

The impact of Organizational Citizenship Behavior on Job Performance at Greater Amman Municipality

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Abstract

This study aims to investigate the effect of organizational citizenship behavior, henceforth (OCB) on Job Performance in Amman Greater Municipality. One hundred and fifty responses have been collected by means of questionnaire. Statistical analysis techniques such as descriptive statistics and correlation, multiple regressions, are employed. To confirm the suitability of data collection instrument, a Skewness Coefficient test and Cronbach's Alpha are used. The findings of this study supported the hypotheses that (OCB) positively impacts (JP) of Amman Greater Municipality. The OCB factors have an impact on job performance. This means that the perception of employees toward OCB has a positive and significant influence on employees performance. The OCB factors have an impact on work volume ,on work quality ,employee-colleagues relationship as a dependent variable and on employee-higher level relationships. This study provides suitable recommendations on the scope for improvement based on current levels of various specific impact organizational citizenship behavior and its dimensions. Also the study provides suitable recommendations on the scope of improvement based on current levels of various predominant organizational citizenship behavior criteria that directly impact Job Performance of Amman Greater Municipality.

Key Words: Organizational citizenship behavior, Job Performance, Amman Greater Municipality.

1. Introduction

Organizational citizenship behavior(OCB) is a term that includes anything positive and constructive that employees do, that supports the co-worker benefits of the organization any organization will get benefits from encouraging employees to engage in OCB to increase the efficiency, customer satisfaction and reduce the costs of turnover and absenteeism. Therefore, the organization should promote OCB in the workplace through employees motivation, as well as creating workplace environment that support the (OCB). It has paid much more academic attention since its conception. Analyzing the impact of (OCB) on Job performance, and how OCB will benefit the organization overall, are the main aims of this study.

2. Literature Review

Behavior of Organizational Citizenship: The concept of Organizational Citizenship Bernard's writings in (1983), in the field of the actual desires of individuals and their needs to offer good work and services, are considered the milestone point in anglicizing the basis motivation of the organizational behavior, which was later a stand for Katz in (1964).Katz determined three principal types of the motivating basis of organizational citizenship (Katz, 1964). In the late 1970's the term of Organizational Citizenship Behavior (OCB) was created by Organ in (1977) to describe the self innovative and cooperative behaviors through the relationship between job satisfaction and performance.

Batman and Organ (1983), re-examined the results of Organ (1977).Their study shows that despite there was no significant relationship between job satisfaction and productivity, the job satisfaction is related closely to the behaviors of organizational citizenship, since the latter is less complicated and less dependent on both the ability of individual and the used technology in the job compared to the productivity. Since (1983) the researches and studies on the behaviors of organizational citizenship theoretically and applied continued to commutate.According to the above mentioned, it becomes serious to tackle the behavior of organizational citizenship, since it affects clearly and directly the organization administration. Organ, Organ and Konvsky , and Organ and Lingl (1989,1994,1988) respectively , defined the organizational citizenship as "that individual and voluntary behavior that lies behind the main functional roles and depends totally on the cooperative aspects by individual within the organizations with no rewards or incentives while it leads to increase organizational performance of the organization.

Schnake and Dumbler (2003), defined the behavior of organizational citizenship as "the behavior of individual outside the traditional role of the employee determined by the job description if with no subsequent rewards when done, or punishment not done, but the organizational benefits in a way or another to improve its performance and efficiency. Lambert (2006), defines OCB as "that behavior which surpasses the basic requirements of job while it is an appreciative work by employees within the organization which will benefit

from". Lee and Allen (2002), defined OCB as "that unofficial and basic behavior to implement the work, but it offers facilities and services to the organization directly or indirectly. Greenberg (2011), summarized the OCB concept "it is the activity or procedure that is practiced by employees in the organizational which surpasses the official estimations for the requirements of their jobs, where these behaviors depend on the motivating organizational culture". Abu Tayih (2012), defined OCB as "a voluntary behavior practiced by employee without expecting any reward or material incentives so as to promote the organization. It is an inner feeling of responsibility that motivates the individual to work voluntarily in order to accomplish the ambitions of organization". All these definitions of OCB share the idea that OCB initiated from a self will, and it is a voluntary behavior resulting in no reward if done nor punishment if not done, while it contributes to improving the performance of the organization, increasing its efficiency besides keeping it competitive and productive.

