managers have the determination to make the team achieve their business objectives. The frequency of answering strongly agree on statement number (8) is (81) with a percentage of (27%) while the frequency of answering agree on the same statement is (143) with a percentage of (48%).

Regarding statement number (3) “My direct manager sets the standard to build an effective team”; it came with (3.91) mean & (0.85) standard deviation. The frequencies on responding strongly agree & agree were (66) & (164) respectively. That reflects managers’ determination on having set of standards when building an effective team,

When we asked the sample about their direct managers if they hold the responsibility of the negative results in the statement(4) “My direct manager holds the responsibility of the negative results”, the frequency of the responses came with (126) agree response, (89) strongly agree response, (55) Neutral response, (23) disagree response and (6) strongly disagree response. The mean of this statement reached (3.9) with a standard deviation (0.981). The above figures indicate that the managers in their employees’ point of view are responsible & do not through the responsibility on their employees when it comes to negative results. Statement (4) can be linked with statement (5) “My direct manager does not hold me the responsibility of the negative results” which comes with (3.69) mean (1.058) standard deviation which indicates a deviation in the answers on this statement, however the responses indicates that the managers does not through the responsibility of the negative results on the employees and they hold it themselves. The frequencies for statement (5), (74) strongly agree and agree (110). Also statement (4) & (5) can be linked with statements (12), (13) and (14) which talk about attributing the positive results with means (3.81), (3.83) and (3.64) respectively and standard deviation (0.917) (0.855) (0.858)

Great leader quality statements’ responses indicate that direct managers are great leaders as one of level-five leadership style qualities. The global means average (3.855) with a global standard deviation (.0910) which exceeds the study standard mean (3). The above figures indicate that the sample of the study sees their managers as great leaders holding the two qualities “professional well & humility” which form the great leader quality.

Frequencies, Mean, Standard deviation for Great Leader statements								
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard Deviation
1	My direct manager is a dependable person	72	173	41	11	2	4.01	0.766
		24%	58%	14%	4%	1%		
2	My direct manager insists on doing the needed in order to achieve the best results	63	163	54	12	7	3.88	0.866
		21%	55%	18%	4%	2%		
3	My direct manager sets the standard to build an effective team	66	164	48	17	4	3.91	0.85
		22%	55%	16%	6%	1%		
4	My direct manager holds the responsibility of the negative results	89	126	55	23	6	3.9	0.981
		30%	42%	18%	8%	2%		
5	My direct manager does not hold me the responsibility of the negative results	74	110	74	31	10	3.69	1.058
		25%	37%	25%	10%	3%		
6	My direct manager is a modest man	111	126	47	12	3	4.1	0.878
		37%	42%	16%	4%	1%		
7	My direct manager works quietly	79	124	62	27	7	3.81	1.005
		26%	41%	21%	9%	2%		
8	My direct manager works with determination	81	143	53	17	5	3.93	0.908
		27%	48%	18%	6%	2%		
9	My direct manager depends on clear criteria to motivate staff	83	126	60	25	5	3.86	0.973
		28%	42%	20%	8%	2%		
10	My direct manager does not depend on the charisma to motivate staff	72	146	55	22	4	3.87	0.908
		24%	49%	18%	7%	1%		
11	My direct manager ambition stimulates mine.	55	144	76	16	8	3.74	0.911
		18%	48%	25%	5%	3%		
12	My direct manager attributes the positive results for the team	61	150	67	11	10	3.81	0.917
		20%	50%	22%	4%	3%		
13	My direct manager attributes the positive results for external factors	60	153	66	16	4	3.83	0.855
		20%	51%	22%	5%	1%		
14	My direct manager attributes the positive results for good luck	81	143	53	17	5	3.64	0.858
		27%	48%	18%	6%	2%		
15	My direct manager Prepares the work environment for me to do business successfully.	83	126	60	25	5	3.85	0.903
		28%	42%	20%	8%	2%		
Grand Average							3.855	0.910

Table 16

Frequencies, means & standard deviations for Great Leader statements

Effective Leader Statements' Responses:

