

Organizational citizenship behavior and firm success: an empirical research of hotel businesses in Thailand

Wasin Phetphongphan
Phaprukbaramee Ussahawanitchakit
Mahasarakham University, Thailand

Keywords:

Organizational Citizenship Behavior, Organizational Commitment, Organizational Loyalty, Transformational Leadership, Competitive Capability, Learning Culture

Abstract

Organizational citizenship behavior (OCB) has been viewed as one of the key components that influence Firm success. Drawing on the social exchange theory, the objectives of the study are to investigate the relationships among OCB and its antecedents, consequents, and firm success and to explore the moderating effects of learning culture and mediating effects of organizational image. The results were derived from a survey of 1195 hotel businesses in Thailand which provided interesting points of OCB and which was associated with firm success through organizational image as a mediator. The hypothesized relationships among variables are examined by using ordinary least square (OLS) regression analysis. Results suggest that some dimensions of OCB are a positive influence on consequents of OCB. In addition, transformational leadership and competitive capability have a positive influence on OCB. Learning culture is a moderator of the relationships among transformational leadership and competitive capability and some dimensions of OCB. Moreover, theoretical and managerial contributions, conclusion, and suggestions for future research are also discussed.

1. Introduction

Nowadays, the increasing globalization and competitive environment make it necessary for every organization to manage the resources effectively so that the organization has the potentiality to compete (Ussahawanitchakit, Phapruke, 2008, 2007; Yang and Sun, 2012). Human resources are recognized to be the key factors that lead the organization to a success (Becker, 1993). Human resources play a central role in the service sector. Such resources can increase the competitive capability of organizations and make it become a crucial factor in the success of the hospitality industry (Øgaard, Marnburg, & Larsen, 2008). A major reason for this is the services are seen as an inseparable factor from their provider. Many businesses expect the organizational members not only to complete their required duties, but also to proactively assist their colleagues. Therefore, many organizational scholars focus on the employees' positive behaviors such as the organizational citizenship behavior (OCB). In this context, the increasing employees' citizenship behavior to the organization and motivation will not only increase the extra-role behavior of the employees through loyalty, but also contribute to the increasing competitiveness of the hospitality sector of the organizations and lead to a better future performance (Podsakoff et al., 2000; Organ, 1988). It is expected that employees' OCB will engage in a better delivery service (Schmit and Allscheid, 1995) and this will positively influence customers' confidence in their participation to achieve a positive organizational image. Consequently, this contributes to an interest in conducting the present study. It is expected that the results of the study will benefit the top executives in the industries within OCB in order to improve and develop Firm's success.

The main research question is (1) How do the four dimensions of OCB influence firm success? Moreover, there are six other specific research questions, as follows: (2) How do the four dimensions of OCB have an influence on organizational commitment, organizational loyalty and organizational image? (3) How do the organizational commitments have an influence on organizational loyalty and organizational image? (4) How does organizational loyalty have an influence on the organizational image? (6) How do transformational leadership and competitive capability have an influence on the four dimensions of OCB? (7) How do transformational leadership and competitive capability have an influence on the four dimensions of OCB with learning culture as a moderator? And to answer these research questions, the examination of the

relationships between dimensions of OCB (cooperating with others, protecting the organization, volunteering constructive ideas and enthusiastic to organization), organizational commitment, organizational loyalty, organizational image and firm success is proposed. This article also examines the deck moderating effect on relationship among transformational leadership, competitive capability and OCB, with learning culture as a moderator.

This research is organized into five chapters as follows. The first part provides an overview, the motivation, and the purpose of the research. The second part reviews prior empirical research and relevant literature, proposes the theoretical framework to explain the conceptual model, and develops the related hypotheses. The third part describes the research methods, comprising the sample selection, data collection procedure, development of the measurements of each construct, the verification of the survey instrument by testing the reliability and validity, the statistical analyses, and equations testing the hypotheses. The fourth part presents the results of statistical testing, demonstrates the empirical results and provides a discussion in full detail. The final part identifies the details of the conclusion, the theoretical and managerial contributions, the limitations, and suggestions for future research directions.

2. Literature Reviews and Hypothesis Development

This paper mainly explored the relationship between organizational citizenship behavior and firm success via any consequent, including organizational commitment, organizational loyalty, and organizational image. Moreover, there were three factors that influenced the use of OCB, namely, transformational leadership, and competitive capability. The relationships between constructs were linked by using the social exchange theory. Then, these constructs and the relationships were drawn as shown in figure 1.

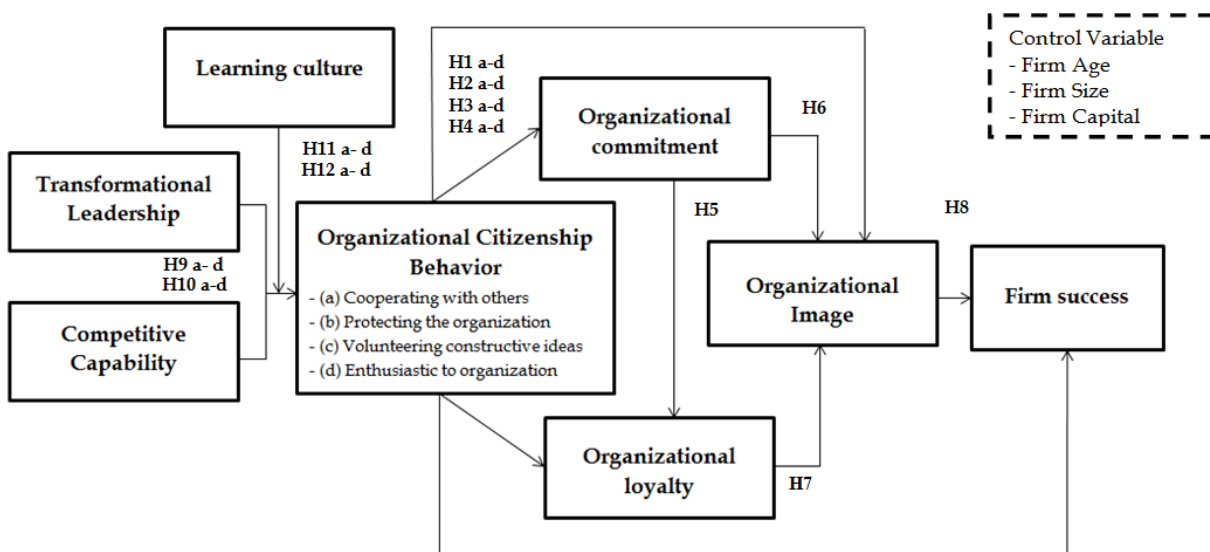


Figure 1: Relationship Model of Organizational Citizenship Behavior and Firm Success

2.1 Organizational Citizenship Behavior

The concept of "OCB" was first suggested by Bateman and Organ (1983). They explained that OCB was "individual behavior that was discretionary, not directly or explicitly recognized by the formal reward system, and that was in aggregation promoting the effective functioning of the organization" (Organ, 1988, p. 4). Subsequently, Morrison (1994) further explained that the organization citizenship behavior was the behaviors of employees to support the organization which was not formally rewarded by the organization. One of the concepts of OCB that was widely used was the concept of five dimensions: altruism, generalized compliance, sportsmanship, courtesy and civic virtue (Podsakoff et al., 2000; Organ, 1988). In this research, however, two additional dimensions were taken into consideration, namely, enthusiasm and devotion to work. Based on the concept proposed by Katz's (1964), other dimensions included cooperating with others, protecting the organization, volunteering constructive ideas. This research added an important factor that

stimulated the organization to fit in the context of a hotel in Thailand. Thus, the dimensions of OCB included; cooperating with others, protecting the organization, volunteering constructive ideas and being enthusiastic about the organization.