Importance of OCB: Many scholars and researchers of OCB have agreed- upon the importance of the organization and individual alike. The importance of OCB initiated from the fact that it contributes the improvement of total performance of the organization through creating exchangeable relationship based on the employees in their various departments. The OCB also contributes to reduce the needs to allocate the rare resources for maintenance, maintains the cohesiveness and unity of the organization. It improves the capability of managers and colleagues to implement their tasks through allocating more time for efficient planning scheduling and problem solving (Netemeyer, 1997; Motowidlo, et. al., 1991). Ueda in his study (2011), finds that the factor of job performance has a direct impact on both civic behavior (virtue) and helping behavior, while the factor of job commitment has a great impact on both assisting behavior and acceptance spirit. The study found that, the collectivity factor influenced by both aspects of civic behavior (virtue) and assisting behavior. The weaker the group is the greater the impact of job commitment on civic behavior (virtue) will be more than that in the case of a stronger group. Another studies found that there was a significant and positive relationship between OCB and quality and quantity of achieved task. The explanation of this result indicated that there were some reasons such as:

- OCB helps to direct the resources in a greater size towards accomplishment of productive goals.
- OCB enhances the productivity of managers and employees.
- OCB contributes to coordinating the activities among work groups better.
- OCB enhances the capability of organization to better recruit of employees and attaining them through making the organization an attractive work place (Podaskoff, et al, 1997, 2000).

Duffy and Lilly (2013), focused on recognizing the impact of inner (core)motivation on the OCB by using the theory of needs by Mclealand with the three aspects of (belongness, accomplishment, and power needs) as mediating roles between OCB and both organizational trust and perceived organizational support). The results showed that both accomplishment and power needs play vital role in motivating OCB and play a mediating role between OCB and both organizational trust and support unexpectedly. Yaghoubi, et al. (2013), tried to investigate the efficiency of organization through the productivity of its employees and the relationship between achieving productivity and OCB practiced by employees. The results indicated a close relationship between OCB dimensions and the productivity of Human Resources.

Rioux (2012) seeks to recognize the variables that assist in forecasting the OCB by hospitals employees. The results indicated that the most affected dimensions of OCB forecasting are the politeness, where sacrifice and civic behavior (virtue) were not shown clearly by the employees of hospital in middle region of France. Mohant and Rath (2012) conducted a study on industrial and IT companies and banks. The findings of this study indicate that there is an important relationship between the culture of organization and OCB in the industrial, IT and banking sectors and a relationship between organizational culture and OCB in individual companies. Moreover, the organizational culture is considered a force casting factor for OCB in the three sectors as well as the individual companies. Kasemsap (2012), study aims to built a framework for OCB concept besides developing a model for the factors affecting OCB in the automobile manufacturing companies in Thailand. The results indicated that the dimensions of organizational justice, job satisfaction and organizational commitment play a positive role in motivating and insighting the OCB, while job satisfaction and organizational commitment play a mediating role between the organizational justice and OCB in these companies. In addition, the job satisfaction is related positively to job commitment. Podsakoff, et al. (2009) study indicated an impact of OCB on performance evaluation, rewards, rate of job turnover, absenteeism; an impact for OCB on organization productivity, productive efficiency, customer satisfaction, and cost reduction. Chegini (2009), indicates that there are a statistical significant and positive relationship between organizational justice (distributive, political, individual and media justice) and OCB.

Dimensions (Aspects of OCB): Researchers didn't agree on the dimensions of OCB. Smith et al (1983) suggest

that the concept of OCB consists of two dimensions: Altruism and Compliance.

