

:

(444)

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(

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:

(Jacqueline et.al.,2004,p:1) .

Organizational Citizenship Behavior (OCB)

.2011/8/22 2008/9/28

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.1

.2

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(

: Civic virtue
 (500)
 (%42)
 : Altruism
 .(%96) (480)
 (36)
 (%92.5) (444)
 (%88.8)
 : Courtesy
 (%37.6)
 :
 : Conscientiousness
 /
 ()
 (Luthans,1992,p:333)
 : Sportsmanship
 -1))
 (8-5) (4
 (12-9)
 (16-13)
 :
 .(20-17)
 (40-21)
 (24-21)
 -25) Civic virtue dimension
 (33-29) Altruism (28
 Conscientiousness
 Courtesy (37-34)
 (40-38)
 Sportsmanship
 .(Podsakoff et al,1990) (1180)
 : .2006

0.90	
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.(

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) :

(1) (5) (4) (3) (2)

Descriptive statistic)

(Measures

:

Multiple Regression)

-1

(Analysis

(ANOVA)

-2

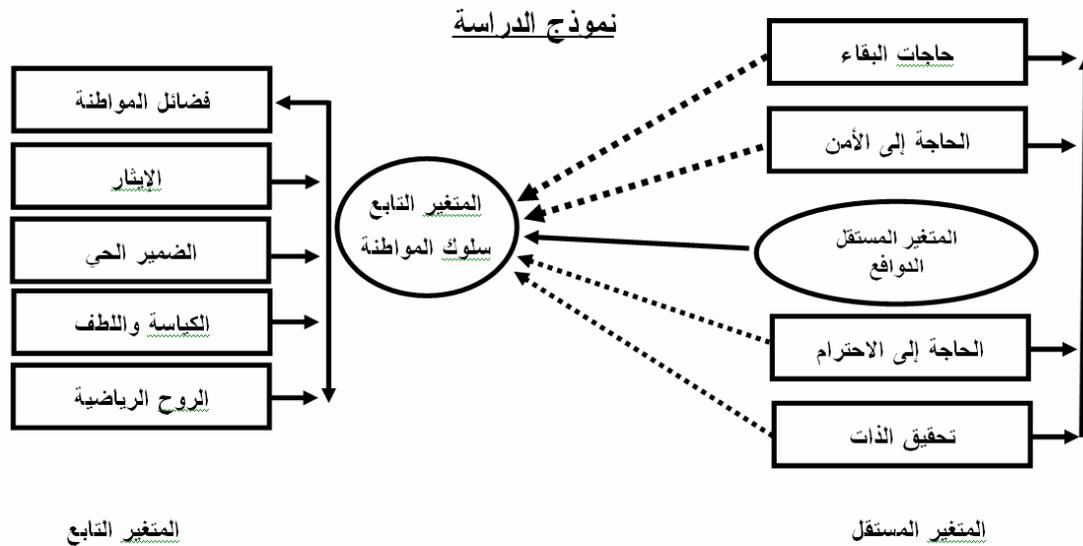
(0.90)

Stepwise)

-3

(Multiple Regression Analysis

0.91	/
0.89	



Intrinsic) () .1 :
:(process Motivation :

:(Instrumental Motivation) .2

.3
:(External Self Concept-based Motivation)

Jones & George
Motivation

.4
:(Internal Self Concept-based Motivation)

Severe
."Stomachache

:(Goal Internalization) .5

Work motivation
Psychological forces

.(Stock, 1999) . / /

Person's efforts
Persons level of persistence

(George and Jones, 1999,p:183).

" Robbins

Input

)
()

.(Robbins, 1993, p:205)

" Umotot

(...

(Umstot,1988, p:111) ."

: (Scholl, 2002)

Outcomes

) Extrinsic Outcomes

(
) Intrinsic Outcomes

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() Intrinsic :

Motivation

George and).

(Jones,1999,p:191

(/ /)

Extrinsic

Motivation

(George and Johnes,1999,pp:185-189).