Cooperating with Others

Dyne and LePine (1998) suggested that the OCB related the individual behavior which maintained or enhanced the interpersonal relationships such as cooperative behavior. Chatman and Barsade (1995) pointed out that cooperation referred to the extent for the co-workers to actively support each other. Likewise, Hendricksen, (2002) defined the cooperative behavior as a collaboration between the parties to achieve the goal. Agranoff and McGuire (2001) defined the collaborative processes as "the process of facilitating and operating in organizational arrangements to solve problems and create efficiencies in the organization". Here, the author highlighted that cooperating with others referred to collective work between employees and it was a coordinated conduct that enabled superiority, and it was also the supplementary development in relation to individual development (Dejours 2005, p. 93). This relationship may lead to the commitment and loyalty among employees (Walumbwa et.al. 2008). In addition, it cooperated with others and also led the firm to success in the context of the hospitality businesses.

Hypothesis 1: cooperating with others would have a positive influence on (a) organizational commitment, (b) organizational loyalty, (c) organizational image, and (d) firm success.

Protecting the Organization

In a study conducted by Higgins and Robert E (2013), protecting the organization was identified as the behavior of employees expressed in the form of action to maintain the organization's reputation and assets. Organ (1988a) stated that the maintenance of the organizations reputation and assets was a part of the OCB. The behavior of protecting the organization was demonstrated in a study of Allen and Meyer (1990) which was correlated to employee loyalty. The study had the assumption that when the employees protected the organization, they would enhance the commitment and loyalty. Although there were no empirical studies that showed the relationship between the protecting the organization and organizational commitment, there was a concept suggested by Allen and Meyer (1990), stating that protecting the organization was a behavior which coincided with sense of belonging to the organization.

Hypothesis 2: Protecting the organization would have a positive influence on (a) organizational commitment, (b) organizational loyalty, (c) organizational image and (d) firm success.

Volunteering Constructive Ideas

Volunteering was identified as one of the descriptions in dimensions of OCB (Organ, 1988, Podsakoff, et al, 1990). Organ (1988), stated that "Altruism was the discretionary or voluntary behaviors which had the effect of helping a specific other person with a particular problem to complete his or her task under the unusual circumstances". This behavior can be defined as "Voluntarily helping others or preventing problems associated with the job" (Podsakoff et al., 2000, p 516). In other words, volunteering was motivated by some combination of self-interest and concern for the well-being of others (Brown, 1999). The definition of volunteering constructive ideas in this article was the volunteer behavior besides the policy of the organization such as helping the co-workers or customers when the problems arose (Meyer and Allen, 1997), helping the new employees to settle to the job, attending voluntary functions at work (Moorman and Blakeley, 1995; Morrison, 1994). Many scholars believed that the behavior that was conveying was a positive image of the organization to outsiders (Bowling, Wang, and Li, 2012; Lee and Allen, 2002; Williams and Anderson, 1991). Moreover, Organ (1990) suggests that this behavior helped to promote good relations between people. The social exchange explained that the organizational commitment and loyalty may occur from getting help from others (Masterson et al., 2000). Therefore, it was possible that volunteering constructive ideas was in a relation with commitment and loyalty.

Hypothesis 3: Volunteering constructive ideas would have a positive influence on (a) organizational commitment, (b) organizational loyalty, (c) organizational image, and (d) firm success.

Being Enthusiastic

Organ (1988) mentioned that an employee's being enthusiastic about activities within the organization was classified as OCB. George (1990) also pointed out enthusiasm was a behavior in positive ways that would benefit coworkers and the organization. Besides, Coleman and Borman (2000) stated that the employees may be enthusiastic as they strived for career advancement. This article identified being enthusiastic about the organization as the manifestation of diligence of the employees as a commitment to improve their performance. In a study by Lee (1992) it was found that employees' enthusiasm related to their loyalty to the organization. Moreover, the study of Muhammad Akmal and Aslinda (2014) showed that an effective company was supported by an enthusiastic human resource. Likewise, a study by Freund (2005) found that employees who possessed high enthusiasm tended to have more organizational commitment and were likely to contribute to firm success. From the foregoing, the author believed that it was possible that employees' enthusiasm would be associated with organizational commitment, loyalty and good image.

Hypothesis 4: Being enthusiastic about the organization would have a positive influence on (a) organizational commitment, (b) organizational loyalty, (c) organizational image, and (d) firm success.

2.2 Organizational Commitment

Organizational commitment was an attachment that bound the individuals to organizations and it is reflected in the relative strength of binding the individuals to organizations ((Jaramillo, Mulki, and MEEarshall, 2005; Phaprueke Ussahawanitchakit, 2008; Meyer and Herscovitch, 2001; Riketta, 2002). Allen and Meyer (1990) proposed a three-dimension model of organizational commitment: First, affective commitment referred to employees' emotional attachment that involved in, as they sensed themselves that they were a part of the organization. Second, continual commitment referred to the investments that gained and lost which may occur from an individual's stay in or resignation from the organization. The employees may feel that this organization was the most appropriate for doing a job. Third, normative commitment was a rule and commitment for stay in the organization because of the feelings of obligation. These feelings may derive from the concern on organization (O'Reilly and Chatman, 1986). The organizational commitment as shown by one decade of research was considered as the important predictor for organizational performance (Riketta, Michael, 2002). Previous studies found relationships between organizational commitment and job performance (DeLoria, 2001; Meyer and Allen, 1997; Price and Mueller, 1986). In addition, it was found in the study carried out by Zhen Xiong Chen and Tsui, Anne (2002) in the People's Republic of China that organizational commitment had a direct effect on organizational loyalty significantly. Moreover, many scholars believed that organizational commitment had some impacts on organizational image due to the operational efficiency (Schneider, 1973, 1975; Sparrow and Gaston, 1996).

Hypothesis 5: Organizational Commitment will have a positive influence on dimensions of organizational loyalty.

Hypothesis 6: Organizational Commitment will have a positive influence on organizational image.

2.3 Organizational Loyalty

Allen and Meyer (1990) showed that loyalty was a psychological condition reflecting the relationship of the individual in the operated organization. Porter, et al, (1979) identified loyalty as the strength of correlation of the individual in the organization. The individual, who showed a high level of organizational loyalty in the operated organization with a strong belief to accept the goals and values of the organization, was ready to make every possible effort to serve the organization and had a strong desire to continue working in the organization. According to Hoy and Rees (1974), three dimensions of loyalty were proposed. First, Behavioral loyalty referred to employees' behavior manifested in the form of practices. Such employees were willing and ready to implement the organization's policies and did not wish to withdraw from the organization. Second, Affective loyalty was a general emotional evaluation among employees who wished to corporate success.

Such employees took pride in the organization. Third, Cognitive loyalty was confidence and trust in the organization (Oliver, 1997; Gómez et al., 2006; Evanschitzky and Wunderlich, 2006). In this article, the authors believed that the organizational loyalty affected the organizational image, as the study of Zhen Xiong Chen and Tsui, Anne (2002) in the People's Republic of China showed that organizational loyalty significantly had a direct effect on organizational image.