Table (17) represents the “effective leader” quality statements Frequencies, Mean, Standard deviation. The table shows that the direct managers are having the quality “effective leader” from their employees’ point of view. That comes clear when looking at statement number (3) “My direct manager sets a clear vision for the team”

which has (3.97) mean with standard deviation (0.926). Strongly agree responses' frequency & percentage respectively came (93) & (31%), while the responses' frequency & percentage for the choice agree came (129) & (43%). That means the sample believe that their managers have a clear vision where the team have to go and what to achieve. Statement number (3) can be linked with statement number (4) "My direct manager sets clear goals for the team" as the sample responded with strongly agree with a frequency of (54) and a percentage of (18%). As well as they responded agree with a frequency of (111) and a percentage of (37%). The above figures reflect that managers understand the importance of having clear and smart goals communicated to the team in parallel with the clear vision. Statement number (6) in the effective leader statements "My direct manager emphasizes on achieving results within the time limitation" has (3.83) mean value and standard deviation (0.938). The frequencies and percentages for the answers were as the following; strongly agree (70) (23%), agree (142) (47%), Neutral (59) (20%), disagree (22) (7%), strongly disagree (6) (2%).

Frequencies, Mean, Standard deviation for Effective Leader statements								
N0	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard Deviation
1	My direct manager motivates me to do my job	56	125	78	31	9	3.63	1
		19%	42%	26%	10%	3%		
2	My direct manager motivates me to improve my performance	88	113	59	31	8	3.81	1.056
		29%	38%	20%	10%	3%		
3	My direct manager sets a clear vision for the team	93	129	55	18	4	3.97	0.926
		31%	43%	18%	6%	1%		
4	My direct manager sets clear goals for the team	54	111	83	42	9	3.53	1.037
		18%	37%	28%	14%	3%		
5	My direct manager urges me to abide by the team vision	62	106	72	46	13	3.53	1.112
		21%	35%	24%	15%	4%		
6	My direct manager emphasizes on achieving results within the time limitation.	70	142	59	22	6	3.83	0.938
		23%	47%	20%	7%	2%		
Grand Average							3.717	1.0115

Table 17

Frequencies, means & standard deviations for Effective leader statements

Though we have high percentages for the neutral choice for the statements of effective leader quality statements which indicates a hesitant in yes or know, however the other percentages for the other choices indicate that direct managers are effective leaders as one of level-five leadership style qualities. The global means average for the answers is (3.717) with a global standard deviation (1.0115) which exceeds the study standard mean (3).

Employees' Organizational Citizenship Behavior:

Organizational Citizenship Behavior has five attributes; altruism, courtesy, conscientiousness, sportsmanship and civic virtues. The researcher has collected the data related to these attributes & analyzes the responses of the sample to know if there is a relationship between level-five leadership style and organizational citizenship behavior.

Altruism Statements' Responses:

From the table (18), it is noticed the global means average (4.04) exceeds the study standard mean (3) which indicates that the targeted sample behave with altruism as part of the (OCB). That comes clear when we look at statement number (1) "I volunteer to help my colleagues to solve work problem" which came with the highest mean between the other six statements with (4.2) value & (0.945). While the frequency and percentage for strongly agree choice were (135) & (45%). The agree option frequency and percentage were (117) & (39). The above figures indicate that the telecom employees don't have a problem in helping each other voluntarily in order to solve the work problems which in its role would enable the smoothness in running the daily operations. In the other hand, statement number (5) "I volunteer to cooperate with absent colleagues to finish their accumulated work" came with the least mean between the other six statements which with (3.77) value. And that would indicate the reservation on doing others tasks as the option neutral came with (77) frequency and (26%)

percentage while the option disagree came with (20) frequency and (7%) percentage. In the responses on the statement number (2) “I come to work early and leave late to accomplish my tasks without asking for anything in return” has a low mean (3.82) compared to the other high means for the altruism statements. Its frequencies for responding neutral, disagree and strongly disagree are (58), (32) & (6) which accumulate a percentage of (32%) from the sample are not with this statement. These figures from the researcher point of view has two indicators; the first one is the cultural reason where all the employees have their own important social life and they need to be there with their families so they cannot come to work before the working hours and leave after the working hours. The other reason would be the importance of getting paid for any extra done work and that is the case in the telecom companies as all employees who work extra hours get paid over time.

