

AN INVESTIGATION OF ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: A STUDY AT 5-STAR INTERNATIONAL CHAIN HOTELS IN BEIRUT

Thesis submitted in accordance with the requirements of Haigazian University for the degree
of Master in Business Administration by

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Abstract

A big part of the literature has investigated organizational citizenship behavior and its corresponding antecedents: motivational factors, job satisfaction and organizational commitment. However, far too little attention has been paid to the importance of organizational citizenship behavior in the Lebanese hotel industry. This research obtained data which would serve this research gap. The research therefore explored and provided a review of the literature on motivational factors, job satisfaction and organizational commitment. The study explored employee motivational factors and investigated the effect on work behaviors (organizational citizenship behavior) and attitudes (job satisfaction and organizational commitment). The research employed a quantitative approach in the form of a survey, with data being gathered via self-administrated questionnaire from 270 employees from the front of house departments (front office, food and beverage and spa department) at 5-star international hotel chains in Beirut. The research used a convenience sample of 270 participants working at four different 5-star international chain hotels in Beirut. The results showed that motivation is the antecedent to employee work attitudes and behaviors; it is related to job satisfaction and organizational citizenship behavior. Furthermore, there is a relationship between job satisfaction and each of the organizational commitment and organizational citizenship behavior, and that organizational commitment also has effect on organizational citizenship behavior. Exploring how to motivate employees to showcase organizational citizenship behavior, this research contributes to this critical area of research in the Lebanese hotel industry.

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Dedication

I dedicate this work to:

The most valuable person in my life and the queen of my heart, my mom, *Uma*

My one and only loving and caring brother, *Najib*

My eldest sister and new mama, *Souad*

My elder sister and her fun, stress-free and down-to-earth spirit, *Boudi aka Abla*

My life partner, *Tarek*

And last not but least, my nieces, *Pearla and Priya*

You have always been my constant source of inspiration

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Chapter 1: Introduction

This chapter introduces the purpose and objectives of the thesis. The first part provides a background of the topic, the second part states the problem and the third section identifies the purpose and objectives of the study. The thesis questions are listed in the fourth part while the last section discusses the thesis content.

1.1 Background of the topic

Lebanon relies heavily on tourism for economic growth, attracting tourists mainly to its beaches, mountains, and nightlife (Ismail, 2013). The tourism sector contributes significantly to the local economy as a major source of income and employment; making up around 22% of GDP in 2015. According to the World Travel and Tourism Council, Lebanon ranks among the top positions to when it comes to tourism's direct contribution to GDP and employment growth potentials. Lebanon ranks in the 10th position with an average long term growth of 6.8% per annum in travel and tourism's direct contribution to GDP (Bankmed, 2016).

In today's thriving hotel industry, hotels strive to prove their best to their guests in order to maintain and/or increase their market share. Behind this stands a great guest experience that is the result of both management and staff efforts. High quality service, as delivered by employees, is critical to customers' overall enjoyment and repeat patronage (Ladhari, Brun, & Morales, 2008; Liu & Jang, 2009). Employees are expected to undertake their responsibilities with enthusiasm; however, jobs in the industry have been characterized by insufficient salaries and training (Poulston, 2008), few benefits, low job security, and long working hours (Dawson, Abbott, & Shoemaker, 2010). Consequently, this leads to less motivation which impacts service quality and leads to significant costs. On the other hand, it is essential that companies invest in their employees and focus on their happiness; this is the starting point to a remarkable guest experience. Organizational citizenship behavior plays a significant role in this relation as it is one of the several outcomes of employee motivation; it is a person's voluntary commitment with an organization that is not part of her/his contractual tasks. Organizational citizenship behavior is linked to overall organizational effectiveness (Kataria et. al, 2013); thus, these types of employee behaviors have important consequences in the

workplace. The benefits of OCB are increased organizational effectiveness (Walz & Niehoff, 2000), employee work productivity (MacKenzie, Philip, & Richard, 1993), efficiency (Bienstock, DeMoranville, & Smith, 2003), and intention to stay with the organization (Paillé & Grima, 2011). Yet, not all employees have the will to commit to such behavior even though it is encouraged among 5-star hotels in order to remain competitive.

Researchers are interested in investigating the antecedents and consequences of OCB (Coyne & Ong, 2007) within the context of work to explore how to motivate employees to present OCB toward the job.

1.2 Statement of the problem

Over the past several years, the question of how to increase employees' motivation in the work environment has been extensively investigated (e.g., Chiang & Birtch, 2010; Karatepe & Olugbade, 2009; Lundberg, Gudmundson, & Andersson, 2008; Wildes, 2008; Wong & Ladkin, 2008). However, despite this abundance of research, little is actually known about what motivates workers within the hospitality industry, nor is there any information about how those initial reasons affect later job behaviors and attitudes (e.g., job satisfaction, organizational commitment, and organizational citizenship behavior). Furthermore, research on what motivates the staff and the consequences on job attitudes and behaviors have not been studied yet in the Lebanese hotel sector which is one of the pillars of the Lebanese economy. Organizational citizenship behavior is the core of a five star hotel service: hotel employees are always requested by the supervisors to go the extra mile with guests and always exceed the guests' expectations; two of the things not written in the hotel employee job description but are always encouraged to be performed from their respective supervisors. This research is being conducted to study and investigate the antecedents of organizational citizenship behavior; to discover the factors that if put to the employees, they would showcase organizational citizenship behavior.

1.3 Purpose of the study

No previous study has investigated organizational citizenship behavior in 5-star International chain hotels in Lebanon. This research sought to help hotel managers to be conscious of what motivates their employees and their employee job behaviors and attitudes. Improving

organizational citizenship behavior in the hospitality industry, as in other industries, plays an important role in increasing service quality and organization performance. Hence, understanding the employees' motivational factors benefits managers in designing compensation and training policies appropriate to meet employee expectations is significant to enhance their job behaviors and attitudes.

The specific objectives of this study include:

1. Investigate the relationship between motivational factors and job satisfaction
2. Explore the relationship between motivational factors and organizational citizenship behavior
3. Examine the relationship between job satisfaction and organizational commitment
4. Determine the relationship between organizational commitment and organizational citizenship behavior

1.4 Research questions

Following the stated above, the below questions guide this research:

1. How is the employee job satisfaction level affected by the motivational factors?
2. How do motivational factors affect organizational citizenship behavior?
3. What is the relationship between job satisfaction and organizational commitment?
4. How is organizational citizenship behavior affected by organizational commitment?

1.5 Significance of the study

The findings of this study will enhance the hotel managers understanding of what motivates their employees to showcase desired job attitudes and behaviors. The study will also provide practical implications for managers who may be searching for ways in which to increase organizational citizenship behavior, hence firm performance.

1.6 Overview of the thesis

This thesis includes five chapters. The first chapter introduces a brief background on the topic, the research problem, the importance of this research, its objectives as well as the research

questions. The second chapter is a review of the literature on motivational factors, job satisfaction, organizational commitment and organizational citizenship behavior. Chapter three addresses the research design, study setting, data collection process, instruments, participants and data analysis. Chapter four talks about the results and discussion while the conclusions, limitations of the research and future research recommendations are discussed in the last chapter; chapter five.

Chapter 2: Literature Review and Theoretical Framework

2.1 Introduction

This literature review is structured around four main study variables: organizational citizenship behavior, organizational commitment, job satisfaction and motivational factors. Definitions, concepts, dimensions and relationships among the variables are discussed.

2.2 Organizational citizenship behavior

2.2.1 Definition

The term, organizational citizenship behavior (OCB) was first introduced by Organ and his colleagues (Bateman & Organ, 1983, Smith, Organ & Near, 1983). Smith et al. (1983) explored the essentials of OCB: altruistic and spontaneous behaviors. However, OCB was defined by Organ (1988) as "...individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (p. 4). Organ further discussed OCB as follows: "By discretionary, we mean that the behavior is not an enforceable requirement of the role of the job description that is the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable." Our definition of OCB requires that it not be directly or formally recompensed by the organization's reward system. Over time, a steady stream of OCB of different type could well determine the impression that an individual makes on a supervisor or on coworkers. That impression, in turn, could influence the recommendation by the boss for a salary increase or promotion. The important issue here is that such returns not be contractually guaranteed (Organ, 1988, pp. 4-5).

The social exchange theory (Eisenberg, Huntington, Hutchison & Sowa, 1986) is one of the many theories employed to explore the reasons employees engage in organizational citizenship behavior. This theory is introduced as "social behavior is an exchange of goods, material goods but also nonmaterial ones, such as symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them" (Homans, 1958, p.606) and is adapted to explain the

framework of OCB since hospitality jobs highly involve teamwork. Empirical studies adopted the theory's framework to explain the employee's relationship to the organization (Van Dyne & Ang, 1998), to their managers and supervisors (Podsakoff, Mackenzie, Paine & Bachrach, 2000) and to their colleagues (Ilies et al, 2007; Rhodes & Eisenberg, 2002).

Motowidlo and Van Scotter (1994) identified five characteristics that could be exploited to identify individuals' OCBs: 1. persisting with extra enthusiasm when necessary to complete own task activities successfully. 2. Volunteering to carry out task activities that are not formally part of the job. 3. Helping and cooperating with others. 4. Following organizational rules and procedures even when it is personally inconvenient. 5. Endorsing, supporting and defending organizational objectives (Motowidlo & Van Scotter, 1994, p. 476).

Researchers have been researching and investigating the antecedents and consequences of organizational citizenship behavior (Coyne & On, 2007) in the workplace in order to identify how to motivate employees to showcase this type of job behavior. Employee job satisfaction (Organ & Lingl, 1995) and organizational commitment (O'Reilly & Chatman, 1986) have been identified as antecedents of this specific employee behavior. The benefits of organizational citizenship behavior include but not limited to increased organizational effectiveness (Walz & Niehoff, 2000), work productivity (MacKenzie, Philip & Richard, 1993), efficiency (Bienstock, DeMoranville & Smith, 2003) and intention to stay within the organization (Paille & Grima, 2011).

2.2.2 Dimensions

Organizational citizenship behavior is composed of multiple different dimensions (LePine, Erez & Johnson, 2002; Organ, 1988). Organ (1988) proposed five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy and civic virtue and which have been a foundation for OCB measurement scale and adopted widely by empirical studies (LePine, Erez & Johnson, 2002). Altruism is the willingness of an individual to assist others.

Conscientiousness is related to adhering to the laws, rules and regulations of an organization. Sportsmanship indicates the positive mindset and attitude of an individual as well as the ability to endure and accept unbearable circumstances. Courtesy describes the individual's acting

politely and avoiding problems with colleagues. Civic virtue is the responsibility and involvement in the political or governance process of the organization (Organ, Posdakoff, & MacKenzie, 2006).

Further studies introduced other dimensions of OCB. Williams and Anderson (1991) suggested two OCB dimensions: individuals' OCB toward internal customers (OCB-I), which refers to colleagues and individuals' OCB towards organization (OCB-O). The definition of each dimension is as follows: OCBI includes behaviors that immediately benefit specific individuals and indirectly through this means contribute to organization (e.g., helps others who have been absent, takes a personal interest in other employees) while OCBO includes behaviors that benefit the organization in general (e.g., gives advance notice when unable to come to work, adheres to informal rules devised to maintain order) (Williams & Anderson, 1991, p. 602).

OCB-I and OCB-O were initially inspired by and categorized by Organ's (1988) five dimensions. OCB-I is composed of altruism and courtesy while OCB-O is composed of conscientiousness, sportsmanship, and civic virtue. Those two scales will be adopted in this study since teamwork in any hospitality job is based on teamwork. Not only do hospitality employees need to cooperate and communicate together in the job, what is also important is abiding by the policies, regulations and service standards. The validity and reliability of these two OCB constructs have been demonstrated by empirical studies (e.g. Ma & Qu, 2011; Moorman & Blakely, 1995). The reliabilities of the OCB-I and OCB-O scales were 0.88 and 0.75, respectively as per Williams & Anderson (1991) study (Liu, 2013).

2.3 Organizational commitment

2.3.1 Definition

As per Kanter (1968), the definition of commitment is described as "the willingness of social actors to give their energy and loyalty to social systems and the attachment to personality systems to social relations which are seen as self-expressive" (p. 499). Various definitions exist for this term, such as: overall commitment which is described as "one's inclination to act in a given way toward a particular commitment target" (Oliver, 1990, p.30), job commitment

which “refers to the likelihood that an individual will stick with a job, and feel psychologically attached to it, whether it is satisfying or not” (Resbult & Farrell, 1983, p.430), and occupational/career commitment which is “one’s attitude toward a profession or vocation” (Blau, 1985, p.278). In accordance with descriptions and definitions of commitment, organizational commitment (OC) is adopted for the present study and which is defined as “a psychological state that characterizes the employees’ relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991). Furthermore, as per Mowday, Porter and Steers (1982), as employees make a commitment to their organization, they put forth efforts to achieve the organization’s goals and objectives. OC is evidenced through employees identifying the goals and objectives of the organization, dedicating their utmost to maintain the organization’s reputation, and staying with the organization (Moss, McFarland, Ngu, & Kijowska, 2007).

The outcomes of OC portrayed through retention, job productivity and attendance among others. Employees with a high level of OC showcase positive behaviors in the workplace such as consistent attendance and intention to stay (McNeese-Smith, 1995). Employee organizational behavior heavily relies on the employee’s level of commitment to the organization as implied by Wiener, 1982.

2.3.2 Dimensions

To measure commitment in the workplace, many studies applied different dimensions of OC (e.g. Becker, Billings, Eveleth & Gilbert, 1996; Hunt & Morgan, 1994; Meyer, Allen & Smith, 1993). Other developed dimensions for OC include, the uni-dimensional view of OC that it is an attitude, and that this specific attitude leads to an intention (i.e. the conscious plan to carry out a behavior). Eagly and Chaiken (1993) have elaborated this theory identifying how attitudes toward targets relate to attitudes toward behaviors. On the other hand, the multidimensional TCM (three component model) was proposed by Allen and Meyer in 1990 and can be regarded as the dominant model in OC research. The TCM proposes that affective, continuance, and normative commitment—although different in nature— describes a link between the employee and the organization that decreases the likelihood of turnover. The first component, affective commitment (OCA), refers to the strong desire of employees to maintain

a relationship with the workplace and support its goals and growth (Liu, 2013). The second component, continuance commitment (OCC), refers to the economic and social costs after leaving the organization (Bilgin, Kuzey, Torklak & Uyar, 2015). The third component, normative commitment (OCN), refers to the employee's commitment to their organization because they think it is their duty (Liu, 2013). They make a commitment to organizations for various reasons, such as contractual obligation, position, or other agreements, and therefore, they feel they "ought to" show loyalty (Meyer & Allen, 1991, p.67). Allen & Meyer have developed OC scale was adopted in this study; the indicated reliability of the scale is: OCA=0.87, OCC=0.75 and OCN=0.79) (Meyer & Allen, 1991).

2.4 Job satisfaction

2.4.1 Definition

Various authors and researchers differ in their definition of job satisfaction. One of the old definitions of job satisfaction described it as "effective orientations on the part of the individuals towards work roles which they are presently occupying" (Vroom, 1964). It also portrays on how the employees feel about their jobs as influenced by many external factors. Hoppock, 1935 also defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause people to truthfully say that they are satisfied with their jobs. Locke (1976) defined job satisfaction as "pleasurable and positive emotional state deriving from one's performance appraisal in task accomplishment". A commonly accepted definition of job satisfaction refers to positive and negative feelings about various facets of the job such as the nature of work, relationship between coworkers, type of supervision, conditions of employment and job security (Oshegbemi, 2000; Judge & Church, 2000). In fact, there is no universally accepted definition of job satisfaction because it is a complex and multifaceted concept that provides different definitions and perceptions to different individuals (Mullins, 2005).

Frederick Herzberg investigated the factors that would satisfy and dissatisfy the employee. He identified two kinds of factors: hygiene factors and motivators. Hygiene factors do not really influence employee satisfaction; when they are passable, the employee would not be

dissatisfied neither satisfied e.g. working conditions, benefits, compensation, job security and company policies. Motivators, on the other hand, motivate the employee; they are directly connected with the work itself or the results derived from it e.g. recognition, meaningfulness of work, sense of achievement and opportunity for growth (Herzberg et al., 1959).

The feelings employees have for the job and whether their expectations are fulfilled compared to their contributions are some of the factors that indicate the level of employee job satisfaction (Scarpello & Vandenberg, 1992). Job attitudes and behaviors portray whether the employees are satisfied or not (Spector, 1997); for instance, Bartle, Dansby, Landis & McIntyre (2002) found that when employees are more satisfied in the job, they show a higher level of commitment and Robbins and Judge (2013) implied through their study that job satisfaction is the most substantial element on job attitude, and OCB is the result of high level of job satisfaction.

2.4.2 Dimensions

Job satisfaction consists of several dimensions as it is constructed from various factors such as perceived fair treatment, salaries, bonuses, respect and recognition. To measure employee job satisfaction, Smith, Kendall and Hulin (1969) developed five facets of job satisfaction: work, pay, promotion, supervision and co-workers. “The factors which seem to emerge most consistently are a general factor, a pay and material-rewards factor, a factor dealing with the work itself, a supervision factor, a promotion factor, and a factor related to the other workers on the job” (Smith et al., 1969, p.30).

Similar dimensions of job satisfaction were later developed, such as Brown & Peterson (1993) who identified different factors that affect the satisfaction of the employee including, supervisory treatment, salary and relationships with co-workers and customers.

The job satisfaction scale was founded based on five aspects: satisfaction with work, pay, and opportunities for promotion, supervision and co-workers (Smith et al, 1969). In addition, each item identified to describe the five facets of the job is stated by an adjective making it easy for employees to understand, hence the decision to use this instrument in the current study.

2.5 Employee motivation

2.5.1 Definition

Motivation has been studied for decades by scientists trying to understand what makes people tick, why do they do the things they do, and what rewards get results. Theories of motivation have been discussed, challenged, refuted, and improved upon, in order to truly understand the human condition (Bessell, Dicks, Wysocki, & Kepner, 2002; Locke & Latham, 1990). No one theory has proven to be better than all others, however, the pool of knowledge on what motivates employees keeps expanding, laying down a stronger foundation for the next theory on work motivation (Kohn, 1987). McFarland (1974) defines motivation as “it refers the way in which urges, drives, desires, aspirations, and strivings or needs direct, control or explain the behaviour of human beings” .Nelson (1999) wrote, “Employee motivation may represent one of the last frontiers for organizational leverage” (p.265). It is the “willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organization” (Mamoria, 1995). Hence, it is important that managers, supervisors, and organizations understand what exactly motivates their employees to perform better to get the most from them. By tapping into the potential motivation each employee possesses, organizations can increase their outputs, innovations, and become leaders in their industries instead of just merely surviving.

There are two types of motivational factors as per the expectancy theory: intrinsic rewards and extrinsic rewards. Intrinsic motivational factors are obtained through task performance e.g. full appreciation of work done, feeling of being involved, sympathetic help with personal problems, interesting work, opportunities for advancement and promotion and loyalty for employees while extrinsic motivational factors are external factors e.g. good working conditions, tactful discipline, job security and good wages (Herzberg, Mausner & Synderman, 1959).

Kovach was one of the many researchers that analyzed employee motives and needs in the workplace. He conducted a survey in 1946 to explore what motivates employees and managers

at work. It is quite significant to note that the results showed that managers do not know what motivates their employees. This study investigated years of motivational research, including Maslow's (1943) and Herzberg et al.'s (1959) research.

Due to the amount of time that has passed since Kovach's (1995) experiment was published and the changes that have occurred including; the economy, the generational mix of employees, as well as a lack of information on manager's personal motivational factors, there is a need for a reexamination of motivation and Kovach's motivation factors. Kovach's longitudinal work included performing the same study in 1946, 1981, and 1995. Since Kovach's last results were published, many phenomena have altered how businesses are run and how employees are treated. As Bessell et al. (2002) states, "Managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner" (p. 1).

Not only is motivation important on the organization's level, it is also highly important on the individual's level as it helps employees be more empowered and cultivates their morale. Motivation is a significant factor that influences job satisfaction among employees (Simons & Enz, 1995). It also improves the performance of employees and reduces turnover rates, hence higher levels of commitment and involvement (Carter, 1997; Honore, 2009). Furthermore, literature of organizational behavior discusses OCB as motive based behavior, which means OCB develops due to motivation (Ariani, 2012; Davila & Finkelstein, 2013).

2.6 Hypotheses

Motivation, job satisfaction and organizational citizenship behavior

The importance of motivation in terms of the individual and the organization has been identified by several researchers (Ganta, 2014; Latham & Pinder, 2005). Consequently, it is highly significant that organizations make use of those motivational factors in order to improve the productivity of employees and reduce the turnover rate among other reasons (Carter, 1997; Honore, 2009). Motivation is a significant factor that influences job satisfaction among coworkers as per Simons and Enz (1995). It enforces a challenging attitude among the employees making them empowered and motivated to achieve the company's targets and

goals. Furthermore, several studies (Ariani, 2012; Davila & Finkelstein, 2013) arrived to a conclusion that organizational citizenship behavior develops through Motivation. The study of Berbaoui, Boudkhil & Mokaddem (2015) revealed that job satisfaction has a very high impact on job performance and the effectiveness of organizational citizenship behavior. In the hospitality industry, employee work attitudes and behaviors are of great concern to employers because these attitudes and behaviors are tightly coupled with the quality of service offered by the employee (Hartline and Ferrell, 1996). Thus we pose the hypotheses below

H1. Employee motivation affects the employee's organizational citizenship behavior (OCB)

H1a. Employee motivation affects the employee's OCB-I

H1b. Employee motivation affects the employee's OCB-O

H2. Employee motivation is related to the aspects of job satisfaction

H3. Employee's job satisfaction affects the employee's OCB

H3.a Employee's job satisfaction affects the employee's OCB-I

H3.b Employee's job satisfaction affects the employee's OCB-O

Job satisfaction and organizational commitment

Job satisfaction has been demonstrated to impact employee work behaviors (Schneider, Ehrhart, Mayer, Saltz, and Nilles-Jolly, 2005) and attitudes (Spinelli and Canavos, 2000). Several work-related factors impact employee job satisfaction, including the nature of the work itself, treatment by supervisors, relationships with coworkers and with customers, satisfaction with salary, and promotion opportunities (Brown and Peterson, 1993; Smith, Kendall, and Hulin, 1969). To maximize the chances of excellent performance, it is necessary to ensure that employees are satisfied with their jobs and with the organizations. When employees are satisfied with their jobs, positive work performance and ideal service quality may be anticipated (Arnettt, Laverie, and McLane, 2002). A number of researchers (e.g., Bartle, Dansby, Landis, and McIntyre, 2002; Kim and Jogaratnam, 2010; Kim, Leong, and Lee, 2005) have suggested that keeping employees content encourages OC behaviors.

According to Kim and Jogaratnam (2010), hospitality employees are satisfied with a job when they are well trained and have open communication and a supportive work environment. Moreover, satisfaction with management practices related to these areas (e.g., a supportive work environment) induces employees to get involved in the organization (Kim and Jogaratnam, 2010; Yang, 2010). Therefore, the following hypothesis is proposed:

H4. Employee's job satisfaction affects the employee's organizational commitment (OC)

H4.a Employee's job satisfaction affects the employee's affective commitment (OCA)

H4.b Employee's job satisfaction affects the employee's continuance commitment (OCC)

H4.c Employee's job satisfaction affects the employee's normative commitment (OCN)

Organizational commitment and organizational citizenship behavior

Stamper and Van Dyne (2001) indicated that OCB occurs when employees feel a sense of belonging toward the organization; employee OC is also related to job satisfaction and to perceived organizational and supervisor support (Cho and Johanson, 2008; Kim et al., 2005). Furthermore, in a study performed by Poorsoltani and Amirji in 2011 the results were suggestive of the idea that if the employees were in a higher level of organizational commitment their organizational citizenship behavior could be higher and this would eventually lead to an increase in the effectiveness and efficiency. Empirical studies (e.g., Cho and Johanson, 2008; Feather and Rauter, 2004; Podsakoff, MacKenzie, and Bommer, 1996) have demonstrated a positive relationship between OC and OCB; additionally, these studies identified OC as an antecedent to employee OCB. Altınbaş (2008) as a result of his study, concluded that the affective and continuance aspects of organizational commitment had relationships with all aspects of organizational citizenship behavior at significant levels. Furthermore, Meyer et al. (1990) stated that there is a significant and positive relationship between the normative aspect of organizational commitment and organizational citizenship behavior.

Thus, there is a deducible connection between OC and its dimensions and OCB; the following hypothesis is developed:

H5. The more an employee is committed to the organization, the more this employee exhibits organizational citizenship behavior (OCB)

H5a. The more an employee is committed to the organization, the more this employee exhibits OCB-I

H5b. The more an employee is committed to the organization, the more this employee exhibits OCB-O

H5c. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB

H5d. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-I

H5e. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-O

H5f. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB

H5g. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-I

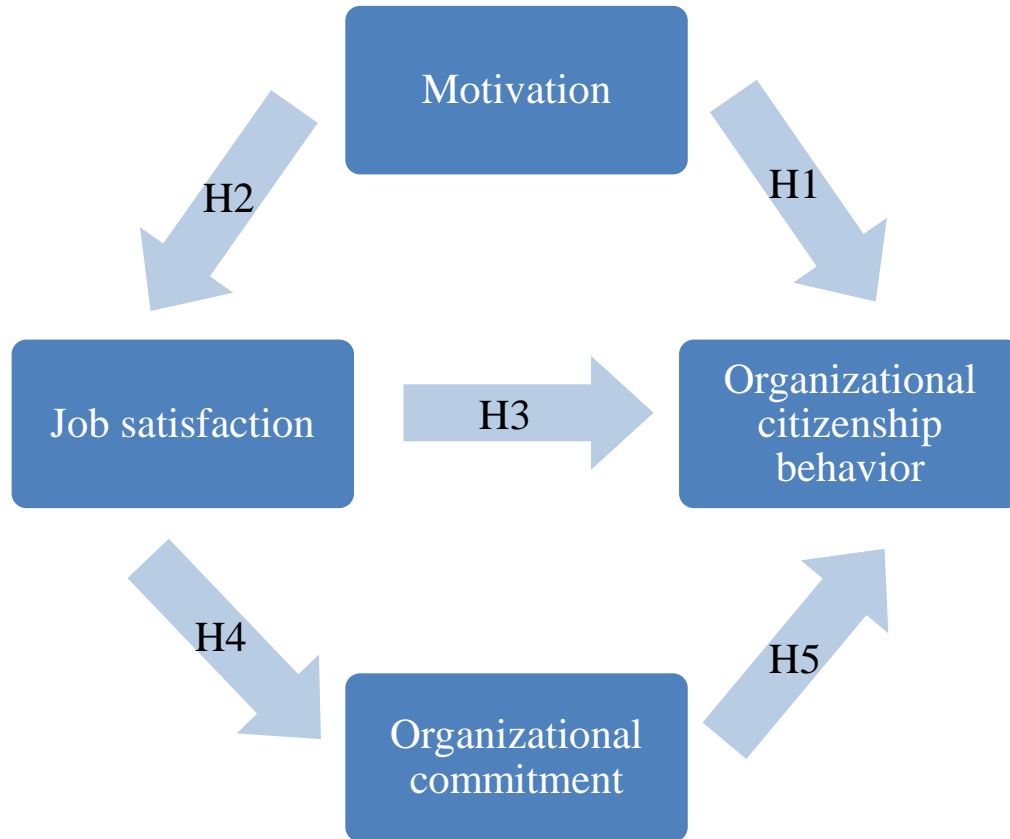
H5h. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-O

H5i. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB

H5j. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-I

H5k. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-O

The theoretical model is represented in the figure below:

Figure 1 Theoretical model

Chapter 3: Methodology

3.1 Introduction

The methodology section includes six parts. Starting off with the study setting describing the location in which the study was carried out, this section later tackles the sample on which the study was conducted while the third part lists the procedure and process of the data collection. The instrument and participants are later described in parts four and five respectively. The last part of this section discusses the system and methods used to analyze the data.