Hypothesis 7: Organizational loyalty will have a positive influence on Organizational image.

2.4 Organizational Image

Dutton and Dukerich (1991) defined organizational image as the organizational members' belief about how others saw the organization. It was construed as an external image by the organization's members (Demuth, 1994). In this article, organizational image referred to the views of outsiders to the organization, which can be in both positive and negative perspectives. Kostova, Roth, and Dacin (2008) believed that organizational image related to a reputation, which contributed to firm success. In addition, many scholars (Allan, 1984; Beatty, 1989; Deephouse and Carter, 2005; Fombrun and Shanley, 1990; Maksimovic and Titman, 1991; Roberts and Dowling, 2002; Shapiro, 1983, 1984) found that organizational image had been shown to contribute positively to many factors which made firms successful. Based on the foregoing discussion, this article believed that organizational image may be a mediator of the impact of OCB, organizational commitment and organizational loyalty on firm success.

Hypothesis 8: Organizational image will have a positive influence on Firm success.

2.5 Firm Success

According to Dechow (2005), firm success referred to the rising profits resulting from a firm's revenue as the better indicator of success. In addition, it was also defined as the likely increase of the number of customers (Michael, 2000). This article focused on an achievement of the organizational objectives as to whether it was a corporate reputation, to impress clients, or a provision of effective service models.

2.6 Transformational Leadership

Bass and Avolio (1995) defined transformational leadership as a style of leadership that encouraged other people to perform and develop beyond their normal expectation. Inspirational motivation was one of the dimensions of transformational leadership, involving the leader's ability to motivate and inspire followers to achieve the organization's goals (Bass and Avolio, 1995). Transformational leadership was done through symbols and emotional appeals. This leadership style created an optimistic and enthusiastic approach of employees. From this perspective, the author can predict whether the transformational leadership would affect the OCB.

Hypothesis 9: Transformational leadership will have a positive influence on dimensions of OCB ((a) cooperating with others, (b) protecting the organization, (c) volunteering constructive ideas, and (d) being enthusiastic.

2.7 Competitive Capability

Porter (1980) defined competitive capability as a capability of the organization when compared to its competitors. Porter (1980) mentioned that competitive capability was the approaches: cost leadership, differentiation, and focusing in order to achieve better position among the competitor. Each of these common approaches included a mainly different path to gain a competitive advantage (Porter, 1980). Although there was no research supporting the relationship between OCB and competitive capability, this research was based on the general assumption that the organizations with high competitive capability would feature high standards. Thus, employees must be enthusiastic and devoted to work in order to adhere to the standard conditions of the organizations.

Hypothesis 10: Competitive capability will have a positive influence on dimensions of OCB ((a) cooperating with others, (b) protecting the organization, (c) volunteering constructive ideas, and (d) being enthusiastic.

2.8 Learning Culture

Learning culture referred to the level of encouraging knowledge sharing that can help support the employees in their quest for optimum intellectual performance (Bontis, 1999). Based on learning culture, organizations promoted the communication and collaboration to identify and solve problems to make the organization continuously improvable and increasingly capable. Learning culture was the positive stimulation of the association of management for goal's achievement and firm's success. Learning culture played an important role to employees' behavior that enabled learning and innovative response to challenges, competitive treats, or new opportunities. Moreover, the finding of a study by Jo and Joo (2011) showed that the organizational learning culture positively related to OCB. Therefore, this research believed that learning culture stimulated OCB status within the organization.

Hypothesis 11: Learning capability will positively moderate the relationship between transformational leadership and dimensions of OCB ((a) cooperating with others, (b) protecting the organization, (c) volunteering constructive ideas, and (d) being enthusiastic.

Hypothesis 12: Learning capability will positively moderate the relationship between competitive capability and dimensions of OCB ((a) cooperating with others, (b) protecting the organization, (c) volunteering constructive ideas, and (d) being enthusiastic.

3. Research Method

3.1 Sample Selection and Data Collection Procedure

This research selected hotel businesses in Thailand as a population because the behaviors of employees were important to hotel businesses in the hospitality industry, which played an important role in the country's economic development (Ooncharoen and Ussahawanitchakit, 2009). The population of this research was acquired from the database of website of Agoda Company Pte. Ltd., Thailand, as it was popular and accepted worldwide, (www.agoda.com/Thailand, last accessed March 1, 2015). This database was a good source of information providing all complete addresses and showing the level of standard hotels in Thailand, which could confirm and affirm the data of whether a hotel could remain in business. All hotels were classified by the star rating standard system. There were 1195 four- and five-star hotel business selected as the population. A survey using a mailed questionnaire was used as the main data collection method. After 1195 questionnaires had been mailed to respondents, 25 surveys were rejected because these firms were currently no longer in business or had moved to another location. Thus, the undeliverable surveys were removed from the amount of all surveys. As a result, 1170 surveys were the number of valid mailings, of which responses were received from 326 of them. However, 17 surveys were incomplete and, in turn, were discarded. Finally, only 309 surveys were complete which were usable for further analysis. The yields of a response rate were approximately 26.41 %. According to Aaker, Kumar and Day (2001), 20 percent of response rate from mail survey was satisfactory to the subsequent analysis.

This paper tested a non-response bias following the recommendation of Armstrong and Overton (1977) to ensure that the final sample represented the population of the research. All 309 received questionnaires were divided into early and late groups. The characteristics of the firms in the two groups were compared by t-test. The results showed that there were no statistically significant differences between the two groups. It can be concluded that non-response bias did not constitute a significant problem.

For demographic information of respondents, most of the respondents who returned the questionnaire were female (55.6%), and married (53.1%), while the major age was between thirty-one to forty years old (36.9%). Of all the participants 71.1 percent took a position of general manager, whereas 28.9 percent took a post of other positions. The demographic of firms showed that the major firms were of a four-star level (61.8%); the firm's capital was less than 150 million Baht (33.3%); the number of employees was less than 50 employees (26.2%); and overall income was more than 100 million (29.1%). In addition, most of the firms were located in the central region (24.6%).

3.2 Questionnaire Development

In this study, a questionnaire was developed and divided into seven parts. Part one includes questions for personal information such as gender, age, status, education level, past experience, salary, and current position. Part two contains questions for business information, including types of businesses, level of standard, the capital investment, the number of employees, organizational incomes, age and target customers. Parts three to six involve the perceptual assessment of respondents in terms of each construct in the conceptual model. Particularly, the assessment of each dimension of OCB and consequents of OCB consisting of the behavior of executives and employees is included in parts 3, 4, 5, and 6 respectively. The final part provides the open-ended question to respondents for opinions and suggestions.

3.3 Measurement of Variables

All constructs in the model included multiple-item scales. Each of these variables was measured by a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Exceptions were demographic and control variables. The measurements of independent, dependent, moderating, and control variables were discussed as follows:

Independent Variables

OCB was a core construct of this research. It can be defined as an individual behavior that was discretionary, not directly or explicitly recognized by the formal reward system, and the aggregation promoted the effective functioning of the organization" (Organ, 1988, p. 4). It was measured by an eighteen-item scale which was classified into four dimensions: Cooperating with others, Protecting the organization, Volunteering constructive ideas and Being Enthusiastic.

Cooperating with others was measured by a five-item scale regarding collective work between employees, Responsibility with others, and Respect for the rules of the organization (Dejours, 2005).