Frequencies, Mean, Standard deviation for Altruism statements								
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	I volunteer to help my colleagues to solve work problem	135	117	25	16	6	4.2	0.945
		45%	39%	8%	5%	2%		
2	I come to work early and leave late to accomplish my tasks without asking for anything in return.	86	117	58	32	6	3.82	1.03
		29%	39%	19%	11%	2%		
3	I change my vacation date if my colleague has an urgent need to take a time off.	98	146	38	15	2	4.08	0.844
		33%	49%	13%	5%	1%		
4	I do not hesitate in providing assistance to my colleagues when they have so many burdens	105	146	31	15	2	4.13	0.838
		35%	49%	10%	5%	1%		
5	I volunteer to cooperate with absent colleagues to finish their accumulated work	60	138	77	20	4	3.77	0.892
		20%	46%	26%	7%	1%		
6	I help my colleagues at work to be more productive	94	159	35	10	1	4.12	0.763
		31%	53%	12%	3%	0%		
7	I voluntarily provide assistance for the new employees to help them adapt to the demands of their work	105	153	34	7	0	4.19	0.724
		35%	51%	11%	2%	0%		
Grand Average							4.04	0.8623

Table 18

Frequencies, means & standard deviations for Altruism statements

Courtesy Statements’ Responses:

From table (19), we can notice a very clear indication on the existence of the courtesy behavior as one of the organizational citizenship behavior attributes. That comes obvious especially when we look at the statement number (4) which has (4.28) mean value and (0.696) standard deviation. The statement questioned abusing others rights at work. The responds came with (120) frequencies strongly agree with a percentage of (40%) & (148) frequencies agree with a percentage of (49%). This means the majority is not abusing their colleagues’ rights, and they respect them.

Frequencies, Mean, Standard deviation for Courtesy statements								
N0	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	I make sure to take preventive measures to problems before they occur.	61	148	81	7	2	3.87	0.783
		20%	49%	27%	2%	1%		
2	I Pay attention to the positive impact left by my positive behavior with others at work.	86	150	44	18	1	4.01	0.841
		29%	50%	15%	6%	0%		
3	I Pay attention to the negative impact left by my negative behavior with others at work.	100	162	31	5	1	4.19	0.708
		33%	54%	10%	2%	0%		
4	I Do not abuse others' rights at work	120	148	27	3	1	4.28	0.696
		40%	49%	9%	1%	0%		
5	I show emotional support to my colleagues during work stress times	110	146	34	9	0	4.19	0.753
		37%	49%	11%	3%	0%		
Grand Average							4.108	0.7562

Table 19

Frequencies, means & standard deviations for Altruism statements

From table (19), it is noticed, the global standard deviation average for the answers (0.7562) and the global means average (4.108) exceeds the study standard mean (3) which indicates that the targeted sample behave with courtesy as part of the (OCB).

Conscientiousness Statements' Responses:

Table (20) represents frequencies, means and standard deviations for Conscientiousness behavior. As it is noticed, the global means average (4.048) exceeds the study standard mean (3) which indicates that the targeted sample behave with conscientiousness as part of the (OCB). Also the answers have global standard deviation (0.8205).

The responses for statement number (1) "I make sure to attend training courses to improve my performance" indicates that the employees are keen to develop themselves in order to catch up with the new work challenges. That comes clear when (117) frequencies for the strongly agree option with (39%) percentage & (136) frequencies for the agree option with a percentage of (45%). The responses mean for the statement (1) is (4.19) and the standard deviation from the mean is (0.815).

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	I make sure to attend training courses to improve my performance	117	136	34	10	2	4.19	0.815
		39%	45%	11%	3%	1%		
2	I avoid the unnecessary vacations as much as possible	99	143	39	16	2	4.07	0.856
		33%	48%	13%	5%	1%		
3	I express my opinion about the company's policies during the meetings	73	144	74	6	2	3.94	0.794
		24%	48%	25%	2%	1%		
4	I always contribute with constructive ideas that improve my company performance	81	150	53	14	1	3.99	0.817
		27%	50%	18%	5%	0%		
Grand Average							4.048	0.8205

Table 20

Frequencies, means & standard deviations for Conscientiousness statements

Statement number (2) comes "I avoid the unnecessary vacations as much as possible" in the second rank when it comes to the mean of the answers. The mean of the responses is (4.07) with (0.856) standard deviation. This indicates that the employees in the telecom companies are responsible people and they know the importance of their jobs as not to take any unnecessary vacations to avoid work interruption.

