



**THE MODERATION OF ORGANIZATIONAL
IDENTIFICATION, MEDIATED BY JOB SATISFACTION
ON THE RELATIONSHIP OF INTEGRATED
ATTITUDINAL VARIABLES TOWARD EMPLOYEE
CITIZENSHIP PERFORMANCE**

by

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LIST OF ABBREVIATIONS

JS	Job Satisfaction
JI	Job Involvement
POS	Perceived Organizational Support
ECP	Employee Citizenship Performance
OC	Organizational Commitment
PC	Professional Commitment
POJ	Perceived Organizational Justice
PLS	Partial Least Square
SEM	Structural Equation Modelling
MOH	Ministry of Health
POB	Prosocial Organizational Behavior
OS	Organizational Spontaneity
CP	Contextual Performance
ERB	Extra-Role Behavior
OID	Organizational Identification

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**MODERASI PENGENALAN ORGANISASI YANG DIMEDIASI
OLEH KEPUASAN KERJA TERHADAP HUBUNGAN
PEMBOLEH UBAH SIKAP BERSEPADU DAN PRESTASI
KEWARGANEGARAAN PEKERJA
ABSTRAK**

Prestasi kewarganegaraan pekerja adalah tingkah laku sukarela di tempat kerja yang melampaui perihal dan peranan tugas seseorang. Tingkah laku sedemikian membantu meningkatkan keberkesanan pekerja. Rangka teori kajian ini dibangunkan berdasarkan kajian lepas dan teori dasar pertukaran sosial, teori identiti sosial dan teori dua-faktor. Kajian ini mengkaji hubungan langsung dan tidak langsung antara pemboleh ubah sikap bersepadu dan prestasi kewarganegaraan pekerja di kalangan jururawat yang bekerja di hospital awam di Jordan. Ia meletakkan kepuasan kerja sebagai pemboleh ubah mediasi dan pengenalpastian organisasi sebagai moderator. Sejumlah 357 jururawat yang mewakili enam hospital awam di Jordan telah mengambil bahagian dalam kajian ini dengan menggunakan sampel berkadar berstrata. Pendekatan Sisi Separa Minimum (PLS-SEM) digunakan untuk menguji hipotesis. Keputusan hubungan langsung antara pemboleh ubah bebas (sokongan organisasi yang dirasakan, komitmen organisasi, komitmen profesional, penglibatan kerja, keadilan organisasi yang dirasakan) dan pemboleh ubah bergantung (prestasi kewarganegaraan pekerja) menunjukkan bahawa hanya terdapat hubungan yang signifikan antara sokongan organisasi yang dirasakan dan prestasi kewarganegaraan. Pada masa yang sama, sokongan organisasi dan keadilan organisasi yang dirasakan mempunyai hubungan yang signifikan dengan mediator kepuasan kerja. Penemuan untuk kesan tidak langsung kepuasan kerja menunjukkan bahawa ia sepenuhnya dan sebahagiannya memediasikan hubungan antara sokongan organisasi yang dirasakan, keadilan organisasi yang dirasakan dan prestasi kewarganegaraan pekerja. Di sisi lain, pemboleh ubah moderator, iaitu pengenalpastian organisasi amat mempengaruhi hubungan antara komitmen organisasi, keadilan organisasi yang dirasakan dan prestasi kewarganegaraan pekerja, tetapi mempunyai kesan negatif yang signifikan terhadap hubungan antara sokongan organisasi yang dirasakan, penglibatan pekerjaan dan tingkah laku kewarganegaraan organisasi. Tidak ada kesan moderasi untuk pengenalpastian organisasi mengenai hubungan antara komitmen profesional dan prestasi kewarganegaraan pekerja. Sumbangan teoritis, implikasi dasar, batasan kajian dan cadangan untuk penyelidikan masa depan dibincangkan pada akhir tesis ini.

Kata kunci: Sokongan organisasi yang dirasakan, Komitmen organisasi, Komitmen profesional, Penglibatan kerja, Keadilan organisasi yang dirasakan, Kepuasan kerja, Pengenalpastian organisasi, Prestasi kewarganegaraan pekerja