Protecting the organization was measured by a four-item scale. This dimension was defined as employees' behavior expressed in the form of action to maintain the organizational reputation and assets (Higgins, Robert E 2013), and it can be measured by providing the information that was useful to the organization's reputation.

Volunteering constructive ideas was measured by a five-item scale, and it was defined as a voluntary behavior in addition to the policy of the organization, such as helping co-workers or customers when problems arose (Meyer and Allen, 1997), helping new employees to settle the job and attending the voluntary functions at work (Moorman and Blakeley, 1995; Morrison, 1994).

Being enthusiastic was measured by a five-item scale, and it was defined as a behavior in positive ways that will benefit coworkers and the organization (George, 199). It was the task commitment, dedication on the job, determination and hard work.

Consequent Variables

Organizational commitment was measured by a fifteen-item scale, and it was defined as employees' emotional attachment involved when they sensed themselves as a part of the organization, along with a commitment to stay in the organization because of feelings of obligation (Allen and Meyer, 1990).

Organizational loyalty was measured by a fifteen-item scale and it was defined as employees' emotions and behaviors showing that they were willing and ready to implement the organization's policies, including their confidence, pride and trust in the organization, as well their unwillingness to withdraw from the organization (Evanschitzky and Wunderlich, 2006).

Firm success was measured by a five-item scale and it was defined as the revenue and the increase in number of customers. It meant the achievement of organizational objectives whether it was corporate reputation in order to impress the clients or provision of effective service models (Michael, 2000).

Antecedent Variables

Transformational leadership was measured by a five-item scale and it was defined as leadership. The leadership was defined as style of leadership that encourages other people to perform and develop beyond what their normal expectation was involving the leader's ability to motivate and inspire followers (Bass and Avolio, 1995).

Competitive Capability was measured by a five-item scale and it was defined as a capability of the organization when compared to its competitors. It meant the approaches: cost leadership, differentiation, and focus in order to achieve better position among the competitors (Porter, 1980).

Moderating Variables

Learning culture was measured by a five-item scale and it was defined as a level of encouraging knowledge sharing that can support the employees in their quest for optimum intellectual performance (Bontis, 1999). It meant the organization's promotion of communication and collaboration to identify and solve problems, which enabled the organization to continuously improve and increase its capability.

Control Variable

Firm age was measured by the number of years that a firm operated the business (Waranantakul, Ussahawanitchakit, and Jhundra-indra, 2013).

Firm size may affect the capacity to adjust and redefine a firm's strategy (Zahra et al., 2007). Fosfuri (2000) found that ability for learning and diversifying might be influenced by firm size, whereas firm capital might affect the implementation of firm strategies to increase superior performance. It was measured by the number of currently registered employees in firms.

Firm capital may affect the capacity of a firm to implement business strategies in order to achieve superior performance (Leiblein et al., 2002, Ussahawanitchakit, 2007).

4. Methods

Because of the number of items in several constructs, factor analysis was utilized to reduce these items into a small set of factors. In regard to confirmatory factor analysis (CFA), each

Items	Factor Loadings	Cronbach's Alpha
Cooperating with others (CWO)	.835-.894	.879
Protecting the organization (PO)	.787-.881	.824
Volunteering constructive ideas (VCI)	.712-.852	.861
Being enthusiastic (BE)	.877-.900	.912
Organizational commitment (OC)	.878-.888	.861
Organizational loyalty (OL)	.870-.918	.871
Organizational image (OI)	.862-.882	.921
Firm success (FS)	.832-.919	.912
Transformational leadership (TL)	.764-.916	.921
Competitive capability (CA)	.824-.887	.902
Learning culture (LC)	.832-.888	.909

Table 1: Results of Validity and Reliability Testing of Pretest

observable item ought to have high component loadings in its factor. According to the recommendation by Nunnally and Bernstein, (1994), factor loading ought to be greater than 0.40 cut-off value. Thus, 3 items in this questionnaire were deleted for the accuracy of the tool. In addition, the reliability of measurement was assessed by Cronbach's alpha coefficients that ought to be greater than 0.7. Factor loading and Cronbach's alpha represented the validity and reliability, thus measurements that showed high value of factor loading and Cronbach's alpha had an internal consistency, and was appropriate for further analysis. In this study, factor loading and Cronbach's alpha was presented in Table 1 as follows.

From Table 1, the results indicated that factor loading of each item was loaded on one factor, and the range of factor loading of all variables was between .712-.919, which was above the cut-off score of .4 following the recommendation of Nunnally and Bernstein (1994). This indicates that constructed validity was at acceptable levels. Moreover, the range of Cronbach's alpha coefficient was between .824 - .921, all of which were greater than .7. Therefore, it can be concluded that all items in this research had a sufficient internal consistency.

Statistical Techniques

This research used Ordinary Least Square (OLS) regression as a main analytical instrument to test all hypotheses following the conceptual model. Regression analysis was appropriate to examine the relationships within the conceptual model, because all variables were collected as the categorical and interval data (Hair et al., 2010). The following equations of aforementioned relationships were illustrated as below;

- Equation 1: $OC = \beta_{01} + \beta_1 CWO + \beta_{12} PO + \beta_3 VCI + \beta_4 EO + \beta_5 FA + \beta_6 FS + \beta_7 FC + \varepsilon_1$
- Equation 2: $OL = \beta_{02} + \beta_8 CWO + \beta_9 PO + \beta_{10} VCI + \beta_{11} EO + \beta_{12} FA + \beta_{13} FS + \beta_{14} FC + \varepsilon_2$
- Equation 3: $OI = \beta_{03} + \beta_{15} CWO + \beta_{16} PO + \beta_{17} VCI + \beta_{18} EO + \beta_{19} FA + \beta_{20} FS + \beta_{21} FC + \varepsilon_3$
- Equation 4: $FS = \beta_{22} + \beta_{23} CWO + \beta_{24} PO + \beta_{25} VCI + \beta_{26} EO + \beta_{27} FA + \beta_{28} FS + \beta_{29} FC + \varepsilon_{14}$
- Equation 5: $OL = \beta_{05} + \beta_{30} OC + \beta_{31} FA + \beta_{32} FS + \beta_{33} FC + \varepsilon_5$
- Equation 6: $OI = \beta_{06} + \beta_{34} OC + \beta_{35} OL + \beta_{36} FA + \beta_{37} FS + \beta_{38} FC + \varepsilon_6$
- Equation 7: $FS = \beta_{07} + \beta_{39} OI + \beta_{40} FS + \beta_{41} FA + \beta_{42} FC + \varepsilon_7$
- Equation 8: $CWO = \beta_8 + \beta_{43} TL + \beta_{44} CC + \beta_{45} FA + \beta_{46} FS + \beta_{47} FC + \varepsilon_8$
- Equation 9: $PO = \beta_9 + \beta_{48} TL + \beta_{49} CC + \beta_{50} FA + \beta_{51} FS + \beta_{52} FC + \varepsilon_9$
- Equation 10: $VCI = \beta_{10} + \beta_{53} TL + \beta_{54} CC + \beta_{55} FA + \beta_{56} FS + \beta_{57} FC + \varepsilon_{10}$
- Equation 11: $EO = \beta_{13} + \beta_{58} TL + \beta_{59} CC + \beta_{60} FA + \beta_{61} FS + \beta_{62} FC + \varepsilon_{11}$
- Equation 12: $CWO = \beta_{12} + \beta_{63} TL + \beta_{64} CC + \beta_{65} LC + \beta_{66} (TL*LC) + \beta_{67} (CC*LC) + \beta_{68} FA + \beta_{69} FS + \beta_{70} FC + \varepsilon_{12}$
- Equation 13: $PO = \beta_{13} + \beta_{71} TL + \beta_{72} CC + \beta_{73} LC + \beta_{74} (TL*LC) + \beta_{75} (CC*LC) + \beta_{76} FA + \beta_{77} FS + \beta_{78} FC + \varepsilon_{23}$
- Equation 14: $VCI = \beta_{14} + \beta_{79} TL + \beta_{80} CCA + \beta_{81} LC + \beta_{82} (TL*LC) + \beta_{83} (CC*LC) + \beta_{84} FA + \beta_{85} FS + \beta_{86} FC + \varepsilon_{14}$
- Equation 15: $EO = \beta_{15} + \beta_{87} TL + \beta_{88} CCA + \beta_{89} LC + \beta_{90} (TL*LC) + \beta_{91} (CC*LC) + \beta_{91} FA + \beta_{92} FS + \beta_{93} FC + \varepsilon_{15}$