Statement (3) & (4) can be linked with each other as they have the same goal of caring about the interest of their existing companies. For statement (3) "I express my opinion about the company's policies during the meetings", the frequencies & percentages of the responses came as the following; strongly agree (73) &

(24%), agree (144) & (48%), neutral (74) & (25%), disagree (6) & (2%), strongly disagree (2) & (1%). That is an indicator for the open minded culture as employees does not need to be afraid from saying their own opinion, also it is an indicator that the management of the telecom companies cares about their own employees feedback and opinion. The indications of statement (3) come true when we see the results of statement (4) where employees contribute with constructive ideas to improve their companies' performance. The mean of the responses for statement (4) is (3.99) with (0.817) standard deviation. That is an indication on the feel of belonging among the employees toward their company through providing constructive ideas to improve the performance of their companies.

Sportsmanship Statements' Responses:

Table (21) represents Frequencies, means and standard deviations for Sportsmanship behavior. Statement number (4) "I welcome the constructive criticism at work" came with (4.03) mean which is considered as the highest mean compared to the other three statements with a low standard deviation (0.702). The frequencies and percentages for the responses of strongly agree option (68) & (23%). While the frequencies and percentages for the responses of agree option (181) & (61%). This indicates that the employees are open-minded and they accept any constructive feedback which can help them to improve their performance in order to achieve their objectives.

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	I perform the additional work tasks without complaining	75	150	63	10	1	3.96	0.791
		25%	50%	21%	3%	0%		
2	I accept, if things went in the opposite direction of my desires	57	131	85	23	3	3.72	0.894
		19%	44%	28%	8%	1%		
3	I Ignore the simple problems at work	64	158	53	21	3	3.87	0.864
		21%	53%	18%	7%	1%		
4	I welcome the constructive criticism at work	68	181	42	7	1	4.03	0.702
		23%	61%	14%	2%	0%		
Grand Average							3.895	0.81275

Table 21

Frequencies, means & standard deviations for Sportsmanship statements

Statement (1) "I perform the additional work tasks without complaining" responses came with (3.96) mean and (0.791) standard deviation. That is an indication on the employees' acceptance of any additional work tasks. The global means average for the sportsmanship behavior statements responses (3.895) exceeds the study standard mean (3) which indicates that the targeted sample behave with sportsmanship as part of the (OCB). Also the answers have global standard deviation (0.81275).

Civic Virtues Statements' Responses:

Table (22) represents the frequencies, means & standard deviations for civic virtues statements. The global means average for the civic virtues behavior statements responses (4.085) exceeds the study standard mean (3) which indicates that the targeted sample behave with civic virtues as part of the (OCB). Also the answers have global standard deviation (0.824).

Frequencies, Mean, Standard deviation for civic virtues statements								
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	I make sure to participate in the company meetings	71	155	60	9	4	3.94	0.823
		24%	52%	20%	3%	1%		
2	I always follow my administration's instructions without any supervision	87	164	32	9	6	4.06	0.836
		29%	55%	11%	3%	2%		
3	I take a good care of my company's assets	125	130	34	6	4	4.22	0.827
		42%	43%	11%	2%	1%		
4	I perform tasks not part of my duties to improve the company's image	103	141	43	11	1	4.12	0.809
		34%	47%	14%	4%	0%		
Grand Average							4.085	0.824

Table 22

Frequencies, means & standard deviations for civic virtues statements

When the sample were asked about taking care of their companies' assets in the statement number (3) "I take a good care of my company's assets" the responses came with (4.22) mean and (0.827) standard deviation. This indicates that employees have the feeling of belonging as they take care of their company assets. That feeling of belonging in statement number (3) is the indication of statement number (4) when the sample were asked about performing extra duties to improve their companies' image, the answers came with (4.12) mean and (0.809) standard deviation.

