

# Impact of Organizational Citizenship Behavior on Job Performance in Jordan: The Mediating Role of Perceived Training Opportunities

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**Abstract---** *This study examined the effect of Organizational Citizenship Behavior (OCB) on the job performance of Greater Amman Municipality (GAM), through the mediating factor of Perceived Training Opportunities (PTO). This study involved data of 344 employees working in 22 regions in GAM. PLS-SEM was applied to test the hypotheses. The validity and reliability of the measurement and the structural models were confirmed. The results showed that OCB positively affect Job Performance. Findings also showed a partial mediation effect of PTO on the relationship between OCB and Job Performance. The main practical contribution of the study is providing significant insights to Jordanian government and GAM to explaining a roadmap that helps in understanding the most influential factors on job performance. Based on the findings, the study recommends the GAM should improve employees OCB. Therefore, PTO is enhanced, which leads to a positive and significant impact on Job Performance.*

**Keywords---** *Organizational Citizenship Behavior (OCB), Job Performance, Perceived Training Opportunities (PTO), Greater Amman Municipality (GAM).*

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## I. INTRODUCTION

The employee performance of a government is very important in public service because it reflects the image of government and the efficiency of government administration. High job performance increases citizen confidence in government image and service (Yang & Holzer, 2006). Stredwick (2005) emphasized that job performance improvement and behavior is one of many solutions, towards providing basic services efficiently and reliably by municipalities to the citizens.

OCB represents “*individual behavior that is discretionary not directly or explicitly recognized by the formal rewards system and in the aggregate promotes the efficient and effective functioning of the organization*” (Organ, 1988). OCB has gained the attention of many organizations (Borman & Penner, 2001), and for the organizations to operate successfully, their employees must be prepared to do more than the minimum formal and specific aspect of their job functions (Smith, Organ & Near, 1983).

OCB has a significant relationship with effectiveness in municipalities. If employees are satisfied with their organizations, they will respond by exceeding their minimum role duties, thus contributing to increase the

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effectiveness of the municipality (Kittlerpaisan, Chanchiprecha & Phoonkasem, 2014). Moreover, the perception of employees at municipalities in Jordan toward OCB, have a positive effect on their job performance (Al-Mahasneh, 2015). The municipalities in Jordan are in dire need of inculcating the OCB among its employees, due to its positive effect on individual and municipality performance (Al-Bashabsheh & Al-Harabsheh, 2011). The municipalities administration in Jordan received complaints about the laziness of workers, low level of commitment to work, and the weak sense of OCB (Al-Bashabsheh & Al-Harabsheh, 2011). This is evidence that OCB, is very important in municipalities to enhance and increase job performance, and the municipal should instil OCB among employees, to increase their performance and provide the best services to citizens.

Although there seems to be many literatures on the influence of OCB on job performance, many researchers argue that the influence is not direct but mediated by other factors. In this context Basu, Pradhan and Tewari (2017) indicated that the relationship between OCB and job performance may be conceptualized as indirect. The problem of inconsistencies of results may best be explained when we examine this issue based on cultural context such as in Arab countries.

Furthermore, the inconsistent results also suggest that PTO may also serve as a mediating variable in this study, because the high levels of PTO lead to superior organization performance (Guest, 1997; Purcell, 1999). Similarly, individuals who gain enough training opportunities will be satisfied, have less intention to quit and are more productive (Dysvik & Kuvaas, 2008). In line with the above discussion, this study attempts to determine the relationship between OCB and job performance and to explore the mediating effect of PTO on the relationship between OCB and job performance.

## II. LITERATURE REVIEW

### 2.1 Organizational Citizenship Behaviors (OCB)

OCB is important to enhance organization productivity and effectiveness (Cohen & Vigoda, 2000; Podaskoff & Mackenzie, 1997; Wagner & Rush, 2000). Moreover, OCB is considered as a vital element that helps organizations to be innovative and which contributes to organization sustainability and growth (Organ, 1988). Likewise, OCB is also found to be positively related to the performance level of individuals, groups, and organizations (Karambayya, 1990; Podaskoff, Ahearne & Mackenzie, 1997; Puffer, 1997). Furthermore, OCB reduces the need to devote scarce resources to maintain jobs (Posakoff *et al.*, 2000). Karambayya (1990), Posakoff *et al.* (2000) and Smith, Organ and Near (1983) indicate that OCB helps in coordinating activities within working groups. Moreover, OCB promotes organizational performance through encouraging effective practices of the organization (Netemyer *et al.*, 1997; Organ, 1988). Podsakoff *et al.* (1995) indicated that OCB creates competences through reducing the need to control and by determining the times for best value of activities management such as problem solving. Also, OCB makes organizational practices more effective through reducing the gap in an organization's routines (Ackfeldt & Coote, 2005).