While (Organ, 1988, 1989, 1994; Van Dyne et al., 1994; Ackfeldt and Coot, (2005) have expanded the concept to include:

1. Altruism: it is the voluntary behavior adopted by individual to help colleagues, manager or clients to fulfill their tasks in the organization without expecting an incentive or a reward against his/her activity.
2. Courtesy: it is a behavior that aims to solve the employee problems and between employees and clients.
3. Clarify.
4. Peacekeeping: it is a directed behavior to accomplish the goals of organization (such as maintaining the resources).
5. Sportsmanship: it is the desire of individual to do the tasks under any circumstances, without complaining, encourage solving disputes that may occur among employees in the organization, accept the criticism, and keep calm during emergencies to secure the organization avoidance of any damages or losses that may occur.
6. Civic Virtues: it is the citizenship or civic value or behavior which is based on the efficient participation in the organization by the individual and take care of its affairs. These activities reflect the spirit of interest and loyalty to organization such as maintenance of devices used by the employee like computer or printer.
7. Conscientiousness: it is a voluntary behavior that surpasses the official role of employee (like unpaid overtime work or accurate adoption of regulations).

Job Performance: The study of Ahmad and Iqbal (2014) indicates that there are a statistically significance and positive relationship between development and training of employees and their performance. Results showed two methods of training, the presentation (submission) and job training, which both related positively to the development of performance. Narimisa and Mahran (2014) on the impact of training on the change of job performance at companies in Palestine, found that they are interrelated in the higher education and companies where training was found with great role in improving performance. Benrahmoure (2014) study aims to recognize the relationship between internal work environment and job performance for administrative staff. The study indicates the effectiveness and efficiency of job performance, depending on the impact of internal work environment on the employee. Al-Aubaid (2013) results indicate an impact of the level of job performance academic staff as viewed by their students. Mahmoud and Ahmad (2012) study aims to determine the impact of training on job performance in the Telecom section in Pakistan. It shows that training improved the skills, behavior, technological innovation, marketing competition and relational usage. Almutairi (2011) study aims to explore the impact of time on the employee job performance at Saudi Telecom Company (STC). The results show that the impact of total time management on the employee job performance dimensions explains 64% of the standard deviation in the performance level.

Dimensions of Job Performance:

Discipline: Organization encounter the organizational changes that imposes the top management to be more prepared depending on people who like to achieve the successful change, in order to support the requirements of official work with additional and voluntary behaviors. The dependence of organization on pre determined behaviors governed by the law will make the tradition and the routine of organization disabled to encounter the contemporary changes and challenges which need creative behaviors, that surpass the pre-determined and traditional ones, in order to increase the efficiency and capability of organization to achieve the distinguished stage that it seeks (Durham, 1997).

Work Quantity: The individual employees in different organizations represent essential elements that have a great influence on the quality and quantity of objectives (goals) that organizations seek to accomplish. The effectiveness of employees performance, directing all other elements in the production process.

Work Quality: Organizations encounter the changeable and renewable challenges that require the top managements to adopt strategies and policies to accomplish the goals of the organization by successful style (approach). Due to the rapid and renewable change in work environment it is a must for the managements to adopt the authorization style, and give employees of all levels some freedom to take decisions without referring to the top management, unless the critical situations, in order to offer products and services for customers effectively and efficiently.

Relationship between the employee and his colleagues: The daily colleague's relationship plays a vital role in improving the staff performance. This collective interaction and cooperation based on amicability. Supporting and understanding the colleague relationships will encourage new creative ideas in exchange of opinions and views that will affect the performance positively (Steers, 1989).

Relationship between Employee and Higher Level Staff: The most important relationships are between employees and higher levels of management in the departments and institutions that seeks success, through continuous improvement and development of personnel performance, especially if such process is conducted according to objective basis. The top management has a direct impact on performance through developing the

capabilities of employees and encouraging them to raise their morale and let them feel justice. It also influences them by bearing the responsibility, providing the objective basis for the activities of human resources department like recruiting, training and following up. The top management should adopt open minded administration and support the direct communication with employees to exchange information and ideas easily and timely (Robbins, 2001).

3. Importance of the study:

The study can be considered very important because:

- 1) It will be applied in very important places (SAM).
- 2) It can be considered one of the first studies that connected between the dependent and independent variables on (SAM)
- 3) It can be considered as a corner stone for the scholars to depend on for other future studies.

