

Organization citizenship behaviour as a determining Factor in Business outcome

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Abstract— *The aim of this research was to look at an organization's citizenship behavior as a deciding factor in business success. The aim of the study was to assess private businesses in Kurdistan, especially in Erbil. To allow the study to measure business outcomes, the researchers used five different dimensions of organizational citizenship behavior. The current study used a quantitative analysis approach in which a questionnaire was adapted from academic sources. Both workers had an equal chance of being chosen for the survey using a random sampling technique. The research was conducted in Erbil's private sector. The researchers distributed 85 questionnaires, but only 75 were returned, and only 67 of the 75 questionnaires were completed correctly. The researcher used multiple regression analysis to measure the established research hypotheses, and the results revealed that all five hypotheses are supported, with the highest value being for fairness perception, as organization citizenship behavior element has a significant influence on business outcome, and the lowest value being for job satisfaction, as organization citizenship behavior element has a significant influence on business outcome. This instrument will be used in future research to further our understanding of organizational learning.*

Keywords— *Organization citizenship behaviour, Job Satisfaction, Motivation.*

I. INTRODUCTION

Over the last decade, the evaluation and investigation of various elements and trends underlying this socio-behavioral approach has broadened and expanded the literature on organizational learning (Garg, 2020). The early contributions to defining organizational learning, summarized as proactive collaboration between groups or between pairs of organizations (Ng et al. 2019), as well as identifying it as external learning, were an attempt to include organizational learning as a fourth level to the definition. Because of accessible IT technology, networks, corporate responsibility, and global ethics, the opportunities for cross-relationships have never been brighter. Learning and knowledge acquisition through planned events and cooperation with stakeholders such as donors, cooperating organizations, government departments, governments, support centers, and others may take many different forms and strategies, including

networking, training, partnerships, customized responses to challenges, and a number of other processes, in both institutional and process approaches. Furthermore, organizational learning can be examined using a variety of methods and perspectives that embody the multidimensional structure (Ali, 2020). Collaboration on information acquisition can be examined from both a strategic and a knowledge acquisition perspective, both of which provide more formality and structured goals (Alhashedi et al. 2021). We emphasize the relational learning approach and, more specifically, the strategic perspective, which has more formality and structured goals than the knowledge transfer viewpoint, based on organizational research literature. Organizational learning is described as an organization's participation in organizational programs or networks involving multiple legal partners. Knowledge cooperation requires characteristics that are both independent and operationally interdependent (Ali, 2021). Project-Based Organizations is

one of the processes in the literature that best reflects the convergence between organizations that can be seen in various sectors but not clearly among private businesses (Tamunomiebi & Onah, 2019). This study aims to demonstrate the role of PBOs in intelligence cooperation between international partners and private businesses, with a focus on areas of political pluralism and duality in regulations such as the Kurdistan Regional Government (KRG), which have received insufficient attention in civil society literature. The six contingency factors for organizational relationships proposed by Anwar & Shukur, (2015) are the causative factors of IORs, as expressed in need, flexibility, efficiency, reciprocity, systemic, and asymmetry (Anwar & Shukur, 2015). As a result, our study aims to generate ideas. According to Demir et al. (2020), IORs are a fact that exists on the ground to succeed before ever worrying about well planning to deal with circumstances that result in organizational instability and conflict in today's highly competitive environment. As a

consequence, these determinants can be seen as promoting or discouraging inter-relationship engagement and value creation. In metropolitan areas where there is democratic pluralism and a persistent disparity in policy and legislation, we can find that the majority of public and non-governmental organizations are dominated by the contested legislative framework (Andavar & Ali, 2020). Civil society organizations bear the brunt of these conflicts, as they often engage in unsuccessful dialogues with their partners on the one hand and funders on the other, especially if they are government-funded, resulting in a breakdown in their operations. PBOs are an inherently innovative organizational type that creates and recreates temporary structures or new organizational frameworks as needed for each project's implementation (Nazli et al. 2018). However, there is a trend to see programs as temporary attempts to see them as a short-term process embedded in the long-term intended behavior of the interacting actors (Ali, 2021).