3.2 Study setting

This study was conducted in Beirut, the capital of Lebanon. Beirut is one of the major touristic cities in the Middle East and is highly frequented by tourists, mainly from the Gulf countries as well as well European and Americans. Beirut is home to many 5-star hotel establishments, mainly International chain hotels e.g. Intercontinental Hotels (Phoenicia, Staybridge, Crowne Plaza and Le Vendome), Four Seasons Hotel and Kempinski Summerland Hotel and Resort among others.

The level of competition among hotels has grown considerably with the rise of new hotels and guesthouses which makes it necessary that a large number of qualified employees to operate the properties successfully through a high quality service.

3.3 Sample

The target population is 5-star international chain hotels in Beirut city. The researcher approached all 5-start international chain hotels of the city in order to study the motivational factors of the front of house employees, their job satisfaction, organizational commitment and organizational citizenship behavior levels.

The total number of such hotels is 12; out of those 12 approached hotels, four agreed to participate in this study while eight declined. The reasons for declination included internal policies for not disclosing the information related in the study and allowing external researchers from conducting studies at the hotel, privacy concerns, sensitivity (since some questions measured the motivation towards and level of satisfaction of the salaries

received) and limited number of operating employees (since many employees were on annual leaves as the study was done during low season, right after Christmas and New Year period which is considered the highest season among hotels).

3.4 Data collection process

This study employed a quantitative method to explore each of the levels of motivational factors, job satisfaction, organizational commitment and organizational citizenship behavior. A cover letter was attached to questionnaire explaining the purpose of the study and time necessary to complete the questionnaire. The data were collected through questionnaires from January through February 2019 among front of house employees from the 4 participating hotels. Surveys were distributed to the employees through the Human Resources departments of the participating hotels. Before the distributions of the surveys, the researcher explained the study's objectives and purpose to the Human Resources staff so that they could pass the information to employees.

3.5 Instrument

A screening question was posited at the end of the cover letter (please refer to the Appendix section for the cover letter) to screen for qualified participants. Each participant was asked whether he/she have been employed within the hospitality sector for a minimum of one year. Provided he/she met this criterion, the participant continued the questionnaire, which includes five sections of close-ended questions: (1) importance of motivational factors, (2) job satisfaction aspects, (3) organizational commitment, (4) organizational citizenship behavior and (5) demographics and background.

Section one gathered the importance levels of motivational factors of front of house hotel employees, guided by Kovach's (1987) approach, the questions came from Dipietro et al. (2014) study. Participants were asked to evaluate how important each of the motivational factors is to them (1=least important, 2=neutral, and 3=most important): good wages, tactful discipline, job security, interesting work, feeling of being "in on things", sympathetic help with personal problems, opportunities for advancement and development, good working conditions, personal loyalty to employees and appreciation for

accomplishments. The employees were asked about the extent of their importance of each of the factors.

Section two was designed to collect the front of house hotel employees' perception of job satisfaction aspects. The five aspects of the job were adopted from Liu (2013) study developed from Smith et al. (1969) and included; work on present job, pay, opportunities for promotion, supervision and people on the present job. Participants were asked to choose the most appropriate answer that best matches their perception of each of the aspects.

Section three measured the front of house hotel employees' perception of organizational commitment as adopted from Allen & Meyer (1990). Organizational commitment was measured using the three aspects: affective commitment, continuance commitment and normative commitment. Using a seven-point Likert-scale type, participants were asked about the extent of agreement of each item; each item was scored as either 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=neutral, 5=somewhat agree, 6=agree, or 7=strongly agree while each negative organizational commitment item was scored conversely (e.g. 1=strongly agree, 2=agree, 3=somewhat agree, 4=neutral, 5=somewhat disagree, 6=disagree, or 7=strongly disagree) (Allen & Meyer, 1990).

Section four gathered details about the front of house hotel employees' organizational citizenship behavior as adopted from Williams & Anderson (1991). These metrics included organizational commitment toward internal customers and organizational commitment toward the organization. Using a seven-point Likert-scale type, participants were asked about the extent of agreement of each item. Each item was scored as either 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=neutral, 5=somewhat agree, 6=agree, or 7=strongly agree while each negative organizational commitment item was scored conversely (e.g. 1=strongly agree, 2=agree, 3=somewhat agree, 4=neutral, 5=somewhat disagree, 6=disagree, or 7=strongly disagree) (Williams & Anderson, 1991).

Section five gathered work-related information and demographic data including work hours, department, job profile (entry or supervisory), period worked in the current

hospitality establishment, period worked within the hospitality sector, gender, age and university major. The reason for having this section at the end was as per a recommendation from Sillman, Smyth, and Chaistian (2009). (Dillman et. al (2009) suggested “to place sensitive or potentially objectionable questions near the end of the questionnaire after respondents have had an opportunity to become engaged with the questionnaire”.

To ensure confidentiality, neither the name of the hotel nor the employee’s was required in the survey.

The study’s questionnaire was first reviewed with the advisors to determine comprehension and readability. The questionnaire was provided in English as well as Arabic. The researcher translated the questionnaire to Arabic for non-English speakers to be able to reach the largest group of front of house employees. Back-translation was performed ensuring the accuracy of the translated content (kindly refer to the Appendix section for a sample of the questionnaire in English and Arabic).

3.6 Participants

The majority of the front of house employees work in the food and beverage department since it usually comprises different outlets (room service, restaurant, bar and banqueting). A total of 350 questionnaires were sent out to the participating hotels. 270 questionnaires were returned and 258 questionnaires were found to be useable for the data analysis representing an overall response rate of 73.71%. 12 questionnaires were not included because the respondents did not did not meet the research criteria.

3.7 Data analysis

The Statistical Package for the Social Sciences (SPSS), version 20, was used to enter and analyze all collected quantitative data. The study employed descriptive statistics to report demographic and industry background information using frequencies and percentages and to analyze the means, standard deviations and reliability estimates of each variable. The relationship between motivation and job satisfaction was studied by using the Chi Square. In order to study the relationship between job satisfaction and OCB and job satisfaction

and OC we used the multi-group mean score comparisons using one-way ANOVA. To identify the relationship between OC and OCB simple regression was used.

Chapter 4: Results and Discussion

4.1 Results

Data management and analysis of quantitative data was performed using the Statistical Package for the Social Sciences (SPSS), version 20. Data analysis used to process the survey results includes descriptive statistics, Chi-Square, single regression analysis and one-way ANOVA.

Descriptive statistics

Descriptive statistics were used to examine the sample of respondents and data patterns. The profile of survey respondents is summarized and presented in Table 1 below. The respondents comprised 60.1% males versus 39.9% females. Age groups were divided into four ranges: 18 – 22 years old, 23 – 26 years old, 27 – 30 years old and above 30 years old. Respondents mainly belong to the age group 27 – 30 years old forming 30.2% of the total number; the remaining age categories were as follows: 24% for the age group above 30 years old, 23.3% for the age group 18 – 22 years old and 22.5% for the age group 23 – 26 years old. Most of the respondents (58.9%) were majoring in or graduated with a hospitality management (or related) degree; the remaining 40.7% majored in or graduated with a degree not related to the hospitality field such as law, marketing and radio/TV. Data showed that most of the employees (44.2%) work at the food and beverage department, mainly due to the fact this specific department is usually the biggest front-of-house department compared to front office and spa, followed by the front office department holding 37.6% and the spa with 18.2%. A major part of the employees (62.4%) worked in entry level positions and the remaining 37.6% were supervisors. Employees mainly worked between 8 to 10 hours per day (89.5%) the remaining either worked for more than 10 hours per day (8.9%) or less than 8 hours per day (1.6%). Most (40.3%) of the respondents have been working in the hospitality industry for more than 5 years and 38.8% have been working in the current hotel from 6 months – 2 years.

Table 1 Demographics

Demographic characteristics	Frequency	Percentage (%)
Gender		
Male	155	60.1
Female	103	39.9
Age		
18 – 22 years old	60	23.3
23 – 26 years old	58	22.5
27 – 30 years old	78	30.2
Above 30 years old	62	24
Major		
Hospitality	152	58.9
Non-hospitality	105	40.7
Department		
Food and beverage	114	44.2
Front office	97	37.6
Spa	47	18.2
Job profile		
Entry	161	62.4
Supervisory	97	37.6
Number of hours worked per day		
Less than 8 hours	4	1.6
8 – 10 hours	231	89.5
More than 10 hours	23	8.9
Period worked in hospitality industry		
6 months – 2 years	67	26
Above 2 years	191	74
Period worked in the current workplace		
Less than 6 months	38	14.7
6 months – 2 years	100	38.8
Above 2 years	120	46.5

Reliability testing

Table 2 below presents means, standard deviations and reliability estimates for each of the constructs: motivational factors, organizational commitment and organizational citizenship behavior.

Table 2 Reliability testing

Variables	Number of items	Mean	Standard deviation	Cronbach's alpha
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Motivational factors	10	4.3798	0.54536	0.842
Organizational commitment	24	4.9198	0.98076	0.928
Affective commitment	8	5.1423	1.22475	0.908
Continuance commitment	8	4.7591	1.13863	0.845
Normative commitment	8	4.8558	1.06157	0.737
Organizational citizenship behavior	13	5.8496	0.91610	0.832
OCB-I	6	6.0252	0.99061	0.909
OCB-O	7	5.6920	1.03327	0.838

Organizational citizenship behavior refers to when employees participate in actions or tasks that are not part of their job description yet benefit the organization. The OCB scale as a whole and its subscales were measured in this study: the level of agreement of the OCB scale was “agree” (Mean=5.8496 and SD=0.91610) and which is explained through the degree of agreement on each of the construct’s subscales: OCB-I (Mean=6.0252 and SD=0.99061) and OCB-O (Mean=5.6920 and SD=1.03327). After testing the reliability of each of those scales we concluded that they are all reliable with Cronbach’s alpha of 0.832 for the OCB scale, 0.909 for the OCB-I scale and 0.838 for the OCB-O.

As for the organizational commitment scale, the level of agreement on this construct was “slightly agree” (Mean=4.9198 and SD=0.98076) and which is explained through the degree of agreement on each of the organizational commitment aspects: affective commitment (Mean=5.1423 and SD=1.22475), continuance commitment (Mean=4.7591 and SD=1.13863) and normative commitment (Mean=4.8558 and SD=1.06157). The OC scale and its subscales are all reliable as shown in the following Cronbach’s alpha: organizational commitment: 0.928, affective commitment: 0.908, continuance commitment: 0.845, normative commitment: 0.737.

The level of agreement on the motivational factors construct was “very important” (Mean=4.3798 and SD=0.54536). This scale is reliable as shown in the Cronbach’s alpha: 0.842.

In conclusion, the coefficient alpha (Cronbach’s alpha) of the constructs ranged between 0.737 and 0.928, which shows that the variables are internally consistent and suggests measurement

reliability by meeting the criterion of the statistically significant level of 0.70 (Nunnally & Bernstein, 1994).

Employee motivation and organizational citizenship behavior

The motivational factors total 10 variables and are categorical whereas the organizational citizenship behavior is composed of 13 variables and is a scale; hence, one-way ANOVA was performed on each of the motivation variables with each of the OCB dimensions (OCB, OCB-I and OCB-O) (please refer to the appendix for the ANOVA and post-hoc tests).

The proposed hypotheses are:

H1: Employee motivation affects the employee's OCB

H1a: Employee motivation affects the employee's OCB-I

H1b: Employee motivation affects the employee's OCB-O

The results of the test are mentioned in Table 3 below; please refer to the Appendix section for the ANOVA test results:

Table 3 Employee motivation and OCB, OCB-I and OCB-O

Motivational factor	OCB		OCB-I		OCB-O	
	P-value	Result	P-value	Result	P-value	Result
Good wages	0.283	H1 not supported	0.146	H1a not supported	0.472	H1b not supported
Tactful discipline	0.000	Support H1	0.000	Support H1a	0.004	Support H1b
Job security	0.000	Support H1	0.000	Support H1a	0.000	Support H1b
Interesting work	0.000	Support H1	0.000	Support H1a	0.001	Support H1b
Feeling of being “in on	0.000	Support H1	0.000	Support	0.002	Support

things”				H1a		H1b
Sympathetic help with personal problems	0.029	Support H1	0.479	H1a not supported	0.002	Support H1b
Opportunities for advancement and development	0.000	Support H1	0.000	Support H1a	0.000	Support H1b
Good working conditions	0.000	Support H1	0.000	Support H1a	0.000	Support H1b
Personal loyalty to employees	0.000	Support H1	0.000	Support H1a	0.000	Support H1b
Appreciate for accomplishments	0.001	Support H1	0.002	Support H1a	0.000	Support H1b

H1: Employee motivation affects the employee’s OCB

No significant difference in the mean of OCB between the three levels of importance employees assign to motivational factors

OCB mean score does not differ whether employees gave high, neutral or low level of importance for “good wages” as a motivational factor (p-value = 0.283>0.05).

Significant difference in the mean of OCB between the three levels of importance employees assign to motivational factors

Tactful discipline

OCB is affected by the level of importance an employee assigns to tactful discipline since the p-value is significant (0.000). There is a significant difference in the mean of OCB between the three levels of importance employees assign to tactful discipline. For employees who give tactful discipline a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to tactful discipline by 0.68667 points on a 7-point scale. In addition, for employees who give tactful discipline a “Most important” level as a motivational factor, the OCB average score is significantly higher

than employees who assigned least importance to tactful discipline by 2.50001 points on a 7-point scale. Regarding employees who give tactful discipline a “Neutral” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to tactful discipline by 1.81334 points on a 7-point.

Significant difference in the mean of OCB between two out of the three levels of importance employees assign to motivational factors

Job security and OCB

OCB is affected by the level of importance an employee assigns to job security since the p-value is significant (0.000). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to job security. For employees who give job security a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to job security by 1.22550 points on a 7-point scale. In addition, for employees who give job security a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to tactful discipline by 1.31116 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who felt neutral towards job security and those who ranked it as least important (0.843).

Interesting work and OCB

OCB is affected by the level of importance an employee assigns to interesting work since the p-value is significant (0.000). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to interesting work. For employees who give interesting work a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to interesting work by 0.70243 points on a 7-point scale. In addition, for employees who give interesting work a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to interesting work by 1.44135 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted

between those who felt neutral towards interesting work and those who ranked it as least important (0.130).

Feeling of being “in on things” and OCB

OCB is affected by the level of importance an employee assigns to feeling of being “in on things” since the p-value is significant (0.000). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to feeling of being “in on things”. For employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to feeling of being “in on things” by 0.60085 points on a 7-point scale. In addition, for employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to feeling of being “in on things” by 0.96082 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who felt neutral towards feeling of being “in on things” and those who ranked it as least important (0.341).

Sympathetic help with personal problems and OCB

OCB is affected by the level of importance an employee assigns to sympathetic help with personal problems since the p-value is significant (0.029). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to sympathetic help with personal problems. For employees who give sympathetic help with personal problems a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to sympathetic help with personal problems by 0.44209 points on a 7-point scale. However, for employees who assigned least importance to sympathetic help with personal problems, the OCB average score is significantly higher than employees who assigned neutral importance to sympathetic help with personal problems by 0.38416 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who ranked sympathetic help with personal problems as most important and those who ranked it as least important (0.678).

Good working conditions and OCB

OCB is affected by the level of importance an employee assigns to good working conditions since the p-value is significant (0.000). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to good working conditions. For employees who give good working conditions a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to good working conditions by 0.97240 points on a 7-point scale. In addition, for employees who give good working conditions a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to good working conditions by 1.97255 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who felt neutral towards good working conditions and those who ranked it as least important (0.052).

Personal loyalty to employees and OCB

OCB is affected by the level of importance an employee assigns to personal loyalty to employees since the p-value is significant (0.000). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to personal loyalty to employees. For employees who give personal loyalty to employees a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to personal loyalty to employees by 0.83953 points on a 7-point scale. In addition, for employees who give personal loyalty to employees a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance personal loyalty to employees by 1.34101 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who felt neutral towards personal loyalty to employees and those who ranked it as least important (0.273).

Appreciation for accomplishments and OCB

OCB is affected by the level of importance an employee assigns to appreciation for accomplishments since the p-value is significant (0.001). There is a significant difference in the mean of OCB between two out of the three levels of importance employees assign to appreciation for accomplishments. For employees who give to appreciation for accomplishments a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to appreciation for accomplishments by 0.53908 points on a 7-point scale. In addition, for employees who give appreciation for accomplishments a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned least importance to appreciation for accomplishments by 1.20311 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between those who felt neutral towards appreciation for accomplishments and those who ranked it as least important (0.129).

Significant difference in the mean of OCB on one of the three levels of importance employees assign to motivational factors

Opportunities for advancement and development and OCB

OCB is affected by the level of importance an employee assigns to opportunities for advancement and development since the p-value is significant (0.000). There is a significant difference in the mean of OCB on one of the levels of importance employees assign to opportunities for advancement and development. For employees who give opportunities for advancement and development a “Most important” level as a motivational factor, the OCB average score is significantly higher than employees who assigned neutral importance to opportunities for advancement and development by 1.07602 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB was noted between; those who felt neutral towards opportunities for advancement and development and those who ranked it as least important (0.232) and those who ranked this motivational factor as most important and those who ranked it as least important (0.112).

H1a: Employee motivation affects the employee's OCB-I

No significant difference in the mean of OCB-I between the three levels of importance employees assign to motivational factors

Good wages and OCB-I

OCB-I mean score does not differ whether employees gave high, neutral or low level of importance for “good wages” as a motivational factor (p-value = 0.146 > 0.05).

Sympathetic help with personal problems and OCB-I

OCB-I is not affected by the level of important an employee assigns to sympathetic help with personal problems (p-value=0.479).

Significant difference in the mean of OCB between the three levels of importance employees assign to motivational factors

Tactful discipline and OCB-I

OCB-I is affected by the level of importance an employee assigns to tactful discipline since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between the three levels of importance employees assign to tactful discipline. For employees who give tactful discipline a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to tactful discipline by 0.72900 points on a 7-point scale. In addition, for employees who give tactful discipline a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to tactful discipline by 3.52286 points on a 7-point scale. Regarding employees who give tactful discipline a “Neutral” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to tactful discipline by 2.79386 points on a 7-point.

Interesting work and OCB-I

OCB-I is affected by the level of importance an employee assigns to interesting work since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between the three levels of importance employees assign to interesting work. For employees who give

interesting work a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to interesting work by 0.55614 points on a 7-point scale. In addition, for employees who give interesting work a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to interesting work by 2.18333 points on a 7-point scale. Regarding employees who give interesting work a “Neutral” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to interesting work by 1.62719 points on a 7-point scale.

Good working conditions and OCB-I

OCB-I is affected by the level of importance an employee assigns to good working conditions since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between the three levels of importance employees assign to good working conditions. For employees who give good working conditions a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to good working conditions by 0.84768 points on a 7-point. In addition, for employees who give good working conditions a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to good working conditions by 2.55601 points on a 7-point. Regarding employees who give good working conditions a “Neutral” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to good working conditions by 1.70833 points on a 7-point scale.

Significant difference in the mean of OCB between two out of the three levels of importance employees assign to motivational factors

Job security and OCB-I

OCB-I is affected by the level of importance an employee assigns to job security since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between two out of the three levels of importance employees assign to job security. For employees who

give job security a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to job security by 1.26597 points on a 7-point scale. In addition, for employees who give job security a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to job security by 1.25208 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-I was noted between those who felt neutral towards job security and those who ranked it as least important (0.976).

Feeling of being “in on things” and OCB-I

OCB-I is affected by the level of importance an employee assigns to feeling of being “in on things” since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between two out of the three levels of importance employees assign to feeling of being “in on things”. For employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to feeling of being “in on things” by 0.58744 points on a 7-point scale. In addition, for employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to feeling of being “in on things” by 1.16592 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-I was noted between those who felt neutral towards feeling of being “in on things” and those who ranked it as least important (0.157).

Personal loyalty to employees and OCB-I

OCB-I is affected by the level of importance an employee assigns to personal loyalty to employees since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I between two out of the three levels of importance employees assign to personal loyalty to employees. For employees who give personal loyalty to employees a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to personal loyalty to employees by 0.68402 points on a 7-point scale. In addition, for employees who give personal loyalty to employees a

“Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance personal loyalty to employees by 1.38958 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-I was noted between those who felt neutral towards personal loyalty to employees and those who ranked it as least important (0.157).

Appreciation for accomplishments and OCB-I

OCB-I is affected by the level of importance an employee assigns to appreciation for accomplishments since the p-value is significant (0.002). There is a significant difference in the mean of OCB-I between two of the three levels of importance employees assign to appreciation for accomplishments. For employees who give appreciation for accomplishments a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to appreciation for accomplishments by 1.45261 points on a 7-point scale. Regarding employees who give appreciation for accomplishments a “Neutral” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned least importance to appreciation for accomplishments by 1.36508 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-I was noted between those who felt neutral towards appreciation for accomplishments and those who ranked it as most important (0.743).

Significant difference in the mean of OCB on one of the three levels of importance employees assign to motivational factors

Opportunities for advancement and development and OCB-I

OCB-I is affected by the level of importance an employee assigns to opportunities for advancement and development since the p-value is significant (0.000). There is a significant difference in the mean of OCB-I on one of the levels of importance employees assign to opportunities for advancement and development. For employees who give opportunities for advancement and development a “Most important” level as a motivational factor, the OCB-I average score is significantly higher than employees who assigned neutral importance to

opportunities for advancement and development by .95223 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-I was noted between: those who felt neutral towards opportunities for advancement and development and those who ranked it as least important (0.311) and those who ranked this motivational factor as most important and those who ranked it as least important (0.222).

H1b: Employee motivation affects the employee's OCB-O

No significant difference in the mean of OCB-I between the three levels of importance employees assign to motivational factors

Good wages and OCB-I

OCB-I mean score does not differ whether employees gave high, neutral or low level of importance for “good wages” as a motivational factor (p-value = 0.472 > 0.05).

Significant difference in the mean of OCB between the three levels of importance employees assign to motivational factors

Tactful discipline and OCB-O

OCB-O is affected by the level of importance an employee assigns to tactful discipline since the p-value is significant (0.004). There is a significant difference in the mean of OCB-O between the three levels of importance employees assign to tactful discipline. For employees who give tactful discipline a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to tactful discipline by 0.65289 points on a 7-point scale. In addition, for employees who give tactful discipline a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to tactful discipline by 1.53772 points on a 7-point scale. Regarding employees who give tactful discipline a “Neutral” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to tactful discipline by 0.88484 points on a 7-point. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards tactful discipline and those who ranked it as least important (0.242).

Significant difference in the mean of OCB between two out of the three levels of importance employees assign to motivational factors

Job security and OCB-O

OCB-O is affected by the level of importance an employee assigns to job security since the p-value is significant (0.000). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to job security. For employees who give job security a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to job security by 1.19736 points on a 7-point scale. In addition, for employees who give job security a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to job security by 1.35054 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards job security and those who ranked it as least important (0.756).

Feeling of being “in on things” and OCB-O

OCB-O is affected by the level of importance an employee assigns to feeling of being “in on things” since the p-value is significant (0.002). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to feeling of being “in on things”. For employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to feeling of being “in on things” by 0.61374 points on a 7-point scale. In addition, for employees who give feeling of being “in on things” a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to feeling of being “in on things” by 0.79970 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards feeling of being “in on things” and those who ranked it as least important (0.665).

Sympathetic help with personal problems and OCB-O

OCB-O is affected by the level of importance an employee assigns to sympathetic help with personal problems since the p-value is significant (0.002). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to sympathetic help with personal problems. For employees who give sympathetic help with personal problems a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to sympathetic help with personal problems by 0.64668 points on a 7-point scale. However, for employees who assigned least importance to sympathetic help with personal problems, the OCB-O average score is significantly higher than employees who assigned neutral importance to sympathetic help with personal problems by 0.61569 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who ranked sympathetic help with personal problems as most important and those who ranked it as least important (0.842).

Good working conditions and OCB-O

OCB-O is affected by the level of importance an employee assigns to good working conditions since the p-value is significant (0.000). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to good working conditions. For employees who give good working conditions a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to good working conditions by 1.06733 points on a 7-point. In addition, for employees who give good working conditions a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to good working conditions by 1.42209 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards good working conditions and those who ranked it as least important (0.550).

Personal loyalty to employees and OCB-O

OCB-O is affected by the level of importance an employee assigns to personal loyalty to employees since the p-value is significant (0.000). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to personal loyalty to employees. For employees who give personal loyalty to employees a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to personal loyalty to employees by 0.97561 points on a 7-point scale. In addition, for employees who give personal loyalty to employees a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance personal loyalty to employees by 1.31354 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards personal loyalty to employees and those who ranked it as least important (0.514).

Appreciation for accomplishments and OCB-O

OCB-O is affected by the level of importance an employee assigns to appreciation for accomplishments since the p-value is significant (0.000). There is a significant difference in the mean of OCB-O between two out of the three levels of importance employees assign to appreciation for accomplishments. For employees who give to appreciation for accomplishments a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to appreciation for accomplishments by 0.94026 points on a 7-point scale. In addition, for employees who give appreciation for accomplishments a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned least importance to appreciation for accomplishments by 0.99230 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between those who felt neutral towards appreciation for accomplishments and those who ranked it as least important (0.916).

Significant difference in the mean of OCB on one of the three levels of importance employees assign to motivational factors

Interesting work and OCB-O

OCB-O is affected by the level of importance an employee assigns to interesting work since the p-value is significant (0.001). There is a significant difference in the mean of OCB-O on one of the levels of importance employees assign to interesting work. For employees who give interesting work a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to interesting work by 0.82109 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between: those who felt neutral towards interesting work and those who ranked it as least important (0.953) and those who ranked this motivational factor as most important and those who ranked it as least important (0.123).

Opportunities for advancement and development and OCB-O

OCB-O is affected by the level of importance an employee assigns to opportunities for advancement and development since the p-value is significant (0.000). There is a significant difference in the mean of OCB-O on one of the levels of importance employees assign to opportunities for advancement and development. For employees who give opportunities for advancement and development a “Most important” level as a motivational factor, the OCB-O average score is significantly higher than employees who assigned neutral importance to opportunities for advancement and development by 1.18838 points on a 7-point scale. On the other hand, no significant difference in the levels of OCB-O was noted between: those who felt neutral towards opportunities for advancement and development and those who ranked it as least important (0.270) and between those who ranked this motivational factor as most important and those who ranked it as least important (0.104).

Motivational factors and aspects of job satisfaction

H2: Employee motivation is related to aspects job satisfaction

In the above hypothesis, the motivation and job satisfaction are categorical variables; hence, the Chi-Square statistical technique was used to accomplish the test. The Cronbach’s alpha of the motivational factors scale is reliable as indicated in the value of: 0.842. The ten motivational factors are: good wages, tactful discipline, job security, interesting work, feeling

of being “in on things”, sympathetic help with personal problems, opportunities for advancement and promotion, good working conditions, personal loyalty to employees and appreciation for accomplishments. The employees were asked to evaluate the level of importance for each of the previously mentioned variables (1=least important, 2=neutral, and 3=most important). As for the employee’s perception of job satisfaction, participants were asked to choose the most appropriate answer that best matches their perception of each of the aspects; the five aspects include: work on present job, pay, opportunities for promotion, supervision and the people on the present job. The results of the Chi-Square tests are included in the Appendices section.

The results of this hypothesis indicated that most of the motivational factors were not significantly associated with the aspects of job satisfaction. Some of the motivational factors were not associated with any of the job satisfaction aspects: good wages, tactful discipline, interesting work, good working conditions and personal loyalty to employees, while others were associated with some of the job satisfaction aspects just as job security, feeling of being “in on things”, sympathetic help with personal problems, opportunities for advancement and development and appreciation for accomplishments.

Good Wages and Aspects of job satisfaction

The Chi-Square test between the level of importance front of house employees assign to good wages as a motivational factor and all the different job satisfaction aspects is not significant: the work you do (p-value=0.227>0.05), the pay you get (p-value=0.394>0.05), opportunities of promotion that you have (p-value=0.784>0.05), the kind of supervision that you get (p-value=0.511>0.05) and the people on your present job (p-value=0.069>0.05).