4. Study Purpose and Objectives

The main objective of the study is to analysis the Impact of "OCB" on job performance at "SAM". The following sub goals have derived from the main objectives:

- 1) Developing theoretical Framework for the (OCB) as an independent variance and job performance.
- 2) Introducing the level of perceptions of the respondents towards the (OCB) and its dimension
- 3) Introducing the level of perceptions of the respondents towards the job performance and its dimensions.
- 4) Analyzing the relationship between OCB and its dimensions and job performance and its dimension.
- 5) Coming-up with some recommendations based on the result of the study to the decision maker in (SAM)

5. Problem Statement :

It seems that the organizations in Jordan have paid less attention to the concept of (OCB), and they have forgotten the positive impact of (OCB) on efficiency, productivity, and performance. Even though many studies have shown the positive effect of (OCB) on performance, such as workers who engage in OCB tend to receive better performance rating by their manager (Podsakoff et al., 2009). This study will try to discover this positive impact of OCB by asking the mean question: *What is the impact of "OCB" on Job performance at greater Amman municipality?* More specifically to answer the following questions:

1. What is the impact of "OCB" on Job performance at greater Amman?
2. What is the level of perception of the respondents towards (OCB) and its dimension?
3. What is the level of perception of the respondents towards job performance and its dimension?
4. What is the relationship between (OCB) as an independent variable and job performance as a dependent variable?

6. Study Hypotheses

The study will try to test the following hypothesis:

Main Hypothesis Ho₁: There is no significant statistical effect of the organization citizenship behavior and its dimensions (Altruism, conscientiousness, civil virtue, courtesy sportsmanship) on Job performance of Amman Greater Municipality.

Main hypothesis can be divided to sub-hypothesis as following:

HO_{1,1}: there is no significant statistical effect of the organization citizenship behavior and its dimensions (Altruism, conscientiousness, civil virtue, courtesy sportsmanship) on Discipline as a demission of dependent variable (Job Performance.) of Amman Greater Municipality.

HO_{1,2}: there is no significant statistical effect of the organization citizenship behavior and its dimensions (Altruism, conscientiousness, civil virtue, courtesy sportsmanship.) on quantity of work as a demission of dependent variable (Job Performance) of Amman Greater Municipality.

HO_{1,3}: there is a statistical effect of the organization citizenship behavior and its dimensions (Altruism, conscientiousness, civil virtue, courtesy sportsmanship.) and quality of work as a dimension of dependent variable (Job Performance of Amman Greater Municipality).

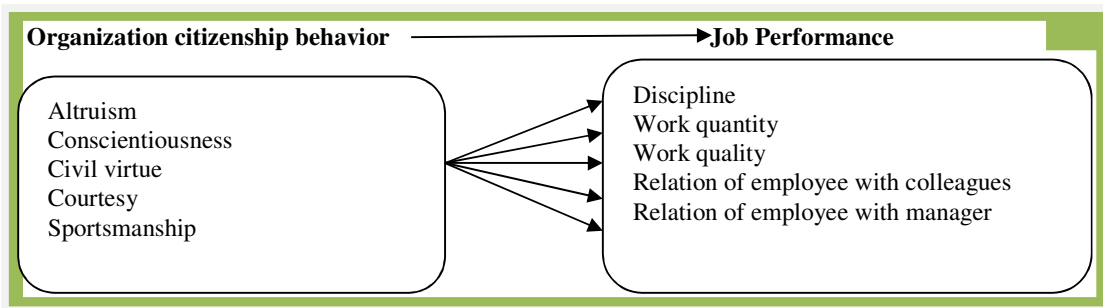
HO_{1,4}: there is a statistical effect of the organization citizenship behavior and its dimensions (Altruism,

conscientiousness, civil virtue, courtesy sportsmanship.) on Employ's relationship with colleagues as a dimension of dependent variable (Job Performance) of Amman Greater Municipality.