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ABSTRACT**

Employee citizenship performance is a voluntary workplace behavior that goes beyond one's job description and role. Such behavior helps increase the employee's effectiveness. The theoretical framework of this study was developed based on the past research and the underpinning theory of social exchange theory, social identity theory and two factors theory. This study examines the direct and indirect relationship between the integrated attitudinal variables and employee citizenship performance among the nurses who are working at public hospitals in Jordan. It positions job satisfaction as the mediating variable and organizational identification as the moderator. A total of 357 nurses representing six public hospitals in Jordan participated in the study by using the proportion-stratified sample. The Partial Least Squares (PLS-SEM) approach was utilized to test the hypotheses. The results for the direct relationship between independent variables (perceived organizational support, organizational commitment, professional commitment, job involvement, perceived organizational justice) and the dependent variable (employee citizenship performance) show that only no significant relationship between perceived organizational support and citizenship performance. At the same time, perceived organizational support and perceived organizational justice have significant relationship with the mediator of job satisfaction. The result for the indirect effect of job satisfaction shows that it fully and partially mediates the relationship between perceived organizational support, perceived organizational justice and employee citizenship performance. On the other hand, the moderator variable of organizational identification significantly affects the relationship between organizational commitment, perceived organizational justice and employee citizenship performance, but has significant adverse effects on the relationship between perceived organizational support, job involvement and employee citizenship performance. There is no moderation effect for organizational identification on the relationship between professional commitment and employee citizenship performance. The theoretical contributions, policy implications, limitations of the study and suggestions for future research are discussed at the close of this thesis.

Keywords: Perceive organizational support, Organizational commitment, Professional commitment, Job involvement, Perceived organizational justice, Job satisfaction, Organizational identification, Employee citizenship performance.

CHAPTER 1 : INTRODUCTION

1.1 Introduction

This chapter contains the background of the study, problem statement, the research questions, research objectives, the significance of the study, the scope of the study and the contributions this study makes to the body of knowledge.

1.2 Background of the Study

Business today has become competitive to the extent that most organisations strive to enhance the efficiency and effectiveness of their employees so that they can achieve excellence. Organisations can achieve this by optimising the behaviours of their employees. This makes employee citizenship performance (ECP) an important topic to study (Dash & Pradhan, 2013; Basu, Pradhan & Tewari, 2017).

The two major classifications of individual behaviours are extra-role and in-role behaviours. Extra-role (ECP) includes behaviours such as assisting colleagues who have a heavy workload, giving relevant suggestions to enhance the development of the organisation, and assisting new employees with their work (Dash & Pradhan, 2013). These are voluntary workplace behaviours that go beyond one's job description and role, but help increase the performance of individuals and organisations (Basu et al., 2017; Dash & Pradhan, 2013; Kevin, 2016; Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014; Rose, Miller, & Kacirek, 2016).

Employee performance is classified into work performance and employee citizenship performance (Miao & Kim, 2010). Work performance is one of the most important concerns for any organisation. It has been subject to scrutiny and is viewed typically as fundamental or in-role responsibilities for which employees are hired to perform in exchange for compensation. In recent decades, a major concern of organizational management and practitioners is organizational effectiveness. Essential for achieving this is the willingness of employees to go beyond the formal specifications of job roles, termed extra-role behaviours. This can be achieved by employee citizenship performance.

Poropat (2011) claimed that ECP has broad research support, with hundreds of research articles published (Podsakoff et al., 2009). Much of this research used different labels for citizenship performance, especially organizational citizenship behaviour and contextual performance, but the originators of these labels have argued they are alternative names for the same construct (Nguyen, Chang, Rowley & Japutra, 2016; Motowidlo et al., 1996; Organ, 1997; Poropat, 2011). In practical terms, citizenship is of similar value to task performance, which together explains between 71% and 84% of the variance in overall performance (Johnson, 2001). Citizenship performance is a crucial aspect of performance in the workplace.

According to Maarleveld (2009), there is a distinction between task activities and citizenship performance activities is that task activities are typically different for different jobs, whereas citizenship performance activities are similar across jobs. Putting in extra effort, cooperating, helping others, being initiative and showing loyalty and compliance with organizational rules are examples of citizenship performance that are likely to be

important for most if not all jobs (Borman, 2004). There is a growing realisation that the quality of services is very important in business, which is why organisations focus more and more on the professionalism of their employees. Providing high-quality services requires employees who will do a bit extra and show citizenship performance behaviours (Borman & Motowidlo, 1997).

Colquitt, LePine, and Wesson (2011) summarised that the significance of ECP had been emphasised based on two points. First, they posit that ECP is important in any kind of job irrespective of the nature of the task, suggesting that ECP can increase the effectiveness of organisations. Secondly, according to these researchers, ECP is crucial during organizational crises because at this time employee can support the organisation with meaningful suggestions, positive “public face” and their deep engagement.

Additionally, Rose (2016) argued that there is a direct or indirect relationship between ECP and organizational performance. Some of the direct benefits of ECP include punctuality of employees, volunteerism and active engagement in organisation activities. Some of the indirect benefits include the lubrication of the organisation’s social machinery (Podsakoff et al., 2014).

