

# The Effect of a High-Commitment Work System on Improve Organization Citizenship Behavior: An Empirical Study in Zain Telecom Company in Jordan

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**ABSTRACT :** This study aimed at identifying High commitment work system(HCWS) in improving Organization citizenship behavior (Altruism, conscientiousness, sportsmanship) in the zain telecom company The authors employed a predictive-descriptive approach to identify the level of hcws at zain . Male and female employees at zain (No.378) participated in the study. A questionnaire prepared to measure the role of HCWS in improving OCB was implemented. Means, standard deviations, multiple linear regression and 1-Way ANOVA analyses were used to examine the data. HCWS from the perspective of zain telecom company employees scored a high level at overall test. OCB level from the perspective of the employees at zain telecomcompany and its dimensions scored high. The predictive model of HCWS and OCB from employee's perspective was statistically significant. Based on these results, the authors recommend zain telecom company to take more interest in improving its HCWS.

**Keywords:** High commitment work system, organization citizenship behavior , altruism , conscientiousness ,sportsmanship.

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## 1. INTRODUCTION

HCWS refers to a system of human resource management practices that aims to attract employee commitment to the organization. As the research on the relationship between the human resource systems used by companies and citizenship behavior in recent years has witnessed some similarities in the highly committed work system. Studies indicate that HCWS contributes to employee commitment and company performance by fostering positive social exchanges between an employer and employees. That employees view the HCWS as an expression of a true commitment of the employer to the employees. Nishii et al. (2008). HCWS may be seen as an indication of a voluntary commitment by the employer to the employees, on the other hand, employees understand the same HR practices as a cautious employer strategy to step up the business or as a simple compliance legal act. HCWS imposes one of the most systemic contextual impacts on employee behavioral and behavioral outcomes, as it creates the conditions in which exchanges between employees and organizations are formed, communicated and managed. (Bowen & Ostroff, 2004).

In this study, we focus particularly on high commitment work systems (HCWS), which are human resource management practice systems that aim to improve citizenship behavior in an organization and increase effectiveness and productivity by creating job resources, which enable employees to engage and commit

significantly to the organization. Dedicated to achieving organizational goals, from here we can envision HCWS as important job resources that send strong signals to employees within the organization (Xiao and Tsui 2007).

**Problem Statement:** The technological development is considered one of the most important changes in the economic and investment arena, where communication companies face many challenges that threaten their capabilities in competition, as companies 'success is due to their dependence on new technology, whether in communicating with their customers in the whole world, or by facilitating work on their employees and expanding in New countries.

Where the faster the speed of the business world and the world in general, the more sophisticated and competitive it becomes, the human factor represents the most valuable and valuable resource, and therefore the organization must attract, motivate and preserve this human element. Hence, companies have used human resource management practices that contribute significantly to improving and increasing employee productivity, which is reflected positively on achieving the company's goals.

As many companies have become focused on the human factor in order to achieve their goals and achieve a competitive advantage. Among these systems that can help departments is HCWS, accordingly the problem with the study is to determine the effect of HCWS on improving organization citizenship behavior.

### Study questions

**Q1:** What is the effect of HCWS in order to improve organization citizenship behavior in Zain Telecom Company ?

**Q2:** What is the level of use HCWS at Zain Telecom Company?

**Q3:** What is the level of applied organization citizenship behavior in Zain Telecom Company?

**Q4:** What is the impact of HCWS to improve OCB represented by dimensions (altruism, conscientiousness, , sportsmanship) in Zain Telecom Company?

Objectives of the study: This study aims to measure the effect of HCWS on improvement organization citizenship behavior(OCB)

at Zain Telecom Company

- The level of use HCWS in OCB at Zain Telecom Company.

- The level of OCB implementation at Zain Telecom Company.

**Model of the Study:** Based on the scholarly literature reviewed for this paper we develop a model shown in

Figure 1.