HO_{1.5}: there is a statistical effect of the organization citizenship behavior and its dimensions (Altruism, conscientiousness, civil virtue, courtesy sportsmanship.) on the employees' relationships with superiors as a demission of dependent variable (Job Performance) of Amman Greater Municipality.

7. Study Model

The model (Model 1) establishes direct, positive relationships between organization citizenship behavior and Job Performance.



Model (1): The Study Model: the Relationship between organization citizenship behavior and Job Performance

8. Operational Definition of Variables

The independent variable (Organizational Citizenship Behavior) OCB: refers to anything that employees choose to do, spontaneously and of own according to which often lies outside of their specified contractual obligations the most popular dimension used to measure (OCB) in the following focus:

- 1- **Altruism:** the dimension can be defined as voluntary helping others intentionally and directly with problems that are work related
- 2- **Civic Virtue:** discretionary behavior that indicate that the one who is responsible, participates in and is concerned on the life of the organization, for example keeping abreast of changes in the organization
- 3-**Sportsmanship:** refers to being a good sport and keeping up a good attitude still when things are not precisely going the way you desire.
- 4-**Courtesy: helping** to avoid or prevent work-related problems beforehand.
- 5-**Conscientiousness:** refer to unfriendly behavior that benefits the organizational as a complete.

Dependent variable: Job performance:

Referring to the work of the employees with regulations, quantity, quality of performance, the relationship between the employee and the supervisors and subordinates – it includes dislines and quantity of the relationships with others, that include the following dimensions.

- a- Displine: refers to the committing of the employees to regulations, rules, politics, norms, procedures and any accepted behaviors in the organization they work in.
- b- Quantity of work refers to quantity of work that the organization demands the employees to do, and any responsibility about their Job.
- c- Quality of work refers to the committing of employees with doing their job and responsibility according to principles to quality and organization standards.
- d- Relationships of the employees with the supervisors. Refers to the effective commutation between the employees and their supervisor, and how the employees pant-cpate their manger in the decision making process.
- e- Relationships of the employees with collogue: refers to the method and the ways that employees communicate with each other and how they respect and trust each other and work as a team.

9. Research Methodology

9.1 Study Population and Unit of Analysis:

The research adopted the descriptive and analytical methodology to collect data by questionnaire. The study

population consists of all employees of Greater Amman Municipality of 400, where the simple random sample consisted of 200 employees. The returned forms were 140, or 75% of the sample as shown in Table (1).

Table (1) Properties of the study sample upon independent variables.

Variable	Variable Segment	Freq.	%
Gender	Male	91	60.7
	Female	59	39.3
Qualification	Secondary	5	3
	Diploma	4	6
	Bachelor	133	89
	Graduate	6	4
Age	< 30	55	36.7
	30 - < 40	67	44.7
	40 - < 50	23	15.4
	50 - >	5	3.3
Job level	Director	25	16.7
	Deputy	29	19.3
	Section H.	44	29.3
	Employee	52	34.7
Experience	< 10 years	53	35.3
	10 - < 15	32	21.3
	15 - < 20	52	34.7
	20 >	13	8.7

9.2 Data Collection Method

Secondary data were collected from Greater Amman Municipality annual reports and previous studies. The questionnaire was used to collect the primary data. Questionnaire's independent variables organizational citizenship behavior. Dependent variable: Job performance. All variables were measured by five-point Likert-type scale.

9.3 Data Collection and Analysis

Questionnaires were delivered to 200 employees selected by systematic random sampling. Only 140 out of 200 returned questionnaires were suitable for further analysis and coded against SPSS-20.

9.4- Reliability test: The reliability of study instrument was tested by Cronbach Alpha Coefficient for internal consistency of independent and dependent variables and dimensions, means and standard deviations. The results are shown in Table (2).

Table (2) Reliability Coefficient values for the instrument and its dimensions.