This kind of ECP is often not exhibited by hospital employee especially nurses that are often stressed due to work overload, arrogance from patients and increasing pressure (Daniels, 2015; Estryn-Béhar et al., 2007). Thus, there is a need for healthcare administrators to support their employees so that they can exhibit this behaviour because they cannot voluntarily exhibit it under such unfavourable conditions. It is also vital for

healthcare administrators to understand the importance of ECP in enhancing the performance of employee (Bolon, 1997; Chahal & Mehta, 2010).

Jordan has adopted the universal logo “Health for All” set by the World Health Organisation (WHO) for all nations particularly developing countries. It has set aside a yearly budget for the achievement of this goal spending twice more than what other Arab countries spend for health. This has led to a rise in the per capita health spending which was about \$337 in 2008 and increased to \$372 in 2012. Around the same period, the total amount spent on health increased from about one billion and 973 million dollars in 2008 to two billion and 378 million dollars in 2012. Meanwhile, the percentage given to health spending from the total GDP has gradually reduced from 9.52% in 2009 to 7.58% in 2012. The WHO posits that this is more than the average levels of health expenditure as a percentage of the GDP compared to other countries in the Middle East (4.5%), Gulf countries (3.5) and non-Gulf countries (5.9%) (National Strategy for Health Sector in Jordan 2015-2019). The main indicators of healthcare spending in Jordan is presented in Table 1.1

Table 1.1 Major Indicator of National Health in Jordan 2008-2012

Types of spending	2008	2009	2010	2011	2012
Spending on health care sector (\$)	1,973,514,334	2,300,503,479	2,195,907,707	2,258,110,408	2,378,592,357
Per capita health spending (\$)	337,14	384,71	359,28	361,28	372,29
Spending on Healthcare sector (\$)/GDP	8.58%	9.52%	8.19%	7.72%	7.58%

Source: National Strategy for Health Sector in Jordan 2015-2019

The recent demand for health services in Jordan has increased due to the increase in population alongside a rise in health insurance coverage by 86%. The health insurance coverage for 44% of the total population by public hospitals has increased based on the directions of the Ministry of Health (National Strategy for Health Sector in Jordan 2015-2019). The table below shows the total number of patient visits to the different departments of public hospitals in Jordan from 2011-2015 indicating that there was an increase from 5.737.566 million in 2011 to 6.177.013 million in 2015.

Table 1.2 Patients who visited the Public Hospitals from 2011-2015

Year Item	2011	2012	2013	2014	2015
Outpatient- Visits Million	2,934,034	3,302,676	3,283,537	3,117,968	2,854,607
Emergencies Visits Million	2,470,922	2,526,488	2,670,953	2,841,217	2,982,230
Inpatient Thousand	332,607	339,628	347,929	0,342,325	340,176
Total patient visits Million	5,737,566	6,168,792	6,302,419	6,301,510	6,177,013

Source: Ministry of Health (2015)

There has been an increase in the number of total patient visits, the health insurance coverage has increased based on the directions of the Ministry of Health due to the high rate of unemployment, and the incidences of bullying among nurses also increased (Bakker & Demerouti, 2007; Muala & Atwan, 2013). Additionally, the World Bank (2013) confirmed that the high levels of unemployment and low economic activity rates have long been a major concern for the Jordanian government and have figured prominently in policy documents and strategies over the past two decades. Despite this concern, over the past decade, unemployment rates have remained relatively unchanged – only varying between 12% and 15%, and economic activity rates have remained between 37% and 40%. The highest unemployment rates are found among women and the highly skilled

A recent report in a global leading health journal has shown that the rate of unemployment in Jordan is high coupled with the mass influx of refugees from Syria and Iraq has challenged the efforts made by the Jordan government to promote good health for all. (Medical Tourism in Jordan, 2013).

Furthermore, the National Strategy for Health Sector in Jordan (2015-2019) confirmed that it is more challenging for the health sector to maintain good health service due to the shortage of medical staff, low communication skills among the health providers and poor management of human resources.

Given the present situation for Jordan's healthcare sector, there is a need for employees to improve their services to the patients and to be more committed to the organisation so that health goals can be achieved through ECP. For instance, the organizational effectiveness may be improved through the behaviour of employees who exhibit civic virtue. Employees who engage in altruism by assisting their co-workers may help increase the productivity of such co-workers. Employees who engage in sportsmanship in less conducive work free up the manager's time attending to complaints thereby allowing the manager to use his/her time for more productive purposes. The stability of the organisation's performance may increase and, in turn, support its desired changes through the exhibition of conscientious and courteous behaviour by employees (Soo, 2012). Accordingly, ECP is very important at this stage because it, directly and indirectly, affects employee performance.