OCB has been defined by Organ (1988) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal rewards system, and in the aggregate promotes the efficient and effective functioning of the organization". Organ and Rayan (1995) pointed that OCB refers to the individuals' contribution in the workplace

which goes beyond and exceeds the role requirements as described in work agreements. Likewise, Mallick *et al.* (2014); Podsakoff *et al.* (2000) and Wong *et al.* (2006) define OCB as a distortionary behavior act by individuals not recognized by the organizations' reward systems and is not required or exist in employee job descriptions. In order to support this view, the researchers conceptualized OCB as a multidimensional construction function, which features extra role, positive social organizational behavior, discretionary nature, directed towards specific individuals, group or whole organization, are not officially described by the organization, and has no rewards or punishment (Lovell *et al.*, 2008; Schnake, 1991; Williams & Anderson, 1991).

Organ (1988) determined five dimensions for OCB including (i) altruism, helping co-workers in related work tasks such as (volunteering to help new comers, helping coworkers who are overloaded with work); (ii) conscientiousness, doing task beyond job requirement, or dedication to work such as punctuality or resource preservation; (iii) courtesy, including efforts to prevent problems with others and to avoid abuse of others rights; (iv) sportsmanship, showing the spirit of tolerance in imperfect conditions without complaining; (v) civic virtue, which refers to responsible participation in meetings, or any other issues in organization such as the presence of non-mandatory meetings and keeping up with change in organization. William and Anderson (1991) classify OCB into two dimensions, OCB-I and OCB-O. OCB-O is beneficial behavior for organization in general such as giving advance notice in case of inability goes to work, which includes courtesy and altruism. OCB-I refers to direct benefit behavior for specific persons, such as helping others who are absent, and includes civic virtue, sportsmanship and conscientiousness.

On the other hand, a recent study conducted by Agarwal (2016) considered the organization level drivers of OCB elements. Agarwal (2016) stressed that researchers must take into consideration the context in which they use current scale to measure OCB. The objective of Agarwal study is to propose new dimensions of OCB based on social exchange theory and role theory, and to validate and create scale to evaluate proposed dimensions.

According to Agarwal (2016) there are three dimensions of OCB including (i) discretionary organizational citizenship behavior (DOCB), which refers to discretionary behavior of employees when off duty, which are recognized by the organization, and that benefit people and organization; (ii) normative organizational citizenship behavior (NOCB), which refers to employee behavior beyond call of duty, displayed due to strong standards of organization and common belief in organization; (iii) rule bounded organizational citizenship behavior (ROCB), which refers to the extent to which OCB elements appear, because it is parts of roles, responsibilities and performance appraisal, or any formal requirements of task.

## ***2.2 Perceived Training Opportunities (PTO)***

Employees' training is very important to improve employee performance in organization (Mpofu & Hlatywayo, 2015). When the organizations provide development opportunities to its employees, they become motivated, doing their best, to benefit the organization (Kuvaas & Dysvik, 2009). The high levels of training opportunities, lead to best organizational performance (Guest, 1997; Purcell, 1999). When employees perceive they do not gain or participate in training opportunities, they may have higher intention to quit the organization (Pfeffer & Sutton, 2006). Therefore, employers can reduce the employees' intention to leave if they provide sufficient training

opportunities for employees (Benson *et al.*, 2004) because training opportunities make employees feel important because they have opportunities to develop if they feel their work environment supports training opportunities (Dysvik & Kuvaas, 2008). On the other hand, PTO enhances task performance, motivation and intention to stay (Dysvik & Kuvaas, 2008). Prior studies recommend giving employees equal opportunities to participate in training courses and programs (Almzary, Alrifai & Almomany, 2015; Zhrah, 2015).