No.	Factor	Item	Mean	SD	Reliability	
					Test	Cronbach Alfa
1.	Altruism	1-7	3.65	0.55	0.85	0.84
2.	Courtesy	8-11	3.55	0.62	0.87	0.82
3.	Sportsmanship	12-18	3.60	0.57	0.86	0.83
4	Compliance	19-24	3.57	0.61	0.88	0.87
1-4	OCB Scores	1-24	3.59	0.54	0.84	0.82
1.	Discipline	25-28	3.64	0.56	0.86	0.89
2.	Work quantity	29-32	3.59	0.59	0.89	0.86
3.	Work quality	33-36	3.65	0.54	0.92	0.89
4.	Relation of employee with colleagues	37-40	3.73	0.52	0.87	0.84
5.	Relation of employee with manager	41-44	3.63	0.51	0.86	0.88
1-5	Job Performance	25-44	3.65	0.54	0.85	0.87

10. Test of Hypothesis:

Bivariate Pearson's Correlation Coefficient : The nature of correlative relationship between OCB and Job Performance at Amman Greater Municipality is stemmed through using Pearson Correlation Coefficient to determine the relationships between the independent and dependent variables as shown in Table (3).

Table (3) Correlation Matrix

Depen. Var. \ Indep. Var.	altruism	Courtesy	Sportsmanship	Compliance	OCB
Discipline	0.969	0.606	0.625	0.641	0.778
Work quantity	0.518	0.554	0.556	0.542	0.645
Work quality	0.581	0.648	0.621	0.601	0.735
Relation. Emp./Colleagues	0.591	0.552	0.575	0.603	0.704
Relation. Emp./Mgt.	0.616	0.584	0.564	0.591	0.723
Job Performance	0.738	0.716	0.705	0.710	0.864

The statistical results in Table (3) show the correlative relationship scores between OCB and job performance, individually and totally. The values of correlation were significant and positive which indicate the strong proportional relationship between independent and dependent variable.

Before applying the regression analysis to test hypothesis we conducted some tests to secure the consistency of data with the regression analysis suggestions as shown in Table (4).

Table (4) Test of inflated variance and accepted variance tolerance and coefficient of skewers.

variables	Accepted Variance Tolerance	Variance Internal	Skewnes Coefficient
Altruism	0.395	3.009	0.211
Courtesy	0.374	3.491	0.209
Sportsmanship	0.287	5.102	0.129
Compliance	0.381	2.789	0.347

Table (5) shows the validity of hypothesis test model. Since the calculated F value is greater than tabular F value at significance ($\alpha \leq 0.05$), the OCB explains 58.1% of the variance in the total dependent variable (Job Performance). This results assures the impact of OCB on the interpretation of the Job Performance dimensions. According to this result we can test the study hypothesis.

Table (5) Results of variance analysis for regression to assure the validity of model.

Dependent Variables	Indep. Vari.	Freedom Deg.	R ²	Calc F	Sign. Level of F
Job performance	OCP	146.5	0.581	036.56*	0.000
Discipline	OCP	146.5	0.456	89.38*	0.000
Work quantity	OCP	146.5	0.432	81.75*	0.000
Work quality	OCP	146.5	0.392	75.84*	0.000
Relat. Emp./Colleag	OCP	146.5	0.531	126.45*	0.000
Relat. Emp./Mgt.	OCP	146.5	0.485	92.45*	0.000

* Statistically significant at ($\alpha \leq 0.05$).

Mean hypothesis Ho₁: There is no statistically significant at ($\alpha \leq 0.05$) impact for the perceptions of respondent to the OCB (Altruism, Courtesy, Sportsmanship, and Compliance) on the job performance of employees of Amman Greater Municipality.

Table (6) Results of Multi Regression Analysis for the test of the impact of OCB on Job Performance.

OCB	B	Standers Error	Beta	Calc. Value	T	Sig. Level
Altrusim	0.451	0.047	0.448	9.530*		0.000
Courtesy	0.019	0.047	0.018	0.398**		0.000
Sportsmanship	0.251	0.039	0.263	6.425*		0.000
Compliance	0.168	0.030	0.095	5.587*		0.000

* Statistically significant at ($\alpha \leq 0.05$). ** Statistically insignificant at ($\alpha \leq 0.05$).