Hypotheses Testing

The first main hypothesis:

Ho1: There is no significant relationship at (a=0.05) between the managers' level five leadership style and their employees' organizational citizenship behavior.

To identify the relationship between managers' level-five leadership style and their employees' organizational citizenship, the researcher used the simple regression test as seen in table (23)

Variable	r	r ²	Calculated F	F distribution from the table	β	α
Level-five leadership style	.365 ^a	0.133	45.741	2.45	.365	.000a

Table 23

Simple regression test results between level-five leadership style & (OCB)

As we can notice from table (23) the correlation value between managers' level-five leadership style and employees' (OCB) equals (0.365) and the correlation square value is (0.133). That means managers' level-five leadership style explains (13.3%) of the variance in the dependent variable (OCB). Because the calculated F equals (45.741) is greater than the F distribution from the table at (a =0.05) & (β= 0.365) means (1) value increase in level-five leadership style would result in (36.5%) increase in (OCB). So we reject the null hypothesis and accept the alternative hypothesis which indicates that there is a significant relationship at (a =0.05) between the managers' level five leadership style and their employees' (OCB).

In order to identify which quality from managers level-five leadership style is the most important when it comes to the relationship between level-five leadership style and (OCB), F test was used and the results are shown in table (4-17). As we can notice in the table the contribution of each variable; the great leader quality explains (18.4%), the effective leader quality explains (9.7%), the contributing team member explains (8.6%), the competent manager explains (8.1%) and the highly capable individual explains (7%). So the great leader quality has the highest importance in the relationship.

Variable	r	r ²	Calculated F	F distribution from the table	β	α
Highly Capable Individual	.264 ^a	0.07	22.3	3.84	0.264	.000a
Contributing Team Member	.294 ^a	0.086	28.082	3.84	0.294	.000a
Competent Manager	.285 ^a	0.081	26.247	3.84	0.285	.000a
Effective Leader	.311 ^a	0.097	31.836	3.84	0.311	.000a
Great Leader	.429 ^a	0.184	66.951	3.84	0.429	.000a

Table 24

F test results for level-five leadership style & (OCB) variables

The first sub hypothesis:

Ho1.1: There is no significant relationship at (a =0.05), between managers' level five leadership style and their employees' Altruism behavior.

Variable	r	r ²	Calculated f	f distribution from the table	β	α
Altruism	.410 ^a	0.168	11.817	2.21	0.0586	.000a

Table 25

Simple linear regression test results for the relationship between level-five leadership style & Altruism behavior
 The researcher used the linear regression test to find the relationship between the managers' level five leadership style and their employees' Altruism behavior. As we can notice in table (4-18) the (r = 0.410) and the (r²= 0.168). These figures mean that level five leadership explains (16.8%) of the variance in altruism. Because the calculated f (11.817) is higher than the table f (2.21) at (a=0.05), and degrees of freedom (5, 293) & (β=0.0586) means (1) value increase in level-five style would lead to an increase in Altruism behavior with (0.0586) value. So the null hypothesis is rejected and the alternative hypothesis "There is significant relationship at (a =0.05) between the managers' level five leadership style and their employees' Altruism behavior" is accepted.

The second sub hypothesis:

Ho1.2: There is no significant relationship at ($\alpha=0.05$) between the managers' level five leadership style with its indicators "Highly capable individual, contributing team member, competent manager, effective leader and great leader" and their employees' Courtesy behavior. The researcher used the linear regression test to find the relationship between the managers' level five leadership style and their employees' courtesy behavior. As we can notice in table (4-19) the ($r = 0.212$) & the ($r^2 = 0.045$). These figures mean that level five leadership explains (4.5%) of the variance in courtesy. Because the calculated f (2.771) is higher than the table f (2.21) at ($\alpha=0.05$), & degrees of freedom (5, 293) & ($\beta=0.0062$) means (1) value increase in level-five style would lead to an increase in courtesy behavior with (0.0062) value. So the null hypothesis is rejected and the alternative hypothesis "There is significant relationship at ($\alpha=0.05$) between the managers' level five leadership style and their employees' courtesy behavior" is accepted.