5. Results

Correlation Matrix Analysis

This research used the Pearson correlation for verifying a multicollinearity problem and explores the relationship between any pair of the variables. The results of the correlation analysis were presented in Table 2.

	CWO	PO	VCI	EO	OC	OL	OI	FSU	TL	CCA	LC	FA	FS	FC
Mean	4.013	3.986	3.981	3.931	3.616	3.952	4.169	3.995	4.172	3.994	4.075	0.401	0.498	0.456
S.D	0.586	0.656	0.602	0.669	0.598	0.567	0.590	0.697	0.627	0.654	0.644	0.491	0.491	0.501
CWO														
PO	.628**													
VCI	.586**	.591**												
EO	.639**	.605**	.733**											
OC	.555**	.569**	.597**	.656**										
OL	.614**	.666**	.671**	.711**	.814**									
OI	.556**	.595**	.582**	.607**	.629**	.695**								
FSU	.472**	.506**	.582**	.512**	.534**	.623**	.697**							
TC	.457**	.476**	.515**	.434**	.547**	.625**	.620**	.623**						
CC	.539**	.622**	.625**	.640**	.641**	.707**	.715**	.723**	.632**					
LC	.531**	.589**	.642**	.633**	.556**	.684**	.662**	.671**	.692**	.763**				
FA	.029	.093	.083	.070	.066	.121*	.069	-.004	.007	.098	.031			
FS	.218**	.147**	.125*	.154**	.171**	.231**	.222**	.171**	.191**	.281**	.196**	.425**		
FC	.135*	.215**	.106	.129*	.131*	.144*	.203**	.139*	.022	.098	.076	.151**	.360**	

*p<0.05, **p<0.01, ***p<0.001, a Beta coefficients with standard errors in parenthesis.

Table 2: Descriptive Statistics and Correlation Matrix

For correlation analysis, the empirical evidence suggested the results of correlation between the same levels of variables indicated that all concerned bivariate correlation values did not exceed .8. In other words, no problem with multicollinearity was found. In addition, according to the concern of multicollinearity among independent variables, Variance Inflation Factors (VIF's) were used to prove this problem. The range of VIFs was from 1.05 to 2.82, which was below the cut-off value of 10 as recommended by Hair et al., (2006) .Therefore, it can be concluded that the

multicollinearity was varied and may affect the weights of the explanatory. Variables in the model were not a serious problem in this study.

Hypothesis Testing and Results

The effects of the four dimensions of OCB, including cooperating with others, protecting the organization, volunteering constructive ideas and being enthusiastic about the organization were based on hypotheses 1(a-d) to 4(a-d). All relationships among the four dimensions of OCB, organizational commitment, organizational loyalty, organizational image and firm success were hypothesized to be the positive correlation. The results were presented in Table 3.

Independent Variables	Dependent Variables						
	Model1	Mode2	Mode3	Mode4	Mode5	Mode6	Model7
	OC	OL	OI	FS	OL	OI	FS
Cooperating with other (CWO)	.111 (.059)	.097 (.051)	.119* (.060)	.066 (.065)			
Protecting the organization (PO)	.189** (.058)	.285*** (.050)	.254*** (.058)	.193** (.063)			
Volunteering constructive ideas (VCI)	.162* (.063)	.205*** (.054)	.184** (.064)	.374*** (.069)			
Being enthusiastic (BE)	.345*** (.066)	.315*** (.057)	.223** (.067)	.067 (.072)			
Organizational commitment (OC)					.797*** (.033)	.182** (.070)	
Organizational loyalty (OL)						.526*** (.070)	
Organizational image (OI)							.692*** (.042)
Firm age (FA)	-.028 (.093)	.031 (.080)	-.079 (.094)	-.222* (.101)	.069 (.074)	-.089 (.091)	-.146 (.092)
Firm size (FS)	.105 (.098)	.197 (.084)	.197 (.099)	.222* (.107)	.157 (.077)	.111 (.096)	.100 (.097)
Firm capital (FC)	-.006 (.089)	-.061 (.077)	.108 (.090)	.012 (.097)	.108 (.090)	.179 (.087)	-.016 (.089)
Adjust R ²	.488	.631	.478	.071	.668	.500	.483

*p<0.05, **p<0.01, ***p<0.001, a Beta coefficients with standard errors in parenthesis.

Table 3: Results of Regression Analysis

These are presented in model 1 to model 7. The finding indicated that relationships between cooperating with others and organizational image were significant ($b_{15}=0.119$, $p<0.05$), but relationships among organizational commitment and organizational loyalty and firm success were not significant ($b_1=0.111$, $p>0.05$; $b_8=0.097$, $p>0.05$; $b_{23}=0.066$, $p>0.05$). **Thus, hypothesis 1c was supported**, being consistent in conformity with the findings of the Dejours (2005); whereas, hypotheses 1a, 1b and 1d were not. Lu (2006) provided a reason stating that the presence of these characteristics of cooperating with others would be promoted when employees were supported by others. If people disagreed, it might become a stress or a conflict of the organization. Lu (2006) found that such a conflict would reduce organizational commitment, organizational loyalty and performance. The results showed that protecting the organization had significant relationship with organizational commitment, organizational loyalty, organizational image and firm success ($b_{12}=0.189$, $p<0.01$; $b_9=0.285$, $p<0.001$; $b_{16}=0.254$, $p<0.001$; $b_{24}=0.193$, $p<0.001$). **Thus, hypotheses 2a-d were supported**. Also the study of Allen and Meyer (1990) found that protecting the organization enhanced the commitment and loyalty led to the good image of the organization. The results showed that volunteering constructive ideas had significant relationship with organizational commitment, organizational loyalty, organizational image and firm success ($b_3=0.162$, $p<0.05$, $b_{10}=0.205$, $p<0.001$, $b_{17}=0.184$, $p<0.01$, $b_{25}=0.374$, $p<0.001$). **Thus, hypotheses 3a-d were supported**. Many scholars believed that this behavior increased commitment and loyalty, and it was positive image of the organization (Bowling, Wang, and Li, 2012; Lee and Allen, 2002; Williams and Anderson, 1991). The results revealed that relationships among organizational commitment, organizational loyalty, and organizational image were significant ($b_4=0.345$, $p<0.001$; $b_{11}=0.345$, $p<0.001$; $b_{18}=0.223$, $p<0.01$), but relationships between firm success are not significant ($b_{26}=0.067$, $p>0.05$). **Thus, hypotheses 1a, 1b, and 1c were supported**. Like in the work of Freund (2005), **hypothesis 1c was not supported**. Freund (2005) explained that enthusiasm was based on individual performance. If employees lacked the ability, it might not lead to success. In addition,