The results of Table (6) and the values of (T) testing show that sub variables of (altruism, sportsmanship and compliance) have an impact on the job performance due to the high value of calculated (t), where such values are significant of ($\alpha \leq 0.05$). the results indicated no statistically significance for courtesy sub variable in the job performance where calculated (t) value was 0.398 of ($\alpha \leq 0.05$). therefore we accept the null hypotheses which that there is no statistically significant impact of courtesy on job performance.

HO₁₋₁: There is no statistically significant impact at ($\alpha \leq 0.05$) for the respondents' perceptions of OCB (altruism, courtesy, sportsmanship and compliance) on the job discipline of the employees of Amman Greater Municipality.

Table (7) Results of multi regression analysis for testing the impact of OCB factors on the employees discipline.

OCB	B	Standers Error	Beta	Calc. Value	T	Sig. Level T
Altrusim	0.397	0.080	0.178	4.958*		0.000
Courtesy	0.272	0.123	0.212	2.213*		0.027
Sportsmanship	0.237	0.104	0.196	2.280*		0.023
Compliance	0.599	0.125	0.468	4.802*		0.000

* Statistically significant at ($\alpha \leq 0.05$).

The results of Table (7) and the test values of (t) that the sub variables of (altruism, courtesy, sportsmanship and compliance) have statistically significance impact on the discipline due to the high value of calculated (t). Therefore we reject the first sub null hypotheses.

HO_{1.2}: There is no statistically significant impact at ($\alpha \leq 0.05$) for the respondents' perceptions of OCB (altruism, courtesy, sportsmanship and compliance) on the work quantity as a dimension of job performance for the employees of Amman Greater Municipality.

The results of Table (8) and the test values of (t) that the sub variables of (altruism, courtesy, sportsmanship and compliance) have statistically significance impact on the quantity of work (volume). These value of calculated (t) are significant at ($\alpha \leq 0.05$). Therefore we reject the second null hypotheses.

Table (8) Results of multi regression analysis for testing the factors of OCB impact on work quantity.

OCB	B	Standers Error	Beta	Calc. Value	T	Sig. Level T
Altrusim	0.413	0.082	0.183	5.010*		0.000
Courtesy	0.254	0.127	0.196	2.011*		0.045
Sportsmanship	0.276	0.107	0.226	2.583*		0.010
Compliance	0.539	0.128	0.416	4.197*		0.000

* Statistically significant at ($\alpha \leq 0.05$).

HO_{1.3}: There is no statistically significant impact at ($\alpha \leq 0.05$) for the respondents' perceptions of OCB on the work quality.

Table (9) Results of multi regression analysis of testing the impact of OCB impact Factors on work quantity.

OCB Factor	B	Standers Error	Beta	Calc. Value	T	Sig. Level T
Altrusim	0.397	0.084	0.173	4.702*		0.000
Courtesy	0.274	0.130	0.208	2.115*		0.035
Sportsmanship	0.804	0.110	0.245	2.769*		0.006
Compliance	0.503	0.132	0.383	3.825*		0.000

* Statistically significant at ($\alpha \leq 0.05$).

The results of Table (9) and the test values of (t) test indicate that sub variables of OCB have a statistically significant impact on the work quality. These value are significant at ($\alpha \leq 0.05$). Therefore we reject the third sub null hypotheses.

HO_{1.4}: There is no statistically significant impact at ($\alpha \leq 0.05$) for the respondents' perceptions of OCB factors on the relationship of the employee with his/her colleagues as a dimension of job performance of the employees of Amman Greater Municipality.

Table (10) Results of multi regression analysis of the test of OCB impact Factors impact on the Employees/Colleagues Relationship.

OCB Factor	B	Standers Error	Beta	Calc. Value	T	Sig. Level T
Altrusim	0.226	0.058	0.175	4.827*		0.000
Courtesy	0.228	0.620	0.247	3.679*		0.000
Sportsmanship	0.242	0.053	0.183	2.585*		0.002
Compliance	0.195	0.500	0.061	1.953*		0.065

* Statistically significant at ($\alpha \leq 0.05$). ** Statistically insignificant at ($\alpha \leq 0.05$).

