Stimuli of Organization Citizenship Behavior and Performance: The Moderating Role of Organizational Strategy Awareness

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Abstract

Organizations literature is advanced to conceptualize the notion of organization citizenship behavior (OCB) as a strategic concern to thrive performance. The paper explains various stimuli of the OCB and how the emergent OCB transforms to performance in the presence of a well communicated organizational strategy. Related literature on OCB and the stimuli is synthesized to a rigorous partial least squares (PLS) path modeling of data from 342 employees in Services Organizations in Kuwait. It is revealed that OCB is triggered by four important factors, namely i) commitment ii) loyalty iii) communication satisfaction of employees. The resultant OCB is found to be transforming into organizational performance. The awareness of organizational strategy is, interestingly, found to be moderating these relationships. These findings have advanced the theory and policy related to OCB and its conversion to organizational performance. The study, in particular, highlights how the organizational strategy has a significant factor in transforming various stimuli of OCB into successful organizational performance.

Keywords: commitment, communication, loyalty, organization citizenship behavior, organization strategy, and satisfaction

1. Introduction

Organizational citizenship behavior (OCB) is defined as actions that go beyond an employee's formal job responsibilities and include all those voluntary actions which add value to social relationships at work by improving performance of an organization Organ (1988, p. 4). Notably, performance of voluntary actions not only improves profitability and operations but also positively contribute to establish a culture of cooperation at work (Cem-Ersoy et al., 2015; Zeinabadi & Salehi, 2011). Employees at all levels perform such actions to support each other. The value of OCB lies in the fact that voluntary actions work as catalyst for bettering tasks, activities, and processes by shaping organizational, psychological, and social structures (Shahjehan et al., 2019). Holistically, researchers such as Organ (1988) explored various forms of OCB i.e. consciousness, courtesy, civic virtue, sportsmanship and altruism. From their angle, contemporary researchers stretched this construct to new heights, qualifying it as one of the most investigated issues in organizational behavior research (Klotz, Bolino, Song, & Stornelli, 2018; Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014). State of current research in OCB has been multi-dimensional. There are investigations where even a critical evaluation of OCB at work is performed to explore the negative consequences (Cooper, Coyle, MacDougall, & Bagdasarov, 2018). But OCB is important for organizations. There is evidence that performance of voluntary actions lead to some positive outcomes for firms Researchers have associated OCB with several positive outcomes as well. One of the supreme agenda among OCB researchers is to study its positive impact on organizational performance.

Organizations strive in achieving corporate goals via positive employee actions which can either be voluntary or non-voluntary. A positive attitude towards work contributes to unit-level performance which has the potential to contribute even to organizational performance (Lam & Mayer, 2014). Positive attitude is necessary for a consistent yet smooth flow of work. This is true for both type of businesses i.e. manufacturing as well as services. There is evidence that employee behavior positively boosts organizational or firm performance (Kaufman, 2015). When employees are satisfied, they perform well, both voluntarily and involuntarily which results in positive outcomes for organizations in terms of profitability and long-term survival (Koys, 2001). There are multiple

factors which affect the relationship between OCB and the firm performance. For instance, positive HRM practices affect performance of citizenship behaviors (Ghani & Memon, 2020) as well as the organizational performance (Taamneh, Alsaad, & Elrehail, 2018). Extending further, green human resource performances also positively affect employee actions which support organizational purpose (Pham, Tučková, & Jabbour, 2019). When employees experience positive HR attitude, their affiliation becomes stronger which leads to boosting performance. Also, elements such as organizational concern, performance ratings, and the workplace status affect employee volunteerism which stimulates organizational performance (Klotz et al., 2018). Another stream of research highlights the importance of entrepreneurial orientation at work to be a determinant of organizational volunteerism and performance (Zbierowski, 2020).

However, it is notable there are perquisites to the performance of voluntary actions at work. Employee commitment towards organization has been positioned as an element which positively contributes to performance of OCB (Xerri & Brunetto, 2013). Commitment refers to employees' bonding with the organization which results in positive work outcomes. Another important element is employee satisfaction which motivates them to perform voluntary actions such as OCB (Torlak, Kuzey, Sait Dinç, & Budur, 2021). Employee satisfaction is the perceived congruence between employee expectations and perceptions concerning work and the organization. When employees are satisfied they positively contribute to work and towards the organization where we believe OCB is one important manner to support organization (Hidayah & Harnoto, 2018). Ideally, satisfied employees are loyal but contradictions do exist in research and theory concerning employee loyalty. Loyalty refers to employees' intentions to stay with the organization and work towards its prosperity (Hidayah & Harnoto, 2018). Once employees have intentions to stay longer with the organization, they tend to perform some voluntary actions where OCB is not an exception. Moreover, another element which we perceive positively contributes to the performance of OCB is positive communication at work (Susita, Sudiarditha, Purwana, Wolor, & Merdyantie, 2020). Supervisors, colleagues / peers and subordinates communicate via some tangible as well as intangible forms of communication which motivates individuals to perform extra-role behaviors such as OCB (Parke, Tangirala, & Hussain, 2020).