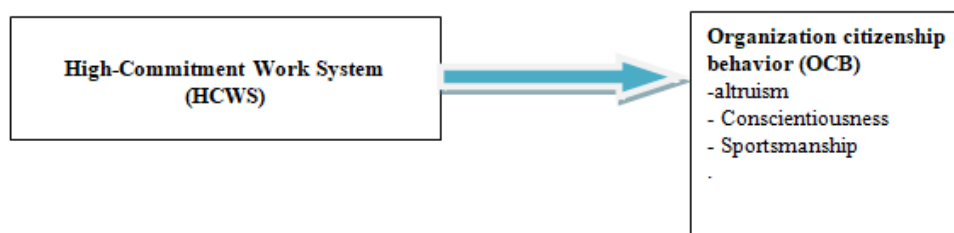


Figure 1: Proposed Research Model

**Study Hypotheses** The following hypothesis will guide the researcher in making presumptions and deep analysis.

**H1:** There is a significant influence for the HCWS on OCB.

The sub-hypotheses that can be derived from the previous hypothesis are:

H1a: There is a significant influence for HCWS in altruism.

H1b: There is a significant influence of HCWS in conscientiousness.

H1c: There is a significant influence for HCWS in sportsmanship.

**H2:** There is a significant difference of HCWS for sample study evaluation level depending on demographic variables (Gender, job description, qualification and experience).

**H3:** There is a significant difference of OCB for sample study evaluation level depending on demographic variables (Gender, job description, qualification and experience).

## 2. LITERATURE REVIEW

High-commitment work system (HCWS): HCWS is one of the structure of human resource management practices in support, motivation, sustainability and creativity of employees, and contributes to improving organizational citizenship behavior. This is done through methods such as training, internal work, compensation, evaluation, participation management, and emphasis on teamwork.(Chiang et.al.,2015).

HCWS is based on looking at psychological employee contracts with the company, as the company informs the employees of the expectations required for the employee's performance, by applying the rule of reciprocity. Hence, when the employee realizes the company's commitment, trust and investment in it, he feels a commitment to reciprocity and reward the company, by achieving the highest level of job satisfaction and emotional commitment, raising productivity and a higher creative performance.(Buch, 2015).

HCWS make employees believe that their work resources are provided through an organizationally supportive environment, thereby enabling them to commit to changing and rewarding the organization and improving the organization citizenship behavior,. Experimental researchers have proven that HCWS is positively related to fellow organizational citizenship behavior. (Boon & Kalshoven, 2014). HCWS and performance emphasize capacity processes, such as employee commitment at the individual level, on motivations. Very few articles invest in the mechanism by which HCWS improves organizational citizenship behavior. (Liao et al. 2009). HCWS includes a bundle of HR practices that provide a supportive and resourceful work environment across an organization , providing job resources for dealing with tasks and creating the positive conditions necessary for collective PsyCap to flourish (Luthans et al. 2008). practices' approach is based on the belief that HR practices and their effectiveness are not dependent on a firm's context, indicating that there is only one applicable combination for a HCWS (Pfeffer,1997).

### **Different between high commitment work system( HCWS) and high involvement work system ( HIWS) :**

It is believed that the introduction of highly involvement work systems(HIWS) in organizations facilitates knowledge development, Skills and capabilities of employees. This is achieved through the establishment of training and empowerment programs, The use of workforce training programs leads to performance gains that help operational initiatives to engage employees to encourage voluntary contributions Which contributed to improving financial performance in the researcher's study (Hussein & Çağlar, 2019)..As for the literature on HCWS to focus on human rights practices that are believed to influence increased levels of commitment that employees feel towards their job and the efforts they make in their work, which in turn improves organization citizenship behavior (Watson, 1999). If a company wants to develop its employees, it must have talent management(Almaaitah,all,2020). The company should use strategic thinking to solve its problems. (AL Safad.2016). All businesses now work on smart phones and supply chains to facilitate work for clients.( AL Safadi.2016). The company must also have a customer relationship management (Al-Safadi, AlMaaitah2020). The company should also have an entrepreneurial orientation through management Entrepreneurship(Alsafadi,all,2020).

**Organization citizenship behavior:** There are a variety of forms of organization citizenship behavior, including altruism, courtesy, sportsmanship, civic virtue and - conscientiousness.( Organ,1988). OCB is implemented through self-motivation, because it is considered less likely to be officially rewarded than required job behaviors as it possesses high-pressure jobs with low external rewards. If the organization citizenship behavior appears by the employees, managers can reduce the cost by developing control mechanisms to monitor their subordinates. (Elanain,2007).

Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system..