The results of Table (10) and the values of (t) test indicate that the OCB variables have an impact on the employee relationship with his colleagues. The values of calculate (t) was significant at ($\alpha \leq 0.05$). The results indicated that the factor of compliance has no significant impact this relationship where the value of calculated (t) was insignificant at ($\alpha \leq 0.05$). therefore we reject the fourth sub null hypotheses for the factors of (altruism,

courtesy and sportsmanship) and accept it for the factor of compliance.

HO₁₋₅: There is no statistically significant impact at ($\alpha \leq 0.05$) for the respondents' perceptions of OCB factors on the relationship of the employee with higher levels of management as a dimension of job performance of the employees of Amman Greater Municipality.

Table (11) Results of multi regression analysis of testing the impact of OCB factors on the Relationship of employee with higher levels of management.

OCB Factor	B	Standers Error	Beta	Calc. Value	T	Sig. Level T
Altrusim	0.222	0.042	0.259	4.335*		0.000
Courtesy	0.259	0.530	0.134	3.913*		0.006
Sportsmanship	0.200	0.050	0.151	1.446**		0.002
Compliance	0.119	0.470	0.214	2.540**		0.056

* Statistically significant at ($\alpha \leq 0.05$). ** Statistically insignificant at ($\alpha \leq 0.05$).

The results of Table (11) and the values of (t) test indicate that the sub OCB factors (altruism and courtesy) have an impact on the relationship of the employee with his/her higher levels management, where calculated (t) values are significant at ($\alpha \leq 0.05$). The results indicated no impact for sportsmanship and sportsmanship on this relationship where value of calculated (t) was insignificant. Therefore we reject sub null hypotheses for the factors of altruism, courtesy, while we accept it for the factor of sportsmanship and compliance .

11. Discussion and Conclusions

The research results indicate that:

- 1- There is a high level of employees perception towards OCB factor. Such result is a positive indicator since OCB should be available (existed) at Amman Greater Municipality. This means that the more the perception of employees of OCB the higher the motivity level for work and improvement will be.
- 2- The employees for the job performance level were high. This result is a positive indicator, since good performance is a characteristic of successful organizations where compatibility and harmony are existed.
- 3- The correlative relationship between OCB and job performance individually and as a whole, was positive and significant. This illustrates the strong and proportional association between the total independent and dependent variables.
- 4- OCB interpreted 58.1% of the variance in the total dependent variable (job performance). OCB also interpreted 45.6% of the variance in discipline factor, 43.2% in volume of work, 39.2% in work quality besides 53.1% colleague relationship as well as 48.5% of the variance in employee - higher levels relationship.

These results confirm the role and impact of OCB in interpreting the job performance dimensions. Such results indicate that the style of OCB adopted by Amman Greater Municipality provide employees a chance for creativity hence increasing motivity and improving job performance.

- 5- OCB factors have impacts on job performance. This means that the perception of employees toward OCB has positive and significant influence on employees performance.
- 6- OCB factors have an impact on work volume as an dependent variable.
- 7- OCB factors have an impact on work quality as a dependent variable.
- 8- OCB factor have an impact on employee-colleagues relationship.
- 9- OCB factors have an impact of employee-higher levels relationship.

12. Research Limitations/Recommendations

The use of one industrial area study design may limit its generalisability to other areas. The data is also limited to Jordanian organizations; therefore, generalizing results of Jordanian setting to other countries may be questionable. Extending the analyses to other settings represent future research opportunities, which can be done by the following ways: Further testing with larger samples within same industry is important, and including other industries will help mitigate the issue of generalizing conclusions on other organizations and industries. Moreover, further empirical researches involving data collection over diverse countries especially Arab countries are needed. Encouraging the practicing of OCB by employees through setting the orders and regulations necessary to reward the voluntary efforts by them, since these procedures have a positive influence on Amman Greater Municipality. Considering the OCB one of the important criteria in the annual assessment of employees to encourage them to practice OCB in the job. Considering OCB an important criterion in providing incentives and promotions to employees. Conducting researches and studies to link the citizenship concept to other ones like equality, organizational loyalty and job commitment.

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