### **2.3 OCB and Job Performance**

Previous studies found a significant relationship between OCB and job performance. Furthermore, performance can be increased through OCB (Ghalib, Swasto, & Suharyono 2014; John, Olaleke & Omotayo, 2014). Bruque, Moyano and Piccolo (2015) indicated that OCB affects individual performance. They also suggested that managers should facilitate OCB in order to achieve better job performance through implementing practices that promote social support such as promoting, work life balance and strengthening social support among employees. Moreover, OCB has a strong relation with employee performance at public institutions in Turkey, as well as, conscientiousness, civic virtue, and altruism as OCB dimensions have a significant relation with employee performance, while courtesy has no significant relation with employee performance (Sehiloglu & Zehir, 2010). Maharani, Troena and Noermijati (2013) found that OCB has a direct effect on employee performance. They indicated that the higher the OCB, the higher the employee performance and OCB increases productivity and performance stability. Moreover, (Hakim & Fernandes, 2017; Supriyadi, Sanusi & Manan, 2017) pointed that OCB affects employee performance, and if the effect of OCB increased, the employee performance will increase. Mallick *et al.*, (2014) and Basu, Pradhan and Tewari (2017) conducted studies on the same organization in India (health organization). They found that OCB positively influences job performance. Mallick *et al.*, 2014 indicated that OCB enhances the ability of employees and managers to perform their job through problem solving and effective planning. On other hand, Basu, Pradhan and Tewari (2017) pointed that the participation in OCBs is seen as a sign of organizational dedication and OCB should be performed in order to aggregate into overall job performance.

Employees who engage in OCB can create high quality links between co-workers, since helping behaviors meet the personal needs of individuals in the organization. Moreover, these links can help employee understand what they need to accomplish their task (Wei, 2014). Therefore, high engagement in OCB indicates strong links and leads to greater job performance. The relational approach is an explanation of the relationship between OCB and job performance, because OCB facilitates personal interaction, reduces time cost, reduces conflict, and increases effectiveness and efficiency (Podsakoff & Mackenzie, 1997; Smith *et al.*, 1983).

Due to the importance of OCB for organization work, OCB researchers have focused on both the precedents and consequences for both employee and organizational level (Podsakoff *et al.*, 2000). The precedents of OCB include employee attitudes, demographic, role perception, job satisfaction, stress, organizational commitment, personal trust, and employee mood (Moorman & Blackely, 1995; Williams & Shiaw, 1999). Moreover, the researchers studied the consequences of OCB widely. Ehrhart, Bliese and Thomas (2006) reported that unit level OCB is related to unit effectiveness. Also, Whiting, Podsakoff and Pierce (2008) found that OCB has a significant effect on the decision of performance evaluation. OCB concept remains the focus of empirical researches, as researchers acknowledge its

practical implications for job performance and organizational success, such as competitive advantage and productivity (Podsakoff & Mackenzie, 1994). Based on the above, the first hypothesis was stated as:

*H1: OCB positively influences job performance*

#### **2.4 PTO and Job Performance**

Training plays an important role in organization development and it could enhance job performance, increase productivity, and lead to competitive advantage (Appiah, 2010; Mpofu & Hlatywayo, 2015). Additionally, employees can be motivated via training (Pfeffer, 1994). Therefore, consistent training would ensure competitive advantage for an organization (Youndt *et al.* 1996), positively influence employee commitment (Taha *et al.*, 2019) and enhance employee performance and organizational productivity (Bartel, 1994; Knoke & Kalleberg, 1994; Huselid, 1995).

Moreover, job performance can be enhanced via training (Mpofu & Hlatywayo, 2015). Employees are normally motivated after the training; therefore, they tend to do their best for the benefits of the organization (Kuvaas & Dysvik, 2009). High training opportunity would translate to better organizational performance (Guest, 1997; Purcell, 1999). Additionally, training opportunities can be treated as social exchange between employees and employers (Maurer *et al.*, 2002). In fact, if the training opportunities are absent, employees tend to quit from their organizations (Pfeffer and Sutton, 2006). In order to reduce the staff turnover rate, sufficient training courses should be provided to employees (Benson *et al.*, 2004). Employees would sense their importance as they have the opportunity to contribute to their organizations after the training (Dysvik & Kuvaas, 2008).