OCB helps management to achieve interconnection among its members within the business unit, which increases collective outcomes, as it reduces the need to devote scarce resources to simple maintenance functions, thus providing productive resources. This will increase the ability of employees to improve their performance because they will have sufficient time for planning and scheduling to reach problems more efficiently.(Podsakoff et al., 2000).(Organ, 1988) has postulated the following types of organizational citizenship behaviors:

**Altruism:** is selfless concern for the welfare of others. helps others who have been absent, or helps others who have very work loads. Where it is considered that a person assists another person without obtaining compensation in the work environment, in order to end a set of tasks and work within the company or organization, perhaps not related to the necessity of what they need in their regular work day.

**Conscientiousness:** Does not take extra breaks. Obey company rules and regulations even when no one is watching. Conscientiousness refers to the number of goals on which one is focused. It is related to dependability and volition and the typical behaviours associated with it include being hard working, achievement- oriented, persevering, careful, and responsible. People who are high in conscientiousness generally perform better at work than those who are low in conscientiousness.

**Sportsmanship:** Consumes a lot of time complaining about trivial matters. Always focuses on what's wrong, rather than the positive side. This principle means an employee decides to stay in good spirits even when something does not go their way, or when something that creates a considerable amount of annoyance or frustration. In a regular business setting, this could be exemplified by a worker refraining from complaining or gossiping about a rejected project proposal.

### 3. METHODOLOGY

This study is considered a case study in which the researcher will use the descriptive analytical method that defines descriptive research as it is, either the analytical research determines why it is this way or how it has become, by adopting the study of the phenomenon as it is in reality and performs as an accurate description, then analyzes the correlations that There is between the independent variable that represents high commitment work system ( HCWS), and the dependent variable that represented the behavior organization citizenship(OCB) in an attempt to identify the effect of the independent variable on the dependent variable, and the size of this effect in order to reach conclusions that contribute to the development and improvement of reality, then the primary data was collected from the questionnaire And, finally, data collection and analysis, the results will be discussed; can be reached to the conclusion and recommendations.

**Research sample:** The population of the study are equal to (1203) employees who are included in all branches of the zain telcom company, (42branches). The study sample consists of 378 employees of the following functional departments: Management Marketing ,HR, Financial..The collected data from the questionnaire will be analyzed by the SPSSv16, to obtain the expected results. SPSSv19 fit with quantitative approach and survey strategy which will be adopted in this research.

**Tests related to study instrument: Face validity:** The researcher presented the questionnaire to arbitrators with experience and specialization to judge the extent of its suitability to collect data, and to ensure its sincerity, clarity and safety of its formulation and contents, where a comprehensive report will be attached that includes the study problem and its objectives, and after retrieving the questionnaires the researcher will make the proposed amendments from the arbitrators and specialized professors before distributing them to The study sample.

**Content validity:** Content validity assesses whether the test represents all aspects of the construction. To obtain correct results, the content of the test, survey, or measurement method must cover all relevant parts of

the subject that it is intended to measure (Haynes et al., 1995). In this research, it was confirmed that each dimension was represented through its elements appropriately and that the elements measure their dimensions. Thinkers employing more than (30%) were employed with a degree of importance at  $(0.05 \geq \alpha)$ . Table (1) shows the presence of statistically significant relation  $(0.05 \geq \alpha)$  among the items of the Variable which indicates the construct validity of the items.

**Table (1): Pearson correlation coefficients to the Independent and Independent Variables**

Variables	No. of items	Correlations	Significant
<b>High commitment work system (HCWS)</b>	14	0.793	0.000
<b>Organization</b>	Altruism	5	0.827
<b>citizenship</b>	Conscientiousness	4	0.847
<b>behavior</b>	Sportsmanship	5	0.787

Factor analysis: The factor analysis was applied with the principal comment on the responses of the study sample on the items, The loading and communalities values of each factor was calculated for each variable. Table (2) revealed that all loadings and communalities for all factors were high and pointed out that most of statistical resource accepted these results in case they were higher than (0.35) (Sekaran& Bougie, 2014).