Variable	r	r ²	Calculated f	f distribution from the table	β	α
Courtesy	.212 ^a	0.045	2.771	2.21	0.0062	0.018

Table 26

Simple linear regression test results for the relationship between level-five leadership style & Courtesy behavior

The third sub hypothesis:

Ho1.3: There is no significant relationship at ($\alpha=0.05$) between the managers' level five leadership style with its indicators "Highly capable individual, contributing team member, competent manager, effective leader and great leader" and their employees' Sportsmanship behavior.

Variable	r	r ²	Calculated f	f distribution from the table	β	α
Sportsmanship	.399 ^a	0.159	11.109	2.21	0.075	0.00

Table 27

Simple linear regression test results for the relationship between level-five leadership style & sportsmanship behavior

The researcher used the linear regression test to find the relationship between the managers' level five leadership style and their employees' sportsmanship behavior. As we can notice in table (27) the ($r = 0.399$) & the ($r^2 = 0.159$). These figures mean that level five leadership explains (15.9%) of the variance in sportsmanship. Because the calculated f (11.109) is higher than the table f (2.21) at ($\alpha=0.05$), & degrees of freedom (5, 293) & ($\beta=0.075$) means (1) value increase in level-five style would lead to an increase in sportsmanship behavior with (0.075) value. So the null hypothesis is rejected and the alternative hypothesis "There is significant relationship at ($\alpha=0.05$) between the managers' level five leadership style and their employees' sportsmanship behavior" is accepted.

The forth sub hypothesis:

Ho1.4: There is no significant relationship at ($\alpha=0.05$) between the manager's level five leadership style with its indicators "Highly capable individual, contributing team member, competent manager, effective leader and great leader" and their employees' Conscientiousness behavior.

Variable	r	r ²	Calculated f	f distribution from the table	β	α
Conscientiousness	.330 ^a	0.109	7.179	2.21	0.0428	0.00

Table 28

Simple linear regression test results for the relationship between level-five leadership style & conscientiousness behavior

The researcher used the linear regression test to find the relationship between the managers' level five leadership style and their employees' conscientiousness behavior. As we can notice in table (4-21) the ($r = 0.330$) and the ($r^2 = 0.109$). These figures mean that level five leadership explains (10.9%) of the variance in conscientiousness. Because the calculated f (7.179) is higher than the table f (2.21) at ($\alpha=0.05$), and degrees of freedom (5, 293) & ($\beta=0.0428$) means (1) value increase in level-five style would lead to an increase in conscientiousness behavior with (0.0428) value. So the null hypothesis is rejected and the alternative hypothesis "There is significant relationship at ($\alpha \leq 0.05$) between the managers' level five leadership style and their employees' conscientiousness behavior" is accepted.

The fifth sub hypothesis:

Ho1.5: There is no significant relationship at ($\alpha=0.05$) between the managers' level five leadership style with its indicators "Highly capable individual, contributing team member, competent manager, effective leader and great

leader” and their employees’ Civic virtue behavior. The researcher used the linear regression test to find the relationship between the managers’ level five leadership style and their employees’ Civic virtue behavior. As we can notice in table (4-22) the ($r = 0.408$) & the ($r^2 = 0.166$). These figures mean that level five leadership explains (16.6%) of the variance in Civic virtue. Because the calculated f (11.684) is higher than the table f (2.21) at ($\alpha=0.05$), and degrees of freedom (5, 293) & ($\beta=0.0892$) means (1) value increase in level-five style would lead to an increase in Civic virtue behavior with (0.0892) value. So the null hypothesis is rejected and the alternative hypothesis “There is significant relationship at ($\alpha \leq 0.05$) between the managers’ level five leadership style and their employees’ Civic virtue behavior” is accepted.

Variable	r	r ²	Calculated f	f distribution from the table	β	α
Civic virtue	.408 ^a	0.166	11.684	2.21	0.0892	0.00

Table 29

Simple linear regression test results for the relationship between level-five leadership style & civic virtues behavior

The second main hypothesis:

Ho2: There is no significant differences at ($\alpha=0.05$) for the Employees’ OCB related to the demographic factors “age, sex, employment level, salary range and years of experience”.