On other hand, PTO could enhance the task performance and motivate the staff (Dysvik & Kuvaas, 2008).Dysvik and Kuvaas (2008) have conducted a study in Norway to explore the relationship between training opportunity and employee outcome. As reported, PTO exhibited a significant relationship with employee outcome. Moreover, the training opportunity should be given equally to all employees (Almzary, Alrifai & Almomany, 2015; Zhrah, 2015). According to Diab and Ajlouni (2015), employees should be given opportunities to choose training programs. Also, the candidate selection process should be transparent.

In fact, training could boost employees' morale, and help employees to attain job security and satisfaction. Greater morale would definitely reduce the staff turnover rate (Onyango & Wanyoike, 2014). Additionally, well-trained employees are able to execute their tasks professionally (Onyango & Wanyoike, 2014).

Training affect positively job performance (Dysvik & Kuvaas, 2008; Falola, Dsibanjo, & Ojo, 2014; Iqbal, Ahmad, & Javaid, 2013; Jagero, Komba & Mingi, 2012; Khan, 2012; Kepha *et al.*, 2014; Onyango & Wanyoike, 2014). Upon training, employees would have less intention to quit (Benson *et al.*, 2004) as they feel their importance and they could be given opportunity to further develop their career paths (Dysvike & Kuvass, 2008). Thus, it is hypothesized that:

*Hypothesis 2: PTO affect the job performance positively.*

## 2.5 OCB and PTO

The relationship between HRM practices (i.e. training and development, recruitment and selection, and compensation) and OCB is a hot research topic (Delery & Doty, 1996). According to Morrison (1994), HRM practices and OCB are correlated significantly to each other and HRM practices lead to high level of OCB. Moreover, good HRM practices would help individuals to engage in OCB for the benefit of an organization (Wei, Han & Hsu, 2010). Furthermore, training availability is correlated positively to OCB. Therefore, employees are encouraged to achieve more OCB via training and development. Furthermore, employees who have been benefited positively from training tend to appreciate their organizations more (Ahmad, 2011). Additionally, the training content or learning motivation is positively related to OCB (Cheng, 2001).

On other hand, the OCB level can be improved via training as the employees' satisfaction and confidence levels improve (Ahmad, 2011; Bolino & Caplan, 1993). Also, OCB has a significant impact on total quality management such as training and development, and empowerment (Jung & Hong, 2008). Likewise, the OCB levels of trainees are relatively high (Tannenbaum *et al.*, 1991). Thus, it is hypothesized that:

*Hypothesis 3: OCB has a positive relationship with PTO.*

## 2.6 OCB, PTO and Job Performance

As discussed earlier, the relationships between training, training opportunities and job performance have been studied by many researchers. Training has a significant effect on job performance as well. On other hand, prior studies have reported that OCB would affect the job performance. Thus, there is an indirect relationship between OCB and job performance. This study has justified that PTO could increase the job performance in municipality sector. Moreover, OCB must be inclined towards increasing training opportunity. As discussed earlier, training and development could affect the employees' OCB positively.

Basu, Pradhan and Tewari (2017) used social capital as a mediator between OCB and job performance. They found that social capital is a significant mediator. Also, they argued that social capital influenced job performance through cooperation and knowledge sharing. They reported that social capital would benefit organization through knowledge sharing, thus leading to lower turnover rate and training expense. According to Basu, Pradhan and Tewari (2017), social capital includes training expense as well. Thus, it is hypothesized that:

*Hypothesis 4: PTO mediate the relationship between OCB and job performance.*

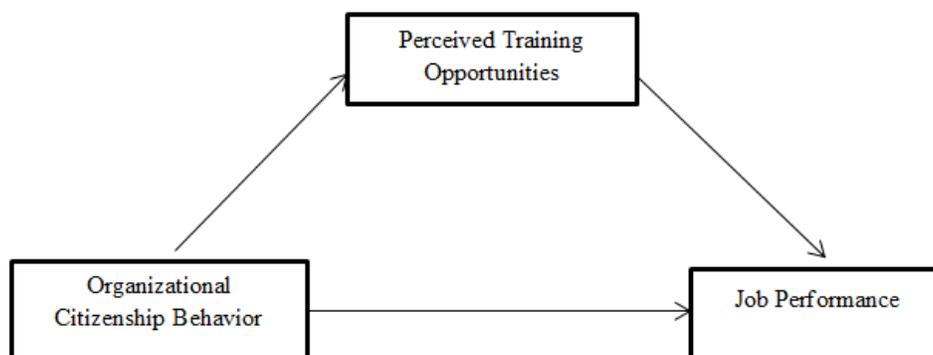


Figure 1: Proposed Conceptual Framework

### **III. RESEARCH METHODOLOGY**

#### ***3.1 Sample and Data Collection***

Participants in this study were 7805 employees (based on the information provided by the human resources department at GAM headquarter) from 22 regions at GAM in Jordan. As the population of this study is 7805 employees, the sample size is 365, according to Sekaran (2005). This study uses a stratified random sample to distribute the questionnaire. This type of sampling technique provides equal opportunities for each respondent of being selected as a sample (Sekaran, 2005). This type of sampling technique has an advantage because there is no bias of the researcher against the selection of the sample (Salkind & Rainwater, 2003). Stratified random sampling involves the process of classification and separation, followed by a random selection of subjects from each stratum (Sekaran, 2005).

Questionnaires were distributed to approximately 365 employees from the 22 regions, of which 344 completed questionnaires deemed usable. More than half (52.9%) of the respondents were male, and 47.1% were female. In terms of age, the largest percent of respondents were between 36-40 years of age (26.2%), followed by 19.5% between 31-35 years, 19.5% between 41-45 years, 13.1% between 26-30 years, (9.6%) between 46-50 years, 5.8% between 20-25 years, 3.2% between 51-55 years, 2% were more than 55 years, and finally 1.2% were less than 20 years. In terms of education level, the majority of respondents (41%) had a Bachelor degree, followed by 27.3% of respondents had a Diploma degree, 24.7% of respondents with a High School degree or Less, 6.1% of respondents had a Master degree, and only 0.9% of respondents had a PhD degree. In terms of working experience, 38.1% had 11-15 years, 23.0% had 16-20 years, 22.4% had 5-10 years, 10.5% had 21-25 years, 4.4% had less than five years, and 1.7% had more than 25 years. The job title of respondents covers different areas typically represented in GAM. The majority of respondents were administrative 55.25%, followed by Section Head 11.9%, Accountant 9.0%, unit head, field, engineer, legal researcher, and painter made up the rest.

#### ***3.2 Instrumentation***

The Instrumentation for OCB was inspired from Moorman (1993). This scale consisted of 5 dimensions and 24 items that were used to measure OCB based on 5-point Likert scale ranging from strongly disagree to strongly agree. "Help others who have heavy workloads" and "Does not take extra breaks" were sample items of these scales. The Instrumentation for perceived training opportunities was inspired from Kuvaas (2008). The scale consisted of seven items. It contained 5-point Likert scales, ranging from strongly disagree to strongly agree. "It is important for my organization that its employees have received the necessary training and development" and "I am satisfied with the training and development I have received" were sample items of these scales. The Instrumentation for job performance was inspired from Chiang and Hsieh (2012). The scale consisted of 6 items, based on 5-point Likert scales, ranging from strongly disagree to strongly agree. "Fulfilling specific job responsibilities" and "Meeting performance standards and expectations" were sample items of these scales.

### **IV. RESULTS AND DISCUSSION**

#### ***4.1 Descriptive Statistic***

Descriptive statistics of study dimensions gives more details about the responses of respondents (Sekaran & Bougie, 2010). Table 1 presents the descriptive statistics of each dimension that summarizes the main characteristics

of a data set. Components such as OCB, PTO and job performance have the mean values of above 3 (Job Performance = 4.22; Organizational Citizenship Behavior = 3.96; PTO = 3.80). In other words, all variables considered in the current study are above the acceptance level.