Tactful Discipline and Aspects of job satisfaction

The Chi-Square test between the level of importance front of house employees assign to tactful discipline as a motivational factor and all the different job satisfaction aspects is not significant: the work you do (p-value=0.470>0.05), the pay you get (p-value=0.786>0.05),

opportunities of promotion that you have ($p\text{-value}=0.269>0.05$), the kind of supervision that you get ($p\text{-value}=0.440>0.05$) and the people on your present job ($p\text{-value}=0.061>0.05$).

Job Security and Aspects of Job Satisfaction

Out of the 5 aspects of job satisfaction, only 1 was significantly associated with the job security motivational factor: “the people on your present job”; the remaining job satisfactions aspects do not show any significance to job security and which include “the work you do”, “the pay you get”, “the opportunities of promotion that you have”, “the type of supervision that you get”.

The Chi-Square test between the level of importance front of house employees assign to job security as a motivational factor and the following job satisfaction aspects is not significant: the work you do ($p\text{-value}=0.825>0.05$), the pay you get ($p\text{-value}=0.650>0.05$), opportunities of promotion that you have ($p\text{-value}=0.324>0.05$), the kind of supervision that you get ($p\text{-value}=0.455>0.05$). However, there was a significant relationship between this motivational factor and “the people on your present job” job satisfaction aspect ($p\text{-value}=0.000>0.05$).

Interesting Work and Aspects of Job Satisfaction

The Chi-Square test between the level of importance front of house employees assign to interesting work as a motivational factor and all the different job satisfaction aspects is not significant: the work you do ($p\text{-value}=0.658>0.05$), the pay you get ($p\text{-value}=0.671>0.05$), opportunities of promotion that you have ($p\text{-value}=0.508>0.05$), the kind of supervision that you get ($p\text{-value}=0.803>0.05$) and the people on your present job ($p\text{-value}=0.064>0.05$).

Feeling of Being “in on Things” and Aspects of Job Satisfaction

Out of the 5 aspects of job satisfaction, only 1 was significantly associated with the feeling of being “in on things” motivational factor: “the people on your present job”; the remaining job satisfactions aspects do not show any significance to feeling of being “in on things” and which include “the work you do”, “the pay you get”, “the opportunities of promotion that you have”, “the type of supervision that you get”.

The Chi-Square test between the level of importance front of house employees assign to feeling of being “in on things” as a motivational factor and the following job satisfaction aspects is not significant: the work you do (p-value=0.149>0.05), the pay you get (p-value=0.152>0.05), opportunities of promotion that you have (p-value=0.224>0.05), the kind of supervision that you get (p-value=0.335>0.05). However, there was a significant relationship between this motivational factor and “the people on your present job” job satisfaction aspect (p-value=0.001>0.05).

Sympathetic Help with Personal Problems and Aspects of Job Satisfaction

Out of the 5 aspects of job satisfaction, 3 are significantly associated with sympathetic help with personal problems motivational factor: “the work you do”, “the pay you get” and “the type of supervision that you get”; the two remaining job satisfactions aspects do not show any significance to sympathetic help with personal problems and which include “the opportunities of promotion that you have” and “the people on your present job”.

The Chi-Square test between the level of importance front of house employees assign to sympathetic help with personal problems as a motivational factor and the following job satisfaction aspects is not significant: opportunities of promotion that you have (p-value=0.459>0.05) and “the people on your present job” job satisfaction aspect (p-value=0.835>0.05). However, there was a significant relationship between this motivational factor and the kind of the work you do (p-value=0.027>0.05), the pay you get (p-value=0.036>0.05) and the supervision that you get (p-value=0.012>0.05).

Opportunities for Advancement and Development and Aspects of Job Satisfaction

Out of the 5 aspects of job satisfaction, only 1 was significantly associated with the opportunities for advancement and development motivational factor: “the people on your present job”; the remaining job satisfactions aspects do not show any significance to opportunities for advancement and development and which include “the work you do”, “the pay you get”, “the opportunities of promotion that you have”, “the type of supervision that you get”.

The Chi-Square test between the level of importance front of house employees assign to opportunities for advancement and development as a motivational factor and the following job satisfaction aspects is not significant: the work you do (p-value=0.817>0.05), the pay you get (p-value=0.386>0.05), opportunities of promotion that you have (p-value=0.137>0.05), the kind of supervision that you get (p-value=0.105>0.05). However, there was a significant relationship between this motivational factor and “the people on your present job” job satisfaction aspect (p-value=0.000>0.05).

Good Working Conditions and Aspects of Job Satisfaction

The Chi-Square test between the level of importance front of house employees assign to good working conditions as a motivational factor and all the different job satisfaction aspects is not significant: the work you do (p-value=0.240>0.05), the pay you get (p-value=0.149>0.05), opportunities of promotion that you have (p-value=0.121>0.05), the kind of supervision that you get (p-value=0.337>0.05) and the people on your present job (p-value=0.054>0.05).

Personal Loyalty to Employees and Aspects of Job Satisfaction

The Chi-Square test between the level of importance front of house employees assign to personal loyalty to employees as a motivational factor and all the different job satisfaction aspects is not significant: the work you do (p-value=0.815>0.05), the pay you get (p-value=0.148>0.05), opportunities of promotion that you have (p-value=0.248>0.05), the kind of supervision that you get (p-value=0.141>0.05) and the people on your present job (p-value=0.088>0.05).

Appreciation for Accomplishments and Aspects of Job Satisfaction

Out of the 5 aspects of job satisfaction, 2 are significantly associated with the appreciation for accomplishment motivational factor: “the kind of supervision that you get” and “the people on your present job”; the remaining job satisfactions aspects do not show any significance to the appreciation for accomplishment and which include “the work you do”, “the pay you get” and “the opportunities of promotion that you have”.

The Chi-Square test between the level of importance front of house employees assign to opportunities for appreciation for accomplishment as a motivational factor and the following job satisfaction aspects is not significant: the work you do (p-value=0.888>0.05), the pay you get (p-value=0.907>0.05) and opportunities of promotion that you have (p-value=0.155>0.05).. However, there was a significant relationship between this motivational factor and “the kind of supervision that you get” (p-value=0.000>0.05) as well as “the people on your present job” job satisfaction aspect (p-value=0.008>0.05) (Please refer to Table 4 below for the results)

Table 4 Motivational factors and aspects of job satisfaction

	The work you do	The pay you get	Opportunities of promotion that you have	The kind of supervision that you get	The people on your present job
Good wages	No (p-value)=.227	No (p-value)=.394	No (p-value)=.784	No (p-value)=.511	No (p-value)=.069
Tactful discipline	No (p-value)=.470	No (p-value)=.786	No (p-value)=.269	No (p-value)=.440	No (p-value)=.061
Job security	No (p-value)=.825	No (p-value)=.650	No (p-value)=0.324	No (p-value)=.455	Yes (p-value)=.000
Interesting work	No (p-value)=.658	No (p-value)=.671	No (p-value)=0.508	No (p-value)=.803	No (p-value)=.064
Feeling of being "in on things"	No (p-value)=.149	No (p-value)=.152	No (p-value)=0.224	No (p-value)=.335	Yes (p-value)=.001
Sympathetic help with personal problems	Yes (p-value)=.027)	Yes (p-value)=.036)	No (p-value)=0.459)	Yes (p-value)=.012)	No (p-value)=.835)
Opportunities for advancement and development	No (p-value)=.817	No (p-value)=.386	No (p-value)=.137	No (p-value)=.105	Yes (p-value)=.000
Good working conditions	No (p-value)=.240	No (p-value)=.149	No (p-value)=.121	No (p-value)=.337	No (p-value)=.054
Personal loyalty to employees	No (p-value)=.815	No (p-value)=.148	No (p-value)=.248	No (p-value)=.141	No (p-value)=.088
Appreciation	No (p-	No (p-	No (p-	Yes (p-	Yes (p-

for accomplishments	value)=.888	value)=.907	value)=.155	value=.000)	value=.008)
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The majority of the results show that motivational factors do not expect job satisfaction; hence, H2 is not supported.

Aspects of job satisfaction and organizational citizenship behavior

The aspects of job satisfaction total 5 variables and are categorical whereas the organizational citizenship behavior is composed of 13 variables and is a scale; hence, one-way ANOVA was performed on each of the job satisfaction aspects variables with each of the OCB dimensions (OCB, OCB-I and OCB-O) (please refer to the appendix for the ANOVA and post-hoc tests).

The proposed hypotheses are:

H3: Employee's job satisfaction affects the employee's OCB

H3a: Employee's job satisfaction affects the employee's OCB-I

H3b: Employee's job satisfaction affects the employee's OCB-O

The results of the test are mentioned in Table 5 below; please refer to the Appendix section for the ANOVA test results:

Table 5 Job satisfactions aspects and OCB, OCB-I and OCB-O

Job satisfaction	OCB		OCB-I		OCB-O	
	P-value	Result	P-value	Result	P-value	Result
The work you do	0.002	Support H3	0.015	Support H3	0.003	Support H3
The pay you get	0.144	H3 not supported	0.135	H3 not supported	0.271	H3 not supported
Opportunities of promotion	0.000	Support	0.000	Support	0.001	Support

that you have		H3		H3		H3
The kind of supervision that you get	0.000	Support H3	0.000	Support H3	0.000	Support H3
The majority of people with whom you work or meet in connection with your work	0.000	Support H3	0.000	Support H3	0.000	Support H3

H3: Employee's job satisfaction affects the employee's OCB

The work you do and OCB

OCB is affected by the way employees perceive the work they do (p-value=0.002). When employees identify the work they do as uninteresting, they show significantly lower levels for OCB when they identify it as fascinating (p-value=0.000; mean difference=1.60427), satisfying (p-value=0.000; mean difference=1.41404), good (p-value=0.001; mean difference=1.28744), exciting (p-value=0.000; mean difference=1.41758) and rewarding (p-value=0.000; mean difference=1.74744). On the other hand, there is no significant difference in OCB levels if the employee perceives the work he/she does as fascinating, satisfying, good, exciting and rewarding.

The pay you get and OCB

OCB mean score does not differ whether employees perceive the pay they get as comfortable, well paid, enough to live on, barely live on income, underpaid or bad (p-value = 0.144>0.05).

The opportunities of promotion that you have and OCB

OCB is affected by the way employees perceive the opportunities of promotion that they have (p-value=0.000). If employees perceive their opportunities for promotion as a dead-end job, then their OCB scores tend to be significantly lower than when they perceive they have a good opportunity for promotion (p-value=0.000, mean difference=0.83788), opportunities somewhat limited (p-value=0.004, mean difference=0.57345), fairly good chance for

promotion (p-value=0.000; mean difference=0.99138) and regular promotion (p-value=0.000; mean difference=0.88458). There is no significant difference in OCB levels if employees perceive the promotion they have as regular, good, somewhat limited, and fair.

The kind of supervision that you get and OCB

OCB is affected by the way employees perceive the type of supervision they get (p-value=0.000). If employees perceive the kind of supervision that they get as annoying then their OCB scores tend to be significantly lower than when they perceive their supervisor as praises good work (p-value=0.000; mean difference=1.37733), tactful (p-value=0.000; mean difference=1.02473) and knows job well (p-value=0.000; mean difference=1.21769). On the other hand, there is no significant difference between the OCB levels of employees when employees perceive the supervisor as tactful, praises good work or knows job well; and no significant difference when they perceive the supervisor as annoying, influential or up-to-date.

The people on your present job and OCB

OCB is affected by the way employees perceive the people on their present job (p-value=0.000). When employees perceive the people on their present job as responsible then their OCB scores tend to be significantly higher than when they perceive them as boring (p-value=0.012; mean difference=0.58638), slow (p-value=0.000; mean difference=1.08441), lazy (p-value=0.000; mean difference=0.69501) and frustrating (p-value=0.002; mean difference=0.81169). Furthermore, when employees perceive the people on their present job as smart then their OCB scores tend to be significantly higher than when they perceive them as boring (p-value=0.007; mean difference=0.67354), slow (p-value=0.000; mean difference=1.17157), lazy (p-value=0.000; mean difference=0.78217) and frustrating (p-value=0.001; mean difference=0.89885). On the other hand, there is no significant difference between the OCB levels of employees when employees perceive the people on their present job as boring, slow, lazy and frustrating and when employees perceive the people on their present job as responsible and smart

H3a: Employee's job satisfaction affects the employee's OCB-I

The work you do and OCB-I

OCB-I is affected by the way employees perceive the work they do (p-value=0.015). When employees identify the work they do as uninteresting, they show significantly lower levels for OCB-I when they identify it as fascinating (p-value=0.002; mean difference=1.44444), satisfying (p-value=0.001; mean difference=1.37407), good (p-value=0.001; mean difference=1.31518), exciting (p-value=0.000; mean difference=1.54301) and rewarding (p-value=0.001; mean difference=1.63333). On the other hand, there is no significant difference in OCB-I levels if the employee perceives the work he/she does as fascinating, satisfying, good, exciting and rewarding.

The pay you get and OCB-I

OCB-I mean score does not differ whether employees perceive the pay they get as comfortable, well paid, enough to live on, barely live on income, underpaid or bad (p-value = 0.135>0.05).

The opportunities of promotion that you have and OCB-I

OCB-I is affected by the way employees perceive the opportunities of promotion that they have (p-value=0.000). If employees perceive their opportunities for promotion as a dead-end job, then their OCB-I scores tend to be significantly lower than when they perceive they have a good opportunity for promotion (p-value=0.000, mean difference=1.04701), opportunities somewhat limited (p-value=0.001, mean difference=0.71978), fairly good chance for promotion (p-value=0.000; mean difference=1.06786) and regular promotion (p-value=0.000; mean difference=0.98427). There is no significant difference in OCB-I levels if employees perceive the promotion they have as regular, good, somewhat limited, and fair.

The kind of supervision that you get and OCB-I

OCB-I is affected by the way employees perceive the type of supervision they get (p-value=0.000). If employees perceive the kind of supervision that they get as annoying then their OCB-I scores tend to be significantly lower than when they perceive their supervisor as praises good work (p-value=0.000; mean difference=1.52244), tactful (p-value=0.000; mean

difference=1.26515), knows job well (p-value=0.000; mean difference=1.32547) and up-to-date (p-value=0.020; mean difference=0.60333). On the other hand, there is no significant difference between the OCB-I levels of employees when employees perceive the supervisor as tactful, praises good work or knows job well; and no significant difference when they perceive the supervisor as influential and annoying.

The people on your present job and OCB-I

OCB-I is affected by the way employees perceive the people on their present job (p-value=0.000). When employees perceive the people on their present job as responsible then their OCB-I scores tend to be significantly higher than when they perceive them as slow (p-value=0.000; mean difference=1.21831), lazy (p-value=0.000; mean difference=0.89222) and frustrating (p-value=0.000; mean difference=0.98220). Furthermore, when employees perceive the people on their present job as smart then their OCB-I scores tend to be significantly higher than when they perceive them as slow (p-value=0.000; mean difference=1.31090), lazy (p-value=0.000; mean difference=0.98481) and frustrating (p-value=0.000; mean difference=1.07479). On the other hand, there is no significant difference between the OCB-I levels of employees when employees perceive the people on their present job as boring, responsible and smart.

H3b: Employee's job satisfaction affects the employee's OCB-O

The work you do and OCB-O

OCB-O is affected by the way employees perceive the work they do (p-value=0.003). When employees identify the work they do as uninteresting, they show significantly lower levels for OCB-O when they identify it as fascinating (p-value=0.000; mean difference=1.74127), satisfying (p-value=0.001; mean difference=1.44619), good (p-value=0.003; mean difference=1.25012), exciting (p-value=0.004; mean difference=1.29647) and rewarding (p-value=0.000; mean difference=1.85397). On the other hand, when employees perceive the work they do as good, the level of OCB-O is lower compared to when they perceive it as rewarding (p-value=0.031; mean difference=0.60385).

The pay you get and OCB-O

OCB-O mean score does not differ whether employees perceive the pay they get as comfortable, well paid, enough to live on, barely live on income, underpaid or bad (p-value = $0.144 > 0.05$).

The opportunities of promotion that you have and OCB-O

OCB-O is affected by the way employees perceive the opportunities of promotion that they have (p-value=0.001). If employees perceive their opportunities for promotion as a dead-end job, then their OCB-O scores tend to be significantly lower than when they perceive they have a good opportunity for promotion (p-value=0.014, mean difference=0.63034), fairly good chance for promotion (p-value=0.000; mean difference=0.91869) and regular promotion (p-value=0.002; mean difference=0.77726). There is no significant difference in OCB-O levels if employees perceive the promotion they have as dead-end or limited (p-value=0.052). In addition, there is no significant difference if employees perceive the promotion they have as good, limited, fair and regular.

The kind of supervision that you get and OCB-O

OCB-O is affected by the way employees perceive the type of supervision they get (p-value=0.000). If employees perceive the supervisor as “praises good work” then their OCB-O scores tend to be significantly higher than when they perceive the supervisor as tactful (p-value=0.039; mean difference=0.43439), influential (p-value=0.000; mean difference=1.17150), up-to-date (p-value=0.000; mean difference=0.97226) and annoying (p-value=0.000; mean difference=1.25574). On the other hand, there is no significant difference between the OCB-O levels of employees when employees perceive the supervisor as influential, up-to-date and annoying.

The people on your present job and OCB-O

OCB-O is affected by the way employees perceive the people on their present job (p-value=0.000). When employees perceive the people on their present job as responsible then their OCB-O scores tend to be significantly higher than when they perceive them as boring (p-

value=0.004; mean difference=0.78824), slow (p-value=0.001; mean difference=0.95847), lazy (p-value=0.022; mean difference=0.51459) and frustrating (p-value=0.031; mean difference=0.64653). Furthermore, when employees perceive the people on their present job as smart then their OCB-O scores tend to be significantly higher than when they perceive them as boring (p-value=0.003; mean difference=0.87690), slow (p-value=0.001; mean difference=1.04713), lazy (p-value=0.016; mean difference=0.60325) and frustrating (p-value=0.021; mean difference=0.73520). On the other hand, there is no significant difference between the OCB-O levels of employees when employees perceive the people on their present job as boring, slow, lazy and frustrating and when employees perceive the people on their present job as responsible and smart.

H4: Employee's job satisfaction affects the employee's organizational commitment (OC)

(For the full ANOVA tests, please refer to the Appendix section)

The work you do and OC

OC is affected by the way employees perceive the work they do since the p-value is significant (0.000). There is a significant difference when employees identify the work they do as uninteresting compared to fascinating, satisfying, good, exciting and rewarding with p-values of 0.000 each and mean difference values of -1.86150, -1.57454, -1.51790, -1.76349 and -2.09192; hence organizational commitment decreases when employees perceive the work they do as uninteresting. There is also significance between rewarding and good (p-value=0.029 and mean difference value of 0.57402). Therefore, when employees perceive their job as rewarding, they showcase organizational commitment on a higher level than when they perceive it as good. On the other hand, no significant difference in the levels of OC was noted between those who felt fascinating towards "the work you do" and those who ranked it as satisfying (0.278), good (0.191), exciting (0.742) and rewarding (0.506).

The pay you get and OC

OC is affected by the way employees perceive the pay they get since the p-value is significant (0.000). Employees who classified the pay they get as barely live on income have significantly

lower OC than other classifications of pay such as “comfortable (p-value=0.002; mean difference=0.51488); well-paid (p-value=0.025; mean difference=0.49366) and enough to live on (p-value=0.002; mean difference=0.57983). In addition, employees who classified the pay they get as bad have significantly lower OC than other classifications of pay such as “comfortable (p-value=0.003; mean difference=0.65626); well-paid (p-value=0.015; mean difference=0.63504) and enough to live on (p-value=0.002; mean difference=0.72122). As for the employees who classified the pay they get as underpaid, they have significantly lower OC than other classifications of pay such as “comfortable (p-value=0.005; mean difference=0.73520); well-paid (p-value=0.016; mean difference=0.71398) and enough to live on (p-value=0.003; mean difference=0.80015). On the other hand, there is no significant difference between the OC of employees who perceive their pay as enough to live on, comfortable or well-paid.

Opportunities of promotion and OC

OC is affected by the way employees perceive the opportunities of promotion they have since the p-value is significant (0.000). If employees perceive their opportunities for promotion as somewhat limited or as they are in a dead-end job, then their OC scores tend to be significantly lower than when they perceive they have a good opportunity (p-value=0.001 and 0.000; and mean difference: 0.59864 and 1.13810 respectively). On the other hand, there is no significant difference in the OC levels when employees perceive the opportunities of promotion they have as good, fair and regular.

The kind of supervision that you get and OC

OC is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). If employees perceive the kind of supervision that they get as annoying then their OC scores tend to be significantly lower than when they perceive their supervisor as praises good work (p-value=0.000; mean difference=1.27244), tactful (p-value=0.000; mean difference=1.52060), influential (p-value=0.044; mean difference=0.55991), up-to-date (p-value=0.001; mean difference=0.86491) and knows job well (p-value=0.000; mean difference=1.29798). In addition, when employees perceive the

kind of supervision that they get as influential then their OC scores tend to be significantly lower than when they perceive their supervisor as praises good work (p-value=0.003; mean difference=0.71253), tactful (p-value=0.000; mean difference=0.96069) or knows job well (p-value=0.001; mean difference=0.73807). Furthermore, there is no significant difference between the OC levels of employees when employees perceive the supervisor as tactful, praises good work or knows job well.

The people on your present job and OC

OC is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). When employees perceive the people on their present job as responsible then their OC scores tend to be significantly higher than when they perceive them as boring (p-value=0.000; mean difference=0.99543), slow (p-value=0.000; mean difference=1.20127), lazy (p-value=0.000; mean difference=0.77293) and frustrating (p-value=0.009; mean difference=0.70494). Furthermore, when employees perceive the people on their present job as smart then their OC scores tend to be significantly higher than when they perceive them as boring (p-value=0.000; mean difference=1.20994), slow (p-value=0.000; mean difference=1.41578), lazy (p-value=0.000; mean difference=0.98744) and frustrating (p-value=0.001; mean difference=0.91945). On the other hand, there is no significant difference between the OC levels of employees when employees perceive the people on their present job as boring, slow, lazy and frustrating and when employees perceive the people on their present job as responsible and smart.

H4a: Employee's job satisfaction affects the employee's affective commitment (OCA)

The work you do and OCA

OCA is affected by the way employees perceive the work they do since the p-value is significant (0.000). There is a significant difference when employees identify the work they do as uninteresting compared to fascinating, satisfying, good, exciting and rewarding with p-values of 0.000 each and mean difference values of -3.21647, -2.59114, -2.61545, -2.85954 and -3.31750 respectively; hence OCA decreases when employees perceive the work they do

as uninteresting. There is also significance between rewarding and satisfying and rewarding and good with p-values of 0.024 and 0.028 respectively and mean difference values of 0.72636 and 0.70205 respectively. Therefore, employees who perceive their work as rewarding have a significantly higher OCA than employees who perceive their work as satisfying or even good.

The pay you get and OCA

OCA is affected by the way employees perceive the pay they get since the p-value is significant (0.003). Employees who classified the pay they get as bad have significantly lower OCA than other classifications of pay such as comfortable (p-value=0.001; mean difference=0.95043); well-paid (p-value=0.002; mean difference=1.05169) and enough to live on (p-value=0.003; mean difference=0.88710). As for employees who classified the pay they get as underpaid, they have significantly lower OCA than other classifications of pay such as comfortable (p-value=0.038; mean difference=0.67934) and well paid (p-value=0.037; mean difference=0.78061). However, there is no significant difference between the perceptions underpaid and enough to live on (p-value=0.61602>0.005) and between the OCA of employees who perceive their pay as enough to live on, comfortable or well-paid. In addition, there is also no significant difference whether employees perceive the pay they get as barely live on income compared to well paid or enough to live on.

Opportunities of promotion and OCA

OCA is affected by the way employees perceive the opportunities of promotion they have since the p-value is significant (0.000). If employees perceive their opportunities for promotion as somewhat limited or as they are in a dead-end job, then their OCA scores tend to be significantly lower than when they perceive they have a good opportunity (p-value=0.001 and 0.000 and mean difference=0.72925 and 1.80011 respectively). On the other hand, there is no significant difference in the OCA levels when employees perceive the opportunities of promotion they have as good, fair and regular.

The kind of supervision that you get and OCA

OCA is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). Employees who identified the kind of supervision they get as annoying have significantly lower OCA than other perceptions such as praises good work (p-value=0.000; mean difference=2.12750), tactful (p-value=0.000; mean difference=2.07608), influential (p-value=0.001; mean difference=1.09820), up-to-date (p-value=0.000; mean difference=1.38004) and knows job well (p-value=0.000; mean difference=2.03144). There is no significant difference between the OCA levels of employees when employees perceive the supervisor as tactful, praises good work or knows job well.

The people on your present job and OCA

OCA is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). When employees perceive the people on their present job as responsible then their OCA scores tend to be significantly higher than when they perceive them as boring (p-value=0.000; mean difference=1.31747), slow (p-value=0.000; mean difference=1.82346), lazy (p-value=0.000; mean difference=0.99099) and frustrating (p-value=0.005; mean difference=0.92958). Furthermore, when employees perceive the people on their present job as smart then their OCA scores tend to be significantly higher than when they perceive them as boring (p-value=0.000; mean difference=1.51342), slow (p-value=0.000; mean difference=2.01940), lazy (p-value=0.000; mean difference=1.18694) and frustrating (p-value=0.001; mean difference=1.12553). On the other hand, there is no significant difference between the OCA levels of employees when employees perceive the people on their present job as responsible and smart.

H4b: Employee's job satisfaction affects the employee's continuance commitment (OCC)

The work you do and OCC

No significant difference in the mean of OCC between the employee perceptions on job satisfaction aspects

OCC mean score does not differ whether employees perceive the work they do as fascinating, satisfying, good, exciting, rewarding or uninteresting (p-value = 0.059 > 0.05).

The pay you get and OCC

OCC is affected by the way employees perceive the pay they get since the p-value is significant (0.000). Employees who classified the pay they get as barely live on income have significantly lower OC than other classifications of pay such as “comfortable (p-value=0.000; mean difference=0.71190); well-paid (p-value=0.008; mean difference=0.67641) and enough to live on (p-value=0.000; mean difference=0.83456). In addition, employees who classified the pay they get as bad have significantly lower OC than other classifications of pay such as “comfortable (p-value=0.009; mean difference=0.66008); well-paid (p-value=0.037; mean difference=0.62459) and enough to live on (p-value=0.003; mean difference=0.78274). As for the employees who classified the pay they get as underpaid, they have significantly lower OC than other classifications of pay such as “comfortable (p-value=0.000; mean difference=1.06112); well-paid (p-value=0.003; mean difference=1.02563) and enough to live on (p-value=0.000; mean difference=1.18378). On the other hand, there is no significant difference between the OC of employees who perceive their pay as enough to live on, comfortable or well-paid.

Opportunities of promotion and OCC

OCC is affected by the way employees perceive the opportunities of promotion they have since the p-value is significant (0.007). If employees perceive their opportunities for promotion as somewhat limited or as they are in a dead-end job, then their OCC scores tend to be significantly lower than when they perceive they have a good opportunity (p-value=0.003 and 0.047 and mean difference=0.63560 and 0.56387 respectively). On the other hand, there is no significant difference in the OCC levels when employees perceive the opportunities of promotion they have as good, fair and regular.

The kind of supervision that you get and OCC

OCC is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.006). Employees who identified the kind of supervision they get as tactful have significantly high OCC levels than other perceptions such as praises good work

(p-value=0.004; mean difference=0.71159), influential (p-value=0.017; mean difference=0.76090), up-to-date (p-value=0.031; mean difference=0.64108), annoying (p-value=0.000; mean difference=1.18128) and knows job well (p-value=0.019; mean difference=0.52585).