**Table (2) the value of loadings and communalities**

HCWS, % of Variance: (36.57%)						OCB, %of Variance: (43.08%)					
No.	Loadings	Comm.	No.	Loadings	Comm.	No.	Loadings	Comm.	No.	Loadings	Comm.
1	0.616	0.417	9	0.668	0.638	16	0.665	0.631	24	0.677	0.633
2	0.725	0.619	10	0.571	0.488	17	0.786	0.742	25	0.647	0.558
3	0.563	0.528	11	0.449	0.408	18	0.831	0.736	26	0.469	0.419
4	0.444	0.437	12	0.621	0.596	19	0.786	0.716	27	0.696	0.643
5	0.519	0.496	13	0.651	0.612	20	0.491	0.445	28	0.657	0.591
6	0.712	0.466	14	0.427	0.411	21	0.479	0.412			
7	0.780	0.684	15	0.416	0.388	22	0.667	0.639			
8	0.511	0.493				23	0.518	0.439			

**Reliability test:** Researcher used internal consistency coefficient (Cronbach alpha), to assure the consistency and stability of the questionnaire items. The acceptable value is (70%) and more (sharefen & kelani, 2007). The result shows that correlation values were high with average (0.926) which is above (0.70). This leads to accept reliability of the study instrument.

Characteristics of the sample of the study: Table (3) revealed that which Percentage of males represented (67.90%) while the Percentage of female represented (32.10 %). and the highest percentage of the sample (91.700%) to Bachelor's degree holders, and the second ranked to Master's degree holders which represented (6.30%), while the lowest percentage to a doctorate degree, which represented (2.00%) of total study sample. So the highest percentage of sample (38.80%) to group experience (from 10<15 years), and the second ranked in the group experience (from 5<10 years) which represented (24.60%). In additional the highest percentage of sample (31.20%) to group Job description (HR), and the second ranked in the group Job description (Management), represented (26.90%). The results indicate that most of participants are mature enough to limit ,The effect of a High-Commitment Work System on improve organization citizenship behavior at Zain Telecom Company in Jordan.

**Table (3): demographical characteristics of the respondents (n=378)**

Categories	Frequency	Percentage
<b>Gender</b>		
Male	257	67.90
Female	121	32.10
<b>Qualification</b>		
Bachelor	347	91.700
Master	24	6.30
Doctorate	7	2.00
<b>Experience</b>		
< 5 years	41	10.80
From 5<10 years	93	24.60
From 10<15 year	147	38.80
From 16<20 year	58	15.30
20 years or more	39	10.5
<b>Job description</b>		
Management	102	26.90
Marketing	67	17.70
HR	118	31.20
Financial	91	24.200
<b>Total</b>	<b>378</b>	<b>100.0</b>

**Results and Discussion:** First: High commitment work system: Table (4) showed the means and standard of the High commitment work system a zain telecom company in Jordan as perceived by employees.

**Table (4): The attitudes about High commitment work system**

Order	No.	Items	Mean	SD	Level
1	10	Zain is looking at the psychological contracts of the employees through HCWS	4.15	0.84	High
2	1	Zain makes employees believe that their work resources are available through a supportive environment	4.23	0.74	High
3	11	Zain takes care of the employees and their distinctive capabilities	4.21	0.87	High
4	3	The company seeks to give the highest rewards to employees in order to raise productivity	4.20	0.89	High
5	9	The company appoints experts in the workplace in order to compete with other companies.	4.11	0.80	High
6	4	The company also aims to develop employees rather than just using it as a controller	4.16	0.81	High
7	5	The company also aims to train and develop employees.	4.12	0.93	High
8	7	HCWS can enhance the company's talent management role.	4.05	0.92	High
9	6	A company that emphasizes HCWS tends to adopt team-based compensation.	4.03	0.77	High
10	8	The company encourages the team members to coordinate well with each other in the accomplishment of the team's appointment.	4.01	0.83	High
11	2	High HCWS also emphasizes choosing workers who can collaborate with teams.	4.03	0.79	High
<b>General tendency</b>			<b>4.19</b>	<b>0.48</b>	<b>High</b>

The participants in the study sample were very high towards all the elements related to the HCWS that ranged between (4.01 - 4.23); a review of the arrangement of the elements clarifies that item (10) states that Zain make employees believe that their work resources are available through a supportive environment. It ranked first (average = 4.23, SD = 0.84). Then in relation to item (11) "Zain takes care of the employees and their distinctive capabilities, Which ranked second (mean = 4.21, SD = 0.87), then the lowest average for item (8) stipulates that the company encourages team members to coordinate well with each other in achieving team assignment. Which was definitively classified with an average (4.01) with a high degree of compatibility, with (0.83) standard deviation.