Table 1: Descriptive Statistics of the Dimensions

Dimension	N	Mean	Std. Deviation
Job Performance	344	4.22	.702
OCB	344	3.96	.487
Perceived Training Opportunities	344	3.80	.666

#### 4.2 Measurement Model Results

To assess each constructs, the factor loading, Composite Reliability (CR) and Average Variance Extracted (AVE) were used. Hair *et al.*, (2013) pointed that items should achieved loading more than 0.70, AVE must achieve at least 0.5 and CR of the measurement model is acceptable when it exceed 0.7 (Hair, Black, Babin, & Anderson, 2010). Table 2 shows that all latent constructs in this study achieved convergent validity range from 0.495 to 0.792, in this case the AVE of OCB was less than 0.5, according to Fornell & Larcker, (1981), if the composite reliability is higher than 0.6, the convergent validity of the construct is still adequate. As well as, the latent construct range from 0.941 to 0.958.

Table 2: Items Loading, AVE and Composite Reliability for the Measurement Model

Constructs	Items	Loading	AVE	CR
<b>Organisational citizenship behaviour</b>	ALT1	0.938	0.495	0.941
	ALT2	0.954		
	ALT3	0.906		
	CONS1	0.852		
	CONS2	0.870		
	CONS3	0.840		
	CONS4	0.845		
	CONS5	0.860		
	COUR1	0.837		
	COUR2	0.823		
	COUR3	0.868		
	COUR4	0.813		
	COUR5	0.820		
	CVIR1	0.823		
	CVIR2	0.796		
	CVIR3	0.852		
	CVIR4	0.832		
	CVIR5	0.864		
	SPOR1	0.856		
	SPOR2	0.798		
SPOR3	0.827			
SPOR4	0.832			
SPOR5	0.796			
SPOR6	0.829			
<b>Job Performance</b>	JOP1	0.875	0.792	0.958
	JOP2	0.886		
	JOP3	0.899		
	JOP4	0.922		
	JOP5	0.853		
	JOP6	0.902		
<b>Perceived Training Opportunities</b>	PTO1	0.867	0.737	0.951
	PTO2	0.83		
	PTO3	0.873		
	PTO4	0.869		
	PTO5	0.884		
	PTO6	0.86		
	PTO7	0.824		

Thereafter, the discriminant validity were tested the measurement model, discriminant validity is the extent to which a variable is truly distinct from other variables (Hair et al., 2013). The criterion and cross-loading scores of Fornell and Larcker (1981) were used to establish discriminant validity. Table 3 demonstrates that the square root of AVE for all latent variables (diagonal) was higher than the inter-construct correlations (off-diagonal) and therefore they confirm discriminant validity (Fornell & Larcker, 1981).

Table 3: Discriminant Validity Analysis

	JOP	OCB	PTO
JOP	<b>0.890</b>		
OCB	<b>0.635</b>	<b>0.677</b>	
PTO	<b>0.618</b>	<b>0.521</b>	<b>0.859</b>

### 4.3 Structural Model Results

This study utilized the PLS algorithm and the standard bootstrapping procedure with a number of 5000 bootstrap samples to examine the path coefficients significance (Hair *et al.*, 2014; Hair *et al.*, 2011; Hair *et al.*, 2012; Henseler *et al.*, 2009). Table 4 show the path coefficient values and the bootstrapping results explaining the hypothesized relationships among the study variables. Figure 2 illustrates the research model conceptualized in this study. As shown, the  $R^2$  values for job performance and PTO were 0.516 and 0.272 respectively, suggesting that 51.6% of the variance in job performance and 27.2% of the variance in PTO can be explained by OCB.