Table 4 also showed the relationships among organizational commitment, organizational loyalty, organizational image and firm success. These were presented in model 5 to model 7. The results showed that organizational commitment had significant relationship with organizational loyalty and organizational image ($b_{30}=0.797$, $p<0.001$; $b_{34}=0.182$, $p<0.01$). **Thus, hypotheses 5 and 6 were supported**; this was in conformity with the results of the study by Sparrow and Gaston (1996) in which it was found that organizational commitment led to corporate loyalty. The results showed organizational loyalty had significant relationship with organizational image ($b_{35}=0.526$, $p<0.01$). **Thus, hypothesis 7 was supported**. Likewise, it was found in a study by Zhen Xiong Chen and Tsui, Anne (2002) in the People's Republic of China that organizational loyalty had a direct effect on organizational image. The result revealed that relationships between organizational image and firm were significant ($b_{39}=0.692^{***}$, $p<0.001$). **Thus, hypothesis 8 was supported**.

Table 4 above presents the hypothesis testing results of the relationship among transformational leadership, competitive capability, cooperating with others protecting organization, volunteering constructive ideas and being enthusiastic about the organization. The results in models 8-11 suggested that transformational leadership success had a positive effect on cooperating with others, protecting the organization and volunteering constructive ideas with statistic significance ($b_{43}=0.193$, $p<0.001$; $b_{48} = 0.159$, $p<0.01$; $b_{53}=0.214$, $p<0.01$). But relationship between enthusiastic to

Independent Variables	Dependent variables							
	Model8 CWO	Model9 PO	Model10 VCI	Model11 EO	Model12 CWO	Model13 PO	Model14 VCI	Model15 EO
Transformational Leadership	.193** (.061)	.159** (.056)	.214*** (.056)	.06 (.071)	.093 (.068)	.066 (.061)	.089 (.061)	-.064 (.061)
Competitive Capability	.397*** (.062)	.533** (.057)	.507*** (.0507)	.611*** (.058)	.270** (.076)	.386*** (.069)	.315*** (.069)	.391*** (.068)
Learning culture (LC)					.275** (.082)	.275*** (.074)	.351*** (.056)	.396*** (.073)
TL x LC					-.110 (.062)	-.013 (.062)	-.013 (.056)	.086 (.056)
CC x LC					.080 (.057)	.096 (.052)	.003 (.051)	-.014 (.051)
Firm age (FA)	-.102 (.107)	.135 (.097)	.140 (.098)	.055 (.099)	-.124 (.096)	-.124 (.096)	.155 (.095)	.108 (.095)
Firm size (FS)	.127 (.114)	-.264 (.104)	-.236 (.105)	-.146 (.106)	-.230 (.103)	-.230 (.103)	-.219 (.102)	-.112 (.102)
Firm capital (FC)	.176 (.154)	.395*** (.093)	.168 (.094)	.217* (.182)	.378 (.091)	.378 (.091)	.150*** (.091)	.150 (.090)
Adjust R ²	.314	.427	.418	.094	.332	.332	.456	.463

* $p<0.05$, ** $p<0.01$, *** $p<0.001$, a Beta coefficients with standard errors in parenthesis.

Table 4: Results of Regression Analysis

organization are not significant ($b_{58} = 0.06$, $p>0.05$). **Thus, hypotheses 9a-c were supported while hypothesis 9d was not**. For that reason, Sabine, Streit and Freiherr (2005) suggested that leaders needed to be accepted by followers in order to influence employees' behavior, and maybe employees' enthusiasm depended on rewards. The results showed that competitive capability had a positive effect on cooperating with others, protecting the organization, volunteering constructive ideas and being enthusiastic about organization, with statistic significance ($b_{44}=0.397$, $p<0.001$; $b_{49} = 0.533$, $p<0.001$; $b_{54}=0.507$, $p<0.001$; $b_{59} = 0.611$, $p<0.001$). **Thus, hypotheses 10a-d were supported**. In fact, the organizations with high competitive capability would feature performance of high standards (Porter, 1980). Thus, employees must be enthusiastic and devoted to work in order to adhere to the standard conditions of the organizations.

Moderating Effect

The results shown in models 12-15 indicated the moderating effect of learning culture on the relationships between transformational leadership and dimensions of OCB (cooperating with others protecting the organization, volunteering constructive ideas and being enthusiastic). The results revealed that the interaction between learning culture and transformational leadership had no significant influence on dimensions of OCB ($b_{66}=0.082$, $p>0.05$; $b_{74} = 0.074$, $p>0.05$; $b_{82}=0.056$, $p>0.05$; $b_{90}=0.073$, $p>0.05$). **Thus, hypotheses 11a-d were not supported**. Although it was found that the learning culture had a positive influence on OCB, Sabine et al., (2005) suggested that leaders should be recognized by followers in order to affect the behavior of employees. In addition, Table 5 also presents the moderating effect of learning capability on the relationships between competitive capability and dimensions of OCB (cooperating with others protecting the organization, volunteering constructive ideas and being enthusiastic). The results revealed that the interaction

between learning culture and competitive capability had no significant influence on dimensions of OCB ($b_{67}=0.08, p>0.05$; $b_{75}=0.096, p>0.05$; $b_{83}=0.003, p>0.05$; $b_{91}=-.014, p>0.05$). **Thus, hypotheses 12a-d were not supported.** For that reason, in this research, learning culture was an increase in learning activities. Maslach et al, (2001) noted that increase in activities within the work may affect chronic emotional and interpersonal stress. Moreover, much empirical evidence has shown that burnout is negatively associated with OCB (Maslach et al, 2001).

6. Contributions and Direction for Future Research

6.1 Theoretical Contribution

The present study is carried out to gain more understanding of the relationships between OCB and consequents (organizational commitment, organizational loyalty, and organizational image and firm success) antecedents (transformational leadership and competitive capability) and its moderator which is learning culture in hotel businesses in Thailand.

According to OCB, this study focuses on its importance in employee behavior and operational context. Three theoretical contributions are provided. Firstly, from reviewing the literature of OCB, it has been found that the concept of OCB that was widely used was five dimensions of OCB by Organ (1988): altruism, generalized compliance, sportsmanship, courtesy and civic virtue, but this research proposes new dimensions focusing on dedication and enthusiasm of employees, which consist cooperating with others, protecting the organization, volunteering constructive ideas and being enthusiastic. These are the new dimensions of OCB. Secondly, this paper has sought to identify the relevant constructs, including antecedents and consequents that relate to the use of OCB and consequents. Finally, this study provides unique theoretical contributions expanding on social exchange theory found to be an important motivator for OCB. Thus, further research is needed to confirm this model and to reconceptualize the relationships among dimensions of organizational citizenship behavior. Likewise, future research is suggested to confirm this model by collecting data from other industries and both cross sectional and longitudinal study should be used to collect data.