Conceptual framework

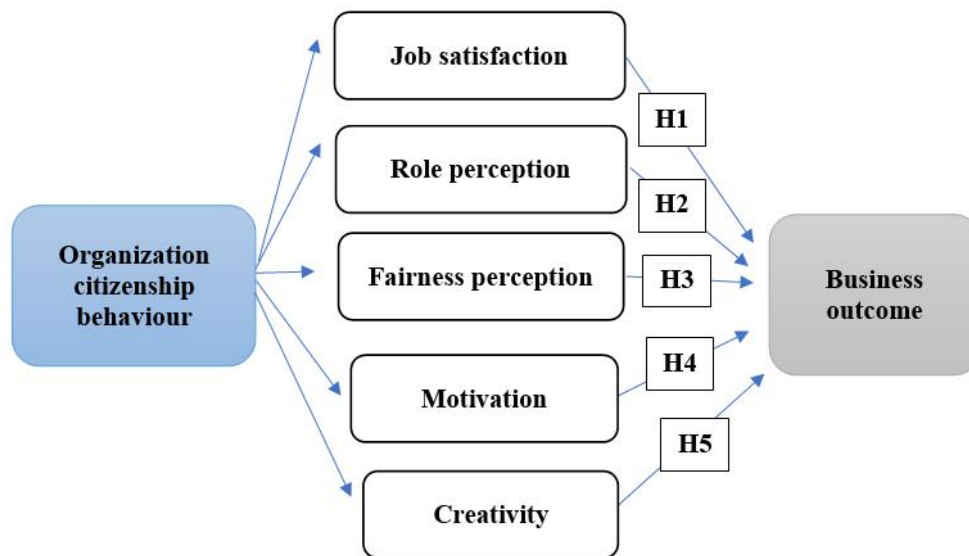


Fig.1: Research Model

Research Hypotheses:

- H1: Job satisfaction as organization citizenship behaviour element has a significant influence on business outcome.
- H2: Behaviour and change as organization citizenship behaviour element has a significant influence on business outcome.
- H3: Fairness perception as organization citizenship behaviour element has a significant influence on business outcome.
- H4: Motivation as organization citizenship behaviour element has a significant influence on business outcome.
- H5: Creativity as organization citizenship behaviour element has a significant influence on business outcome.

II. THEORETICAL BACKGROUND

Organization citizenship behaviours

In today's interconnected phenomenon, OCB is considered to be one of the most important mechanisms and a

fundamental way to expand an organization's skills and capabilities (Singh et al. 2020), referring to the participation of two or more organizations in the joint production of information and knowledge (Liaquat & Mehmood, 2017). Organizational learning has been studied in various fields of industry and has been found to have both advantages and drawbacks in each. Alliances have the most organizational theory literature, clarifying the information sharing capabilities available to shared and interconnected participants (Anwar & Qadir, 2017), but they haven't been able to resolve identity security conflicts as two opposing dimensions (Anwar & Qadir, 2017). (Anwar & Abd Zebari, 2015). Furthermore, before Begum et al. (2020) proposed both dimensions as two sides of the coin and extended the concept of ambidexterity in interrelation learning to include both aspects concurrently, few studies looked at information exchange and knowledge security as two initial activities for the business (Anwar, 2017). They should be able to critically demonstrate the importance of both factors in the organization's performance. The collective efficacy of alliance teams, in which their strategic thinking and leadership capabilities will increase the capacity for long-term success and greater intelligence sharing, can have a substantial impact on the information collection of strategic alliances (Anwar, 2017). Ali & Anwar, (2021) Information acquisition between the parties leads to the development of formal and informal learning practices (Hameed & Anwar, 2018), all of which have positive effects on organizational learning. However, scholars and practitioners have indicated that strict formalization can stifle learning (Demir et al. 2020).