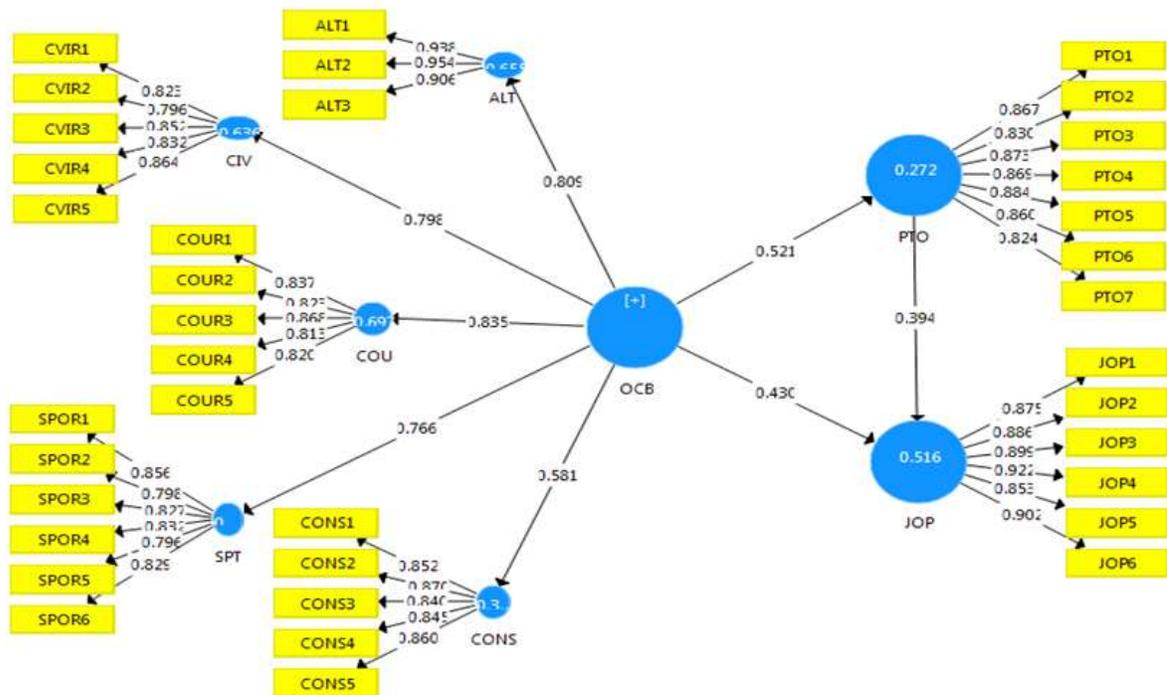


Figure 2: Measurement Model

As indicated in Table 4, the results showed that OCB has a positive effect on job performance ( $\beta = -0.430$ ;  $t = 9.380$ ;  $p < 0.001$ ) as a result H1 was supported. Similar to the results reported in the previous studies, OCB could improve the capabilities of staffs and managers in terms of problem solving, scheduling and planning (MacKenzie *et al.*, 1991), and service quality (Hui *et al.*, 2004). These positive behaviors would translate into better organizational performance. Organizations that promote good citizenship behaviors are attractive for talented employees (George & Bettenhausen, 1990). Voluntary participation in OCBs has been considered as a sign of organizational dedication. It is expected that OCBs should be performed and aggregated in overall job performance (Organ *et al.*, 2006). Our result was consistent with those of previous studies (Ariani, 2012; Basu, Pradhan & Tewari, 2017; Ghalib, Swasto, & Suharyono, 2014; Maharani, Troena & Noermijati, 2013; Nasir *et al.*, 2011; Sehiloglu & Zehir, 2010; Sharif, Ashraf & Khan, 2013; Supriyadi, Sanusi & Manan, 2017; Tehran, Abtani & Esmaeli, 2013).

The results also showed that OCB positively related to PTO ( $\beta = 0.521$ ;  $t=9.458$ ;  $p < 0.001$ ) as a result H2 was supported. Meaning to say, higher OCB within GAM implies higher PTO for employees that might lead to improved job performance. Bolino and Turnley (2003) pointed out that training would stimulate OCB among employees. Therefore, the training opportunity in GAM is encouraging. In other words, the OCB is a sound construct which must be measured for predicting the results of the training process. Our result was consistent with those of the previous studies (Bolino & Turnley, 2003; Ishaq & Mumtaz, 2014).

Additionally, the results showed that PTO has a positive effect on job performance ( $\beta = 0.394$ ;  $t=8.500$ ;  $p < 0.001$ ) as a result H3 was supported. The findings can be supported by those highlighted in the previous studies (Diab & Ajlouni, 2015; Dysvike & Kuvass, 2008), whereby previous researchers have elaborated that individual who attains the training opportunity are able to increase their job performance and skills. Also, providing good training opportunity could reduce the turnover rate, hence increasing organizational effectiveness and promoting the growth of an organization (Issahaku, Ahmed, & Erinibe, 2014). According to the current study, well-trained employees in GAM are more efficient. Hence, the citizens are satisfied with the services provided by GAM in general.