Need Theory

Outcomes

Hierarchy of

:Maslow's Needs

Needs

1935 theory

.Hierarchy Needs

()

Physiological needs

(87: . . .) .

Safety need

()

Belongingness and love need

Esteem Needs

Alderfers ERG

Self-actualization need

:Theory

Existence

:

Needs

(Gordon,1993,pp:125-126).

(5 4 3)

(2 1)

Relatedness Needs /

Growth Needs

(Luthans,1992,p:16) .

()

Existence

Needs

)		.3	Organizational	
	(
	(Schnake,1991,pp: 735-759).			:Citizenship Behavior (OCB)
	Organ			
	:	/		
Civic	dimensions	.1		
		:virtue		
			"	Organ
			(Organ, 1988,p:4)	
			Bateman and Organ	
	:Altruism	dimension	.2	:
				/
)				.1
	(
			...	
				.2
dimension		.3		
	:Conscientiousness			
	/			
			Schnake	
			:	
:Courtesy	dimension	.4	Subtle behavior	.1
				.2

: " (42: 2002) -

:

(Chegini, 2009, p:171) - "(2002) -

300 " (2000)

) ()

(

" (DiPaola,2005,p:35) -

97

" (1999) -

Gautam et)

" (al,2004,p:28

118

450

(31) (175)) (

%20

/

" (Ryan,2002,p:123) -

(Stamper & Van Dyne,

" 2001, p:517)

Full-

Part-Time

Time

227

)
Protestant Work Ethics (

.(PWE)

Adigun and)

" .(Stephenson, 1992

Hard work

.Independence

Kelly et al,)

" (2002,p:1068

Extrinsic Job Rewards /

373

Intrinsic Job Rewards

Barbuto et al, 2001,p:)

" (359

Adigun and) " (Barbuto et al, 2001)

(Stephenson, 1992

(2003)
(1999) (2002)

(2005) (2005)

: (Gautam et al,2004) (DiPaola,2005)

:(1)

%64.4	286		
%35.6	158		
%6.8	30		
%10.8	48		
%82.4	366		
%35.6	158	5	
%24.5	109	10-6	
%22.3	99	15-11	
%17.6	78	16	
%26.4	117		
%30.6	136		
%43	191		
%43.9	195	25	
%28.2	125	35-26	
%15.3	68	46-36	
%12.6	56	47	

47) (%15.3) (1)
 (%12.6) ((%64.4) (286)
 : (%35.6)

(1)	(2)	(3)	(4)	(5)

(%43)
 (%30.6)
 (%26.4)

(%6.8) (%82.4)

2.5	3.49-2.5	35.

(%35.6) (5)
 (10-6)
 (15-11) (%24.5)
 (16) (%22.3)
 (%17.6)

(3)
 (3-2.5)
 (2.5) (%43.9) (25)
 (35-26) (%28.2)

(46-36)

:(2)

	5	0.94	2.86		8-1
	4	0.87	2.95		16-9
	3	0.75	3.06		24-17
	1	1.24	3.98		32-25

	2	0.73	3.22		40-33
	-	0.64	3.20		40-1

(0.87 0.75) (2)
 (0.94) (2.86) ()
 : (0.64) (3.20)
 (1.24) (3.98)
 (0.73) (3.22)
 : ()
 (2.95 3.06)

:(3)

	5	0.87	3.24		8-1
	4	1.10	3.37		16-9
	3	0.89	3.37		24-17
	1	1.09	3.77		32-25
	2	1.03	3.75		40-33
	-	0.75	3.49		40-1

() (3)
 (1.10 0.89) (3.37 3.37))
 (3.49) ()
 (0.87) (3.24) (0.75)
 (1.09) (3.77)
 : (1.03) (3.75)

()

(Analysis Of variance) : (4)

F	F			R ²		
0.000	*93.553	26.934	134.669	0.516		
		0.288	126.100			
0.00	*90.501	29.753	148.767	0.509		
		0.329	143.669			
0.000	*176.422	30.182	150.910	0.669		
		0.171	74.761			
0.000	*75.491	23.734	118.671	0.463		
		0.314	137.392			
0.000	*96.732	27.115	135.574	0.525		
		0.280	122.494			