The people on your present job and OCC

OCC is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). When employees perceive the people on their present job as responsible then their OCC scores tend to be significantly higher than when they perceive them as boring (p-value=0.002; mean difference=0.93017), slow (p-value=0.041; mean difference=0.62856), lazy (p-value=0.003; mean difference=0.72888) and frustrating (p-value=0.032; mean difference=0.70636). Furthermore, when employees perceive the people on their present job as smart then their OCC scores tend to be significantly higher than when they perceive them as boring (p-value=0.000; mean difference=1.14002), slow (p-value=0.011; mean difference=0.83840), lazy (p-value=0.001; mean difference=0.93872) and frustrating (p-value=0.009; mean difference=0.91621). On the other hand, there is no significant difference between the OCC levels of employees when employees perceive the people on their present job as boring, slow, lazy and frustrating and when employees perceive the people on their present job as responsible and smart.

H4c: Employee's job satisfaction affects the employee's normative commitment (OCN)

The work you do and OCN

OCN mean score does not differ whether employees perceive the work they do as fascinating, satisfying, good, exciting, rewarding or uninteresting (p-value = 0.054 > 0.05).

The pay you get and OCN

OCN mean score does not differ whether employees perceive the pay they get as barely live on income, bad, comfortable, well paid, enough to live on and underpaid (p-value = 0.054 > 0.05).

Opportunities of promotion and OCN

OCN is affected by the way employees perceive the opportunities of promotion they have since the p-value is significant (0.000). If employees perceive their opportunities for promotion as somewhat limited or as they are in a dead-end job, then their OCN scores tend to be significantly lower than when they perceive they have a good opportunity (p-value=0.030 and 0.000 respectively and mean difference=0.42619 and 1.05600 respectively). On the other hand, there is no significant difference in the OCA levels when employees perceive the opportunities of promotion they have as good, fair and regular.

The kind of supervision that you get and OCN

OCN is affected by the way employees perceive the type of supervision they get since the p-value is significant (0.000). Employees who identified the kind of supervision they get as annoying have significantly lower OCN than other perceptions such as praises good work (p-value=0.000; mean difference=1.24970), tactful (p-value=0.000; mean difference=1.34228), up-to-date (p-value=0.015; mean difference=0.69071) and knows job well (p-value=0.000; mean difference=1.25085). Furthermore, there is no significant difference between the OCC levels of employees when employees perceive the supervisor as tactful, praises good work or knows job well.

The people on your present job and OCN

OCN is affected by the way employees perceive the people on their present job since the p-value is significant (0.000). When employees perceive the people on their present job as responsible then their OCN scores tend to be significantly higher than when they perceive them as boring (p-value=0.007; mean difference=0.74694), slow (p-value=0.000; mean difference=1.13343) and lazy (p-value=0.008; mean difference=0.60693). Furthermore, when employees perceive the people on their present job as smart then their OCN scores tend to be significantly higher than when they perceive them as boring (p-value=0.001; mean difference=0.99070), slow (p-value=0.000; mean difference=1.37719), lazy (p-value=0.001; mean difference=0.85069) and frustrating (p-value=0.024; mean difference=0.73181). On the other hand, there is no significant difference between the OCN levels of employees when employees perceive the people on their present job as frustrating and responsible. Also there is

no significant difference between the levels of OCN when the employees have positive perceptions about the people on their present job (smart and responsible) or when they have negative perceptions (boring, slow, lazy and frustrating).

Organizational commitment and organizational citizenship behavior

In this hypothesis, having one independent variable (OC) and OCB being the dependent variable, we ran the simple linear regression since both scales are composed of scale variables; this test is used to predict the value of the dependent variable. The posited hypotheses include:

H5. The more an employee is committed to the organization, the more this employee exhibits organizational citizenship behavior (OCB)

H5a. The more an employee is committed to the organization, the more this employee exhibits OCB-I

H5b. The more an employee is committed to the organization, the more this employee exhibits OCB-O

H5c. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB

H5d. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-I

H5e. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-O

H5f. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB

H5g. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-I

H5h. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-O

H5i. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB

H5j. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-I

H5k. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-O

Since the reliability of OC and OCB scales and subscales was high, averages of the scales and sub-scales will be used to represent the scales. Therefore, a simple linear regression will be run to test H5 and its sub-hypotheses:

- Mean OC with OCB,
- Mean OC with OCB-I
- Mean OC with OCB-O
- Mean OCA with OCB
- Mean OCA with OCB-I
- Mean OCA with OCB-O
- Mean OCC with OCB
- Mean OCC with OCB-I
- Mean OCC with OCB-O
- Mean OCN with OCB
- Mean OCN with OCB-I
- Mean OCN with OCB-O

H5. The more an employee is committed to the organization, the more this employee exhibits organizational citizenship behavior (OCB)

Simple regression was run with OC being the independent variable and OCB as the dependent variable:

$$\text{OCB} = 2.808 + 0.618(\text{OC})$$

For an employee with an organizational commitment score that is higher by 1 point on a 5-point Likert scale, we expect his/her OCB score to increase by 0.618 on a 7-point Likert scale; showing a significant positive relationship between OC and OCB. Actually, 43.8% of the variation in OCB is explained by the variation in OC.

H5a. The more an employee is committed to the organization, the more this employee exhibits OCB-I

Simple regression was run with OC being the independent variable and OCB-I as the dependent variable:

$$\text{OCB-I} = 3.112 + 0.592(\text{OC})$$

For an employee with an organizational commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-I score to increase by 0.592 on a 7-point Likert scale; showing a significant positive relationship between OC and OCB-I. Actually, 34.4 % of the variation in OCB-I is explained by the variation in OC.

H5b. The more an employee is committed to the organization, the more this employee exhibits OCB-O

Simple regression was run with OC being the independent variable and OCB-O as the dependent variable:

$$\text{OCB-O} = 2.522 + 0.644(\text{OC})$$

For an employee with an organizational commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-O score to increase by 0.644 on a 7-point Likert scale; showing a significant positive relationship between OC and OCB-O. Actually, 37.4 % of the variation in OCB-O is explained by the variation in OC.

H5c. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB

Simple regression was run with OCA being the independent variable and OCB as the dependent variable:

$$\text{OCB} = 3.165 + 0.522(\text{OCA})$$

For an employee with an affective commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB score to increase by 0.522 on a 7-point Likert scale; showing a significant positive relationship between OCA and OCB. Actually, 48.7% of the variation in OCB is explained by the variation in OCA.

H5d. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-I

Simple regression was run with OCA being the independent variable and OCB-I as the dependent variable:

$$\text{OCB-I} = 3.524 + 0.486(\text{OCA})$$

For an employee with an affective commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-I score to increase by 0.486 on a 7-point Likert scale; showing a significant positive relationship between OCA and OCB-I. Actually, 36.2% of the variation in OCB-I is explained by the variation in OCA.

H5e. The more an employee has affective commitment (OCA) to the organization, the more this employee exhibits OCB-O

Simple regression was run with OCA being the independent variable and OCB-O as the dependent variable:

$$\text{OCB-O} = 2.834 + 0.556(\text{OCA})$$

For an employee with an affective commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-O score to increase by 0.556 on a 7-point Likert scale; showing a significant positive relationship between OCA and OCB-O. Actually, 43.4% of the variation in OCB-O is explained by the variation in OCA.

H5f. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB

Simple regression was run with OCC being the independent variable and OCB as the dependent variable:

$$\text{OCB} = 4.279 + 0.330(\text{OCC})$$

For an employee with a continuance commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB score to increase by 0.330 on a 7-point Likert scale; showing a significant positive relationship between OCC and OCB. Actually, 16.8% of the variation in OCB is explained by the variation in OCC.

H5g. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-I

Simple regression was run with OCC being the independent variable and OCB-I as the dependent variable:

$$\text{OCB-I} = 4.318 + 0.359(\text{OCC})$$

For an employee with an continuance commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-I score to increase by 0.359 on a 7-point Likert scale; showing a significant positive relationship between OCC and OCB-I. Actually, 17.0% of the variation in OCB-I is explained by the variation in OCC.

H5h. The more an employee has continuance commitment (OCC) to the organization, the more this employee exhibits OCB-O

Simple regression was run with OCC being the independent variable and OCB-O as the dependent variable:

$$\text{OCB-O} = 4.244 + 0.304(\text{OCC})$$

For an employee with an continuance commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-O score to increase by 0.304 on a 7-point Likert scale;

showing a significant positive relationship between OCC and OCB-O. Actually, 11.2% of the variation in OCB-O is explained by the variation in OCC.

H5i. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB

Simple regression was run with OCN being the independent variable and OCB as the dependent variable:

$$\text{OCB} = 3.364 + 0.512(\text{OCN})$$

For an employee with a normative commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB score to increase by 0.512 on a 7-point Likert scale; showing a significant positive relationship between OCN and OCB. Actually, 35.2% of the variation in OCB is explained by the variation in OCN.

H5j. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-I

Simple regression was run with OCN being the independent variable and OCB-I as the dependent variable:

$$\text{OCB-I} = 3.819 + 0.454(\text{OCN})$$

For an employee with an normative commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-I score to increase by 0.454 on a 7-point Likert scale; showing a significant positive relationship between OCN and OCB-I. Actually, 23.7% of the variation in OCB-I is explained by the variation in OCN.

H5k. The more an employee has normative commitment (OCC) to the organization, the more this employee exhibits OCB-O

Simple regression was run with OCN being the independent variable and OCB-O as the dependent variable:

$$\text{OCB-O} = 2.931 + 0.569(\text{OCN})$$

For an employee with a normative commitment score that is higher by 1 point on a 7-point Likert scale, we expect his/her OCB-O score to increase by 0.569 on a 7-point Likert scale; showing a significant positive relationship between OCN and OCB-O. Actually, 34.1% of the variation in OCB-O is explained by the variation in OCN.

4.2 Discussion

The hospitality industry is a service-based and labor-intensive industry; hence its most significant resource is the employees. Organizational performance is affected by the employee's behavior in the workplace and which is in turn affected by the employee's attitudes. As the results of this present research indicate, a positive attitude (satisfaction and organizational commitment) leads to a positive behavior i.e. organizational citizenship behavior which is one of the core values of any 5-star hotel. However, motivation is the bedrock for those attitudes and behaviors; as the results show, motivation in the workplace is a significant antecedent to the employee's attitudes and behaviors. The rationale behind this understanding is related to improving OCB practices in hotels where employees are urged to provide high quality service; hence, the key contribution of this study is the exploration and implementation of motivational factors in the hotel industry to lead to positive job satisfaction and organizational commitment and consequently, to organizational citizenship behavior.

First off, results showed that aspects of job satisfaction and OCB are related to motivational factors. Curtis and Upchurch (2010) suggested that when employees' needs are fulfilled by their job, they are content with the job and are more willing to support the organization and their coworkers. Furthermore, previous studies from Rodriguez (2010) and Joiner & Bakalis (2006) confirm the positive correlation of intrinsic and extrinsic motivation with OCB. This study provides insights about the characteristics inherent in hospitality jobs that motivate employees to showcase positive attitudes and behaviors; this is important to understand and essential to be implemented because job satisfaction and organizational citizenship behavior are built on motivational factors. While some managers might assume that good wages motivate employees, this research shows the opposite: results show that there is no significant difference between the levels of employee OCB, OCB-I and OCB-O and the "good wages" motivational factor; hence, front-of-house employees do not consider monetary matters as a motivator for OCB, OCB-I and OCB-O. To show OCB, OCB-I and OCB-O, employees look for intangible matters in the workplace. To begin with, results show that the more important is tactful discipline to the employees, the higher is their level of OCB, OCB-I and OCB-O. While some managers might be surprised to know about this result, the truth of the matter is

that how a manager addresses an issue is extremely important both to the employee and the organization as a whole. For example, poor performance and discipline issues do not normally go away when not addressed to the employee; the supervisor's timely and definitive actions allow all employees to be successful, thus more motivated within the workplace. In addition, employees who feel that their job is secure, have higher levels of OCB, OCB-I and OCB-O. However, those who feel some insecurity about the future of their jobs will lower the performance of OCB and its dimensions. When career planning processes and systems are set in place for the employees, they will see themselves as more permanently within their organization, hence more secure in their jobs. Employee OCB and its dimensions are also affected by the importance an employee puts to interesting work; only for employees who identify this factor as most important, their score on OCB and its dimensions is significantly higher. In addition, when employees feel they are engaged and involved in the work they do, they would want to put more time and effort into their tasks to accomplish them and which is supported by the results of this research that indicates that only the employees who perceive "feeling being 'in on things'" motivational factor as most important, they score a higher OCB, OCB-I and OCB-O. Employees have also indicated that their OCB and OCB-O levels are affected by how important they perceive "sympathetic help with personal problems" motivational factor: employees who see this factor as neutral have lower levels OCB and OCB-O than the ones who perceive it as least important. This means that an interference with the employee's personal problems, negatively affects his/her behaviors (OCB and OCB-O). OCB-I, however, is not affected by how important the employee values sympathetic help with personal problems. Furthermore, employees see that it is significant to have opportunities for advancement and promotion to showcase OCB, OCB-I and OCB-O; hence, it is important to identify the needs of individuals for career path planning and assist them shape their career through developing career goals and accomplishing those aspirations. Good quality working conditions take place from ethics that the organization views as significant to its undertaking, including but not limited to ensuring a controllable workload, promoting two-way communication and providing health and safety procedures, rules and regulations. The results show that employees value this motivational factor (good working conditions) and implied that only employees who value this factor as most important, they would show higher levels of

OCB, OCB-I and OCB-O. In addition, employees like to be valued and feel that the supervisor got their back whether it was dealing with a tricky guest or handling disagreements internally and as indicated in this research, employee OCB, OCB-I and OCB-O levels are affected by how important they perceive the company's personal loyalty to its employees. Last but not least, when an employee feels appreciated by the organization, he/she will also feel the need to reciprocate by going beyond job formal obligations while the employees who feel less appreciated will feel less of a need to reciprocate; this supports the result that the when employees perceive appreciation for accomplishments as most important, they show higher levels of OCB, OCB-I and OCB-O levels.

There is an association between "job security", "feeling of being 'in on things'" and "opportunities for advancement and development" motivational factors with "the people on your present job". This job satisfaction aspect is dependent on the job security, feeling of being 'in on things' and opportunities for advancement and development motivational factors meaning that those factors are important to achieve a positive relationship with colleagues. Furthermore, "the work you do", "the pay you get" and "the kind of supervision that you get" are dependent on the "sympathetic help in personal problems" motivational factor; the level of importance an employee places on this factor, affects the employee perception on each of those JS aspects. Furthermore, "the kind of supervision that you get" and "the people on your present job" JS aspects are dependent on the appreciation for accomplishments motivational factor; employees perceive positive perceptions regarding their supervisors and colleagues when they believe that their accomplishments are being appreciated. On the other hand, the following motivational factors are not associated with any of the job satisfaction aspects: good wages, tactful discipline, interesting work, good working conditions and personal loyalty to employees.

The results of this study also showed a correlation between job satisfaction and OCB. In accordance to Robbins & Judge (2013), job satisfaction is the most substantial element on job attitude, and OCB is the result of high level of job satisfaction. A satisfied employee will tend to show organizational citizenship behavior; for example, an employee who has a good relationship with his/her colleagues will tend to show altruistic behavior such as helping in

accomplishing a task. Conversely, OCB will not occur if the employee is not happy, or in other words, dissatisfied (Robbins & Judge, 2013). Results show that financial matters have no effect on the level of employee OCB, OCB-I and OCB-O. However, all the remaining job satisfaction aspects affect OCB and its dimensions. To begin with, when employees perceive the work they do as uninteresting, their OCB, OCB-I and OCB-O performance are lower than when they perceive it as positive (fascinating, satisfying, good, exciting and rewarding). However, when they perceive it as positive, their OCB, OCB-I and OCB-O levels are equal. It is essential that employees do not feel negative about the work and tasks they do as this leads to low OCB performance and which might, accordingly, lead to negative guest satisfaction. In addition, as employees believe that there is an opportunity for promotion they would want to prove themselves to achieve their aspirations by performing OCB, OCB-I and OCB-O. On the other hand, and as this study shows, having an annoying supervisor would urge the employees to show lower levels of OCB, OCB-I and OCB-O, or even not show at all. Employees would want to feel they have a supervisor that does not only know the job well but also praises good work and is tactful. Last but not least, the environment affects the employee performance and productivity and accordingly, organizational performance; this is supported by the result of this study that when employees are surrounded with responsible and smart colleagues instead of boring or slow, their level of OCB, OCB-I and OCB-O performance is high.

As a further matter, job satisfaction impacts OCB and which is in-line with other findings in the hospitality field (Bartle, Dansby, Landis, and McIntyre, 2002; Kim and Jogaratnam, 2010; Kim, Leong, and Lee, 2005; Redfern, Hannan, and Norman, 2002; Yang, 2010). When employees are satisfied with their jobs, they become highly involved in the job and the organization (Bartle et al., 2002). Individuals with increased levels of job satisfaction illustrate decreased tendency to search for another job (Sager, 1994) which means they are committed to their organization. Based on the findings of this study, employees commit to their organizations when they perceive their work as a rewarding job, their pay as comfortable or well-paid, the opportunities of promotion are good, fair and regular, the supervisor is tactful, praises good work or knows the job well and last but not least, responsible and smart colleagues. However, there is no significance between the OCB of employees who perceive

their pay as enough to live on and the comfortable and well-paid; their organizational commitment is at equal levels. Employers are, therefore, encouraged to provide their employees with the aspects just mentioned for their employees to show commitment (OC, OCA, OCC and OCN). However, “the work you do” JS aspect is not significantly related to OCC and OCN; meaning to say that the work they do does not affect their decision of being committed to the company due to the costs that might arise in connection with the termination of the employment neither does it affect their decision of continuing the relationship with the company due to moral or duty-related reasons; neither is the pay related to OCN.

Similar to findings in earlier studies (Cho and Johanson’s, 2008), this study suggests that OC in all its dimensions influences OCB; the higher the OC, the higher the OCB, OCB-I and OCB-O. Employees with strong commitment will show more extra-role behavior (Gasic & Pagon, 2004) and will tend to work better than the employee with no commitment (Shirley, 2010). Empirical analysis proves that organizational commitment is a good predictor for OCB (Ibrahim & Aslinda, 2013; Shirley, 2010). OCB is highly possible when the employee is motivated and feels committed to the organization (Armstrong, 2006).

4.3 Conclusions and implications

Unlike what most employers might believe, this study revealed that the “wages” motivational factor does not anticipate employee organizational citizenship behavior and its two aspects, OCB-I and OCB-O. In fact, it was found out that tactful discipline, job security, interesting work, feeling of being “in on things” and opportunities for promotion and development, good working conditions, personal loyalty for employees and appreciation for accomplishments motivational factors are more crucial to the employees; when employees score a higher importance on those factors, the levels of OCB, OCB-I and OCB-O are higher. However, there was no difference on the OCB-I level no matter how much the employee places and importance on sympathetic help with personal problems, while on the other hand, when employees receive sympathetic help with personal problems they show lower levels of OCB and OCB-O. Unlike good wages and sympathetic help with personal problems, employers should focus on the remaining motivational factors in order to urge the employees to showcase organizational citizenship behavior.

In terms of job satisfaction, some motivational factors are not all important for the employee to be satisfied in the workplace including: good wages, tactful discipline, interesting work, good working conditions and personal loyalty to employees. Conversely, certain job satisfaction aspects were affected by some of the motivational factors, for instance, results show a significant association between sympathetic help with personal problems motivation factor and the following job satisfaction aspects; the work, the pay and type of supervision.

As for the relationship between job satisfaction and organizational citizenship behavior and similar to the relation between motivational factors and organizational citizenship behavior, results show that “the pay you get” does not anticipate OCB and its both dimensions, OCB-I and OCB-O. On the other hand, it was found out that the remaining aspects of job satisfaction did anticipate OCB. For instance, when we compared OCB, OCB-I and OCB-O to the work you do, we noticed that positive perceptions lead to OCB, OCB-I and OCB-O; more specific, when employees perceive the work they do as rewarding rather than good, they showcase higher levels of OCB-O.

It was also shown in this study that job satisfaction aspects affect OC and its dimensions, OCA, OCC and OCN. When employees perceive the JS aspects as positive they are more committed to the organization. Consequently, organizational commitment affects the levels of employee OCB.

4.4 Limitations and recommendations for future research

As with other studies, this one has its limitations. First, the sample of this study is confined to the hospitality industry, thus the generalization of findings to other industries might be limited. Second, all participants are frontline employees and the majority of participants are entry-level employees; therefore, the developed scale may be constrained by entry level frontline positions. Third, 8 out of the 12 approached hotels preferred not to participate in this study due to internal policies such as confidentiality; and last but not least, the study could not use convenience sampling since it targets a certain type of participants.

Since this study was conducted on entry and supervisory levels of the front-of-house departments future research could extend the measurement model to investigate the relationship between motivation and job attitudes and behaviors for frontline individuals in managerial positions as well as back-of-house personnel (housekeeping, engineering, finance and accounting, human resources, etc.). Furthermore, it would be interesting to conduct this study on a larger group, for example: including 5-star hotels that do not belong to international chain hotels and/or extending the geographical representation of hotels into other cities.

Last but not least, as results revealed that wages is not an important motivational factor to the employees, it would be interesting to further study this relation.

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Chapter 5: Appendix

5.1 Questionnaire



"An Investigation of Antecedents of Organizational Citizenship

Behaviors:

A Study at 5-star International Chain Hotels in Beirut"

A Thesis submitted in Partial Fulfilment of the Requirements for the Degree

of Master's of Business Administration in Management

Questionnaire

Dear hotel employee,

I am a student in the Masters program at Haigazian University and would like to invite you to participate in my research concerning the antecedents of organizational citizenship behavior. The aim of this research is to explore how to motivate employees to showcase certain job behaviors and attitudes specific for a 5-star hotel service. I kindly ask you to take a part in the following questionnaire that will last approximately 12 minutes.

The research will maintain privacy of the findings; no mention of respondents by name will be used.

Thank you for your consideration and time.

Should you have further questions or concerns, please do not hesitate to contact me via phone on 76074453 or email at nalhousaini@students.haigazian.edu.lb

Sincerely,

Nada Al Housaini,

Yes, I agree to participate in this questionnaire

No, I do not agree to participate in this questionnaire

Prior to launching the questionnaire, please answer the below question:

Indicate the period you have been employed within the hotel sector? _____

Please proceed if your answer is one year and above. In case you have been employed in the hotel sector for less than one year, you are kindly requested to stop at this stage.

For the following statements, please circle the number that best indicates your level of importance.

Assessment Item	Least important					Most important
1. Good wages	1	2	3	4	5	
2. Tactful discipline	1	2	3	4	5	
3. Job security	1	2	3	4	5	
4. Interesting work	1	2	3	4	5	
5. Feeling of being "in on things"	1	2	3	4	5	
6. Sympathetic help with personal problems	1	2	3	4	5	
7. Opportunities for advancement and development	1	2	3	4	5	
8. Good working conditions	1	2	3	4	5	
9. Personal loyalty to employees	1	2	3	4	5	

- a. Good opportunity for promotion
- b. Opportunities somewhat limited
- c. Dead-end job
- d. Fairly good chance for promotion
- e. Regular promotion

15. Think of the kind of supervision that you get on your job. Which answer best describes that kind of supervision?

- a. Praises good work
- b. Tactful
- c. Influential
- d. Up-to-date
- e. Annoying
- f. Knows job well

16. Think of the majority of people with whom you work or meet in connection with your work. Which answer best describes people on your job?

- a. Boring
- b. Slow
- c. Responsible
- d. Smart
- e. Lazy
- f. Frustrating

For the following statements, please circle the number that best indicates your level of agreement.

1=Strongly disagree – 7=Strongly agree

Assessment Item	Strongly disagree			Neutral			Strongly agree
17. I would be very happy to spend the rest of my career with this organization	1	2	3	4	5	6	7
18. I enjoy discussing my organization with people outside it	1	2	3	4	5	6	7
19. I really feel as if this organization's problems are my own	1	2	3	4	5	6	7
20. I think that I could easily become as attached to another organization as I am to this one	1	2	3	4	5	6	7
21. I do not feel like part of the family at my organization	1	2	3	4	5	6	7

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 22. I do not feel emotionally attached to this organization | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. This organization has a great deal of personal meaning for me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. I do not feel a strong sense of belonging to my organization | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. I am not afraid of what might happen if I quit my job without having another one lined up | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. It would be very hard for me to leave my organization right now; even if I wanted to | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Assessment Item	Strongly disagree			Neutral			Strongly agree
27. Too much in my life would be disrupted if I decided I want to leave my organization now	1	2	3	4	5	6	7
28. It would be too costly for me to leave my organization now	1	2	3	4	5	6	7
29. Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5	6	7
30. I feel that I have too few options to consider leaving this organization	1	2	3	4	5	6	7
31. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	1	2	3	4	5	6	7
32. One of the most major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here	1	2	3	4	5	6	7
33. I think that people these days move from company to company too often	1	2	3	4	5	6	7

34. I do not believe that a person must always be loyal to his or her organization	1	2	3	4	5	6	7
35. Jumping from organization to organization does not seem at all unethical to me	1	2	3	4	5	6	7
36. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5	6	7
37. If I get another offer for a better job elsewhere I would not feel it was right to leave my organization	1	2	3	4	5	6	7
38. I was taught to believe in the value of remaining loyal to one organization	1	2	3	4	5	6	7
39. Things were better in the days when people stayed with one organization for most of their career	1	2	3	4	5	6	7
40. I do not think that waiting to be a company man or company woman is sensible anymore	1	2	3	4	5	6	7

Assessment Item	Strongly disagree	2	3	Neutral	5	6	Strongly agree
41. I help others who have been absent	1	2	3	4	5	6	7
42. I help others who have heavy workloads	1	2	3	4	5	6	7
43. I assist the supervisor with her/his work (when not asked)	1	2	3	4	5	6	7
44. I take time to listen to co-workers' problems and worries	1	2	3	4	5	6	7
45. I go out of my way to help new employees	1	2	3	4	5	6	7
46. I pass along information to co-workers	1	2	3	4	5	6	7
47. My attendance at work is above the norm	1	2	3	4	5	6	7

48. I give advance notice when unable to come to work 1 2 3 4 5 6 7
49. I take undeserved work breaks 1 2 3 4 5 6 7
50. I spend a great deal of time with personal phone conversations 1 2 3 4 5 6 7
51. I complain about significant things at work 1 2 3 4 5 6 7
52. I adhere to informal rules devised to maintain order 1 2 3 4 5 6 7
53. Based on my hospitality job experience(s), I often think about looking for a new job in another industry 1 2 3 4 5 6 7
54. How many hours do you work per day?
- a. Under 8 hours
- b. 8-10 hours
- c. Above 10 hours
55. In which department do you work?
- a. Front desk
- b. Food and beverage
- c. Spa

56. Select your job profile

a.Entry

b.Supervisory

57. How long have you worked in the current hospitality workplace?

a.Less than 6 months

b.6 months-2years

c.2-5 years

d.Above 5 years

58. How long, in total, have you worked in the hospitality industry?

a.Less than 6 months

b.6 months to 2 years

c.2-5 years

d.Above 5years

59. What is your gender?

a.Female

b.Male

60. What is your age?

a.18-22 years old

b.23-26 years old

c.27-30 years old

d.Above 30 years old

61. What is your major?

a. Hospitality management major (or any other related field e.g. tourism, hotel management, etc.)

b. Non-hospitality major (please specify): _____



تحقيق حول أصول سلوكيات المواطنة التنظيمية:

دراسة لسلسلة الفنادق الدولية

من فئة النجوم الخمس في بيروت

إستمارة

عزيزي موظف/ عزيزتي موظفة الفندق:

أنا طالبة ماجستير في جامعة هايكازيان وأدعوكم للمشاركة في بحثي حول أصول سلوكيات المواطنة التنظيمية. الهدف من هذا البحث هو الوصول إلى كيفية تحفيز الموظفين لإظهار سلوكيات متعلقة في الوظيفة الخاصة بخدمات الفنادق من فئة النجوم الخمس. أتمنى أن تقوموا بتعبئة هذه الاستمارة التي لن تأخذ من وقتكم أكثر من 12 دقيقة كحد أقصى.