Table 4: Hypotheses Testing (Direct Effect)

Path	Hypothesis	Path Coefficients	STERR	T-value	P-value	Decision
OCB -> JOP	H1	0.430***	0.046	9.380	0.000	Supported
OCB -> PTO	H2	0.521***	0.055	9.458	0.000	Supported
PTO -> JOP	H3	0.394***	0.046	8.500	0.000	Supported

\*\*\*: $p < 0.001$

Finally, this study used the bootstrapping method in investigating the mediating effects of PTO between OCB and JOP. Specifically, the bootstrapping method with 5000 samples and 95% confidence intervals (CI) were utilized in estimating the indirect effects under the study following the Preachers and Hayes (2008) strategy as recommended by Zhao *et al.* (2010) and Hair *et al.* (2014).

The results of bootstrapping regarding the mediating effect of PTO on the link between OCB and job performance are presented in Table 5 and figure 3. The result show that the confidence interval of the indirect effect

of OCB on the job performance ( $\beta = 0.324, p < 0.001, 95\% \text{ CI} = 0.222 \text{ to } 0.426$ ) does not include zero indicating that PTO significantly mediates the relationship between OCB and job performance. The results also show that the indirect effect ( $a*b$ ) was significant which indicate that PTO is a partial mediator on the relationship between OCB and job performance. Thus, it can be concluded that hypothesis 4 is supported. The result indicates that some effects of OCB on job performance are mediated through PTO, whereas OCB still explains a portion of job performance that is independent of PTO. Hence, the current study highlights the roles of PTO as an outcome of OCB and as a determinant of job performance within the employees in GAM. Participation in training programs and engagement in citizenship behavior of GAM employees can indeed promote the social relationship between employees. This would in turn improve their job performance. Well-trained employees are able to exhibit good citizenship behavior, enabling them to handle complaints and provide professional municipal services to the public. The findings are consistent with those reported in the previous studies (Asim, 2013; Basu, Pradhan & Tewari, 2017).

Table 5: Results of Mediating Effects

Hypothesis	Path a	Path b	a*b	SE	t-value	95% LL	95% UL	Result
<b>H4</b> <b>OCB -&gt; PTO -&gt; JOP</b>	0.524	0.618	0.324	0.052	6.199	0.222	0.426	Partial Mediation

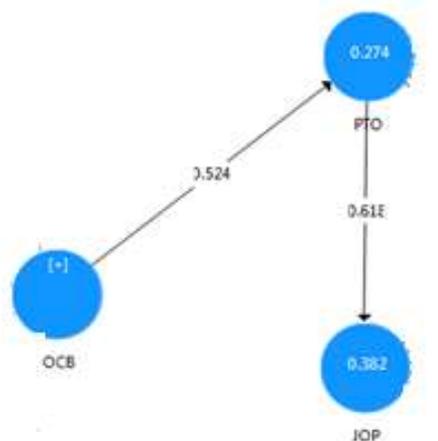


Figure 3: Results of Mediating Effects

## V. CONCLUSION

The main objective of the current work is to determine the influence of OCB on the job performance of GAM employees in Jordan, and to determine the mediating role of PTO. There is a positive correlation between the degree of OCB and the employees' performance. Accordingly, higher degree of OCB would increase the employees' performance. The mediating effect of PTO is beneficial in amplifying the positive effect of OCB on employees' performance. Moreover, there is a significant positive relationship between PTO and job performance. The current study has tested the mediating effects of PTO on the relationship between OCB and job performance. The findings of the study provide insights into how managers and practitioners can enhance the performance of employees and

gain citizens' satisfaction. This can be obtained through instilling OCB and providing training opportunities for employees. Therefore, the GAM managers should pay attention to OCB and training opportunities in order to ensure long-term success and gain superior performance. In fact, the current study was the first study conducted in Jordan use sample from GAM regions. Also, the current work was the first attempt that used PTO as a mediator variable between OCB and job performance. Unlike many previous studies, this study has tested the OCB model using a sample of employees from non-western country, i.e. Jordan.

There are some limitations in the current work which deserve further attentions. Firstly, only one government organization in Jordan was considered. Other government organizations should be explored. Secondly, only cross-sectional data was used. Therefore, it is probable that the data collected at different periods may affect the relationship between variables. Finally, this study has adopted PTO as a mediator variable between OCB and job performance. Other mediator variables such as social capital, emotional intelligence could be considered as well.

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