(0.01= α)

*

(%50.9) () (4)
 (%66.9) () (F)
 (%46.3) () (α ≥ 0.01)
 (%52.5) ())
 .() ()
 :) (%51.6)

: (5)

t	t	Beta		B	
0.000	*5.861	0.271	0.050	0.234	
0.000	*8.893	0.380	0.045	0.356	
0.001	*3.460	0.172	0.044	0.149	
0.000	*4.527	0.206	0.047	0.169	
0.000	*4.103	0.233	0.046	0.173	

(0.05 =α)

*

Stepwise Multiple Regression

) (t) (5)
)
 ((t)
 (6) 4.527 3.460 8.893 5.861
 (%45.1) (4.103
 (%52.7) : (.01 = α)
 (%54.8))
 (%55.6) : ()
 (%56.9))
 . . (

"Stepwise Multiple Regression" : (6)

*t	t	R ²	
0.000	*8.871	0.451	
0.000	*5.821	0.527	
0.000	*4.984	0.548	
0.000	*4.024	0.556	
0.000	*3.730	0.569	

(0.05 = α)

*

(:)

(Multiple Regression Analysis) : (7)

T	T	Beta		B	
0.134	1.50	0.070	0.038	5.697	
0.008	* 2.674	0.132	0.043	0.115	
0.002	* 3.141	0.130	0.042	0.132	
0.000	* 5.348	0.197	0.023	0.122	
0.000	* 12.068	0.462	0.040	0.482	

(0.01 = α) *

Stepwise Multiple Regression (t) (7)

(2.674) (t) (12.068 5.348 3.141) (0.01 = α)

(8)

(%38.5) (t) (0.05 = α)

(%45.9)

(%49.6)

(%51.4)

"Stepwise Multiple Regression" : (8)

*T	* T	R ²	
0.000	* 11.969	0.385	
0.000	* 5.172	0.459	
0.000	* 4.044	0.496	
0.000	* 3.981	0.514	

() * (0.01 = α) *

(Multiple Regression Analysis)

:(9)

T	T	Beta		B	
0.000	* 4.200	0.197	0.041	0.170	
0.007	* 2.73	0.136	0.046	0.126	
0.000	* 3.69	0.155	0.045	0.166	
0.000	* 5.60	0.208	0.024	0.136	
0.000	* 8.51	0.329	0.043	0.364	

(0.01= α)

-
-

) (t) (9)

(

(10)

2.73 4.200)

(

(t)

(8.51 5.60 3.69

(%32.3)

.(0.01 = α)

(%40.8)

(%46.1)

(%48.9)

(%50.9)

Stepwise Multiple Regression

"Stepwise Multiple Regression " : (10)

*T	* T	R ²
0.007	* 2.733	0.323
0.000	* 8.517	0.408
0.000	* 3.693	0.461
0.000	* 5.603	0.489
0.000	* 4.200	0.509

(0.05 = α)

*

(Multiple Regression Analysis) : (11)

T	T	Beta		B
0.000	*3.791	0.146	0.029	0.111
0.000	*5.545	0.227	0.033	0.185
0.000	*6.689	0.230	0.032	0.216
0.000	*9.467	0.289	0.018	0.166
0.000	*8.726	0.277	0.031	0.269

(0.01= α)

*

(t) (11)

وعند إجراء تحليل الانحدار المتعدد التدريجي Stepwise Multiple Regression لتحديد أهمية كل متغير مستقل على حدة في المساهمة في النموذج الرياضي، الذي يمثل أثر أبعاد أبعاد الدافعية (حاجات البقاء، الحاجة إلى الأمن، الحاجات الاجتماعية، الحاجة إلى الاحترام، الحاجة إلى تحقيق الذات) في الضمير الحي، يتضح من الجدول رقم(12) والذي يبين ترتيب دخول المتغيرات المستقلة في معادلة الانحدار،

3.791) (t) (8.726 6.689,9.467 5.545)
 (0.01 = α)

التباين في المتغير التابع، تلاه الحاجة إلى تحقيق الذات وفسر مع الحاجات الاجتماعية و مع الحاجة إلى الاحترام و الحاجة إلى الأمن (65.8%) من التباين في المتغير التابع، ودخل أخيراً حاجات البقاء، حيث فسّر مع المتغيرات السابقة ما مقداره (66.9%) من التباين في الضمير الحي كمتغير تابع.