Table (30) shows that demographic factors in our sample does not differ significantly from the hypothesized values that we supplied (chi-square with sixteen degrees of freedom = 25.302, $p = .065$).

Model	2 Log Likelihood	Chi-Square	df	p
Intercept Only	2161.210			
Final	2135.908	25.302	16	0.065

Table 30 Model Fitting Information

Model	2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	2135.908			
General	.000 ^a	2135.908	1952	.002

Table 31 Test of Parallel Lines^b

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

Table (31) also shows that the test of the proportional odds assumption is non-significant ($p = .002$). So the null hypothesis is accepted “There is no significant differences at ($\alpha=0.05$) for the Employees’ OCB related to the demographic factors “age, sex, employment level, salary range and years of experience”.

The third main hypothesis:

Ho3: There is no significant differences at ($\alpha=0.05$) for the managers’ level-five leadership style from their subordinates’ point of view related to the demographic factors “age, sex, employment level, salary range and years of experience”.

Model	2 log likelihood	Chi-square	df	p
Intercept only	2236.248			
final	2236.248	4.005	9	0.911

Table 32 Model Fitting Information

Table (4-25) shows that demographic factors in our sample does not differ significantly from the hypothesized values that we supplied (chi-square with nine degrees of freedom = 4.005, $p = .911$).

We also see in table (4-26) that the test of the proportional odds assumption is non-significant ($p = .000$)

Model	2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	2236.248			
General	.000 ^a	2236.248	1296	.000

Table 33 Test of Parallel Lines^b

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

So the null hypothesis is accepted There is no significant differences at ($\alpha=0.05$) for the Employees’

level-five leadership style related to the demographic factors “age, sex, employment level, salary range and years of experience”.

Hypotheses Testing Results:

1. There is a significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ (OCB).
2. There is significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ Altruism behavior.
3. There is significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ courtesy behavior.
4. There is significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ sportsmanship behavior.
5. There is significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ conscientiousness behavior.
6. There is significant relationship at ($\alpha=0.05$) between the managers’ level five leadership style and their employees’ Civic virtue behavior.
7. There is no significant differences at ($\alpha=0.05$) for the Employees’ level-five leadership style related to the demographic factors “age, sex, employment level, salary range and years of experience
8. There is no significant differences at ($\alpha=0.05$) for the Employees’ OCB related to the demographic factors “age, sex, employment level, salary range and years of experience.

Conclusions:

1. Employees’ organizational citizenship behavior at the telecom companies is not only about compensations “Money” but in the case of Jordanian culture is about respect and about feeling of belonging.
2. There is a problem in the compensation system regarding the overtime pay, which created a weakness in the employees altruism behavior. A good percentage of employees are not accepting coming to work early and leaving late without asking for compensation in return.
3. The Courtesy behavior as one of the (OCB) behaviors was found to be a dominant behavior among the Jordanian telecom companies. Telecom employees are courteous by taking the preventive measures to problems, not abusing others’ rights at work and showing emotional support to colleagues during work stress times.
4. Telecom companies’ employees have the feeling of belonging; they perform tasks not because it is part of their duties but to improve companies’ image.
5. Behaving with conscientiousness is a clear behavior among the telecom companies’ employees. This behavior is adapted due to:
 - o Their managers set them up for success because they are responsible people
 - o Telecom companies’ employees’ OCB behavior is represented in the altruism behavior. Giving hand to colleagues and new comers voluntary is nurtured because managers are giving hand to everyone in the team.
6. The study found a weakness in the sportsmanship employees’ behavior though there was a common agreement on accepting the constructive criticism and additional work tasks without complaining.
7. The relationship between level-five leadership style and (OCB) is crystal clear. Being level-five leader is one of the key factors for having a successful team.
8. The study comes out with weak results for the effective leader quality and that comes obvious when we talk about setting clear objectives and motivating employees to achieve and perform good results.
9. The result of the study shows strong results for the telecommunication leaders being highly capable individuals, contributing team members & competent managers.