Business outcome

Sustainability can be described as an organization's ability to carry out its operations and achieve its goals with minimal financial, managerial, and technical reliance on outside help (Anwar, 2016). Since organizations are governed by the collective efforts of many people, their values and subjective expectations determine how they react to individual activities (Anwar & Balcioglu, 2016). However, faith in inter-company collaborative partnerships (Anwar, 2017) focuses on the transactional, relational, operational, and governance structure of the organization rather than the organization's personal characteristics (Anwar & Abd Zebari, 2015). Despite the complex and multifaceted nature of trust, and the variety of levels and units to which trust can be applied, it is considered a key factor in improving collaborative partners' performance by: first, reducing the costs of negotiations represented over

time, (Abdullah, 2017) efforts, and financial resources to reach mutually acceptable agreements on a number of critical issues; and second, reducing the costs of negotiations represented over time, (Abdullah, 2017) efforts and financial resources to reach mutually acceptable agreements on (Anwar & Surarchith, 2015).

III. METHODOLOGY

The aim of this research was to look at an organization's citizenship behavior as a deciding factor in business success. The aim of the study was to assess private businesses in Kurdistan, especially in Erbil. As a result, the researchers used five different dimensions of organizational citizenship behavior to allow the study to measure business outcomes, the first of which is Job satisfaction as an organization citizenship behavior factor to measure business outcomes. The second dimension is behavior and transformation, which is used to calculate market outcomes as an aspect of organizational citizenship behavior. The third dimension is fairness perception as an organization citizenship behavior element to measure business outcome, the fourth dimension is inspiration, and the fifth dimension is imagination as an organization citizenship behavior element to measure business outcome. Job satisfaction as an organization citizenship behaviour element, behavior and improvement as an organization citizenship behaviour element, fairness perception as an organization citizenship behaviour element, motivation as an organization citizenship behaviour element, and team cohesion as a dependent variable make up the analysis. The current study used a quantitative analysis approach in which a questionnaire was adapted from academic sources. The questionnaire was divided into two parts, the first of which included demographic questions, beginning with the respondent's age and gender. The second section of the questionnaire included eight questions about job satisfaction as an element of organizational citizenship behavior, as well as nine questions about behavior and improvement as an element of organizational citizenship behavior. 11 questions of motivation as organization citizenship behaviour element, 10 questions of creativity as organization citizenship behaviour element, and 11 questions of business outcome Both workers had an equal chance of being chosen for the survey using a random sampling technique. The research was conducted in Erbil's private sector. Only 142 questionnaires were submitted after the researchers distributed 85 questionnaires, and only 67 of the 142 questionnaires were properly completed.

IV. ANALYSIS AND RESULTS

Table 1: KMO and Bartlett Sphericity Test of Self-rating Items

No	Factors	N of items	Sample	KMO	Bartlett test	
					Chi-Square	Sig
1	Job satisfaction	8	67	.833	4293.7	.000
2	Behaviour and change	9	67			
3	Fairness perception	11	67			
4	Motivation	9	67			
5	Creativity	10	67			
6	Business outcome	11	67			

As we can see in table (1), the result of KMO is .833 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 4293.7 with the significant level .000.

Table 2: Reliability analysis

Reliability Statistics		
Factor	Cronbach's Alpha	N of Items
Job satisfaction	.801	8
Behaviour and change	.833	9
Fairness perception	.749	11
Motivation	.708	9
Creativity	.793	10
Business outcome	.811	11