سيحافظ البحث على سرية المعلومات والنتائج، كما لن يتم ذكر أي من أسماء المشاركين. شكراً لوقتكم وتفهمكم.

إذا كان لديكم أي استيضاح أو استفسار، يرجى التواصل معي على رقم هاتفي: 074453/76 أو على بريدي الإلكتروني:

nalhousaini@students.haigazian.edu.lb

شكراً،

ندى الحسيني

() نعم، أوافق على المشاركة في هذه الاستمارة.

() كلا، لا أوافق على المشاركة في هذه الاستمارة.

قبل البدء بملء الاستمارة، الرجاء الإجابة عن السؤال التالي:

منذ متى بدأت العمل في مجال الفنادق؟

الرجاء مواصلة تعبئة الاستمارة إذا كانت الفترة الزمنية تبلغ سنة أو أكثر. أما إذا كانت فترة وظيفتك في مجال الفنادق تقل عن سنة واحدة، يرجى منك التوقف هنا.

حدد درجة الأهمية لكل عامل بحسب اعتقادك عن طريق وضع دائرة واحدة على أحد الأرقام التالية لكل عبارة.

العوامل ذات الأهمية	الأقل أهمية	الأكثر أهمية		
1- الراتب الجيد	5	4	3	2 1
2- لياقة التعامل في مجال العمل	5	4	3	2 1
3- الأمان الوظيفي	5	4	3	2 1
4- العمل الممتع	5	4	3	2 1
5- الشعور بالمشاركة في قرارات العمل	5	4	3	2 1
6- المساعدة في الحياة الشخصية	5	4	3	2 1
7- فرص التقدّم التطوّر.	5	4	3	2 1
8- ظروف العمل الجيدة.	5	4	3	2 1
9- الولاء والتعاون الشخصي بين الموظفين.	5	4	3	2 1
10- التقدير للإنجازات.	5	4	3	2 1

11-الرجاء عدد اقتراحاتك لطرق تعزيز حوافز الموظف (الجوانب المادية، والتواصلية والإدارية وتلك المتعلقة ببناء القدرات والموارد البشرية...إلخ).

الرجاء اختيار الإجابة المناسبة لهذه الأسئلة:

12 - فكر في العمل الذي تمارسه. ما هي الكلمة المناسبة لوصفه؟

- أ - مدهش
- ب - مُرضٍ
- ج - جيد
- د - محمّس
- هـ - مكافئ
- و - غير ممتع

13 - فكر في الأجر الذي تتأله. ما هي الإجابة التي تصف راتبك بشكل مناسب؟

- أ - بالكاد أعيش على الدخل
- ب - سيئ
- ج - مريح
- د - راتب جيد
- هـ - يكفي للعيش
- و - أجر زهيد

14 - فكر في فرص الترقية التي لديك. ما هي الإجابة الأفضل التي تصف هذه الفرص؟

- أ - فرصة جيدة للترقية
- ب - الفرص محدودة بعض الشيء
- ج - وظيفة مسدودة
- د - فرص مقبولة للترقية
- و - ترقية منتظمة

15. فكر في نوع الإشراف الذي تخضع له في عملك. ما هي الإجابة الأفضل التي تصف هذا النوع من الإشراف؟

أ- يشيد بالعمل الجيد

ب - لبق

ج - مؤثر

د - عصري

و - مزعج

هـ - لديه معرفة جيدة في الوظيفة

16. فكر في غالبية الأشخاص الذين تعمل أو تلتقي بهم في العمل. ما هي الإجابة الأفضل لوصف هؤلاء الأشخاص؟

أ - مملون

ب - بطيؤون

ج - مسؤولون

د - أذكياء

هـ - كسالى

و - مُحيطون

حدد درجة توافقك مع كل عامل عن طريق وضع دائرة واحدة على أحد الأرقام التالية لكل عبارة.

1 = لا أوافق بشدة - 7 = أوافق بشدة

درجة التوافق	أرفض بشدة محايد أوافق بشدة						
17 - سأكون سعيداً جداً إذا بقيت أعمل بقية مسيرتي في هذه المؤسسة.	1	2	3	4	5	6	7
18 - أستمتع بمناقشة أحوال المؤسسة التي أعمل فيها مع أشخاص من خارجها.	1	2	3	4	5	6	7
19 - أشعر حقاً أن مشاكل هذه المؤسسة هي مشاكل الخاصة.	1	2	3	4	5	6	7
20 - أعتقد أنه يسهّل بالنسبة إليّ الارتباط بمؤسسة أخرى، تماماً بدرجة ارتباطي بهذه المؤسسة.	1	2	3	4	5	6	7
21 - لا أشعر بأنني جزء من عائلة المؤسسة التي أعمل فيها.	1	2	3	4	5	6	7
22 - لا أشعر بالارتباط عاطفياً بهذه المؤسسة.	1	2	3	4	5	6	7
23 - هذه المنظمة تعينني شخصياً بدرجة كبيرة.	1	2	3	4	5	6	7
24 - لا أشعر بانتماء كبير بهذه المؤسسة.	1	2	3	4	5	6	7
25 - لست خائفاً مما قد يحدث إذا تركت وظيفتي حتمن دون أن أكون قد أمنت وظيفة أخرى.	1	2	3	4	5	6	7
26 - سيكون من الصعب جداً عليّ أن أترك وظيفتي الآن، حتى إذا كنت أريد ذلك.	1	2	3	4	5	6	7
27 - جزء كبير من حياتي سيتضرر إذا ما قرّرت ترك وظيفتي الآن.	1	2	3	4	5	6	7
28 - سيكون من المكلف للغاية بالنسبة لي أن أترك مؤسستي الآن.	1	2	3	4	5	6	7
29 - البقاء مع مؤسستي الآن هي مسألة ضرورة بقدر ما هي مسألة رغبة.	1	2	3	4	5	6	7
30 - أشعر أن لدي خيارات قليلة في حال فكرت في مغادرة هذه	1	2	3	4	5	6	7

المؤسسة.

31- إحدى العواقب الجديّة المترتبة على ترك هذه المؤسسة ستكون قلّة البدائل المتاحة.

7	6	5	4	3	2	1	32- أحد أهم الأسباب التي تجعلني أستمر في العمل في هذه المؤسسة هو أن المغادرين تتطلب قدرأ كبيرأ من التضحية الشخصية - قد لا أحصل في مؤسسة أخرى على الفوائد نفسها التي أنالها هنا.
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7	6	5	4	3	2	1	33 - أعتقد أن الناس في هذه الأيام غالبأ ما ينتقلون من مؤسسة إلى أخرى.
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7	6	5	4	3	2	1	34 - لا أؤمن بأن على الشخص أن يكون وفياً ومخلصاً لمؤسسته دائماً.
---	---	---	---	---	---	---	--

7	6	5	4	3	2	1	35- التنقل من مؤسسة إلى أخرى ليس أمراً لا أخلاقياً بالنسبة إلي.
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							درجة التوافق أوافق بشدة
							أرفض بشدة
							محايد
							36- أحد الأسباب الرئيسية التي تجعلني أواصل العمل في هذه المؤسسة هو إيماني بأهمية الولاء لها، وبالتالي أشعر بأن التزامي الأخلاقي هو ما يبقيني فيها.
7	6	5	4	3	2	1	
							37- إذا حصلت على عرض للعمل في وظيفة أفضل، فلن أشعر أنه من الصواب أن أترك مؤسستي.
7	6	5	4	3	2	1	
							38 - لقد تعلمت الإيمان بأهمية البقاء وفياً للمؤسسة التي أعمل فيها.
7	6	5	4	3	2	1	
							39 - كانت الأمور تسير بشكل أفضل حين كان الناس يبقون في مؤسسة واحدة معظم حياتهم المهنية.
7	6	5	4	3	2	1	
							40 - لا أعتقد أن الانتظار لأصبح منتظماً إلى هذه المؤسسة أمراً معقولاً.
7	6	5	4	3	2	1	
							41- أساعد زملائي الذين يتغيرون عن العمل.
7	6	5	4	3	2	1	
							42 - أساعد زملائي ممن لديهم أعباء ثقيلة في العمل.
7	6	5	4	3	2	1	
							43 - أساعد مديري أو مديرتي في العمل (حين لا يطلب مني ذلك)
7	6	5	4	3	2	1	
							44 - أقضي وقتاً في الاستماع إلى مشاكل زملائي وهو أجسمهم.
7	6	5	4	3	2	1	
							45 - أساعد الموظفين الجدد حتى لو كان ذلك على حساب عملي.
7	6	5	4	3	2	1	
							46- أشارك المعلومات مع زملائي.
7	6	5	4	3	2	1	
							47- حضوري في العمل يتجاوز المعيار.
7	6	5	4	3	2	1	
							48 - أعطي علماً مسبقاً حين لا أكون قادراً على المجيء إلى العمل.
7	6	5	4	3	2	1	
							49 - أخذ استراحات في العمل أكثر مما أستحق.
7	6	5	4	3	2	1	
							50 - أمضي وقتاً طويلاً في محادثات هاتفية شخصية.
7	6	5	4	3	2	1	
							51- أتذمر من بعض الأمور الهامة في العمل.
7	6	5	4	3	2	1	
							52 - ألتزم بالقواعد غير الرسمية التي وضعت بغاية الحفاظ على النظام.
7	6	5	4	3	2	1	
							53 - استناداً إلى تجربتي أو تجاربي في مجال خدمات الضيافة، أفكر دائماً في البحث عن وظيفة جديدة في مجال آخر.

54 – كم ساعة تعمل/ بين في اليوم؟

- أقل من 8 ساعات.
- من 8 إلى 10 ساعات.
- أكثر من 10 ساعات.

55- في أي قسم تعمل أو تعملين؟

- الاستقبال.
- قسم المأكولات والمشروبات.
- المنتجع الصحي (Spa)

56 – اختر وضعك الوظيفي:

- موظف عادي
- مُشرف

57 – منذ متى وأنت تعمل في الوظيفة الحالية؟

- أقل من ستة أشهر.
- من ستة أشهر إلى عامين.
- من عامين إلى خمسة أعوام.
- أكثر من خمسة أعوام.

58 – منذ متى وأنت تعمل في مجال خدمات الضيافة؟

- أقل من ستة أشهر.
- من ستة أشهر إلى عامين.
- من عامين إلى خمسة أعوام.
- أكثر من خمسة أعوام.

59 – الجنس:

- أنثى
- ذكر

60 – العمر:

- من 18 إلى 22 عاماً.
- من 23 إلى 26 عاماً.
- من 27 إلى 30 عاماً.
- فوق الـ 30 عاماً.

61 – ما هو اختصاصك؟

- إدارة الفنادق (أو أي مجال مرتبط بها مثل السياحة...)
 - اختصاص غير مرتبط بالفنادق (الرجاء تحديد الاختصاص):
-

5.2 H1 Appendices

Tactful discipline and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	20.197	2	10.098	13.173	.000
	Within Groups	195.487	255	.767		
	Total	215.683	257			
MeanOCBI	Between Groups	33.226	2	16.613	19.346	.000
	Within Groups	218.972	255	.859		
	Total	252.197	257			
MeanOCBO	Between Groups	11.899	2	5.950	5.780	.004
	Within Groups	262.487	255	1.029		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Tactful discipline	(J) Tactful discipline	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	-1.81334*	.65089	.006	-3.0951	-.5315
		Most important	-2.50001*	.62173	.000	-3.7244	-1.2756
	Neutral	Least important	1.81334*	.65089	.006	.5315	3.0951
		Most important	-.68667*	.20876	.001	-1.0978	-.2755

	Most important	Least important	2.50001*	.62173	.000	1.2756	3.7244
		Neutral	.68667*	.20876	.001	.2755	1.0978
MeanOCBI	Least important	Neutral	-2.79386*	.68888	.000	-4.1505	-1.4372
		Most important	-3.52286*	.65801	.000	-4.8187	-2.2270
	Neutral	Least important	2.79386*	.68888	.000	1.4372	4.1505
		Most important	-.72900*	.22095	.001	-1.1641	-.2939
	Most important	Least important	3.52286*	.65801	.000	2.2270	4.8187
		Neutral	.72900*	.22095	.001	.2939	1.1641
MeanOCBO	Least important	Neutral	-.88484	.75423	.242	-2.3701	.6005
		Most important	-1.53772*	.72043	.034	-2.9565	-.1190
	Neutral	Least important	.88484	.75423	.242	-.6005	2.3701
		Most important	-.65289*	.24191	.007	-1.1293	-.1765
	Most important	Least important	1.53772*	.72043	.034	.1190	2.9565
		Neutral	.65289*	.24191	.007	.1765	1.1293
*. The mean difference is significant at the 0.05 level.							

Job security and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	26.362	2	13.181	17.754	.000

	Within Groups	189.321	255	.742		
	Total	215.683	257			
MeanOCBI	Between Groups	26.641	2	13.320	15.059	.000
	Within Groups	225.557	255	.885		
	Total	252.197	257			
MeanOCBO	Between Groups	26.191	2	13.095	13.454	.000
	Within Groups	248.196	255	.973		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Job security	(J) Job security	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	-.08566	.43082	.843	-.9341	.7628
		Most important	-1.31116*	.35614	.000	-2.0125	-.6098
	Neutral	Least important	.08566	.43082	.843	-.7628	.9341
		Most important	-1.22550*	.25488	.000	-1.7274	-.7236
	Most important	Least important	1.31116*	.35614	.000	.6098	2.0125
		Neutral	1.22550*	.25488	.000	.7236	1.7274
MeanOCBI	Least important	Neutral	.01389	.47025	.976	-.9122	.9400
		Most important	-1.25208*	.38873	.001	-2.0176	-.4866

	Neutral	Least important	-.01389	.47025	.976	-.9400	.9122
		Most important	-1.26597*	.27820	.000	-1.8138	-.7181
	Most important	Least important	1.25208*	.38873	.001	.4866	2.0176
		Neutral	1.26597*	.27820	.000	.7181	1.8138
MeanOCBO	Least important	Neutral	-.15317	.49328	.756	-1.1246	.8183
		Most important	-1.35054*	.40777	.001	-2.1536	-.5475
	Neutral	Least important	.15317	.49328	.756	-.8183	1.1246
		Most important	-1.19736*	.29183	.000	-1.7721	-.6227
	Most important	Least important	1.35054*	.40777	.001	.5475	2.1536
		Neutral	1.19736*	.29183	.000	.6227	1.7721
*. The mean difference is significant at the 0.05 level.							

Interesting work and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	16.269	2	8.134	10.402	.000
	Within Groups	199.414	255	.782		
	Total	215.683	257			
MeanOCBI	Between Groups	23.501	2	11.750	13.102	.000
	Within Groups	228.697	255	.897		
	Total	252.197	257			
MeanOCBO	Between Groups	13.933	2	6.967	6.821	.001

	Within Groups	260.453	255	1.021		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Interesting work	(J) Interesting work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	-.73892	.48648	.130	-1.6970	.2191
		Most important	-1.44135*	.44591	.001	-2.3195	-.5632
	Neutral	Least important	.73892	.48648	.130	-.2191	1.6970
		Most important	-.70243*	.21092	.001	-1.1178	-.2871
	Most important	Least important	1.44135*	.44591	.001	.5632	2.3195
		Neutral	.70243*	.21092	.001	.2871	1.1178
MeanOCBI	Least important	Neutral	-1.62719*	.52098	.002	-2.6532	-.6012
		Most important	-2.18333*	.47752	.000	-3.1237	-1.2429
	Neutral	Least important	1.62719*	.52098	.002	.6012	2.6532
		Most important	-.55614*	.22587	.014	-1.0010	-.1113
	Most important	Least important	2.18333*	.47752	.000	1.2429	3.1237
		Neutral	.55614*	.22587	.014	.1113	1.0010
MeanOCBO	Least important	Neutral	.03258	.55597	.953	-1.0623	1.1275
		Most important	-.78851	.50960	.123	-1.7921	.2151

	Neutral	Least important	-.03258	.55597	.953	-1.1275	1.0623
		Most important	-.82109*	.24105	.001	-1.2958	-.3464
	Most important	Least important	.78851	.50960	.123	-.2151	1.7921
		Neutral	.82109*	.24105	.001	.3464	1.2958
*. The mean difference is significant at the 0.05 level.							

Feeling of being "in on things" and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	14.168	2	7.084	8.964	.000
	Within Groups	201.515	255	.790		
	Total	215.683	257			
MeanOCBI	Between Groups	16.596	2	8.298	8.981	.000
	Within Groups	235.601	255	.924		
	Total	252.197	257			
MeanOCBO	Between Groups	12.742	2	6.371	6.209	.002
	Within Groups	261.644	255	1.026		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Feeling of being "in on things"	(J) Feeling of being "in on things"	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least	Neutral	-.35997	.37704	.341	-1.1025	.3825

	important	Most important	-.96082*	.34121	.005	-1.6328	-.2889
	Neutral	Least important	.35997	.37704	.341	-.3825	1.1025
		Most important	-.60085*	.18110	.001	-.9575	-.2442
	Most important	Least important	.96082*	.34121	.005	.2889	1.6328
		Neutral	.60085*	.18110	.001	.2442	.9575
MeanOCBI	Least important	Neutral	-.57848	.40769	.157	-1.3813	.2244
		Most important	-1.16592*	.36894	.002	-1.8925	-.4394
	Neutral	Least important	.57848	.40769	.157	-.2244	1.3813
		Most important	-.58744*	.19582	.003	-.9731	-.2018
	Most important	Least important	1.16592*	.36894	.002	.4394	1.8925
		Neutral	.58744*	.19582	.003	.2018	.9731
MeanOCBO	Least important	Neutral	-.18597	.42963	.665	-1.0320	.6601
		Most important	-.79970*	.38879	.041	-1.5654	-.0340
	Neutral	Least important	.18597	.42963	.665	-.6601	1.0320
		Most important	-.61374*	.20636	.003	-1.0201	-.2074
	Most important	Least important	.79970*	.38879	.041	.0340	1.5654
		Neutral	.61374*	.20636	.003	.2074	1.0201
*. The mean difference is significant at the 0.05 level.							

Sympathetic help with personal problems and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	5.925	2	2.962	3.601	.029
	Within Groups	209.759	255	.823		
	Total	215.683	257			
MeanOCBI	Between Groups	1.452	2	.726	.738	.479
	Within Groups	250.746	255	.983		
	Total	252.197	257			
MeanOCBO	Between Groups	12.969	2	6.485	6.325	.002
	Within Groups	261.417	255	1.025		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Sympathetic help with personal problems	(J) Sympathetic help with personal problems	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	.38416*	.19148	.046	.0071	.7612
		Most important	-.05792	.13945	.678	-.3326	.2167
	Neutral	Least important	-.38416*	.19148	.046	-.7612	-.0071
		Most important	-.44209*	.16507	.008	-.7672	-.1170
	Most important	Least important	.05792	.13945	.678	-.2167	.3326
		Neutral	.44209*	.16507	.008	.1170	.7672
MeanOCBI	Least important	Neutral	.12052	.20935	.565	-.2918	.5328
		Most important	-.08982	.15247	.556	-.3901	.2104

	Neutral	Least important	-.12052	.20935	.565	-.5328	.2918
		Most important	-.21034	.18048	.245	-.5658	.1451
	Most important	Least important	.08982	.15247	.556	-.2104	.3901
		Neutral	.21034	.18048	.245	-.1451	.5658
MeanOCBO	Least important	Neutral	.61569*	.21376	.004	.1947	1.0366
		Most important	-.03098	.15568	.842	-.3376	.2756
	Neutral	Least important	-.61569*	.21376	.004	-	-1.947
		Most important	-.64668*	.18428	.001	-	-.2838
	Most important	Least important	.03098	.15568	.842	-.2756	.3376
		Neutral	.64668*	.18428	.001	.2838	1.0096

*. The mean difference is significant at the 0.05 level.

Opportunities for advancement and development and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	19.850	2	9.925	12.924	.000
	Within Groups	195.833	255	.768		
	Total	215.683	257			
MeanOCBI	Between Groups	15.428	2	7.714	8.308	.000
	Within Groups	236.769	255	.929		
	Total	252.197	257			
MeanOCBO	Between Groups	24.416	2	12.208	12.454	.000
	Within Groups	249.970	255	.980		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Opportunities for advancement and development	(J) Opportunities for advancement and development	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	.49839	.41614	.232	-.3211	1.3179
		Most important	-.57762	.36230	.112	1.2911	-.1359
	Neutral	Least important	-.49839	.41614	.232	1.3179	-.3211
		Most important	-1.07602*	.22010	.000	1.5095	-.6426
	Most important	Least important	.57762	.36230	.112	-.1359	1.2911
		Neutral	1.07602*	.22010	.000	.6426	1.5095
MeanOCBI	Least important	Neutral	.46405	.45757	.311	-.4370	1.3651
		Most important	-.48818	.39837	.222	1.2727	-.2963
	Neutral	Least important	-.46405	.45757	.311	1.3651	-.4370
		Most important	-.95223*	.24201	.000	1.4288	-.4756
	Most important	Least important	.48818	.39837	.222	-.2963	1.2727
		Neutral	.95223*	.24201	.000	.4756	1.4288
MeanOCBO	Least important	Neutral	.51998	.47015	.270	-.4059	1.4459
		Most important	-.66840	.40933	.104	1.4745	-.1377

	Neutral	Least important	-.51998	.47015	.270	-	.4059
		Most important	-1.18838*	.24867	.000	-	-.6987
	Most important	Least important	.66840	.40933	.104	-.1377	1.4745
		Neutral	1.18838*	.24867	.000	.6987	1.6781

*. The mean difference is significant at the 0.05 level.

Good working conditions and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	23.817	2	11.908	15.827	.000
	Within Groups	191.866	255	.752		
	Total	215.683	257			
MeanOCBI	Between Groups	31.963	2	15.981	18.504	.000
	Within Groups	220.235	255	.864		
	Total	252.197	257			
MeanOCBO	Between Groups	18.444	2	9.222	9.188	.000
	Within Groups	255.943	255	1.004		
	Total	274.386	257			

Multiple Comparisons						
LSD						
Dependent Variable	(I) Good working	(J) Good working	Mean Difference	Std. Error	Sig.	95% Confidence Interval

	conditions	conditions	(I-J)			Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	-1.00015	.51317	.052	-2.0107	.0105
		Most important	-1.97255*	.43725	.000	-2.8336	-1.1115
	Neutral	Least important	1.00015	.51317	.052	-.0105	2.0107
		Most important	-.97240*	.27987	.001	-1.5235	-.4213
	Most important	Least important	1.97255*	.43725	.000	1.1115	2.8336
		Neutral	.97240*	.27987	.001	.4213	1.5235
MeanOCBI	Least important	Neutral	-1.70833*	.54980	.002	-2.7911	-.6256
		Most important	-2.55601*	.46846	.000	-3.4786	-1.6335
	Neutral	Least important	1.70833*	.54980	.002	.6256	2.7911
		Most important	-.84768*	.29984	.005	-1.4382	-.2572
	Most important	Least important	2.55601*	.46846	.000	1.6335	3.4786
		Neutral	.84768*	.29984	.005	.2572	1.4382
MeanOCBO	Least important	Neutral	-.35476	.59270	.550	-1.5220	.8124
		Most important	-1.42209*	.50501	.005	-2.4166	-.4276
	Neutral	Least important	.35476	.59270	.550	-.8124	1.5220
		Most important	-1.06733*	.32324	.001	-1.7039	-.4308

	Most important	Least important	1.42209*	.50501	.005	.4276	2.4166
		Neutral	1.06733*	.32324	.001	.4308	1.7039
*. The mean difference is significant at the 0.05 level.							

Personal loyalty to employees and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	16.790	2	8.395	10.763	.000
	Within Groups	198.893	255	.780		
	Total	215.683	257			
MeanOCBI	Between Groups	15.372	2	7.686	8.276	.000
	Within Groups	236.826	255	.929		
	Total	252.197	257			
MeanOCBO	Between Groups	18.665	2	9.332	9.306	.000
	Within Groups	255.721	255	1.003		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Personal loyalty to employees	(J) Personal loyalty to employees	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCB	Least important	Neutral	-.50148	.45606	.273	-1.3996	.3967
		Most important	-1.34101*	.36499	.000	-2.0598	-.6222
	Neutral	Least important	.50148	.45606	.273	-.3967	1.3996
		Most important	-.83953*	.28499	.004	-1.4008	-.2783
	Most important	Least important	1.34101*	.36499	.000	.6222	2.0598
		Neutral	.83953*	.28499	.004	.2783	1.4008
MeanOCBI	Least important	Neutral	-.70556	.49766	.157	-1.6856	.2745
		Most important	-1.38958*	.39828	.001	-2.1739	-.6052
	Neutral	Least important	.70556	.49766	.157	-.2745	1.6856
		Most important	-.68402*	.31098	.029	-1.2964	-.0716

	Most important	Least important	1.38958*	.39828	.001	.6052	2.1739
		Neutral	.68402*	.31098	.029	.0716	1.2964
MeanOCBO	Least important	Neutral	-.33794	.51713	.514	-1.3563	.6804
		Most important	-1.31354*	.41386	.002	-2.1286	-.4985
	Neutral	Least important	.33794	.51713	.514	-.6804	1.3563
		Most important	-.97561*	.32315	.003	-1.6120	-.3392
	Most important	Least important	1.31354*	.41386	.002	.4985	2.1286
		Neutral	.97561*	.32315	.003	.3392	1.6120

*. The mean difference is significant at the 0.05 level.

Appreciation for accomplishments and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCB	Between Groups	11.908	2	5.954	7.451	.001
	Within Groups	203.775	255	.799		
	Total	215.683	257			
MeanOCBI	Between Groups	12.385	2	6.192	6.585	.002
	Within Groups	239.813	255	.940		
	Total	252.197	257			
MeanOCBO	Between Groups	16.868	2	8.434	8.352	.000
	Within Groups	257.518	255	1.010		
	Total	274.386	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Appreciation for accomplishments	(J) Appreciation for accomplishments	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound

MeanOCB	Least important	Neutral	-.66403	.43620	.129	-	.1950	
		Most important	-1.20311 *	.36952	.001	-	1.9308	-.4754
	Neutral	Least important	.66403	.43620	.129	-.1950	1.5230	
		Most important	-.53908 *	.24584	.029	-	1.0232	-.0549
	Most important	Least important	1.20311 *	.36952	.001	.4754	1.9308	
		Neutral	.53908 *	.24584	.029	.0549	1.0232	
MeanOCBI	Least important	Neutral	-1.36508 *	.47320	.004	-	2.2969	-.4332
		Most important	-1.45261 *	.40086	.000	-	2.2420	-.6632
	Neutral	Least important	1.36508 *	.47320	.004	.4332	2.2969	
		Most important	-.08754	.26669	.743	-.6127	.4377	
	Most important	Least important	1.45261 *	.40086	.000	.6632	2.2420	
		Neutral	.08754	.26669	.743	-.4377	.6127	
MeanOCBO	Least important	Neutral	-.05204	.49035	.916	-	1.0177	.9136
		Most important	-.99230 *	.41540	.018	-	1.8103	-.1742
	Neutral	Least important	.05204	.49035	.916	-.9136	1.0177	
		Most important	-.94026 *	.27636	.001	-	1.4845	-.3960
	Most important	Least important	.99230 *	.41540	.018	.1742	1.8103	
		Neutral	.94026 *	.27636	.001	.3960	1.4845	
*. The mean difference is significant at the 0.05 level.								

5.3 H2 Appendices

Good wages and the aspects of job satisfaction

“Good wages” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.947 ^a	10	.227
Likelihood Ratio	15.330	10	.120
Linear-by-Linear Association	.897	1	.344
N of Valid Cases	258		
a. 9 cells (50.0%) have expected count less than 5. The minimum expected count is .65.			

“Good wages” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.551 ^a	10	.394
Likelihood Ratio	10.180	10	.425
Linear-by-Linear Association	.526	1	.468
N of Valid Cases	258		
a. 6 cells (33.3%) have expected count less than 5. The minimum expected count is 1.74.			

“Good wages” and “opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.749 ^a	8	.784
Likelihood Ratio	5.106	8	.746
Linear-by-Linear Association	.631	1	.427
N of Valid Cases	258		
a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is 2.82.			