فإنّ الحاجة إلى الأمن قد احتلت المرتبة الأولى، وفسرت ما مقداره (44.4%) من التباين في المتغير التابع، تلاه الحاجة إلى الاحترام، وفسر مع الحاجة إلى الأمن (54.2%) من التباين في المتغير التابع، تلاه الحاجات الاجتماعية وفسر مع الحاجة إلى الاحترام و الحاجة إلى الأمن (60.4%) من

"Stepwise Multiple Regression " : (12)

*T	* T	R ²
0.000	*5.545	0.444
0.000	*9.467	0.542
0.000	*6.689	0.604
0.000	*8.726	0.658
0.000	*3.791	0.669

(0.01 = α) *

(Multiple Regression Analysis) : (13)

T	T	Beta		B
0.069	1.820	0.089	0.040	7.211
0.007	*4.048	0.211	0.045	0.183
0.000	4.165*	0.182	0.044	0.183
0.000	*7.277	0.283	0.024	0.173
0.000	*4.974	0.201	0.042	0.208

(0.01 = α) *

(8.51 5.60 3.69 2.73
 .(0.01 = α) (t) (13)
 :
) 4.200 (t)

(14) (

(%30.6)

(%39.5) Stepwise Multiple Regression

(%43.1)

(%45.9)

(

"Stepwise Multiple Regression " : (14)

*T	* T	R ²	
0.000	*5.751	0.306	
0.000	* 7.064	0.395	
0.000	*5.282	0.431	
0.000	*4.832	0.459	

(0.05 = α) *

() :

(Multiple Regression Analysis) : (15)

T	T	Beta		B	
0.026	**2.236	0.103	0.037	8.366	
0.000	*4.276	0.210	0.043	0.182	
0.000	* 6.119	0.252	0.041	0.253	
0.000	*7.008	0.256	0.022	0.157	
0.000	* 5.469	0.208	0.039	0.216	

(0.01 = α) *

(0.05 = α) **

) (t) (15)
)
 ((t)
 (16) (5.469 7.008 6.119 4.276 2.236)
 (%34.4) (0.01 = α)
 .(0.05 = α)
 (%43.6) :
 (%48.9))
 (%52) (
 (%52.5)

Stepwise Multiple Regression

"Stepwise Multiple Regression " : (16)

*T	T *	R²	
0.007	*4.276	0.344	
0.000	*6.119	0.436	
0.000	*7.008	0.489	
0.000	* 5.469	0.520	
0.026	**2.236	0.525	

(0.05 = α)

** (0.01 = α)

*

) :
 .(

() : (17)

	(F)					
0.000	*15.80	9.324 0.590	27.971 539.989	(442 2)		
0.001	*5.91	3.597 0.609	10.790 557.169	(441 3)		
0.000	*7.88	4.770 0.605	14.310 553.649	(441 3)		
0.20	1.54	3.02 1.96	9.05 809.73	(442 2)		

(0.01 = α)

*

(3.99) (47) :
 (47) :
 -26) (17)
 (47) (35 "
 (3.16) (35-26)
 (3.99) (47) (F=5.91) F)
 (47) ($\alpha = 0.001$)
 (46-36)
 (47) (18)
 (3.27) (46-36))
 (3.99) (47) (47) (26
 (47) (3.02) (26)

: (18)

47	46-36	35-26	25	
*0.97	-	-	-	25
*0.83	-	-	-	35-26
*0.72	-	-	-	46-36
-	-	-	-	47

(0.05 = α)