As seen in table (2), the reliability analysis for 58 items used to measure the influence of organization citizenship behaviour (Job satisfaction, behaviour and change, openness and experimentation, employee skills and competences, and team cooperation) on business outcome. The above 58 questions were distributed as follow; 8 items for Job satisfaction, 9 Behaviour and change, 11 Openness and experimentation, 9 Employee skills and competences, 10 Team Cooperation, and 11 Business outcomes. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for Job satisfaction was found the Alpha to be .801 for 8 questions which indicated that all 8 questions used to measure Job satisfaction were reliable for the current study, as for Behaviour and change was found the Alpha to be .833 for 9 questions which indicated that all 9

questions used to measure Behaviour and change were reliable for the current study, as for Fairness perception was found the Alpha to be .749 for 11 questions which indicated that all 11 questions used to measure Fairness perception were reliable for the current study, as for Motivation was found the Alpha to be .708 for 9 questions which indicated that all 9 questions used to measure Motivation were reliable for the current study, as for Creativity was found the Alpha to be .793 for 10 questions which indicated that all 10 questions used to measure Creativity were reliable for the current study, and finally as for Business outcome was found the Alpha to be .811 for 11 questions which indicated that all 11 questions used to measure Business outcome were reliable for the current study.

Table 2: Correlation Analysis

Correlations							
		Job satisfaction	Behaviour and change	Fairness perception	Motivation	Creativity	Business Outcome
Job satisfaction	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	67					
Behaviour and change	Pearson Correlation	.468**	1				
	Sig. (2-tailed)	.002					
	N	67	67				
Fairness perception	Pearson Correlation	.549**	.602**	1			
	Sig. (2-tailed)	.000	.000				
	N	67	67	67			
Motivation	Pearson Correlation	.701**	.528**	.429**	1		
	Sig. (2-tailed)	.000	.001	.000			
	N	67	67	67	67		
TC	Pearson Correlation	.609**	.598**	.399**	.601**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	67	67	67	67	67	
Business Outcome	Pearson Correlation	.714**	.439**	.674**	.639**	.598**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	67	67	67	67	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

As it can be seen in table (2), the correlation analysis between organization citizenship behaviour (Job satisfaction, behaviour and change, openness and experimentation, employee skills and competences, and team cooperation) and business outcome. The finding revealed that the value of Pearson correlation ($r = .714^{**}$, $p < 0.01$), between Job satisfaction and business outcome this indicated that there is positive and strong correlation between Job satisfaction and business outcome, the value of Pearson correlation ($r = .439^{**}$, $p < 0.01$), between behaviour and change and business outcome this indicated that there is positive and strong correlation between

behaviour and change and business outcome, the value of Pearson correlation ($r = .674^{**}$, $p < 0.01$), between fairness perception and business outcome this indicated that there is positive and strong correlation between fairness perception and business outcome, the value of Pearson correlation ($r = .639^{**}$, $p < 0.01$), between motivation and business outcome this indicated that there is positive and strong correlation between motivation and business outcome, and the value of Pearson correlation ($r = .598^{**}$, $p < 0.01$), between creativity and business outcome this indicated that there is positive and strong correlation between creativity and business outcome.

Table 2. Multiple Regression Analysis

Models	Fixed Effects Model			
		Coefficient	T-ratio	P-value
Model 1 (H1)	Const	10.251	1.221	.0001
	Beta	.546		.0002
	Size		.6541	.0001
	Adj R ²		.621	
	F-Value		21.3652	
	Durbin-Watson		1.782	
Model 2 (H2)	Const	8.142	1.352	.0005
	Beta	.633		.0001
	Size		.4122	.0002
	Adj R ²		.702	
	F-Value		19.525	
	Durbin-Watson		1.744	
Model 3 (H3)	Const	7.522	1.008	.0003
	Beta	.702		.0001
	Size		.5298	.0002
	Adj R ²		.711	
	F-Value		17.522	
	Durbin-Watson		1.311	
Model 4 (H4)	Const	11.711	1.6302	.0003
	Beta	.498		.0004
	Size		.4955	.0001
	Adj R ²		.728	
	F-Value		19.852	
	Durbin-Watson		1.693	
Model 5 (H5)	Const	8.996	1.632	.0002
	Beta	.633		.0003
	Size		.5228	.0001
	Adj R ²		.522	

	F-Value		22.931	
	Durbin-Watson		1.774	

* significant at 0.10, ** significant at 0.05 and *** significant at 0.01 level.