In general, the overall results indicate a high level of HCWS in Zain Telecom in Jordan, and the mean was (4.19, SD = 0.48), indicating that the positions were similar with no differences between the respondents' responses in the study regarding this variable.

**Second: organization citizenship behavior(OCB):** The following Tables showed the means and standard of organization citizenship behavior(OCB) (Altruism, conscientiousness, sportsmanship) at zain telecom company Jordan as perceived by employees.



**Table (5): The attitudes about organization citizenship behaviour (OCB)**

Order	No.	Items	Mean	SD	Level
<b>Altruism</b>					
1	13	Staff provide assistance to other employees.	4.10	0.93	High
2	15	Staff have Altruism with other employees. The employees carry	4.15	0.95	High
3	14	out the work of another employee without getting paid.	4.18	0.76	High
4	12	The employees work to create a work environment in which love and respect	4.05	0.83	High
<b>(Altruism)</b>			<b>4.15</b>	<b>0.69</b>	<b>High</b>
<b>Conscientiousness</b>					
1	18	I perform all the tasks assigned to me with a clear conscience without the company monitoring me.	4.12	0.73	High
2	16	I seek to persevere in order to accomplish my duties strictly in the company.	4.12	0.72	High
3	20	My performance at work is much better since I have a conscience.	4.04	0.78	High
4	19	I don't get extra rest periods.	4.09	0.65	High
5	17	My behavior within the company is disciplined, serious and committed.	3.81	0.92	High
<b>(Conscientiousness)</b>			<b>4.09</b>	<b>0.45</b>	<b>High</b>
<b>Sportsmanship</b>					
1	22	Take the time to complain about petty things in the company	4.35	0.72	High
2	24	All my focus is on the positive side.	4.36	0.66	High
3	21	I have a sporty spirit in dealing with employees	4.03	0.93	High
4	23	I do not create problems and inconvenience to employees.	3.97	0.92	High
<b>(sportsmanship)</b>			<b>4.13</b>	<b>0.52</b>	<b>High</b>
<b>General tendency organization citizenship behavior(OCB)</b>			<b>4.09</b>	<b>0.36</b>	<b>High</b>

Table (5) shows that the attitudes of the participants in the study sample were very high towards all the variables related to the OCB, and shows that the total results suggest the presence of a high level of Altruism which average mean was (4.19, SD=0.69). so high level of Conscientiousness which average mean was (4.09, SD=0.45), and high level of sportsmanship which average mean was (4.13, SD=0.52), In general, the total results suggest the presence of a high level of m OCB at zain telecom company in Jordan, The average mean was (4.09), and low standard deviation (0.36),, indicating that the attitudes are similar with the absence of variance among the responses of the participants of the study concerning at this variables.

### Hypotheses Test

**Testing the first hypothesis:** The first hypothesis state that “There is a significant influence for the HCWS on OCB”, In order to test the HCWS on OCB for each variable in isolation, the main hypothesis was divided into three sub hypotheses. and Simple Linear Regression analysis was used to test the sub hypotheses.

Testing the first sub hypothesis: State that “There is a significant influence for HCWS in Altruism”, for the testing this hypothesis the Simple Linear Regression analysis was used.

**Table 6: Results of simple regression test of the HCWS in Altruism**

Independent Variable	Adjusted R <sup>2</sup>	F-value	Coefficient	T-value	Sig.
HCWS	0.489	710.160	0.671	27.192	0.000

Table (6) revealed a positive effect of statistically significant at level ( $\alpha < 0.05$ ) of the HCWS on the Altruism, and the effect level was (Coefficient= 0.489,  $p > 0.000$ ), which means that the increase in the HCWS by one degree will lead to increase Altruism at (0.671. %). this also ensures the t-Statistic Value (27.192) with statistically significant (0.000), which showed moral regression at ( $0.05 \geq \alpha$ ). Results suggest also that the Adjusted  $R^2$  reached (0.489) which indicated that the independent variable (HCWS) could explain (0.489%) of the changes that occur in the dependent variable (Altruism) which implied that the variables are important in the altruism. Accordingly, we accept the first sub hypothesis which state that “There is a significant influence for HCWS in altruism.