Recommendations

Telecommunication companies need to spread the spirit of motivation culture among the managers toward their subordinates. Also the leaders need to follow the following steps:

- a. Align your subordinate’s individual economic interests with the global company performance.
- b. Show sincere interest in the future path of your subordinate career
- c. Show sincere interest in their work-life balance
- d. Listen: Just listen thoughtfully. To employees’ ideas for job improvement... or their problems, concerns, conflicts, kids’ issues, parents’ issues... etc.
- e. Treat them the way you would like to be treated. It shows you respect your employees as individuals, and for the job they do.

Holding the responsibility of the negative results: at the end of the day it is a shared responsibility and sometimes

it is the managers own responsibility as they are the ones who set the vision and guide the subordinates toward the achievements. So Telecommunication companies need to make it clear that leaders are the guidance, so they hold the responsibility of any failure, not the subordinate.

Future Studies Recommendations

Conducting a study with the same two variables “Level-five leadership style and OCB” with a qualitative study methodology is recommended. We recommend also a study on how the Jordanian culture help nurturing the Level-five leadership style. Finally we recommend a study on Level-five leadership at the level of CEOs in Jordan following Jim Collins way of study.

References

- Allison, B. J., Voss, R. S. and Dryer, S. (2001) Student classroom and career success: The role of organizational citizenship behavior. *Journal of Education for Business*, 76(5),PP 282-288.
- Ahmed et al, (2012), An Exploration of Predictors of Organizational Citizenship Behavior and its Significant Link to Employee Engagement. *International Journal of Business, Humanities and Technology*. Vol. 2 No. 4
- Babaei et al, (2012), The Impact of Human Resource Practices and Organizational Citizenship Behaviors on Firm Performance. *American Journal of Applied Sciences* 9 (1): PP47-53
- Bambale et al, (2011). Stimulating organizational citizenship behavior (OCB) research for theory development: exploration of leadership paradigms. *International Journal of Academic Research in Business and Social Sciences*. Vol. 1, Special Issue.
- Collins Jim, (2001), *Good To Great, Why some companies make the leap and others don't*. Random House Business books.
- Ehsan Malik et al, (2012), Leadership and Personality Traits as Determinants of Organizational Citizenship Behavior (OCB) in Banking Sector of Pakistan. *World Applied Sciences Journal* 20 (8): PP 1152-1158,
- Mullins Jim, (2005), seventh edition. *Management and organizational behavior*. Pearson Education Limited Edinburgh Gate.
- Organ D. W. et al, (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Foundation for organizational science. A sage publication series.
- Robbins Stephen & Judge Timothy, (2009), Thirteenth's Edition. *Organizational Behavior*. Pearson Publications.
- Locke Edwin, (2009), *Handbook of Principles of Organizational Behavior*. John Wiley & Sons, Ltd.
- Zhang Deww, (2011), *Organizational Citizenship Behavior*. PSYCH761 White Paper.
- M. Hafidez et al, (2012), The Relationship between Organizational Citizenship Behavior and Counterproductive Work Behavior. *Canadian Center of Science and Education*. Vol. 8, No. 9
- Newland, (2012), *Organizational Citizenship Behavior- Individual or Organizational Citizenship Behavior-Organization: Does the Underlying Motive Matter?* Western Kentucky University, Graduate Studies and Research Masters Theses & Specialist Projects. Paper 1159.
- Khan & Abdul Rashid, (2012), The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia. *International Journal of Business and Social Science*. Vol. 3 No. 8 [Special Issue].
- Sheikhi et al, (2012), Consideration on Effects of Organizational Citizenship Behavior on Improvement of Electronic Customer Relationship Managements Through Website of Bank. *Journal of Basic and Applied Scientific Research*. J. Basic. Appl. Sci. Res., 2(6)5806-5813.
- Mansor et al, (2013). Mediating Effect of Self-Efficacy on Self-Leadership and Teachers' Organizational Citizenship Behavior: A Conceptual Framework, *International Journal of Economics Business and Management Studies – IJEBMS* Vol. 2, No.1.
- Swaminathan & Jawahar, (2013), Job satisfaction as a predictor of organizational citizenship behavior: an empirical study. *Global journal of business research*, volume 7, number 1.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