6.2 Managerial Contribution

This study helps executives and managers identify for decision making and practitioners will glean ways of implementing their organizational success. It is suggested that the success of organizations depends on the ability to adjust to fit with their complex environment and competitive intensity. They should thoroughly understand, manage, and utilize OCB to provide organizational commitment, organizational loyalty, and organizational image in order to gain organizational success. Also, OCB can increase activities through leaders' behavior and competitive capability of the organizations. Thus executives should realize the importance of OCB and its potential to contribute to organizational success.

6.3 Suggestion for Future Research

This study contains some limitations which warrant further investigation as follows. Firstly, this study provides general results that have been collected by a quantitative method. Future research is needed to confirm the generalizability and the reliability of the results by changing targeted populations to other groups. Secondly, the present study is restricted to hotel businesses in Thailand only. Future research should use other populations and samples either within or outside Thailand for a comparative study to broaden the perspective. Finally, future research should re-examine the research hypotheses that are not statistically significant and should consider seeking to study other potential moderating variables.

7. Conclusion

This study aims to investigate the relationships among four dimensions of OCB (including cooperating with others, protecting the organization, volunteering constructive ideas, being enthusiastic) and consequents (organizational commitment, organizational loyalty, and organizational image and firm success) antecedents (transformational leadership and competitive capability) and its moderator which is learning culture in hotel businesses in Thailand. Several important findings are identified. Each dimension of OCB influences firm success in different ways. This study found that protecting the organization did not affect the firm success, but can be passed

on organizational image to firm success. Meanwhile, affective commitment is not positively related to firm success, but it can be related to firm success by organizational image as a mediator. In addition, learning capability plays a significant moderating role on some of the relationships between transformational leadership and enthusiasm and devotion to the organization, and competitive capability and protecting the organization.

Therefore, the primary task for a firm is to develop OCB in order to maximize the benefits obtained from both external and internal sources. This study suggests several recommendations for future research for more generalization. Findings, using mixed methods by combining with the interview techniques to gather in-depth information. This is in order to understand more about management thinking and to reconceptualize the OCB in the real business world.

References

- Aaker, D.A., Kumar, V. and Day. G.S. (2001), *Marketing research*. 7th ed. New York : John Wiley & Sons, Inc.
- Agranov, R. and McGuire, M. (2001), "Big Questions in Public Network Management Research", *Journal of Public Administration Research and Theory*, Vol.11 (3), pp. 295-326.
- Allan, F. (1984), "Reputation and product quality. *Rand Journal of Economics*", Vol. 3(15), pp. 311-327.
- Allen, N. J., and Meyer, J. P. (1990), "The measurement and antecedents of affective, continuance, and normative commitment to the organization", *Journal of Occupational Psychology*, Vol. 63, pp. 1-18.
- Armstrong, J.S. & Overton, T.S. (1977), "Estimating Nonresponse Bias in Mail Surveys", *Journal of Marketing Research*, Vol. 14, pp. 396-402.
- Beatty, R. (1989), "Auditor reputation and the pricing of initial public offerings", *The Accounting Review*, Vol. 4(64), pp. 693-709.
- Becker, G. (1993), "Nobel Lecture: The Economic Way of Looking at Behavior", *The Journal of Political Economy*, Vol. 101, pp. 385-409
- Becker, G. (1993), "Nobel Lecture: The Economic Way of Looking at Behavior", *The Journal of Political Economy*, Vol. 101, pp. 385-409
- Bentein, K., Vanderberghe, R., Vanderberghe, C, Stinglhamber, F. (2005), "The Role of Change in the Relationship between Commitment and Turnover: A Latent Growth Modeling Approach", *Journal of Applied Psychology*, Vol. 90, pp. 468-482.
- Bontis, N. (1999), *Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance*, Management of Innovation and New Technology Research Centre, McMaster University, Hamilton.
- Bowling, N. A., Wang, Q., & Li, H. Y. (2012), "The moderating effect of core self-evaluations on the relationships between job attitudes and organizational citizenship behavior", *Applied Psychology: An International Review*, Vol. 61, pp. 97-113.
- Brown, E. (1999), "Assessing the value of volunteer activity", *Nonprofit and Voluntary Sector Quarterly*, Vol. 28(1), pp. 3-17.
- Brown, R. (2012), "The Role of Legitimacy for the Survival of New Firms" *Journal of Management and Organization*, Vol. 18(3), pp. 412-427.
- Chatman, J. A., & O'Reilly, C. A.(1990), "Building organizational commitment: A multi-firm study", *Journal of Occupational Psychology*, Vol. 63, pp. 245-261.
- Chatman, Jennifer A., and Sigal G. Barsade 1995 "Personality, organizational culture, and cooperation: Evi-dence from a business simula-tion." *Administrative Science Quarterly*, Vol. 40, pp. 423-444.
- Chen, Z.X., Tsui, A.S. and Farh, J.L. (2002), "Loyalty to supervisor vs. organizational commitment: relationships to employee performance in China", *Journal of Occupational and Organizational Psychology*, Vol. 75 (3), pp. 339 - 356 .
- Coleman, V. I., & Borman, W. C. (2000), "Investigating the underlying structure of the citizenship performance domain", *Human Resource Management Review*, Vol. 10, pp. 25-44.
- Dechow. N., and J. Mourissen. (2005), "Enterprise resource planning systems, management control and the quest for integration" *Accounting, Organizations and Society*, Vol. 30(7-8), pp. 691-733.