Based on this, policymakers within Jordan's healthcare sector are convinced that the effectiveness of hospitals is influenced by the employees' perception of their role in the delivery of good healthcare services. Jordan's Ministry of Health (MOH) aims to improve the quality of healthcare services and ensure its sustainability. This cannot be achieved if the work attitudes of employees are not given the needed attention.

According to Judge and Robbins (2015), the potential advantages of employee attitude and behaviours to the individual and the organisation are the driving force for the increasing interest in organizational topics related to behaviour and attitude. Hettiararchchi and Jayarathna (2014) posit that the concepts related to work attitude have become popular because of their relationship with different employee behaviours. Thus, an employee who is satisfied and committed is less likely to exhibit poor performance because he/she is usually highly productive as they identify with values and goals of the organisation (Hettiararchchi & Jayarathna, 2014).

The productivity and performance of an employee can be greatly influenced if employers are able to understand the employees' level of job satisfaction, daily routines, work attitude, the manner in which they are influenced by physical work environment and their level of perceived equality (Inuwa, 2015). The work attitudes of employees have become a serious issue which challenges the management because of their inability to deal with it. Their performance is affected by such attitudes (Emami, Alizadeh, Nazari, & Darvishi, 2012). It is important for employees to be satisfied with their jobs because satisfaction influences the perception of the employees about the organisation leading them to talk positively about the organisation, do more than what is expected from them at work and assist other colleagues. Ollo-López, Bayo-Moriones, & Larraza-Kintana (2016) described this employee job satisfaction as a reflection of a pleasant state of emotion that results from employee's assessment of their work as well as what they feel about the characteristics of their jobs.

Judge and Robins (2015), posit that employees who are satisfied with their jobs tend to be engaged in organizational citizenship behaviour and will want to reciprocate

the positive experiences they have had with the organisation. Job satisfaction is the most studied variable in association with ECP. However, there are differences in opinion among practitioners and researchers regarding what actually constitutes job satisfaction. As Organ (1988) explained, if managers are practising managers adopt the suggestion that satisfaction causes performance, they think that satisfied people are more willing to do little 'extras' either spontaneously or when requested, and in general are easier to work within a day-to-day relationship. Nevertheless, when researchers try to measure performance, they typically focus on material outputs. ECP, therefore, becomes imperative for researchers to examine views of satisfaction and its relationship to extra work (Yadav&Santosh, 2014).

It has also been found that organizational identification is one of the ways through which the commitment of employees to their organisations can be increased because it makes employees feel attached to the organisation by sharing in the failures and successes of the organisation (Dávila & García, 2012). If employees display strong identification, they tend to work extra hard in the interest of the organisation because they will be more committed to the organisation. Strong organizational identification may cause employees to evaluate the organisation positively due to being satisfied with work (Dávila & García, 2012). Given this, employees tend to work in the interest of the organisation rather than in their personal interest. This is known as organizational citizenship behaviour (Ge, Su, & Zhou, 2010).

1.3 Research Gaps

One of the major challenges faced by leaders in this competitive world is the management and motivation of employees in an organisation. Thus, if the competitive advantage of an organisation is to be sustained, then the organisation must effectively manage its human resources (Ibrahim, Ghani, & Embat, 2013). This has mounted pressure on organisations to be more efficient, creative, dynamic, motivating, empowering and proactive (Lapierre & Hackett, 2007). According to Ali (2010), sustainable development, global competitiveness and growth can be achieved through an organisation's ability to respond to the evolving needs of the world effectively. This implies that effective human resources management will affect an employee's behaviour. Hence, ECP is crucial behaviour in any job irrespective of the task. Therefore, ECP should be exhibited by employees so that the effectiveness of the organisation can be enhanced (Ibrahim et al., 2013).

ECP has gained the attention of many researchers especially in the fields of behavioral and managerial science (Dekas, Bauer, Welle, Kurkoski, & Sullivan, 2013; Hunsaker, 2016; Rose, 2016). This voluntary behavior is becoming increasingly relevant due to ever-evolving workplace practices, environment and social structures (Rose, 2016). In addition, the consequences of ECP on the performance of employees and that of the organisation can be positive and negative (Dash & Pradhan, 2013) because the impact of employees' behavior can be translated by ECP on the entire functionality of the organisation (Coldwell & Callaghan, 2014; Jain, Giga, & Cooper, 2011; Van Dooren, Bouckaert, & Halligan, 2015).