Despite excellent research in the relationship between citizenship behavior and firm performance (Kaufman, 2015; Taamneh et al., 2018). There are still gaps which require our scholarly attention. For instance, employee's awareness of firm strategy can positively influence the relationship between OCB and firm level performance. Strategy awareness refers to employee understanding of firm-level strategy and it has been positioned as an element which ensures organizational commitment and firm success (Gagnon, Moore, & Shanmuganathan, 2014). Employee understanding and awareness of firm level strategy positively contributes to organizational performance in the long-run (Safari, Salehzadeh, Panahi, & Abolghasemian, 2018). Also it improves employee behaviors at work which is a pre-requisite to employee engagement (Gill, 2015). It is considered a pre-requisite to organizational success. However, there is dearth of research which considers strategy awareness among employees as an element which can further strengthen existing relationships. This is important because employees need to in-sync their attitude and actions with the purpose and culture of an organization (Parke et al., 2020). Without such congruence, employee actions can become meaningless and go wasted. Direct relationship between OCB and firm performance is not gaining popularity as there are several organizational as well as individual level concerns which pave the way (Kloutsiniotis & Mihail, 2020). Since the relationship between OCB and firm level performance is not straight forward, we consider strategy awareness among employees to buffer the relationship. Moreover, efforts to channelize the OCB and firm performance path are not much successful in reality, we consider employee awareness of organizational strategy as an element which can buffer this relationship but has been missed by researchers.

The paper's primary focus is on raising employee understanding of the company's vision and values in Kuwaiti Services Organizations. There is a review of the literature on organizational studies and strategic management. After that, a theoretical framework and methodology are created for analyzing the data from a targeted sample. A theoretically based framework and methodology are developed. The PLS analysis was used to measure the data from a targeted sample in order to derive theoretical and practical implications.

2. Literature and Hypothesis Development

2.1 Organizational Citizenship Behavior

OCB is considered as a "discretionary behavior that members of an organization have towards the organization and the resulting allegiance to the organization, that impact organizational performance" (Robbins, 2011). OCB is a behavior demonstrated by members of an organization, something that surpasses their role. OCB adds to the organizational effectiveness in a way that it brings a lot of positivity at work (Organ, 1988). When organizations

focus on enhancing OCBs, they are able to achieve corporate goals (Kloutsiniotis & Mihail, 2020). Contemporary evidence suggests that OCB leads to establishment of a culture of mutual engagement and drives organizational growth (Hidayah & Harnoto, 2018). In line with this evidence, researchers (Wang et al., 2005) already found a positive correlation between organizational citizenship behavior and organizational effectiveness in country context of Taiwan Conceptually, OCB can be divided into four sub-dimensions, namely :(1) Identification with the organization; (2) colleague support; (3) nonexistence of selfish chase of profits; and (4) commitment to work (Hsieh et al., 2010). These researchers found a positive impact of OCB practices on organizational progress.

2.2 Organizational Performance

Organizational performance is a tool to assess the efficiency of an organization's resource. Mainly it concerns with the extent to which an organization has achieved its core objectives (Szilagyi & Wallace, 1983). Organizational performance can be divided into financial performance, organizational effectiveness, and business performance (Venkatraman & Ramanujam, 1986). Contemporary work in this domain is bit wavy and researchers are divided in their opinions as what actually constitutes and represents organizational performance (Taouab & Issor, 2019). Anyhow, survival of organizations is dependent upon the extent to which these organizations perform over a period of time. In essence, performance refers to the level of accomplishment, the idea of which consists two broader yet interconnected dimensions i.e. efficiency and effectiveness. Efficiency is examined by the input and output ratio while effectiveness measures the achievement levels of organizational objectives. Moreover, organizational performance is the result achieved by related divisions and fields before deadlines to accomplish stage or overall goals of an organization (Ling & Hong, 2010).