“Good wages” and “the kind of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.220 ^a	10	.511
Likelihood Ratio	9.664	10	.470
Linear-by-Linear Association	1.515	1	.218
N of Valid Cases	258		
a. 8 cells (44.4%) have expected count less than 5. The minimum expected count is 2.17.			

“Good wages” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.270 ^a	10	.069
Likelihood Ratio	16.578	10	.084
Linear-by-Linear Association	.041	1	.839
N of Valid Cases	258		
a. 8 cells (44.4%) have expected count less than 5. The minimum expected count is 1.30.			

Tactful discipline and the aspects of job satisfaction

“Tactful discipline” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.674 ^a	10	.470
Likelihood Ratio	11.327	10	.333
Linear-by-Linear Association	1.926	1	.165
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .05.			

“Tactful discipline” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.345 ^a	10	.786
Likelihood Ratio	8.933	10	.538
Linear-by-Linear Association	1.463	1	.226
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .12.			

“Tactful discipline” and “opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.946 ^a	8	.269
Likelihood Ratio	11.392	8	.180
Linear-by-Linear Association	1.359	1	.244
N of Valid Cases	258		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .20.			

“Tactful discipline” and “the kind of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.001 ^a	10	.440
Likelihood Ratio	8.300	10	.600
Linear-by-Linear Association	.513	1	.474
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .16.			

“Tactful discipline” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.659 ^a	10	.061
Likelihood Ratio	13.979	10	.174
Linear-by-Linear Association	3.513	1	.061
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .09.			

Job security and the aspects of job satisfaction

“Job security” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.884 ^a	10	.825
Likelihood Ratio	7.325	10	.694
Linear-by-Linear Association	.001	1	.976
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .14.			

“Job security” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.778 ^a	10	.650
Likelihood Ratio	11.656	10	.309
Linear-by-Linear Association	.028	1	.867
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .37.			

“Job security” and “the opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.218 ^a	8	.324
Likelihood Ratio	9.280	8	.319
Linear-by-Linear Association	2.235	1	.135
N of Valid Cases	258		
a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .60.			

“Job security” and “the type of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.836 ^a	10	.455
Likelihood Ratio	8.775	10	.554
Linear-by-Linear Association	.129	1	.719
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .47.			

“Job security” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.563 ^a	10	.000
Likelihood Ratio	27.811	10	.002
Linear-by-Linear Association	6.105	1	.013
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .28.			

Interesting Work and the aspects of job satisfaction

“Interesting work” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.703 ^a	10	.658
Likelihood Ratio	9.919	10	.448
Linear-by-Linear Association	.203	1	.652
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .09.			

“Interesting work” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.564 ^a	10	.671
Likelihood Ratio	8.496	10	.581
Linear-by-Linear Association	5.387	1	.020
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .25.			

“Interesting work” and the “opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.266 ^a	8	.508
Likelihood Ratio	8.450	8	.391
Linear-by-Linear Association	.725	1	.395
N of Valid Cases	258		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .40.			

“Interesting work” and the “kind of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.148 ^a	10	.803
Likelihood Ratio	6.626	10	.760
Linear-by-Linear Association	.000	1	.989
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .31.			

“Interesting work” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.515 ^a	10	.064
Likelihood Ratio	15.009	10	.132
Linear-by-Linear Association	7.309	1	.007
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .19.			

Feeling of “Being in on Things” and the aspects of job satisfaction

“Feeling of being “in on things”” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.551 ^a	10	.149
Likelihood Ratio	18.041	10	.054
Linear-by-Linear Association	1.029	1	.310
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .16.			

“Feeling of being “in on things”” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.497 ^a	10	.152
Likelihood Ratio	16.053	10	.098
Linear-by-Linear Association	.168	1	.682
N of Valid Cases	258		
a. 9 cells (50.0%) have expected count less than 5. The minimum expected count is .43.			

“Feeling of being “in on things”” and “the opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.624 ^a	8	.224
Likelihood Ratio	12.236	8	.141
Linear-by-Linear Association	.771	1	.380
N of Valid Cases	258		
a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .71.			

“Feeling of being “in on things”” and “the type of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.295 ^a	10	.335
Likelihood Ratio	11.050	10	.354
Linear-by-Linear Association	1.013	1	.314
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .54.			

“Feeling of being “in on things”” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.792 ^a	10	.001
Likelihood Ratio	24.279	10	.007
Linear-by-Linear Association	6.704	1	.010
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .33.			

Sympathetic Help with Personal Problems and the aspects of job satisfaction

“Sympathetic help with personal problems” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.223 ^a	10	.027
Likelihood Ratio	21.110	10	.020
Linear-by-Linear Association	2.906	1	.088
N of Valid Cases	258		
a. 8 cells (44.4%) have expected count less than 5. The minimum expected count is .86.			

“Sympathetic help with personal problems” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.387 ^a	10	.036
Likelihood Ratio	22.037	10	.015
Linear-by-Linear Association	3.768	1	.052
N of Valid Cases	258		
a. 4 cells (22.2%) have expected count less than 5. The minimum expected count is 2.29.			

“Sympathetic help with personal problems” and “opportunities for promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.739 ^a	8	.459
Likelihood Ratio	8.368	8	.398
Linear-by-Linear Association	.173	1	.678
N of Valid Cases	258		
a. 1 cells (6.7%) have expected count less than 5. The minimum expected count is 3.73.			

“Sympathetic help with personal problems” and “the type of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.717 ^a	10	.012
Likelihood Ratio	23.404	10	.009
Linear-by-Linear Association	3.934	1	.047
N of Valid Cases	258		
a. 6 cells (33.3%) have expected count less than 5. The minimum expected count is 2.87.			

“Sympathetic help with personal problems” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.761 ^a	10	.835
Likelihood Ratio	5.804	10	.831
Linear-by-Linear Association	.027	1	.870
N of Valid Cases	258		
a. 7 cells (38.9%) have expected count less than 5. The minimum expected count is 1.72.			

Opportunities for Advancement and Development and the aspects of job satisfaction

“Opportunities for Advancement and Development” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.978 ^a	10	.817
Likelihood Ratio	9.071	10	.525
Linear-by-Linear Association	.135	1	.713
N of Valid Cases	258		
a. 10 cells (55.6%) have expected count less than 5. The minimum expected count is .14.			

“Opportunities for Advancement and Development” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.641 ^a	10	.386
Likelihood Ratio	14.565	10	.149
Linear-by-Linear Association	2.757	1	.097
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .37.			

“Opportunities for Advancement and Development” and “the opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.330 ^a	8	.137
Likelihood Ratio	13.085	8	.109
Linear-by-Linear Association	.083	1	.773
N of Valid Cases	258		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .60.			

“Opportunities for Advancement and Development” and “thetype of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.832 ^a	10	.105
Likelihood Ratio	15.798	10	.106
Linear-by-Linear Association	.419	1	.517
N of Valid Cases	258		

a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .47.

“Opportunities for Advancement and Development” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.911 ^a	10	.000
Likelihood Ratio	26.102	10	.004
Linear-by-Linear Association	.392	1	.531
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .28.			

Good Working Conditions and the aspects of job satisfaction

“Good working conditions” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.715 ^a	10	.240
Likelihood Ratio	10.851	10	.369
Linear-by-Linear Association	.125	1	.724
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .09.			

“Good working conditions” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.565 ^a	10	.149
Likelihood Ratio	18.422	10	.048
Linear-by-Linear Association	4.470	1	.034
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .25.			

“Good working conditions” and “opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.753 ^a	8	.121
Likelihood Ratio	15.310	8	.053
Linear-by-Linear Association	3.891	1	.049
N of Valid Cases	258		
a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .40.			

“Good working conditions” and “the type of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.272 ^a	10	.337
Likelihood Ratio	12.431	10	.257
Linear-by-Linear Association	.540	1	.463
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .31.			

“Good working conditions” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.073 ^a	10	.054
Likelihood Ratio	15.549	10	.113
Linear-by-Linear Association	1.390	1	.238
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .19.			

Personal Loyalty to Employees and the aspects of job satisfaction

“Personal loyalty to employees” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.000 ^a	10	.815
Likelihood Ratio	8.438	10	.586
Linear-by-Linear Association	.563	1	.453
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .14.			

“Personal loyalty to employees” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.588 ^a	10	.148
Likelihood Ratio	16.381	10	.089
Linear-by-Linear Association	.055	1	.815
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .37.			

“Personal loyalty to employees” and “opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.251 ^a	8	.248
Likelihood Ratio	10.709	8	.219
Linear-by-Linear Association	.272	1	.602
N of Valid Cases	258		
a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .60.			

“Personal loyalty to employees” and “the type of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.750 ^a	10	.141
Likelihood Ratio	13.191	10	.213
Linear-by-Linear Association	.652	1	.419
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .47.			

“Personal loyalty to employees” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.417 ^a	10	.088
Likelihood Ratio	13.869	10	.179
Linear-by-Linear Association	.367	1	.545
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .28.			

Appreciation for Accomplishments and the aspects of job satisfaction

“Appreciation for accomplishments” and “the work you do”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.048 ^a	10	.888
Likelihood Ratio	6.955	10	.730
Linear-by-Linear Association	.032	1	.857
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .14.			

“Appreciation for accomplishments” and “the pay you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.749 ^a	10	.907
Likelihood Ratio	6.864	10	.738
Linear-by-Linear Association	.760	1	.383
N of Valid Cases	258		
a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .37.			

“Appreciation for accomplishments” and “the opportunities of promotion that you have”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.908 ^a	8	.155
Likelihood Ratio	15.850	8	.045
Linear-by-Linear Association	2.839	1	.092
N of Valid Cases	258		
a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .60.			

“Appreciation for accomplishments” and “the kind of supervision that you get”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.513 ^a	10	.000
Likelihood Ratio	26.458	10	.003
Linear-by-Linear Association	1.787	1	.181
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .47.			

“Appreciation for accomplishments” and “the people on your present job”

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.885 ^a	10	.008
Likelihood Ratio	22.787	10	.012
Linear-by-Linear Association	3.021	1	.082
N of Valid Cases	258		
a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .28.			

5.4 H3 Appendices

The work you do and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCBI	Between Groups	13.584	5	2.717	2.869	.015
	Within Groups	238.614	252	.947		
	Total	252.197	257			
MeanOCBO	Between Groups	18.951	5	3.790	3.739	.003
	Within Groups	255.435	252	1.014		
	Total	274.386	257			
MeanOCB	Between Groups	15.140	5	3.028	3.805	.002
	Within Groups	200.543	252	.796		
	Total	215.683	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) The work you do	(J) The work you do	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCBI	Fascinating	Satisfying	.07037	.27138	.796	-.4641	.6048
		Good	.12926	.26926	.632	-.4010	.6595
		Exciting	-.09857	.30606	.748	-.7013	.5042
		Rewarding	-.18889	.35532	.595	-.8887	.5109
		Uninteresting	1.44444*	.47004	.002	.5187	2.3702
	Satisfying	Fascinating	-.07037	.27138	.796	-.6048	.4641
		Good	.05889	.14105	.677	-.2189	.3367
		Exciting	-.16894	.20265	.405	-.5680	.2302
Rewarding		-.25926	.27138	.340	-.7937	.2752	

		Uninteresting	1.37407*	.41029	.001	.5660	2.1821
	Good	Fascinating	-.12926	.26926	.632	-.6595	.4010
		Satisfying	-.05889	.14105	.677	-.3367	.2189
		Exciting	-.22783	.19980	.255	-.6213	.1657
		Rewarding	-.31815	.26926	.238	-.8484	.2121
		Uninteresting	1.31518*	.40889	.001	.5099	2.1205
		Exciting	Fascinating	.09857	.30606	.748	-.5042
	Satisfying		.16894	.20265	.405	-.2302	.5680
	Good		.22783	.19980	.255	-.1657	.6213
	Rewarding		-.09032	.30606	.768	-.6931	.5124
	Uninteresting		1.54301*	.43400	.000	.6883	2.3977
	Rewarding	Fascinating	.18889	.35532	.595	-.5109	.8887
		Satisfying	.25926	.27138	.340	-.2752	.7937
		Good	.31815	.26926	.238	-.2121	.8484
		Exciting	.09032	.30606	.768	-.5124	.6931
		Uninteresting	1.63333*	.47004	.001	.7076	2.5590
	Uninteresting	Fascinating	-1.44444*	.47004	.002	-2.3702	-.5187
		Satisfying	-1.37407*	.41029	.001	-2.1821	-.5660
		Good	-1.31518*	.40889	.001	-2.1205	-.5099
		Exciting	-1.54301*	.43400	.000	-2.3977	-.6883
		Rewarding	-1.63333*	.47004	.001	-2.5590	-.7076
MeanOCBO	Fascinating	Satisfying	.29508	.28078	.294	-.2579	.8481
		Good	.49115	.27859	.079	-.0575	1.0398
		Exciting	.44480	.31666	.161	-.1788	1.0684
		Rewarding	-.11270	.36763	.759	-.8367	.6113
		Uninteresting	1.74127*	.48633	.000	.7835	2.6991
	Satisfying	Fascinating	-.29508	.28078	.294	-.8481	.2579
		Good	.19607	.14594	.180	-.0913	.4835
		Exciting	.14972	.20967	.476	-.2632	.5626

		Rewarding	-.40778	.28078	.148	-.9608	.1452
		Uninteresting	1.44619*	.42450	.001	.6102	2.2822
	Good	Fascinating	-.49115	.27859	.079	-1.0398	.0575
		Satisfying	-.19607	.14594	.180	-.4835	.0913
		Exciting	-.04635	.20672	.823	-.4535	.3608
		Rewarding	-.60385*	.27859	.031	-1.1525	-.0552
		Uninteresting	1.25012*	.42305	.003	.4169	2.0833
	Exciting	Fascinating	-.44480	.31666	.161	-1.0684	.1788
		Satisfying	-.14972	.20967	.476	-.5626	.2632
		Good	.04635	.20672	.823	-.3608	.4535
		Rewarding	-.55750	.31666	.080	-1.1811	.0661
		Uninteresting	1.29647*	.44904	.004	.4121	2.1808
	Rewarding	Fascinating	.11270	.36763	.759	-.6113	.8367
		Satisfying	.40778	.28078	.148	-.1452	.9608
		Good	.60385*	.27859	.031	.0552	1.1525
		Exciting	.55750	.31666	.080	-.0661	1.1811
		Uninteresting	1.85397*	.48633	.000	.8962	2.8118
	Uninteresting	Fascinating	-1.74127*	.48633	.000	-2.6991	-.7835
		Satisfying	-1.44619*	.42450	.001	-2.2822	-.6102
		Good	-1.25012*	.42305	.003	-2.0833	-.4169
Exciting		-1.29647*	.44904	.004	-2.1808	-.4121	
Rewarding		-1.85397*	.48633	.000	-2.8118	-.8962	
MeanOCB	Fascinating	Satisfying	.19023	.24879	.445	-.2997	.6802
		Good	.31684	.24685	.200	-.1693	.8030
		Exciting	.18670	.28058	.506	-.3659	.7393
		Rewarding	-.14316	.32574	.661	-.7847	.4984
		Uninteresting	1.60427*	.43092	.000	.7556	2.4529
	Satisfying	Fascinating	-.19023	.24879	.445	-.6802	.2997
		Good	.12661	.12931	.328	-.1281	.3813

		Exciting	-.00353	.18578	.985	-.3694	.3623
		Rewarding	-.33339	.24879	.181	-.8234	.1566
		Uninteresting	1.41404*	.37613	.000	.6733	2.1548
	Good	Fascinating	-.31684	.24685	.200	-.8030	.1693
		Satisfying	-.12661	.12931	.328	-.3813	.1281
		Exciting	-.13014	.18317	.478	-.4909	.2306
		Rewarding	-.46000	.24685	.064	-.9461	.0261
		Uninteresting	1.28744*	.37485	.001	.5492	2.0257
	Exciting	Fascinating	-.18670	.28058	.506	-.7393	.3659
		Satisfying	.00353	.18578	.985	-.3623	.3694
		Good	.13014	.18317	.478	-.2306	.4909
		Rewarding	-.32986	.28058	.241	-.8824	.2227
		Uninteresting	1.41758*	.39788	.000	.6340	2.2012
	Rewarding	Fascinating	.14316	.32574	.661	-.4984	.7847
		Satisfying	.33339	.24879	.181	-.1566	.8234
		Good	.46000	.24685	.064	-.0261	.9461
		Exciting	.32986	.28058	.241	-.2227	.8824
		Uninteresting	1.74744*	.43092	.000	.8988	2.5961
	Uninteresting	Fascinating	-1.60427*	.43092	.000	-2.4529	-.7556
		Satisfying	-1.41404*	.37613	.000	-2.1548	-.6733
Good		-1.28744*	.37485	.001	-2.0257	-.5492	
Exciting		-1.41758*	.39788	.000	-2.2012	-.6340	
Rewarding		-1.74744*	.43092	.000	-2.5961	-.8988	
*. The mean difference is significant at the 0.05 level.							

The opportunities of promotion that you have and OCB, OCB-I and OCB-O

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.

MeanOCBI	Between Groups	25.157	4	6.289	7.008	.000
	Within Groups	227.041	253	.897		
	Total	252.197	257			
MeanOCBO	Between Groups	19.051	4	4.763	4.719	.001
	Within Groups	255.336	253	1.009		
	Total	274.386	257			
MeanOCB	Between Groups	21.360	4	5.340	6.953	.000
	Within Groups	194.323	253	.768		
	Total	215.683	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Opportunities of promotion that you have	(J) Opportunities of promotion that you have	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCBI	Good opportunity for promotion	Opportunities somewhat limited	.32723	.18131	.072	-.0298	.6843
		Dead-end job	1.04701*	.23984	.000	.5747	1.5194
		Fairly good chance for promotion	-.02085	.19617	.915	-.4072	.3655
		Regular promotion	.06274	.20834	.764	-.3476	.4730
	Opportunities somewhat limited	Good opportunity for promotion	-.32723	.18131	.072	-.6843	.0298

		Dead-end job	.71978*	.21066	.001	.3049	1.1346
		Fairly good chance for promotion	-.34808*	.15917	.030	-.6615	-.0346
		Regular promotion	-.26449	.17394	.130	-.6070	.0781
	Dead-end job	Good opportunity for promotion	-1.04701*	.23984	.000	- 1.5194	-.5747
		Opportunities somewhat limited	-.71978*	.21066	.001	- 1.1346	-.3049
		Fairly good chance for promotion	-1.06786*	.22358	.000	- 1.5082	-.6275
		Regular promotion	-.98427*	.23433	.000	- 1.4458	-.5228
	Fairly good chance for promotion	Good opportunity for promotion	.02085	.19617	.915	-.3655	.4072
		Opportunities somewhat limited	.34808*	.15917	.030	.0346	.6615
		Dead-end job	1.06786*	.22358	.000	.6275	1.5082
		Regular promotion	.08359	.18939	.659	-.2894	.4566
	Regular promotion	Good opportunity for promotion	-.06274	.20834	.764	-.4730	.3476

		Opportunities somewhat limited	.26449	.17394	.130	-.0781	.6070
		Dead-end job	.98427*	.23433	.000	.5228	1.4458
		Fairly good chance for promotion	-.08359	.18939	.659	-.4566	.2894
MeanOCBO	Good opportunity for promotion	Opportunities somewhat limited	.19327	.19227	.316	-.1854	.5719
		Dead-end job	.63034*	.25435	.014	.1294	1.1313
		Fairly good chance for promotion	-.28835	.20803	.167	-.6980	.1214
		Regular promotion	-.14691	.22094	.507	-.5820	.2882
	Opportunities somewhat limited	Good opportunity for promotion	-.19327	.19227	.316	-.5719	.1854
		Dead-end job	.43707	.22340	.052	-.0029	.8770
		Fairly good chance for promotion	-.48161*	.16879	.005	-.8140	-.1492
		Regular promotion	-.34018	.18447	.066	-.7035	.0231
	Dead-end job	Good opportunity for promotion	-.63034*	.25435	.014	- 1.1313	-.1294

		Opportunities somewhat limited	-.43707	.22340	.052	-.8770	.0029
		Fairly good chance for promotion	-.91869*	.23710	.000	- 1.3856	-.4517
		Regular promotion	-.77726*	.24850	.002	- 1.2667	-.2879
	Fairly good chance for promotion	Good opportunity for promotion	.28835	.20803	.167	-.1214	.6980
		Opportunities somewhat limited	.48161*	.16879	.005	.1492	.8140
		Dead-end job	.91869*	.23710	.000	.4517	1.3856
		Regular promotion	.14143	.20084	.482	-.2541	.5370
	Regular promotion	Good opportunity for promotion	.14691	.22094	.507	-.2882	.5820
		Opportunities somewhat limited	.34018	.18447	.066	-.0231	.7035
		Dead-end job	.77726*	.24850	.002	.2879	1.2667
		Fairly good chance for promotion	-.14143	.20084	.482	-.5370	.2541

MeanOCB	Good opportunity for promotion	Opportunities somewhat limited	.26443	.16773	.116	-.0659	.5948	
		Dead-end job	.83788*	.22189	.000	.4009	1.2749	
		Fairly good chance for promotion	-.15349	.18149	.398	-.5109	.2039	
		Regular promotion	-.04670	.19274	.809	-.4263	.3329	
	Opportunities somewhat limited	Good opportunity for promotion	-.26443	.16773	.116	-.5948	.0659	
		Dead-end job	.57345*	.19489	.004	.1896	.9573	
		Fairly good chance for promotion	-.41792*	.14725	.005	-.7079	-.1279	
		Regular promotion	-.31113	.16092	.054	-.6280	.0058	
	Dead-end job	Good opportunity for promotion	-.83788*	.22189	.000	-	1.2749	-.4009
		Opportunities somewhat limited	-.57345*	.19489	.004	-.9573	-.1896	
		Fairly good chance for promotion	-.99138*	.20684	.000	-	1.3987	-.5840
		Regular promotion	-.88458*	.21679	.000	-	1.3115	-.4576

	Fairly good chance for promotion	Good opportunity for promotion	.15349	.18149	.398	-.2039	.5109
		Opportunities somewhat limited	.41792*	.14725	.005	.1279	.7079
		Dead-end job	.99138*	.20684	.000	.5840	1.3987
		Regular promotion	.10680	.17521	.543	-.2383	.4519
	Regular promotion	Good opportunity for promotion	.04670	.19274	.809	-.3329	.4263
		Opportunities somewhat limited	.31113	.16092	.054	-.0058	.6280
		Dead-end job	.88458*	.21679	.000	.4576	1.3115
		Fairly good chance for promotion	-.10680	.17521	.543	-.4519	.2383
*. The mean difference is significant at the 0.05 level.							

The kind of supervision that you get and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCBI	Between Groups	56.149	5	11.230	14.435	.000
	Within Groups	196.048	252	.778		
	Total	252.197	257			
MeanOCBO	Between Groups	52.243	5	10.449	11.853	.000
	Within Groups	222.143	252	.882		

	Total	274.386	257			
MeanOCB	Between Groups	53.093	5	10.619	16.458	.000
	Within Groups	162.590	252	.645		
	Total	215.683	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) The kind of supervision that you get	(J) The kind of supervision that you get	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOCBI	Praises good work	Tactful	.25728	.19631	.191	-.1293	.6439
		Influential	1.04744*	.23208	.000	.5904	1.5045
		Up-to-date	.91910*	.21466	.000	.4963	1.3419
		Annoying	1.52244*	.22433	.000	1.0806	1.9642
		Knows job well	.19696	.14933	.188	-.0971	.4911
	Tactful	Praises good work	-.25728	.19631	.191	-.6439	.1293
		Influential	.79015*	.24995	.002	.2979	1.2824
		Up-to-date	.66182*	.23387	.005	.2012	1.1224
		Annoying	1.26515*	.24277	.000	.7870	1.7433
		Knows job well	-.06032	.17582	.732	-.4066	.2860
	Influential	Praises good work	-1.04744*	.23208	.000	-1.5045	-.5904
		Tactful	-.79015*	.24995	.002	-1.2824	-.2979
		Up-to-date	-.12833	.26461	.628	-.6495	.3928
		Annoying	.47500	.27251	.083	-.0617	1.0117

		Knows job well	-.85047*	.21503	.000	-1.2740	-.4270
	Up-to-date	Praises good work	-.91910*	.21466	.000	-1.3419	-.4963
		Tactful	-.66182*	.23387	.005	-1.1224	-.2012
		Influential	.12833	.26461	.628	-.3928	.6495
		Annoying	.60333*	.25784	.020	.0955	1.1111
		Knows job well	-.72214*	.19611	.000	-1.1084	-.3359
		Annoying	Praises good work	-1.52244*	.22433	.000	-1.9642
	Tactful		-1.26515*	.24277	.000	-1.7433	-.7870
	Influential		-.47500	.27251	.083	-1.0117	.0617
	Up-to-date		-.60333*	.25784	.020	-1.1111	-.0955
	Knows job well		-1.32547*	.20664	.000	-1.7324	-.9185
	Knows job well	Praises good work	-.19696	.14933	.188	-.4911	.0971
		Tactful	.06032	.17582	.732	-.2860	.4066
		Influential	.85047*	.21503	.000	.4270	1.2740
		Up-to-date	.72214*	.19611	.000	.3359	1.1084
		Annoying	1.32547*	.20664	.000	.9185	1.7324
MeanOCBO	Praises good work	Tactful	.43439*	.20896	.039	.0229	.8459
		Influential	1.17150*	.24704	.000	.6850	1.6580
		Up-to-date	.97226*	.22850	.000	.5222	1.4223
		Annoying	1.25574*	.23879	.000	.7855	1.7260
		Knows job well	.13078	.15896	.411	-.1823	.4438

	Tactful	Praises good work	-.43439*	.20896	.039	-.8459	-.0229
		Influential	.73711*	.26606	.006	.2131	1.2611
		Up-to-date	.53788*	.24894	.032	.0476	1.0282
		Annoying	.82136*	.25842	.002	.3124	1.3303
		Knows job well	-.30360	.18716	.106	-.6722	.0650
	Influential	Praises good work	-1.17150*	.24704	.000	-1.6580	-.6850
		Tactful	-.73711*	.26606	.006	-1.2611	-.2131
		Up-to-date	-.19924	.28167	.480	-.7540	.3555
		Annoying	.08424	.29008	.772	-.4870	.6555
		Knows job well	-1.04072*	.22889	.000	-1.4915	-.5899
	Up-to-date	Praises good work	-.97226*	.22850	.000	-1.4223	-.5222
		Tactful	-.53788*	.24894	.032	-1.0282	-.0476
		Influential	.19924	.28167	.480	-.3555	.7540
		Annoying	.28348	.27446	.303	-.2571	.8240
		Knows job well	-.84148*	.20875	.000	-1.2526	-.4304
	Annoying	Praises good work	-1.25574*	.23879	.000	-1.7260	-.7855
		Tactful	-.82136*	.25842	.002	-1.3303	-.3124
		Influential	-.08424	.29008	.772	-.6555	.4870
		Up-to-date	-.28348	.27446	.303	-.8240	.2571
		Knows job well	-1.12496*	.21997	.000	-1.5582	-.6918

	Knows job well	Praises good work	-.13078	.15896	.411	-.4438	.1823
		Tactful	.30360	.18716	.106	-.0650	.6722
		Influential	1.04072*	.22889	.000	.5899	1.4915
		Up-to-date	.84148*	.20875	.000	.4304	1.2526
		Annoying	1.12496*	.21997	.000	.6918	1.5582
MeanOCB	Praises good work	Tactful	.35260*	.17877	.050	.0005	.7047
		Influential	1.10845*	.21135	.000	.6922	1.5247
		Up-to-date	.94890*	.19549	.000	.5639	1.3339
		Annoying	1.37733*	.20429	.000	.9750	1.7797
		Knows job well	.15963	.13599	.242	-.1082	.4275
	Tactful	Praises good work	-.35260*	.17877	.050	-.7047	-.0005
		Influential	.75585*	.22762	.001	.3076	1.2041
		Up-to-date	.59631*	.21298	.006	.1769	1.0157
		Annoying	1.02473*	.22109	.000	.5893	1.4601
		Knows job well	-.19296	.16012	.229	-.5083	.1224
	Influential	Praises good work	-1.10845*	.21135	.000	-1.5247	-.6922
		Tactful	-.75585*	.22762	.001	-1.2041	-.3076
		Up-to-date	-.15954	.24097	.509	-.6341	.3150
		Annoying	.26888	.24817	.280	-.2199	.7576
		Knows job well	-.94881*	.19582	.000	-1.3345	-.5632
	Up-to-date	Praises good work	-.94890*	.19549	.000	-1.3339	-.5639
		Tactful	-.59631*	.21298	.006	-1.0157	-.1769

		Influential	.15954	.24097	.509	-.3150	.6341
		Annoying	.42842	.23481	.069	-.0340	.8909
		Knows job well	-.78927*	.17859	.000	-1.1410	-.4376
	Annoying	Praises good work	-1.37733*	.20429	.000	-1.7797	-.9750
		Tactful	-1.02473*	.22109	.000	-1.4601	-.5893
		Influential	-.26888	.24817	.280	-.7576	.2199
		Up-to-date	-.42842	.23481	.069	-.8909	.0340
		Knows job well	-1.21769*	.18819	.000	-1.5883	-.8471
	Knows job well	Praises good work	-.15963	.13599	.242	-.4275	.1082
		Tactful	.19296	.16012	.229	-.1224	.5083
		Influential	.94881*	.19582	.000	.5632	1.3345
		Up-to-date	.78927*	.17859	.000	.4376	1.1410
		Annoying	1.21769*	.18819	.000	.8471	1.5883

*. The mean difference is significant at the 0.05 level.