*

:

(F=7.88) (F) (17)
($\alpha = 0.000$)

(16) (20)
(5)
(4.23) (16)
(3.25) (5)
(16)
:(20)

(F=15.80) (F)
($\alpha = 0.000$)
(19)
()
()
(3.60)()
(2.97) ()

:(19)

16	-11 15	10-6	5		
*0.98	-	-	-	3.25	5
-	-	-	-	3.54	10-6
-	-	-	-	3.86	15-11
-	-	-	-	4.23	16

(0.05 = α) *

*0.63	-	-	2.97	
-	-	-	3.46	
-	-	-	3.60	

(0.05 = α) *

(17)

(F=1.03) (17)
($\alpha = 0.38$)
($\alpha = 0.05$)

(t) :
(t= 4.19)

() :
(21) :

(3.31) (17) :
(3.07) ()

(t) :(21)

	t					
0.000	*4.19	0.82	286	3.31		
		0.65	158	3.07		

(0.01 = α) *

() :
()

() :(22)

	(F)					
0.01	*3.81	7.33	21.98	(441 3)		
		1.93	796.80			
0.000	*20.96	35.98	107.94	(442 2)		
		1.72	710.84			
0.001	*5.06	9.56	38.24	(441 3)		
		1.89	780.54			
0.38	1.03	2.26	6.78	(442 2)		
		2.20	912.44			

(0.01 = α) *

: -3 :

() :

-4 (22) -1

(23)

(25) ($\alpha=0.01.$) (F=3.81)

(47) ($\alpha =0.05$)

47) (3.46) (25) :

(4.07) (:

.(47) -2

()

:(23)

47	46-36	35-26	25		
*0.61	-	-	-	3.46	25
-	-	-	-	3.82	35-26
-	-	-	-	3.84	46-36
-	-	-	-	4.07	47

(0.05 = α)

*

: :

() :

(22)

(24) =0.01) (F=5.06)

(16) .($\alpha =0.05$) (α)

16) (5) :

(5) (3.85) (:

16) (2.88) :

.(()

:(24)

16	15-11	10-6	5		
*0.97	-	-	-	2.88	5
-	-	-	-	3.55	10-6
-	-	-	-	3.63	15-11
-	-	-	-	3.85	16

(0.05 = α)

*

() :

(22)

(25)

() =0.001 (F=20.96)
 () ($\alpha =0.05$) (α)
 (3.92)() :
 (2.98) () :

()

:(25)

*0.94	-	-	2.98	
-	-	-	3.43	
-	-	-	3.92	

(0.05 = α)

*

(F=1.54)

($\alpha =0.20$)

($\alpha =0.05$) (22)

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The Impact of the Motivational Dimensions on the Organizational Citizenship Behavior: A Field Study of Municipalities Employees' Attitudes at the Southern Governorates of Jordan

Samer Al-Bashabsheh, Mohammad Al-Harabsheh

ABSTRACT

The study aimed at identifying the employees' attitudes toward the impact of job motivation variables on the organizational citizenship behavior at the southern governorates municipalities of Jordan. To achieve the goals of this study, a questionnaire was developed and distributed to a sample of (444) respondents. The study has reached the followings:

1. The perception of the respondents toward the job motivational variables (existence, security, affiliation, esteem and self-actualization) was medium. Towards the organizational citizenship behavior, it was high.
2. There is a statistically significant effect of the job motivational variables on dimensions of the organizational citizenship (civic virtue, altruism, conscientiousness, courtesy, sportsmanship).

The study provided a number of recommendations to enhance job motivation. As a result of the organizational citizenship behavior, the Municipalities Ministry and the municipalities in the southern governorate of Jordan must adopt a plan and the latest policies in this regard.

KEYWORDS: Organizational Citizenship Behavior, Job Motivation, Organizational Behavior.

Samer Al-Bashabsheh, Faculty of Business, Mutah University.

Mohammad Al-Harabsheh, Faculty of Business, Mutah University.