The results show that Job satisfaction (MC) has significant positive influence on business outcome at 5% level. The results show that Behaviour and change (BC) has significant positive influence on business outcome at 5% level. The results show that Fairness perception (OE) has significant positive influence on business outcome at 5% level. The results show that Creativity (TC) has significant positive influence on business outcome at 5% level. The results show that Business outcome (FP) has significant positive influence on business outcome at 5% level. Moreover, all beta value is higher than .001. All models have very high adjusted R^2 (.621, .702, .711, .728, .and 522 respectively) indicating the ability of the models explaining the variation of Business outcome due to variation of independent variables is very high. The F-value shows that the explanatory variables are jointly statistically significant in the model and the Durbin-Watson (DW) statistics reveals that there is autocorrelation in the models.

V. CONCLUSION

The key goals and accomplishments of this paper are twofold. In response to a desire expressed in the literature to improve learning assessment, it first develops and tests an instrument to measure a firm's ability to learn. To allow the study to measure business outcome, the researchers used five different dimensions of organization citizenship behavior. The first dimension is Job satisfaction as an organization citizenship behavior factor to measure business outcome. The second dimension is behavior and transformation, which is used to calculate market outcomes as an aspect of organizational citizenship behavior. The third dimension is fairness perception as an organization citizenship behavior element to measure business outcome, the fourth dimension is inspiration, and the fifth dimension is imagination as an organization citizenship behavior element to measure business outcome. Job satisfaction as an organization citizenship behaviour element, behavior and improvement as an organization citizenship behaviour element, fairness perception as an organization citizenship behaviour element, motivation as an organization citizenship behaviour element, and team cohesion as a dependent variable make up the analysis. The researcher used multiple regression analysis to measure the established research hypotheses, and the results revealed that all five

hypotheses are supported, with the highest value being for fairness perception, as organization citizenship behavior element has a significant influence on business outcome, and the lowest value being for job satisfaction, as organization citizenship behavior element has a significant influence on business outcome.

Future studies will be done using this instrument to further our knowledge of organizational learning. Second, while there is often an expectation that there is a correlation between organization citizenship behaviour and market efficiency, there is no empirical data to back this up since most organization citizenship behaviour analysis is focused on case studies or other non-quantitative descriptive approaches. By analyzing longitudinal survey evidence on the impact of organization citizenship behaviour on company success, we hope to address this void in the literature. Our findings back up the hypothesis that there is a correlation between organization citizenship behaviour and both creativity and competition, as well as economic and financial outcomes. Finally, we should find out that the thesis has a range of drawbacks, which allows us to consider any potential research directions. The use of cross-sectional data is perhaps the most serious flaw. Although most strategic management research models treat success as the dependent variable, these relationships could appear in the opposite order. Output, according to Mintzberg et al. (1995), offers valuable feedback regarding the quality of a learning process which, in turn, impacts how an institution continues to learn. As a result, more analysis should be done using longitudinal evidence, enabling researchers to confirm the results discussed above. The current study's second drawback being that it depends entirely on visual steps. Subjective measurements of firm success were used to evaluate the model, as mentioned in the methodology section. Despite the fact that other studies have shown a strong correlation between perceived corporate success metrics and quantitative measures, the respondent's expectations of the performance which not always match the objective truth. Future research can use both quantitative and subjective performance/satisfaction metrics, allowing executives' expectations of outcomes to be compared to the actual findings. This will allow us to make more accurate assumptions about the impact of organization citizenship behaviour on business success. Finally, analyzing the impact of factors such as organizational structure, human resource management, leadership, and business policy on

learning will be an important line of study to pursue in the future. Management learning should be determined by a global strategy that impacts all areas of organisation, since each organizational aspect is deeply interconnected.

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