2.3 Organizational Commitment

Organizational commitment is the attitude that connects individuals to the organization. It is a behavioral tendency of individuals to stay loyal with the organization (Cohen, 2007). This can be a result of financial and non-financial rewards which organizations design for employees to stay committed with the organization (Nazir, Shafi, Qun, Nazir, & Tran, 2016). Financially, salaries and other financial packages are given to employees while non-financial package includes awards for performance and other recognitions. Organizational commitment involves 1) an individual's strong belief and acceptance of the organization's aim and values; 2) individuals willing to put extra effort; and 3) individuals willingness to be constant part of the organization (Chen, 1989). Committed employees positively contribute to organizational performance and sustainability in the long-run (Baird, Tung, & Yu, 2019). Also, commitment among employees positively influences customers at the front end which also contributes to organizational profitability- a sort of organizational performance parameter. Organizations, in order to ensure continuous commitment take employees and invest in them to make sense of the available strategies which is possible when employees are emotionally engaged (Nketia, 2016). This involvement of employees facilities the strategy implementation to ensure success (Dooley et al., 2000). Conclusively, organizations need to establish an environment of support and care which turn employee attitude to stay committed with the organization. This way it would be helpful for organizations to design and successfully implement strategies (Nwachukwu et al., 2020).

2.4 Employees' Loyalty

Employee 'loyalty is an emotional connection between an organization and its employees. When employees decide to stay with the organization and also speak positively about it refers to loyalty among them (Y. J. Lee et al., 2015). Organizations with sound emotional connections from their employees have fewer turnover rates and the employees have stronger intention to stay and work. Employees value organizational mission, vision and strategy. With the corporate values, they are influenced by the congruence between their personality and the organizational value-system (Malbašić, Rey, & Posarić, 2018). In case of a congruency, employees remain loyal with the organization. Moreover, culture of a company strongly impacts the way employees decide to stay with the organization (Carvalho, Castro, Silva, & Carvalho, 2018). When supervisors and peers support each other, and a congenial environment is established, loyalty rates go higher (Attridge, 2009). Finally, organizational reputation positively affects the employee loyalty. People wanted to become and work for an employer with strong brand image and reputation (Benraiss-Noailles & Viot, 2021). Employee loyalty results in positive outcomes for employees as well as for the organizations. Loyal employees contribute to organization development and bring many positive outcomes for organizations in the long run (Lee et al., 2015). There is evidence that loyal employees perform OCB (Unaam, Adim, & Adubasim, 2018). This is mainly because when employees decide to stay with the company, they perform those actions which ultimately support an organization. However, many other elements such as personality of employee and employee perceptions of an organization

brand also affects the extent to which they will perform OCB (Pletzer, 2021; Unaam et al., 2018).

2.5 Communication

It is empirically demonstrated that communication is the essence of an organization system (Chaudhri, 2016). This entails when communication in an organization is blocked, the system cannot work successfully. Organizations are systems of communication and broad constructions (Fairhurst & Putnam, 2004) and ideas can be developed and institutionalized through effective communication (Chaudhri, 2016). Also, communication is a pre-requisite to successful design and implementation of an organizational strategy (Schoeneborn & Trittin, 2013).   There is ample evidence to support that communication, as a lifeblood of an organization, is important and must be properly channelized to reap benefits for organizational growth (Yu, Yen, Barnes, & Huang, 2019). Furthermore, in order to successfully operate a system, horizontal and vertical communication should be channelized (Rapert, Velliquette, & Garretson, 2002). Horizontal communication strengthens cross-functional collaborations where employees from different departments easily communicate and exchange ideas (Jeske & Calvard, 2020). On the other side, development of a culture, implementation of policies and employee awareness of organizational strategies is dependent upon vertical communication system (Gbarale & Lebura, 2020). This type of a communication system, however, requires a control mutuality where both communication and participation in actions remains multi-faceted (Gurabardhi et al., 2005). Therefore, a more corporate communication function must be outline which connect the strategy and function well enough and be led by the top management as the best reporting structure (Forman & Argenti, 2005). This is particularly important, when organizations are large and have multiple units to communication or the work is a joint task of diversified business portfolios (Peng & Litteljohn, 2001)

2.6 Employee Satisfaction

Employees are the most important assets of an organization to generate business and a value for the organization (Maslow, 1943). Therefore, a significant amount of effort is conducted to ensure that employees are well-served and treated by organizations (Shan & Tang, 2020). In this age, a dedicated department (i.e. HRM function) is established where individuals take care of employees and try motivating and retaining them for a competitive advantage (Briggs, Deretti, & Kato, 2020).   The best companies are found to be those, which invest in employee satisfaction. Such a satisfaction is found to be coming through a synchronized corporate culture that builds upon the employees reviews of the firm thus creating long-term value for the organization (Popadak, 2013). It is because, the corporate culture that is developed and nurtured by the employees' evaluation is dignified, respected thus leading performance (Guiso et al., 2015). Such a satisfaction ultimately transforms performances as numerous types of employee satisfaction, such as empowerment, job satisfaction, safety, pay, and work team, have positive results on firm financial performance in terms of return on assets and earnings per share (Schneider et al., 2003). There are, however, discussion that in achievement of employees satisfaction one need to maintain procedural, interactional, and distributive justice to balance out the overall satisfaction (Sparks & McColl-Kennedy, 2001). It is also important that along with ensuring satisfaction there must be a consideration for the perceptions of satisfaction to have the dialogue   (J. H. Lee et al., 2011).