**Testing the second sub hypothesis:** State that “There is a significant influence for HCWS in conscientiousness”, for the testing this hypothesis the Simple Linear Regression analysis was used.

**Table 7: Results of simple regression test of the HCWS in conscientiousness**

Independent Variable	Adjusted R <sup>2</sup>	F-value	Coefficient	T-value	Sig.
HCWS	0.389	143.651	0.635	11.999	0.000

Table (7) revealed a positive effect of statistically significant at level ( $\alpha < 0.05$ ) of the HCWS on the conscientiousness, and the effect level was (Coefficient= 0.635,  $p > 0.000$ ), which means that the increase in the HCWS by one degree will lead to increase conscientiousness at (63.5%). this also ensures the t-Statistic Value (11.999) with statistically significant (0.000), which showed moral regression at ( $0.05 \geq \alpha$ ). Results suggest also that the Adjusted  $R^2$  reached (0.389) which indicated that the independent variable (HCWS) could explain (38.9%) of the changes that occur in the dependent variable (conscientiousness) which implied that the variables are important in the conscientiousness. Accordingly, we accept the second sub hypothesis which state that “There is a significant influence for HCWS in conscientiousness”.

**Testing the third sub hypothesis:** State that “There is a significant influence for HCWS in sportsmanship”, for the testing this hypothesis the Simple Linear Regression analysis was used.

**Table 8: Results of simple regression test of the HCWS in sportsmanship**

Independent Variable	Adjusted R <sup>2</sup>	F-value	Coefficient	T-value	Sig.
HCWS	0.353	72.179	0.421	15.325	0.000

Table (8) revealed a positive effect of statistically significant at level ( $\alpha < 0.05$ ) of the HCWS on the sportsmanship, and the effect level was (Coefficient= 0.421,  $p > 0.000$ ), which means that the increase in the HCWS by one degree will lead to increase sportsmanship at (42.1%). this also ensures the t-Statistic Value (15.325) with statistically significant (0.000), which showed moral regression at ( $0.05 \geq \alpha$ ). Results suggest also that the Adjusted  $R^2$  reached (0.353) which indicated that the independent variable (HCWS) could explain (35.3%) of the changes that occur in the dependent variable (sportsmanship) which implied that the variables are important in the sportsmanship. Accordingly, we accept the third sub hypothesis which state that “There is a significant influence for HCWS in sportsmanship”.

**Test the Second hypothesis:**

The Second hypothesis, which state that “There is a significant difference of HCWS for sample study evaluation level depending on demographic variables (Gender, job description, qualification and experience)”, To investigate this hypothesis the means and standard deviation were conducted for HCWS depending on demographic variables, and used Multivariate Analysis of Variance (MANOVA).



**Table (9): The means and standard deviation of HCWS depending on (demographic variables)**

Variables	Description	Frequency	Mean	SD
Gender	Male	257	4.231	0.510
	Female	121	4.189	0.491
Qualification	Bachelor		4.111	0.289
	Master	347	4.140	0.315
	Doctorate	24	4.138	0.367
Experience	< 5 years	7	4.179	0.521
	From 5<10 years		4.195	0.293
	From 10<15 year	41	4.163	0.321
	From 15<20 year	93	4.121	0.256
	20 years or more	147	4.173	0.423
Job description	Management	58	4.271	0.191
	Marketing	39	4.122	0.176
	HR	118	4.228	0.254
	Financial	102	3.994	0.393

Table (9) revealed that there is an apparent difference in respondents about HCWS depending on demographic variables, in order to verify the significant of these differences; the MANOVA was applied to find out the differences, table (10) shows that:

**Table (10): MANOVA of HCWS depending on (demographic variables)**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Gender	0.764	1	0.253	1.432	0.245
Qualification	0.826	2	0.812	4.735	*0.029
Experience	0.821	4	0.264	1.532	0.189
Job description	5.331	3	2.086	11.729	*0.002
Error	20.324	316	0.181		
<b>Total</b>	<b>28.969</b>	<b>326</b>			

Note: Significance levels at 5% (\*).