The people on your present job and OCB, OCB-I and OCB-O

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOCBI	Between Groups	43.345	5	8.669	10.460	.000
	Within Groups	208.853	252	.829		
	Total	252.197	257			
MeanOCBO	Between Groups	27.425	5	5.485	5.597	.000
	Within Groups	246.962	252	.980		
	Total	274.386	257			

MeanOCB	Between Groups	33.124	5	6.625	9.145	.000
	Within Groups	182.560	252	.724		
	Total	215.683	257			

Multiple Comparisons								
LSD								
Dependent Variable	(I) The majority of people with whom you work or meet in connection with your work	(J) The majority of people with whom you work or meet in connection with your work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
MeanOCBI	Boring	Slow	.86667*	.33831	.011	.2004	1.5329	
		Responsible	-.35164	.24716	.156	-.8384	.1351	
		Smart	-.44423	.26681	.097	-.9697	.0812	
		Lazy	.54058	.30214	.075	-.0545	1.1356	
		Frustrating	.63056	.35259	.075	-.0638	1.3249	
	Slow	Boring	-.86667*	.33831	.011	-	1.5329	-.2004
		Responsible	-1.21831*	.25502	.000	1.7206	-	-.7161
		Smart	-1.31090*	.27411	.000	1.8507	-	-.7711
		Lazy	-.32609	.30860	.292	-.9338	.2817	
		Frustrating	-.23611	.35814	.510	-.9414	.4692	
	Responsible	Boring	.35164	.24716	.156	-.1351	.8384	
		Slow	1.21831*	.25502	.000	.7161	1.7206	
		Smart	-.09259	.14756	.531	-.3832	.1980	
		Lazy	.89222*	.20462	.000	.4892	1.2952	

		Frustrating	.98220*	.27368	.000	.4432	1.5212
	Smart	Boring	.44423	.26681	.097	-.0812	.9697
		Slow	1.31090*	.27411	.000	.7711	1.8507
		Responsible	.09259	.14756	.531	-.1980	.3832
		Lazy	.98481*	.22797	.000	.5358	1.4338
		Frustrating	1.07479*	.29155	.000	.5006	1.6490
		Lazy	Boring	-.54058	.30214	.075	-
	Slow		.32609	.30860	.292	1.1356	.9338
	Responsible		-.89222*	.20462	.000	-	-.4892
	Smart		-.98481*	.22797	.000	1.2952	-.5358
	Frustrating		.08998	.32419	.782	-	.7284
	Frustrating	Boring	-.63056	.35259	.075	-	.0638
		Slow	.23611	.35814	.510	1.3249	.9414
		Responsible	-.98220*	.27368	.000	-	-.4432
		Smart	-1.07479*	.29155	.000	1.5212	-.5006
		Lazy	-.08998	.32419	.782	-	.5485
MeanOCBO	Boring	Slow	.17023	.36788	.644	-.5543	.8947
		Responsible	-.78824*	.26877	.004	-	-.2589
		Smart	-.87690*	.29014	.003	1.3176	-.3055
		Lazy	-.27365	.32855	.406	-	.3734
		Frustrating	-.14171	.38341	.712	1.4483	.6134

	Slow	Boring	-.17023	.36788	.644	-.8947	.5543
		Responsible	-.95847*	.27731	.001	- 1.5046	-.4123
		Smart	-1.04713*	.29807	.001	- 1.6342	-.4601
		Lazy	-.44388	.33557	.187	- 1.1048	.2170
		Frustrating	-.31193	.38945	.424	- 1.0789	.4550
	Responsible	Boring	.78824*	.26877	.004	.2589	1.3176
		Slow	.95847*	.27731	.001	.4123	1.5046
		Smart	-.08866	.16046	.581	-.4047	.2274
		Lazy	.51459*	.22251	.022	.0764	.9528
		Frustrating	.64653*	.29760	.031	.0604	1.2326
	Smart	Boring	.87690*	.29014	.003	.3055	1.4483
		Slow	1.04713*	.29807	.001	.4601	1.6342
		Responsible	.08866	.16046	.581	-.2274	.4047
		Lazy	.60325*	.24790	.016	.1150	1.0915
		Frustrating	.73520*	.31704	.021	.1108	1.3596
	Lazy	Boring	.27365	.32855	.406	-.3734	.9207
		Slow	.44388	.33557	.187	-.2170	1.1048
		Responsible	-.51459*	.22251	.022	-.9528	-.0764
		Smart	-.60325*	.24790	.016	- 1.0915	-.1150
		Frustrating	.13194	.35253	.709	-.5623	.8262
	Frustrating	Boring	.14171	.38341	.712	-.6134	.8968
		Slow	.31193	.38945	.424	-.4550	1.0789
		Responsible	-.64653*	.29760	.031	- 1.2326	-.0604

		Smart	-.73520*	.31704	.021	-	-1.108
		Lazy	-.13194	.35253	.709	-	.5623
MeanOCB	Boring	Slow	.49804	.31629	.117	-	1.1210
		Responsible	-.58638*	.23108	.012	-	-1.1313
		Smart	-.67354*	.24946	.007	-	-1.1823
		Lazy	.10863	.28248	.701	-	1.1648
		Frustrating	.22531	.32965	.495	-	.6650
	Slow	Boring	-.49804	.31629	.117	-	.1249
		Responsible	-1.08441*	.23843	.000	-	-1.6148
		Smart	-1.17157*	.25628	.000	-	-1.6669
		Lazy	-.38940	.28852	.178	-	.1788
		Frustrating	-.27272	.33484	.416	-	.3867
	Responsible	Boring	.58638*	.23108	.012	-	1.0415
		Slow	1.08441*	.23843	.000	-	1.5540
		Smart	-.08716	.13796	.528	-	.1845
		Lazy	.69501*	.19131	.000	-	1.0718
		Frustrating	.81169*	.25587	.002	-	1.3156
	Smart	Boring	.67354*	.24946	.007	-	1.1648
		Slow	1.17157*	.25628	.000	-	1.6763
		Responsible	.08716	.13796	.528	-	.3589
		Lazy	.78217*	.21314	.000	-	1.2019
		Frustrating	.89885*	.27258	.001	-	1.4357
Lazy	Boring	-.10863	.28248	.701	-	.4477	

		Slow	.38940	.28852	.178	-.1788	.9576
		Responsible	-.69501*	.19131	.000	- 1.0718	-.3182
		Smart	-.78217*	.21314	.000	- 1.2019	-.3624
		Frustrating	.11668	.30310	.701	-.4803	.7136
	Frustrating	Boring	-.22531	.32965	.495	-.8745	.4239
		Slow	.27272	.33484	.416	-.3867	.9322
		Responsible	-.81169*	.25587	.002	- 1.3156	-.3078
		Smart	-.89885*	.27258	.001	- 1.4357	-.3620
		Lazy	-.11668	.30310	.701	-.7136	.4803
	*. The mean difference is significant at the 0.05 level.						

5.5 H4 Appendices

The work you do and OC, OCA, OCC and OCN

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOC	Between Groups	21.527	5	4.305	4.807	.000
	Within Groups	225.679	252	.896		
	Total	247.206	257			
MeanOCA	Between Groups	55.425	5	11.085	8.463	.000
	Within Groups	330.080	252	1.310		
	Total	385.505	257			
MeanOCC	Between Groups	13.673	5	2.735	2.157	.059
	Within Groups	319.523	252	1.268		
	Total	333.196	257			
MeanOCN	Between Groups	12.151	5	2.430	2.207	.054
	Within Groups	277.473	252	1.101		
	Total	289.624	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) The work you do	(J) The work you do	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOC	Fascinating	Satisfying	.28696	.26392	.278	-.2328	.8067
		Good	.34360	.26186	.191	-.1721	.8593
		Exciting	.09801	.29764	.742	-.4882	.6842
		Rewarding	-.23042	.34555	.506	-.9110	.4501
		Uninteresting	1.86150*	.45712	.000	.9612	2.7618
	Satisfying	Fascinating	-.28696	.26392	.278	-.8067	.2328

		Good	.05665	.13718	.680	-.2135	.3268
		Exciting	-.18895	.19708	.339	-.5771	.1992
		Rewarding	-.51737	.26392	.051	-1.0371	.0024
		Uninteresting	1.57454*	.39901	.000	.7887	2.3604
	Good	Fascinating	-.34360	.26186	.191	-.8593	.1721
		Satisfying	-.05665	.13718	.680	-.3268	.2135
		Exciting	-.24559	.19431	.207	-.6283	.1371
		Rewarding	-.57402*	.26186	.029	-1.0897	-.0583
		Uninteresting	1.51790*	.39765	.000	.7348	2.3010
	Exciting	Fascinating	-.09801	.29764	.742	-.6842	.4882
		Satisfying	.18895	.19708	.339	-.1992	.5771
		Good	.24559	.19431	.207	-.1371	.6283
		Rewarding	-.32843	.29764	.271	-.9146	.2578
		Uninteresting	1.76349*	.42208	.000	.9322	2.5947
	Rewarding	Fascinating	.23042	.34555	.506	-.4501	.9110
		Satisfying	.51737	.26392	.051	-.0024	1.0371
		Good	.57402*	.26186	.029	.0583	1.0897
		Exciting	.32843	.29764	.271	-.2578	.9146
		Uninteresting	2.09192*	.45712	.000	1.1916	2.9922
	Uninteresting	Fascinating	-1.86150*	.45712	.000	-2.7618	-.9612
Satisfying		-1.57454*	.39901	.000	-2.3604	-.7887	
Good		-1.51790*	.39765	.000	-2.3010	-.7348	
Exciting		-1.76349*	.42208	.000	-2.5947	-.9322	
Rewarding		-2.09192*	.45712	.000	-2.9922	-1.1916	
MeanOCA	Fascinating	Satisfying	.62533	.31918	.051	-.0033	1.2539
		Good	.60102	.31669	.059	-.0227	1.2247
		Exciting	.35693	.35997	.322	-.3520	1.0659
		Rewarding	-.10103	.41791	.809	-.9241	.7220
		Uninteresting	3.21647*	.55284	.000	2.1277	4.3052

	Satisfying	Fascinating	-.62533	.31918	.051	-1.2539	.0033
		Good	-.02431	.16590	.884	-.3510	.3024
		Exciting	-.26841	.23834	.261	-.7378	.2010
		Rewarding	-.72636*	.31918	.024	-1.3550	-.0978
		Uninteresting	2.59114*	.48256	.000	1.6408	3.5415
	Good	Fascinating	-.60102	.31669	.059	-1.2247	.0227
		Satisfying	.02431	.16590	.884	-.3024	.3510
		Exciting	-.24410	.23499	.300	-.7069	.2187
		Rewarding	-.70205*	.31669	.028	-1.3257	-.0784
		Uninteresting	2.61545*	.48091	.000	1.6683	3.5626
	Exciting	Fascinating	-.35693	.35997	.322	-1.0659	.3520
		Satisfying	.26841	.23834	.261	-.2010	.7378
		Good	.24410	.23499	.300	-.2187	.7069
		Rewarding	-.45796	.35997	.204	-1.1669	.2510
		Uninteresting	2.85954*	.51045	.000	1.8543	3.8648
	Rewarding	Fascinating	.10103	.41791	.809	-.7220	.9241
		Satisfying	.72636*	.31918	.024	.0978	1.3550
		Good	.70205*	.31669	.028	.0784	1.3257
		Exciting	.45796	.35997	.204	-.2510	1.1669
		Uninteresting	3.31750*	.55284	.000	2.2287	4.4063
Uninteresting	Fascinating	-3.21647*	.55284	.000	-4.3052	-2.1277	
	Satisfying	-2.59114*	.48256	.000	-3.5415	-1.6408	
	Good	-2.61545*	.48091	.000	-3.5626	-1.6683	
	Exciting	-2.85954*	.51045	.000	-3.8648	-1.8543	
	Rewarding	-3.31750*	.55284	.000	-4.4063	-2.2287	
MeanOCC	Fascinating	Satisfying	-.02123	.31404	.946	-.6397	.5972
		Good	.06352	.31158	.839	-.5501	.6772
		Exciting	-.30591	.35416	.389	-1.0034	.3916
		Rewarding	-.32738	.41117	.427	-1.1371	.4824

		Uninteresting	1.20714*	.54393	.027	.1359	2.2784
	Satisfying	Fascinating	.02123	.31404	.946	-.5972	.6397
		Good	.08475	.16322	.604	-.2367	.4062
		Exciting	-.28468	.23450	.226	-.7465	.1771
		Rewarding	-.30615	.31404	.331	-.9246	.3123
		Uninteresting	1.22837*	.47478	.010	.2933	2.1634
		Good	Fascinating	-.06352	.31158	.839	-.6772
	Satisfying		-.08475	.16322	.604	-.4062	.2367
	Exciting		-.36943	.23120	.111	-.8248	.0859
	Rewarding		-.39090	.31158	.211	-1.0045	.2227
	Uninteresting		1.14362*	.47316	.016	.2118	2.0755
	Exciting	Fascinating	.30591	.35416	.389	-.3916	1.0034
		Satisfying	.28468	.23450	.226	-.1771	.7465
		Good	.36943	.23120	.111	-.0859	.8248
		Rewarding	-.02147	.35416	.952	-.7190	.6760
		Uninteresting	1.51306*	.50222	.003	.5240	2.5021
	Rewarding	Fascinating	.32738	.41117	.427	-.4824	1.1371
		Satisfying	.30615	.31404	.331	-.3123	.9246
		Good	.39090	.31158	.211	-.2227	1.0045
		Exciting	.02147	.35416	.952	-.6760	.7190
		Uninteresting	1.53452*	.54393	.005	.4633	2.6057
	Uninteresting	Fascinating	-1.20714*	.54393	.027	-2.2784	-.1359
		Satisfying	-1.22837*	.47478	.010	-2.1634	-.2933
		Good	-1.14362*	.47316	.016	-2.0755	-.2118
		Exciting	-1.51306*	.50222	.003	-2.5021	-.5240
		Rewarding	-1.53452*	.54393	.005	-2.6057	-.4633
MeanOCN	Fascinating	Satisfying	.29349	.29264	.317	-.2828	.8698
		Good	.40599	.29036	.163	-.1658	.9778
		Exciting	.27852	.33004	.400	-.3715	.9285

		Rewarding	-.23333	.38316	.543	-.9879	.5213
		Uninteresting	1.24944*	.50687	.014	.2512	2.2477
	Satisfying	Fascinating	-.29349	.29264	.317	-.8698	.2828
		Good	.11249	.15211	.460	-.1871	.4121
		Exciting	-.01498	.21852	.945	-.4453	.4154
		Rewarding	-.52683	.29264	.073	-1.1032	.0495
		Uninteresting	.95595*	.44243	.032	.0846	1.8273
	Good	Fascinating	-.40599	.29036	.163	-.9778	.1658
		Satisfying	-.11249	.15211	.460	-.4121	.1871
		Exciting	-.12747	.21545	.555	-.5518	.2968
		Rewarding	-.63932*	.29036	.029	-1.2112	-.0675
		Uninteresting	.84346	.44093	.057	-.0249	1.7118
	Exciting	Fascinating	-.27852	.33004	.400	-.9285	.3715
		Satisfying	.01498	.21852	.945	-.4154	.4453
		Good	.12747	.21545	.555	-.2968	.5518
		Rewarding	-.51185	.33004	.122	-1.1618	.1381
		Uninteresting	.97093*	.46801	.039	.0492	1.8926
	Rewarding	Fascinating	.23333	.38316	.543	-.5213	.9879
		Satisfying	.52683	.29264	.073	-.0495	1.1032
		Good	.63932*	.29036	.029	.0675	1.2112
		Exciting	.51185	.33004	.122	-.1381	1.1618
		Uninteresting	1.48278*	.50687	.004	.4845	2.4810
	Uninteresting	Fascinating	-1.24944*	.50687	.014	-2.2477	-.2512
		Satisfying	-.95595*	.44243	.032	-1.8273	-.0846
		Good	-.84346	.44093	.057	-1.7118	.0249
		Exciting	-.97093*	.46801	.039	-1.8926	-.0492
		Rewarding	-1.48278*	.50687	.004	-2.4810	-.4845
*. The mean difference is significant at the 0.05 level.							

The pay you get and OC, OCA, OCC and OCN

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOC	Between Groups	22.711	5	4.542	5.099	.000
	Within Groups	224.495	252	.891		
	Total	247.206	257			
MeanOCA	Between Groups	26.860	5	5.372	3.775	.003
	Within Groups	358.645	252	1.423		
	Total	385.505	257			
MeanOCC	Between Groups	39.523	5	7.905	6.783	.000
	Within Groups	293.672	252	1.165		
	Total	333.196	257			
MeanOCN	Between Groups	12.226	5	2.445	2.221	.053
	Within Groups	277.398	252	1.101		
	Total	289.624	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) The pay you get	(J) The pay you get	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOC	Barely live on income	Bad	.14138	.23364	.546	-.3187	.6015
		Comfortable	-.51488*	.16755	.002	-.8449	-.1849
		Well paid	-.49366*	.21951	.025	-.9260	-.0613
		Enough to live on	-.57983*	.18430	.002	-.9428	-.2169
		Underpaid	.22032	.27045	.416	-.3123	.7530
	Bad	Barely live on income	-.14138	.23364	.546	-.6015	.3187
		Comfortable	-.65626*	.21846	.003	-1.0865	-.2260
		Well paid	-.63504*	.26046	.015	-1.1480	-.1221
		Enough to live on	-.72122*	.23155	.002	-1.1772	-.2652
		Underpaid	.07894	.30463	.796	-.5210	.6789

	Comfortable	Barely live on income	.51488*	.16755	.002	.1849	.8449
		Bad	.65626*	.21846	.003	.2260	1.0865
		Well paid	.02122	.20328	.917	-.3791	.4216
		Enough to live on	-.06495	.16463	.694	-.3892	.2593
		Underpaid	.73520*	.25746	.005	.2282	1.2422
	Well paid	Barely live on income	.49366*	.21951	.025	.0613	.9260
		Bad	.63504*	.26046	.015	.1221	1.1480
		Comfortable	-.02122	.20328	.917	-.4216	.3791
		Enough to live on	-.08618	.21729	.692	-.5141	.3418
		Underpaid	.71398*	.29393	.016	.1351	1.2929
	Enough to live on	Barely live on income	.57983*	.18430	.002	.2169	.9428
		Bad	.72122*	.23155	.002	.2652	1.1772
		Comfortable	.06495	.16463	.694	-.2593	.3892
		Well paid	.08618	.21729	.692	-.3418	.5141
		Underpaid	.80015*	.26865	.003	.2711	1.3292
	Underpaid	Barely live on income	-.22032	.27045	.416	-.7530	.3123
		Bad	-.07894	.30463	.796	-.6789	.5210
		Comfortable	-.73520*	.25746	.005	-1.2422	-.2282
		Well paid	-.71398*	.29393	.016	-1.2929	-.1351
		Enough to live on	-.80015*	.26865	.003	-1.3292	-.2711
MeanOCA	Barely live on income	Bad	.51824	.29531	.080	-.0633	1.0998
		Comfortable	-.43218*	.21177	.042	-.8493	-.0151
		Well paid	-.53345	.27746	.056	-1.0799	.0130
		Enough to live on	-.36886	.23294	.115	-.8276	.0899
		Underpaid	.24716	.34184	.470	-.4261	.9204
	Bad	Barely live on income	-.51824	.29531	.080	-1.0998	.0633
		Comfortable	-.95043*	.27612	.001	-1.4942	-.4066
		Well paid	-1.05169*	.32920	.002	-1.7000	-.4033

		Enough to live on	-.88710*	.29267	.003	-1.4635	-.3107
		Underpaid	-.27108	.38503	.482	-1.0294	.4872
	Comfortable	Barely live on income	.43218*	.21177	.042	.0151	.8493
		Bad	.95043*	.27612	.001	.4066	1.4942
		Well paid	-.10126	.25694	.694	-.6073	.4048
		Enough to live on	.06332	.20808	.761	-.3465	.4731
		Underpaid	.67934*	.32541	.038	.0385	1.3202
	Well paid	Barely live on income	.53345	.27746	.056	-.0130	1.0799
		Bad	1.05169*	.32920	.002	.4033	1.7000
		Comfortable	.10126	.25694	.694	-.4048	.6073
		Enough to live on	.16459	.27465	.550	-.3763	.7055
		Underpaid	.78061*	.37152	.037	.0489	1.5123
	Enough to live on	Barely live on income	.36886	.23294	.115	-.0899	.8276
		Bad	.88710*	.29267	.003	.3107	1.4635
		Comfortable	-.06332	.20808	.761	-.4731	.3465
		Well paid	-.16459	.27465	.550	-.7055	.3763
		Underpaid	.61602	.33957	.071	-.0527	1.2848
	Underpaid	Barely live on income	-.24716	.34184	.470	-.9204	.4261
		Bad	.27108	.38503	.482	-.4872	1.0294
		Comfortable	-.67934*	.32541	.038	-1.3202	-.0385
Well paid		-.78061*	.37152	.037	-1.5123	-.0489	
Enough to live on		-.61602	.33957	.071	-1.2848	.0527	
MeanOCC	Barely live on income	Bad	-.05182	.26722	.846	-.5781	.4745
		Comfortable	-.71190*	.19163	.000	-1.0893	-.3345
		Well paid	-.67641*	.25107	.008	-1.1709	-.1820
		Enough to live on	-.83456*	.21079	.000	-1.2497	-.4194
		Underpaid	.34922	.30933	.260	-.2600	.9584

	Bad	Barely live on income	.05182	.26722	.846	-.4745	.5781
		Comfortable	-.66008*	.24986	.009	-1.1522	-.1680
		Well paid	-.62459*	.29790	.037	-1.2113	-.0379
		Enough to live on	-.78274*	.26484	.003	-1.3043	-.2612
		Underpaid	.40104	.34841	.251	-.2851	1.0872
	Comfortable	Barely live on income	.71190*	.19163	.000	.3345	1.0893
		Bad	.66008*	.24986	.009	.1680	1.1522
		Well paid	.03549	.23250	.879	-.4224	.4934
		Enough to live on	-.12266	.18829	.515	-.4935	.2482
		Underpaid	1.06112*	.29446	.000	.4812	1.6410
	Well paid	Barely live on income	.67641*	.25107	.008	.1820	1.1709
		Bad	.62459*	.29790	.037	.0379	1.2113
		Comfortable	-.03549	.23250	.879	-.4934	.4224
		Enough to live on	-.15815	.24853	.525	-.6476	.3313
		Underpaid	1.02563*	.33619	.003	.3635	1.6877
	Enough to live on	Barely live on income	.83456*	.21079	.000	.4194	1.2497
		Bad	.78274*	.26484	.003	.2612	1.3043
		Comfortable	.12266	.18829	.515	-.2482	.4935
		Well paid	.15815	.24853	.525	-.3313	.6476
		Underpaid	1.18378*	.30727	.000	.5786	1.7889
Underpaid	Barely live on income	-.34922	.30933	.260	-.9584	.2600	
	Bad	-.40104	.34841	.251	-1.0872	.2851	
	Comfortable	-1.06112*	.29446	.000	-1.6410	-.4812	
	Well paid	-1.02563*	.33619	.003	-1.6877	-.3635	
	Enough to live on	-1.18378*	.30727	.000	-1.7889	-.5786	
MeanOCN	Barely live on income	Bad	-.05351	.25971	.837	-.5650	.4580
		Comfortable	-.43337*	.18625	.021	-.8002	-.0666
		Well paid	-.28541	.24401	.243	-.7660	.1951

		Enough to live on	-.52817*	.20486	.011	-.9316	-.1247
		Underpaid	.04620	.30064	.878	-.5459	.6383
	Bad	Barely live on income	.05351	.25971	.837	-.4580	.5650
		Comfortable	-.37986	.24284	.119	-.8581	.0984
		Well paid	-.23191	.28952	.424	-.8021	.3383
		Enough to live on	-.47466	.25739	.066	-.9816	.0323
		Underpaid	.09970	.33862	.769	-.5672	.7666
	Comfortable	Barely live on income	.43337*	.18625	.021	.0666	.8002
		Bad	.37986	.24284	.119	-.0984	.8581
		Well paid	.14795	.22597	.513	-.2971	.5930
		Enough to live on	-.09480	.18300	.605	-.4552	.2656
		Underpaid	.47956	.28619	.095	-.0841	1.0432
	Well paid	Barely live on income	.28541	.24401	.243	-.1951	.7660
		Bad	.23191	.28952	.424	-.3383	.8021
		Comfortable	-.14795	.22597	.513	-.5930	.2971
		Enough to live on	-.24275	.24154	.316	-.7185	.2329
		Underpaid	.33161	.32674	.311	-.3119	.9751
	Enough to live on	Barely live on income	.52817*	.20486	.011	.1247	.9316
		Bad	.47466	.25739	.066	-.0323	.9816
		Comfortable	.09480	.18300	.605	-.2656	.4552
		Well paid	.24275	.24154	.316	-.2329	.7185
		Underpaid	.57436	.29864	.056	-.0138	1.1625
	Underpaid	Barely live on income	-.04620	.30064	.878	-.6383	.5459
		Bad	-.09970	.33862	.769	-.7666	.5672
		Comfortable	-.47956	.28619	.095	-1.0432	.0841
		Well paid	-.33161	.32674	.311	-.9751	.3119
		Enough to live on	-.57436	.29864	.056	-1.1625	.0138

*. The mean difference is significant at the 0.05 level.