- Deephouse, D., & Carter, S. (2005), "An examination of differences between organizational legitimacy and organizational reputation" *Journal of Management Studies*, Vol. 2(42), pp. 329.
- Dejours, C. (2005). *O fator humano*. (1a ed.). Rio de Janeiro: FGV.
- DeLoria, J. E. (2001), *A Comparative Study of Employee Commitment: Core and Contract Employees in a Federal Agency*, unpublished Doctoral Dissertation, Virginia Polytechnic Institute and State University, Falls Church.
- DeMuth, Christopher. (1994), "Christopher DeMuth." In *American Economic Policy in the 1980s*, ed. Martin Feldstein, 504-511. Chicago and London: The University of Chicago Press.
- Dutton, J. and Dukerich, J. (1991), "Keeping an eye on the mirror: Image and identity in organizational adaptation", *Academy of Management Journal*, Vol. 34 (3) pp. 517-554.
- Evanschitzky, H. and Wunderlich, M. (2006), "An examination of moderator effects in the four-stage loyalty model", *Journal of Service Research*, Vol. 8, pp. 330-45.
- Fombrun, C., & Shanley, M. (1990), "What's in a name? Reputation building and corporate strategy" *Academy of Management Journal*, Vol. 2(33), pp.233-258.
- FreundCaroline. (2005), "Current account adjustment in industrial countries", *Journal of International Money and Finance*, Vol 24: pp. 1278-98.
- Gómez, B.G., Arranz, A.G. and Cillán, J.G. (2006), "The role of loyalty programs in behavioral and affective loyalty", *Journal of Consumer Marketing*, Vol. 23(7), pp. 387-96.
- Hair, J., Black, W., Babin, B. and Anderson, R. (2010), *Multivariate Data Analysis*, 7th ed., Prentice Hall.
- Hair, J.F., Anderson, R.E., Tatham, R.L., and Black, W.C. (2006). *Multivariate Data Analysis* (5th ed.). Upper Sadie River: NJ, Pearson Education Incorporation.
- Hendricksen, C. (2002), "The research web: asynchronous collaboration in social scientific research", PhD dissertation, University of Washington, Seattle, WA
- Higgins, Robert E. (2013) "The Importance of A Risk Register In Risk Management".
- Hopkins,D.(2002)ATeacher'sGuidetoClassroomResearch(3rdedn).Buckingham:OpenUniversityPress
- Hoy, W.K. and Rees, R. (1974), "Subordinate loyalty to immediate superior: a neglected concept in the study of educational administration", *Sociology of Education*, Vol. 47(2), pp. 268-86.
- Katz, D. (1964). "The Motivational Basis of Organizational Behavior", *Behavioral Science*, Vol. 9, pp. 131-146.
- Kostova, T., Roth, K., and Dacin, M. T. (2008), "Institutional theory in the study of multinational corporations: A critique and new directions", *Academy of Management Review*, Vol. 33(4), pp. 994-1006.
- Lee, K., & Allen, N. J. (2002), "Organizational citizenship behavior and workplace deviance: The role of affect and cognitions", *Journal of Applied Psychology*, Vol. 87, pp.131-142.
- Lu, L. (2006), "Cultural fit: individual and societal discrepancies in values, beliefs and SWB", *Journal of Social Psychology*, Vol. 146, pp. 203-21.
- M.A. Ibrahim, (2014). "The Effect of Motivation on Organizational Citizenship Behavior (OCB) at Telkom Indonesia in Makassar", *Bisnis & Birokrasi Journal*, Vol 21, pp.114-120.
- Maksimovic, V., & Titman, S. (1991), "Financial policy and reputation for product quality", *The Review of Financial Studies*, Vol. 1(4), pp. 175-200.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001), "Job burnout. *Annual Review of Psychology*", Vol. 52, pp. 397-422.
- Masterson, S.S., Lewis, K., Goldman, B.M. and Taylor, M.S. (2000), "Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships", *Academy of Management Journal*, Vol. 43, pp. 738-48.
- Meyer, J. P., & Herscovitch, L. (2001), "Commitment in the workplace: Toward a general mode", *Human Resource Management Review*, Vol. 11, pp. 299-326.
- Meyer, J., & Allen, N. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Sage Publications.
- Michael, J. (2000), "Implications and refinements of the establishing operation concept", *Journal of Applied Behavior Analysis*, Vol. 33, pp. 401-410.

- Moorman, R.H. and Blakeley, G.L. (1995), "Individualism-collectivism as an individual difference predictor of organizational citizenship behavior", *Journal of Organizational Behavior*, Vol. 16, pp. 127-42.
- Morin, L., & Renaud, S. (2004) "Participation in corporate university training: its effect on individual job performance", *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, Vol. 21(4), pp. 295-306.
- Morrison, E.W. (1994), "Role definitions and organizational citizenship behavior: the importance of the employee's perspective", *Academy of Management Journal*, Vol. 37 No. 6, pp. 1543-67.
- Nunnally, Jum C. and Bernstein, Ira H. 1(994), *Psychometric Theory*. New York, NY: McGraw-Hill.
- Øgaard, T., Marnburg, E., & Larsen, S. (2008), "Perceptions of organizational structure in the hospitality industry: Consequences for commitment, job satisfaction and perceived performance" *Tourism Management*, Vol. 29(4), pp. 661-671.
- Oliver, R.L. (1997), *Satisfaction: A Behavioral Perspective on the Consumer*, Irwin/McGraw-Hill, New York, NY.
- Ooncharoen, N. and Ussahawanitchakit, P. (2008), "Building organizational excellence and business performance of hotel business in Thailand: effects of service culture and organizational characteristic", *International Journal of Business Research*, Vol. 8(3), pp. 13-26.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. 1990, "The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.)", *Research in organizational behavior*, Vol. 12, pp.43-72.
- Podsakoff P, Mackenzie S, Moorman R, Fetter R. 1(990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors" *Leadership Quarterly*, Vol. 1, pp. 107-142.
- Podsakoff, P., R. MacKenzie, and W. Bommer. (1996), "Transformational Leader Behaviors and Substitutes for Leadership as Determinants of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors." *Journal of Management*, Vol. 22 pp. 259-298.
- Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., Bachrach, D.G., "Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research", *Journal of Management*, vol. 26, pp. 513-563.
- Porter, L., Steers, R., Mow day, R. & An Ban lain, P. (1979), "Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians" *Journal of Applied Psychology*, Vol. 59(5), pp. 603-609
- Price, J. L. and Mueller, C. W. (1986), *Absenteeism and Turnover Among Hospital Employees*, JAI Press, Greenwich, CT.
- Riketta, M. (2002), "Attitudinal organizational commitment and job performance: A metaanalysis", *Journal of Organizational Behavior*, Vol. 23, pp. 257-266.
- Roberts, P., & Dowling, G. (2002). "Corporate reputation and sustained superior financial performance", *Strategic Management Journal*, Vol. 23, pp. 1077-1093.
- Rubin, K. H. and F. W. Schneider (1973), "The Relationship Between Moral Judgment, Egocentrism and Altruistic Behavior," *Child Development*, Vol. 44, pp. 661-665.
- S. J. & Joo, B. K. (2011), "The Influences of Learning Organization Culture Organizational Commitment and Organizational Citizenship Behaviors", *Knowledge Sharing*, Vol 1, pp. 2-20.
- Schmit MJ, Allscheid SP. (1995), "Employee attitudes and customer satisfaction :Making theoretical and empirical connections" *Personnel Psychology*, Vol. 48, pp. 521-535.
- Shapiro, C. (1983), "Premiums for High Quality Products as Returns to Reputations", *Quarterly Journal of Economics*, Vol. 98(4), pp. 659-680.
- Shapiro, C. (1984), "Consumer information, product quality, and seller reputation", *Bell Journal of Economics*, Vol. 98(4), 659-680.
- Sparrow, R.P. and Gaston, K. (1996), "Generic climate maps: a strategic application of climate survey data", *Journal of Organizational Behavior*, Vol. 17, pp. 679-98.

-
- Ussahawanitchakit, Phapruke. (2007), "Innovation Capability and Export Performance: An Empirical Study of Textile Businesses in Thailand." ,*International Journal of Business Strategy*, Vol. 7(1): pp. 1-9.
- Ussahawanitchakit, Phapruke. (2008), "Organizational learning capability, organizational commitment, and organizational effectiveness: an empirical study of Thai accounting firms." ,*Journal of International Business Strategy*. Vol. 8 (3), pp. 1-12.
- Van Dyne, L., & LePine, J. A. (1998), "Helping and voice extra-role behavior: Evidence of construct and predictive validity" , *Academy of Management Journal*, Vol. 41, pp. 108-119.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. (2008), "Authentic leadership: development and validation of a theory-based measure" , *Journal of Management*, Vol. 34(1), pp. 89-126.
- Williams, L. J., & Anderson, S. E. (1991), "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors." , *Journal of Management*, Vol. 17, pp. 601-617
- Williams, L. J., & Anderson, S. E. (1991), "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors" , *Journal of Management*, Vol. 17, pp. 601-617.
- Yang, W., & Sun, Y. (2012), "The use of cohesive devices in argumentative writing by Chinese EFL learners at different proficiency levels." , *Linguistics and Education*, Vol. 23(1), pp. 31-48.
-