It can be noted many results from table (10). There is an insignificant difference in respondents about HCWS depending on (Gender, Experience) variable, where (F) value was not statistically significant at the level of ( $\alpha < 0.05$ ). While there is a significant differences in respondents about HCWS variable depending on Qualification at level of ( $\alpha < 0.05$ ), where (F) value reached (0.531,  $p > 0.029$ ). Therefore, Scheffe test was applied to find out the differences. Table (11) shows that:

**Table (11) Scheffe test for variances of HCWS depending on (Qualification)**

Qualification	Mean	Bachelor	Master	Doctorate
		<b>4.068</b>	<b>4.142</b>	<b>4.239</b>
Bachelor	4.068		0.074	0.171**
Master	4.142	-0.074		0.097
Doctorate	4.239	-0.171**	-0.097	

\*\* The mean difference is significant Significance levels at 5%.

It can be seen that there is a significant differences in respondents about HCWS depending on Qualification (Bachelor) and (Doctorate), where the Scheffe value reached (0.171) related to (Doctorate) by Mean (4.239). In additional, there is a significant differences in respondents about HCWS variable depending on Job description at level of ( $\alpha < 0.05$ ), where (F) value reached (11.729,  $p > 0.002$ ). Therefore, Scheffe test was applied to find out the differences. table (11) shows that:

**Table (12) Scheffe test for variances of HCWS depending on (Job description)**

Job description	Mean	Management	Marketing	HR	Financial
		<b>4.256</b>	<b>4.122</b>	<b>4.228</b>	<b>3.994</b>
Management	4.256		-0.134	-0.028	-0.262**
Marketing	4.122	0.134		0.106	-0.128
HR	4.228	0.028	-0.106		-0.234**
Financial	3.994	0.262**	0.128	0.234**	

\*\* The mean difference is significant Significance levels at 5%.

It can be seen that there is a significant differences in respondents about HCWS depending on Job description (Financial) and (Management, HR), where the Scheffe value reached (0.262, 0.234) related to (Management, HR) by Mean (4.256, 4.228) respectively.

### Test the third hypothesis:

The third hypothesis, which state that “There is a significant difference of OCB for sample study evaluation level depending on demographic variables (Gender, job description, qualification and experience)”, To investigate this hypothesis the means and standard deviation were conducted for OCB, , depending on demographic variables, and used Multivariate Analysis of Variance (MANOVA).

**Table (13): The means and standard deviation of OCB**

Variables	Description	Frequency	Mean	SD
Gender	Male	215	4.092	0.221
	Female	112	4.136	0.186
Qualification	Bachelor	302	4.102	0.301
	Master	17	4.081	0.343
	Doctorate	8	4.152	0.192
Experience	< 5 years	36	4.092	0.162
	From 5<10 years	78	4.086	0.195
	From 10<15 year	136	4.141	0.173
	From 15<20 year	45	4.093	0.223
	20 years or more	32	4.146	0.176
Job description	Management	98	4.152	0.146
	Marketing	53	4.112	0.213
	HR	102	4.143	0.156
	Financial	74	4.052	0.319

Table (13) revealed that there is an apparent difference in respondents about OCB depending on demographic variables, in order to verify the significant of these differences; the MANOVA was applied to find out the differences, table (14) shows that:

**Table (14): MANOVA of OCB depending on (demographic variables)**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Gender	0.762	1	0.267	1.124	0.342
Qualification	1.324	2	0.443	1.869	0.124
Experience	0.241	4	0.082	0.337	0.789
Job description	0.845	3	0.214	0.942	0.434
Error	23.248	316	0.229		
<b>Total</b>	<b>26.420</b>	<b>326</b>			

Table (14) shows that There is insignificant differences in respondents about OCB depending on demographic variables (Gender, Qualification, Experience, and Job description), where (F) value was not statistically significant at the level of (( $\alpha < 0.05$ )).

## 4. CONCLUSION

The results of the first question showed that HCWS level at Zain telecom company was high, The results of the second question showed that OCB level at Zain telecom company and its dimension from zain telecom company employees perspective was high, The results of the third question showed that HCWS and OCB at Zain telecom company from employee’s perspective was functional at ( $\alpha \leq 0.05$ ).

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