The opportunities of promotion that you have and OC, OCA, OCC and OCN

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOC	Between Groups	30.854	4	7.714	9.020	.000
	Within Groups	216.352	253	.855		
	Total	247.206	257			
MeanOCA	Between Groups	65.762	4	16.440	13.009	.000
	Within Groups	319.743	253	1.264		
	Total	385.505	257			
MeanOCC	Between Groups	17.904	4	4.476	3.592	.007
	Within Groups	315.292	253	1.246		
	Total	333.196	257			
MeanOCN	Between Groups	27.301	4	6.825	6.583	.000
	Within Groups	262.323	253	1.037		
	Total	289.624	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) Opportunities of promotion that you have	(J) Opportunities of promotion that you have	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOC	Good opportunity for promotion	Opportunities somewhat limited	.59864*	.17699	.001	.2501	.9472
		Dead-end job	1.13810*	.23413	.000	.6770	1.5992
		Fairly good chance for promotion	.07625	.19150	.691	-.3009	.4534
		Regular promotion	.26368	.20338	.196	-.1368	.6642
	Opportunities somewhat limited	Good opportunity for promotion	-.59864*	.17699	.001	-.9472	-.2501
		Dead-end job	.53947*	.20564	.009	.1345	.9444

		Fairly good chance for promotion	-.52238*	.15537	.001	-.8284	-.2164
		Regular promotion	-.33496*	.16980	.050	-.6694	-.0006
	Dead-end job	Good opportunity for promotion	-1.13810*	.23413	.000	- 1.5992	-.6770
		Opportunities somewhat limited	-.53947*	.20564	.009	-.9444	-.1345
		Fairly good chance for promotion	-1.06185*	.21825	.000	- 1.4917	-.6320
		Regular promotion	-.87442*	.22875	.000	- 1.3249	-.4239
	Fairly good chance for promotion	Good opportunity for promotion	-.07625	.19150	.691	-.4534	.3009
		Opportunities somewhat limited	.52238*	.15537	.001	.2164	.8284
		Dead-end job	1.06185*	.21825	.000	.6320	1.4917
		Regular promotion	.18742	.18488	.312	-.1767	.5515
	Regular promotion	Good opportunity for promotion	-.26368	.20338	.196	-.6642	.1368
		Opportunities somewhat limited	.33496*	.16980	.050	.0006	.6694
		Dead-end job	.87442*	.22875	.000	.4239	1.3249
		Fairly good chance for promotion	-.18742	.18488	.312	-.5515	.1767
MeanOCA	Good opportunity for promotion	Opportunities somewhat limited	.72925*	.21516	.001	.3055	1.1530

		Dead-end job	1.80011*	.28463	.000	1.2396	2.3606
		Fairly good chance for promotion	.18417	.23280	.430	-.2743	.6426
		Regular promotion	.30063	.24724	.225	-.1863	.7875
	Opportunities somewhat limited	Good opportunity for promotion	-.72925*	.21516	.001	- 1.1530	-.3055
		Dead-end job	1.07086*	.24999	.000	.5785	1.5632
		Fairly good chance for promotion	-.54508*	.18889	.004	-.9171	-.1731
		Regular promotion	-.42862*	.20642	.039	-.8352	-.0221
	Dead-end job	Good opportunity for promotion	-1.80011*	.28463	.000	- 2.3606	- 1.2396
		Opportunities somewhat limited	-1.07086*	.24999	.000	- 1.5632	- .5785
		Fairly good chance for promotion	-1.61594*	.26533	.000	- 2.1385	- 1.0934
		Regular promotion	-1.49948*	.27808	.000	- 2.0471	- .9518
	Fairly good chance for promotion	Good opportunity for promotion	-.18417	.23280	.430	-.6426	.2743
		Opportunities somewhat limited	.54508*	.18889	.004	.1731	.9171
		Dead-end job	1.61594*	.26533	.000	1.0934	2.1385
		Regular promotion	.11646	.22475	.605	-.3262	.5591
	Regular promotion	Good opportunity for promotion	-.30063	.24724	.225	-.7875	.1863

		Opportunities somewhat limited	.42862*	.20642	.039	.0221	.8352	
		Dead-end job	1.49948*	.27808	.000	.9518	2.0471	
		Fairly good chance for promotion	-.11646	.22475	.605	-.5591	.3262	
MeanOCC	Good opportunity for promotion	Opportunities somewhat limited	.63560*	.21366	.003	.2148	1.0564	
		Dead-end job	.56387*	.28264	.047	.0072	1.1205	
		Fairly good chance for promotion	.07138	.23117	.758	-.3839	.5266	
		Regular promotion	.33139	.24551	.178	-.1521	.8149	
	Opportunities somewhat limited	Good opportunity for promotion	-.63560*	.21366	.003	-	1.0564	-.2148
		Dead-end job	-.07172	.24825	.773	-.5606	.4172	
		Fairly good chance for promotion	-.56422*	.18757	.003	-.9336	-.1948	
		Regular promotion	-.30421	.20498	.139	-.7079	.0995	
	Dead-end job	Good opportunity for promotion	-.56387*	.28264	.047	-	1.1205	-.0072
		Opportunities somewhat limited	.07172	.24825	.773	-.4172	.5606	
		Fairly good chance for promotion	-.49249	.26347	.063	-	1.0114	.0264
		Regular promotion	-.23249	.27614	.401	-.7763	.3113	

	Fairly good chance for promotion	Good opportunity for promotion	-.07138	.23117	.758	-.5266	.3839
		Opportunities somewhat limited	.56422*	.18757	.003	.1948	.9336
		Dead-end job	.49249	.26347	.063	-.0264	1.0114
		Regular promotion	.26001	.22318	.245	-.1795	.6995
	Regular promotion	Good opportunity for promotion	-.33139	.24551	.178	-.8149	.1521
		Opportunities somewhat limited	.30421	.20498	.139	-.0995	.7079
		Dead-end job	.23249	.27614	.401	-.3113	.7763
		Fairly good chance for promotion	-.26001	.22318	.245	-.6995	.1795
MeanOCN	Good opportunity for promotion	Opportunities somewhat limited	.42619*	.19488	.030	.0424	.8100
		Dead-end job	1.05600*	.25781	.000	.5483	1.5637
		Fairly good chance for promotion	-.03821	.21086	.856	-.4535	.3771
		Regular promotion	.14681	.22394	.513	-.2942	.5878
	Opportunities somewhat limited	Good opportunity for promotion	-.42619*	.19488	.030	-.8100	-.0424
		Dead-end job	.62981*	.22643	.006	.1839	1.0757
		Fairly good chance for promotion	-.46440*	.17109	.007	-.8013	-.1275
		Regular promotion	-.27939	.18697	.136	-.6476	.0888

	Dead-end job	Good opportunity for promotion	-1.05600 *	.25781	.000	-	1.5637	-.5483
		Opportunities somewhat limited	-.62981 *	.22643	.006	-	1.0757	-.1839
		Fairly good chance for promotion	-1.09421 *	.24032	.000	-	1.5675	-.6209
		Regular promotion	-.90919 *	.25188	.000	-	1.4052	-.4131
	Fairly good chance for promotion	Good opportunity for promotion	.03821	.21086	.856	-	-.3771	.4535
		Opportunities somewhat limited	.46440 *	.17109	.007	-	.1275	.8013
		Dead-end job	1.09421 *	.24032	.000	-	.6209	1.5675
		Regular promotion	.18502	.20357	.364	-	-.2159	.5859
	Regular promotion	Good opportunity for promotion	-.14681	.22394	.513	-	-.5878	.2942
		Opportunities somewhat limited	.27939	.18697	.136	-	-.0888	.6476
		Dead-end job	.90919 *	.25188	.000	-	.4131	1.4052
		Fairly good chance for promotion	-.18502	.20357	.364	-	-.5859	.2159
*. The mean difference is significant at the 0.05 level.								

The type of supervision that you get and OC, OCA, OCC and OCN

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOC	Between Groups	45.341	5	9.068	11.320	.000
	Within Groups	201.865	252	.801		
	Total	247.206	257			
MeanOCA	Between Groups	98.608	5	19.722	17.323	.000
	Within Groups	286.897	252	1.138		
	Total	385.505	257			
MeanOCC	Between Groups	21.014	5	4.203	3.393	.006
	Within Groups	312.182	252	1.239		
	Total	333.196	257			
MeanOCN	Between Groups	53.051	5	10.610	11.302	.000
	Within Groups	236.573	252	.939		
	Total	289.624	257			

Multiple Comparisons							
LSD							
Dependent Variable	(I) The kind of supervision that you get	(J) The kind of supervision that you get	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOC	Praises good work	Tactful	-.24816	.19920	.214	-.6405	.1441
		Influential	.71253*	.23549	.003	.2487	1.1763
		Up-to-date	.40753	.21782	.063	-.0215	.8365
		Annoying	1.27244*	.22763	.000	.8241	1.7207
		Knows job well	-.02554	.15153	.866	-.3240	.2729
	Tactful	Praises good work	.24816	.19920	.214	-.1441	.6405
		Influential	.96069*	.25363	.000	.4612	1.4602
		Up-to-date	.65570*	.23731	.006	.1883	1.1231
		Annoying	1.52060*	.24634	.000	1.0354	2.0058
		Knows job well	.22262	.17841	.213	-.1287	.5740
	Influential	Praises good work	-.71253*	.23549	.003	-1.1763	-.2487
		Tactful	-.96069*	.25363	.000	-1.4602	-.4612

		Up-to-date	-.30499	.26850	.257	-.8338	.2238
		Annoying	.55991*	.27652	.044	.0153	1.1045
		Knows job well	-.73807*	.21820	.001	-1.1678	-.3083
	Up-to-date	Praises good work	-.40753	.21782	.063	-.8365	.0215
		Tactful	-.65570*	.23731	.006	-1.1231	-.1883
		Influential	.30499	.26850	.257	-.2238	.8338
		Annoying	.86491*	.26164	.001	.3496	1.3802
		Knows job well	-.43307*	.19900	.030	-.8250	-.0412
	Annoying	Praises good work	-1.27244*	.22763	.000	-1.7207	-.8241
		Tactful	-1.52060*	.24634	.000	-2.0058	-1.0354
		Influential	-.55991*	.27652	.044	-1.1045	-.0153
		Up-to-date	-.86491*	.26164	.001	-1.3802	-.3496
		Knows job well	-1.29798*	.20969	.000	-1.7109	-.8850
	Knows job well	Praises good work	.02554	.15153	.866	-.2729	.3240
		Tactful	-.22262	.17841	.213	-.5740	.1287
Influential		.73807*	.21820	.001	.3083	1.1678	
Up-to-date		.43307*	.19900	.030	.0412	.8250	
Annoying		1.29798*	.20969	.000	.8850	1.7109	
MeanOCA	Praises good work	Tactful	.05142	.23747	.829	-.4163	.5191
		Influential	1.02930*	.28075	.000	.4764	1.5822
		Up-to-date	.74745*	.25968	.004	.2360	1.2589
		Annoying	2.12750*	.27137	.000	1.5931	2.6619
		Knows job well	.09606	.18065	.595	-.2597	.4518
	Tactful	Praises good work	-.05142	.23747	.829	-.5191	.4163
		Influential	.97788*	.30236	.001	.3824	1.5734
		Up-to-date	.69604*	.28291	.015	.1389	1.2532
		Annoying	2.07608*	.29368	.000	1.4977	2.6545
		Knows job well	.04464	.21270	.834	-.3742	.4635
	Influential	Praises good work	-1.02930*	.28075	.000	-1.5822	-.4764
		Tactful	-.97788*	.30236	.001	-1.5734	-.3824
Up-to-date		-.28185	.32010	.379	-.9123	.3486	
Annoying		1.09820*	.32966	.001	.4490	1.7474	

		Knows job well	-.93324*	.26012	.000	-1.4455	-.4209
	Up-to-date	Praises good work	-.74745*	.25968	.004	-1.2589	-.2360
		Tactful	-.69604*	.28291	.015	-1.2532	-.1389
		Influential	.28185	.32010	.379	-.3486	.9123
		Annoying	1.38004*	.31191	.000	.7658	1.9943
		Knows job well	-.65140*	.23723	.006	-1.1186	-.1842
		Annoying	Praises good work	-2.12750*	.27137	.000	-2.6619
	Tactful		-2.07608*	.29368	.000	-2.6545	-1.4977
	Influential		-1.09820*	.32966	.001	-1.7474	-.4490
	Up-to-date		-1.38004*	.31191	.000	-1.9943	-.7658
	Knows job well		-2.03144*	.24998	.000	-2.5238	-1.5391
	Knows job well	Praises good work	-.09606	.18065	.595	-.4518	.2597
		Tactful	-.04464	.21270	.834	-.4635	.3742
		Influential	.93324*	.26012	.000	.4209	1.4455
		Up-to-date	.65140*	.23723	.006	.1842	1.1186
		Annoying	2.03144*	.24998	.000	1.5391	2.5238
MeanOCC	Praises good work	Tactful	-.71159*	.24772	.004	-1.1994	-.2237
		Influential	.04931	.29286	.866	-.5274	.6261
		Up-to-date	-.07051	.27088	.795	-.6040	.4630
		Annoying	.46969	.28308	.098	-.0878	1.0272
		Knows job well	-.18574	.18844	.325	-.5569	.1854
	Tactful	Praises good work	.71159*	.24772	.004	.2237	1.1994
		Influential	.76090*	.31541	.017	.1397	1.3821
		Up-to-date	.64108*	.29511	.031	.0599	1.2223
		Annoying	1.18128*	.30635	.000	.5779	1.7846
		Knows job well	.52585*	.22187	.019	.0889	.9628
	Influential	Praises good work	-.04931	.29286	.866	-.6261	.5274
		Tactful	-.76090*	.31541	.017	-1.3821	-.1397
		Up-to-date	-.11982	.33391	.720	-.7774	.5378
		Annoying	.42037	.34388	.223	-.2569	1.0976
		Knows job well	-.23506	.27134	.387	-.7694	.2993

	Up-to-date	Praises good work	.07051	.27088	.795	-.4630	.6040
		Tactful	-.64108*	.29511	.031	-1.2223	-.0599
		Influential	.11982	.33391	.720	-.5378	.7774
		Annoying	.54019	.32537	.098	-1.006	1.1810
		Knows job well	-.11524	.24747	.642	-.6026	.3721
	Annoying	Praises good work	-.46969	.28308	.098	-1.0272	.0878
		Tactful	-1.18128*	.30635	.000	-1.7846	-.5779
		Influential	-.42037	.34388	.223	-1.0976	.2569
		Up-to-date	-.54019	.32537	.098	-1.1810	.1006
		Knows job well	-.65543*	.26076	.013	-1.1690	-.1419
	Knows job well	Praises good work	.18574	.18844	.325	-.1854	.5569
		Tactful	-.52585*	.22187	.019	-.9628	-.0889
		Influential	.23506	.27134	.387	-.2993	.7694
		Up-to-date	.11524	.24747	.642	-.3721	.6026
		Annoying	.65543*	.26076	.013	.1419	1.1690
MeanOCN	Praises good work	Tactful	-.09258	.21564	.668	-.5173	.3321
		Influential	1.11395*	.25494	.000	.6119	1.6160
		Up-to-date	.55899*	.23581	.019	.0946	1.0234
		Annoying	1.24970*	.24643	.000	.7644	1.7350
		Knows job well	-.00114	.16404	.994	-.3242	.3219
	Tactful	Praises good work	.09258	.21564	.668	-.3321	.5173
		Influential	1.20652*	.27457	.000	.6658	1.7473
		Up-to-date	.65157*	.25690	.012	.1456	1.1575
		Annoying	1.34228*	.26668	.000	.8171	1.8675
		Knows job well	.09143	.19314	.636	-.2889	.4718
	Influential	Praises good work	-1.11395*	.25494	.000	-1.6160	-.6119
		Tactful	-1.20652*	.27457	.000	-1.7473	-.6658
		Up-to-date	-.55495	.29067	.057	-1.1274	.0175
		Annoying	.13576	.29935	.651	-.4538	.7253
		Knows job well	-1.11509*	.23621	.000	-1.5803	-.6499
Up-to-date	Praises good work	-.55899*	.23581	.019	-1.0234	-.0946	

		Tactful	-.65157*	.25690	.012	-1.1575	-.1456
		Influential	.55495	.29067	.057	-.0175	1.1274
		Annoying	.69071*	.28324	.015	.1329	1.2485
		Knows job well	-.56014*	.21542	.010	-.9844	-.1359
	Annoying	Praises good work	-1.24970*	.24643	.000	-1.7350	-.7644
		Tactful	-1.34228*	.26668	.000	-1.8675	-.8171
		Influential	-.13576	.29935	.651	-.7253	.4538
		Up-to-date	-.69071*	.28324	.015	-1.2485	-.1329
		Knows job well	-1.25085*	.22700	.000	-1.6979	-.8038
	Knows job well	Praises good work	.00114	.16404	.994	-.3219	.3242
		Tactful	-.09143	.19314	.636	-.4718	.2889
		Influential	1.11509*	.23621	.000	.6499	1.5803
		Up-to-date	.56014*	.21542	.010	.1359	.9844
		Annoying	1.25085*	.22700	.000	.8038	1.6979
	*. The mean difference is significant at the 0.05 level.						

The people on your present job and OC, OCA, OCC and OCN

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
MeanOC	Between Groups	48.662	5	9.732	12.353	.000
	Within Groups	198.544	252	.788		
	Total	247.206	257			
MeanOCA	Between Groups	89.060	5	17.812	15.141	.000
	Within Groups	296.445	252	1.176		
	Total	385.505	257			
MeanOCC	Between Groups	33.676	5	6.735	5.667	.000
	Within Groups	299.520	252	1.189		
	Total	333.196	257			
MeanOCN	Between Groups	36.238	5	7.248	7.208	.000
	Within Groups	253.386	252	1.005		
	Total	289.624	257			

Multiple Comparisons

LSD							
Dependent Variable	(I) The majority of people with whom you work or meet in connection with your work	(J) The majority of people with whom you work or meet in connection with your work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MeanOC	Boring	Slow	.20584	.32985	.533	-.4438	.8555
		Responsible	-.99543*	.24098	.000	1.4700	-.5208
		Smart	-1.20994*	.26015	.000	1.7223	-.6976
		Lazy	-.22250	.29458	.451	-.8027	.3577
		Frustrating	-.29049	.34377	.399	-.9675	.3865
	Slow	Boring	-.20584	.32985	.533	-.8555	.4438
		Responsible	-1.20127*	.24865	.000	1.6910	-.7116
		Smart	-1.41578*	.26726	.000	1.9421	-.8894
		Lazy	-.42834	.30089	.156	1.0209	.1642
		Frustrating	-.49633	.34919	.156	1.1840	.1914
	Responsible	Boring	.99543*	.24098	.000	.5208	1.4700
		Slow	1.20127*	.24865	.000	.7116	1.6910
		Smart	-.21451	.14387	.137	-.4979	.0688
		Lazy	.77293*	.19951	.000	.3800	1.1658
		Frustrating	.70494*	.26684	.009	.1794	1.2305
	Smart	Boring	1.20994*	.26015	.000	.6976	1.7223
		Slow	1.41578*	.26726	.000	.8894	1.9421
		Responsible	.21451	.14387	.137	-.0688	.4979
		Lazy	.98744*	.22228	.000	.5497	1.4252
		Frustrating	.91945*	.28427	.001	.3596	1.4793
	Lazy	Boring	.22250	.29458	.451	-.3577	.8027
		Slow	.42834	.30089	.156	-.1642	1.0209
		Responsible	-.77293*	.19951	.000	1.1658	-.3800

		Smart	-.98744*	.22228	.000	-	1.4252	-.5497
		Frustrating	-.06799	.31609	.830	-.6905	.5545	
	Frustrating	Boring	.29049	.34377	.399	-.3865	.9675	
		Slow	.49633	.34919	.156	-.1914	1.1840	
		Responsible	-.70494*	.26684	.009	-	1.2305	-.1794
		Smart	-.91945*	.28427	.001	-	1.4793	-.3596
		Lazy	.06799	.31609	.830	-.5545	.6905	
MeanOCA	Boring	Slow	.50598	.40305	.211	-.2878	1.2998	
		Responsible	-1.31747*	.29446	.000	-	1.8974	-.7376
		Smart	-1.51342*	.31788	.000	-	2.1395	-.8874
		Lazy	-.32648	.35996	.365	-	1.0354	.3824
		Frustrating	-.38790	.42007	.357	-	1.2152	.4394
	Slow	Boring	-.50598	.40305	.211	-	1.2998	.2878
		Responsible	-1.82346*	.30383	.000	-	2.4218	1.2251
		Smart	-2.01940*	.32657	.000	-	2.6626	1.3762
		Lazy	-.83246*	.36766	.024	-	1.5565	-.1084
		Frustrating	-.89388*	.42668	.037	-	1.7342	-.0536
	Responsible	Boring	1.31747*	.29446	.000	.7376	1.8974	
		Slow	1.82346*	.30383	.000	1.2251	2.4218	
		Smart	-.19595	.17580	.266	-.5422	.1503	
		Lazy	.99099*	.24378	.000	.5109	1.4711	
		Frustrating	.92958*	.32606	.005	.2874	1.5717	
	Smart	Boring	1.51342*	.31788	.000	.8874	2.1395	
		Slow	2.01940*	.32657	.000	1.3762	2.6626	
		Responsible	.19595	.17580	.266	-.1503	.5422	
		Lazy	1.18694*	.27160	.000	.6520	1.7218	

		Frustrating	1.12553*	.34735	.001	.4414	1.8096
	Lazy	Boring	.32648	.35996	.365	-.3824	1.0354
		Slow	.83246*	.36766	.024	.1084	1.5565
		Responsible	-.99099*	.24378	.000	-	1.4711
		Smart	-1.18694*	.27160	.000	-	1.7218
		Frustrating	-.06141	.38623	.874	-.8221	.6992
		Frustrating	Boring	.38790	.42007	.357	-.4394
	Frustrating	Slow	.89388*	.42668	.037	.0536	1.7342
		Responsible	-.92958*	.32606	.005	-	1.5717
		Smart	-1.12553*	.34735	.001	-	1.8096
		Lazy	.06141	.38623	.874	-.6992	.8221
MeanOCC		Boring	Slow	-.30162	.40514	.457	-
MeanOCC	Boring	Responsible	-.93017*	.29599	.002	-	1.5131
		Smart	-1.14002*	.31952	.000	-	1.7693
		Lazy	-.20129	.36182	.578	-.9139	.5113
		Frustrating	-.22381	.42224	.597	-	1.0554
		Slow	Boring	.30162	.40514	.457	-.4963
	Slow	Responsible	-.62856*	.30540	.041	-	1.2300
		Smart	-.83840*	.32826	.011	-	1.4849
		Lazy	.10032	.36956	.786	-.6275	.8281
		Frustrating	.07781	.42889	.856	-.7669	.9225
		Responsible	Boring	.93017*	.29599	.002	.3472
	Responsible	Slow	.62856*	.30540	.041	.0271	1.2300
		Smart	-.20985	.17671	.236	-.5579	.1382
		Lazy	.72888*	.24505	.003	.2463	1.2115
		Frustrating	.70636*	.32775	.032	.0609	1.3518
	Smart	Boring	1.14002*	.31952	.000	.5107	1.7693

		Slow	.83840*	.32826	.011	.1919	1.4849
		Responsible	.20985	.17671	.236	-.1382	.5579
		Lazy	.93872*	.27301	.001	.4011	1.4764
		Frustrating	.91621*	.34915	.009	.2286	1.6038
	Lazy	Boring	.20129	.36182	.578	-.5113	.9139
		Slow	-.10032	.36956	.786	-.8281	.6275
		Responsible	-.72888*	.24505	.003	1.2115	-.2463
		Smart	-.93872*	.27301	.001	1.4764	-.4011
		Frustrating	-.02252	.38823	.954	-.7871	.7421
	Frustrating	Boring	.22381	.42224	.597	-.6078	1.0554
		Slow	-.07781	.42889	.856	-.9225	.7669
		Responsible	-.70636*	.32775	.032	1.3518	-.0609
		Smart	-.91621*	.34915	.009	1.6038	-.2286
		Lazy	.02252	.38823	.954	-.7421	.7871
	MeanOCN	Boring	Slow	.38649	.37263	.301	-.3474
Responsible			-.74694*	.27224	.007	1.2831	-.2108
Smart			-.99070*	.29389	.001	1.5695	-.4119
Lazy			-.14001	.33279	.674	-.7954	.5154
Frustrating			-.25889	.38836	.506	1.0237	.5060
Slow		Boring	-.38649	.37263	.301	1.1204	.3474
		Responsible	-1.13343*	.28090	.000	1.6866	-.5802
		Smart	-1.37719*	.30192	.000	1.9718	-.7826
		Lazy	-.52650	.33991	.123	1.1959	.1429
		Frustrating	-.64538	.39448	.103	1.4223	.1315
Responsible		Boring	.74694*	.27224	.007	.2108	1.2831
		Slow	1.13343*	.28090	.000	.5802	1.6866

		Smart	-.24376	.16253	.135	-.5639	.0763
		Lazy	.60693*	.22538	.008	.1630	1.0508
		Frustrating	.48805	.30145	.107	-.1056	1.0817
	Smart	Boring	.99070*	.29389	.001	.4119	1.5695
		Slow	1.37719*	.30192	.000	.7826	1.9718
		Responsible	.24376	.16253	.135	-.0763	.5639
		Lazy	.85069*	.25111	.001	.3562	1.3452
		Frustrating	.73181*	.32114	.024	.0994	1.3643
	Lazy	Boring	.14001	.33279	.674	-.5154	.7954
		Slow	.52650	.33991	.123	-.1429	1.1959
		Responsible	-.60693*	.22538	.008	-	1.0508
		Smart	-.85069*	.25111	.001	-	1.3452
		Frustrating	-.11888	.35708	.739	-.8221	.5844
	Frustrating	Boring	.25889	.38836	.506	-.5060	1.0237
		Slow	.64538	.39448	.103	-.1315	1.4223
		Responsible	-.48805	.30145	.107	-	1.0817
		Smart	-.73181*	.32114	.024	-	1.3643
		Lazy	.11888	.35708	.739	-.5844	.8221

*. The mean difference is significant at the 0.05 level.

5.6 H5 Appendices

Mean OC with Mean OCB

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.808	.220		12.792	.000
	MeanOC	.618	.044	.662	14.128	.000

a. Dependent Variable: MeanOCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.436	.68804

a. Predictors: (Constant), MeanOC

Mean OC with Mean OCB-I

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.112	.257		12.132	.000
	MeanOC	.592	.051	.586	11.576	.000

a. Dependent Variable: MeanOCBI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 ^a	.344	.341	.80415

a. Predictors: (Constant), MeanOC

Mean OC with OCB-O

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.522	.261		9.651	.000
	MeanOC	.644	.052	.612	12.367	.000

a. Dependent Variable: MeanOCBO

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.372	.81912

a. Predictors: (Constant), MeanOC

Mean OCA with OCB

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.165	.177		17.886	.000
	MeanOCA	.522	.033	.698	15.592	.000

a. Dependent Variable: MeanOCB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.485	.65738

a. Predictors: (Constant), MeanOCA

Mean OCA with OCB-I

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.524	.213		16.507	.000
	MeanOCBI	.486	.040	.601	12.040	.000

a. Dependent Variable: MeanOCBI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.362	.359	.79307

a. Predictors: (Constant), MeanOCA

Mean OCA with OCB-O

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.834	.210		13.516	.000
	MeanOC A	.556	.040	.659	14.008	.000

a. Dependent Variable: MeanOCBO

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.432	.77893

a. Predictors: (Constant), MeanOCA

Mean OCC with OCB

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.279	.224		19.070	.000
	MeanOC C	.330	.046	.410	7.197	.000

a. Dependent Variable: MeanOCB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.165	.83711

a. Predictors: (Constant), MeanOCC

Mean OCC with OCB-I

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.318	.242		17.814	.000
	MeanOC C	.359	.050	.412	7.242	.000

a. Dependent Variable: MeanOCBI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 ^a	.170	.167	.90422

a. Predictors: (Constant), MeanOCC

Mean OCC with OCB-O

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.244	.261		16.233	.000
	MeanOC C	.304	.053	.335	5.694	.000

a. Dependent Variable: MeanOCBO

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.109	.97536

a. Predictors: (Constant), MeanOCC

Mean OCN with OCB

Coefficients^a						
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.364	.216		15.587	.000
	MeanOC N	.512	.043	.593	11.791	.000

a. Dependent Variable: MeanOCB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.349	.73891

a. Predictors: (Constant), MeanOCN

Mean OCN with OCB-I

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.819	.253		15.084	.000
	MeanOC N	.454	.051	.487	8.917	.000

a. Dependent Variable: MeanOCBI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 ^a	.237	.234	.86700

a. Predictors: (Constant), MeanOCN

Mean OCN with OCB-O

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	2.931	.245		11.945	.000
	MeanOC N	.569	.049	.584	11.514	.000
a. Dependent Variable: MeanOCBO						

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584 ^a	.341	.339	.84032
a. Predictors: (Constant), MeanOCN				