2.7 Awareness of Strategy

The awareness of strategy among the employees is important so that the impacts of various stimuli discuss in the literature have an ultimate impact on the performance. This awareness is particularly important about the firm-level strategy (Safari et al., 2018). Such an awareness have multi dimensions and from the employees perspectives, it create a moderating locale for the employees to be satisfied and committed to perform well (Helm, 2011). Similarly the communication and loyalty too can have a place in if the employees are well aware of the firm's strategic direction. It is because, when the awareness of strategy impact how communication and loyalty become a great knowledge resource to thrive (Smith & Rupp, 2002). This research has therefore included awareness of strategy as it moderating the effects of stimuli of organization performance.

The review of above six constructs show very complex and inclusive picture of how these elements co-variate. Next section, therefore, portrays the initial framework of these constructs and outlines a methodology to test it.

3. Methodology

Based on the literature is reviewed in the previous section, a pre-empirical framework for the study is shown in Figure 1.
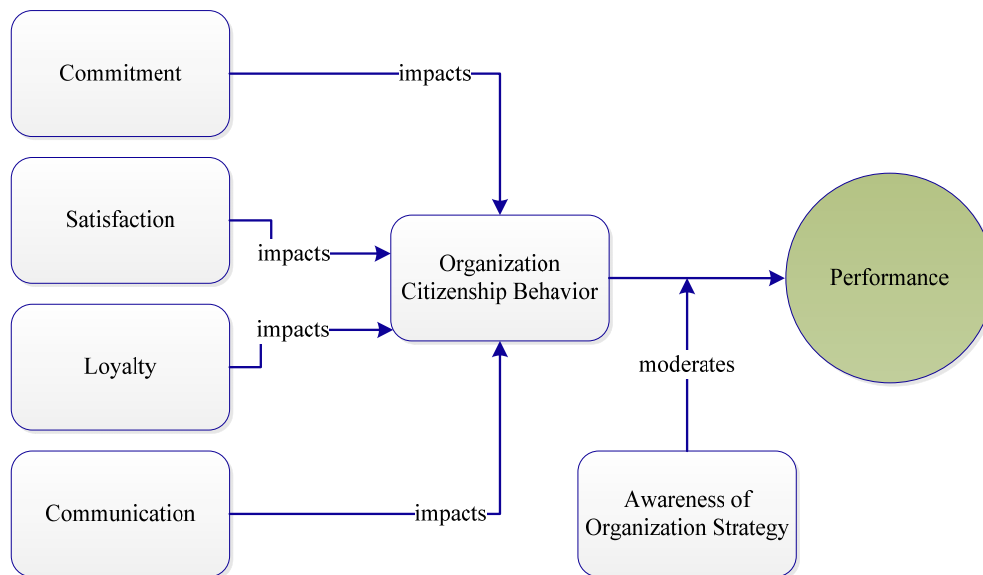
Figure 1. Pre-empirical Framework

The pre-empirical framework suggests that the key stimuli of OCB are employee's commitment, satisfaction, loyalty, and communication. The OCB successfully transforms to organizational performance when OCB is a strategic concern and there is sufficient awareness of it among the employees, as it moderate the relationship between OCB and organization performance. There is strong empirical support (as discussed above) about these notions that communication, loyalty, satisfaction, and commitment have the potential to trigger citizenship behaviors (Klotz et al., 2018). Once employees perform voluntary actions, it may lead to enhancement of organizational performance but one of the conditions is employees' awareness of firm-level strategy (Safari et al., 2018). It highlights the congruency between employee actions and their understanding of desirable actions by the organization. When there is incongruity between these two, employee efforts might go wasted or they will not involve in such actions. Thus, the role of moderator is significant to trigger meaningful actions.

The empirical part of the study is designed and conducted in the service sector organizations currently operating in Kuwait. This research is commissioned to an improvement initiative to measure of employee awareness about organization's strategic elements such as vision and values. The selection of customer service organizations is logical as employees interact with customers in these organizations (Kashif, Zarkada, & Thurasamy, 2017). It entails that customer can easily read employee behaviors. In case those behaviors are positive and in support of organization, customers get impressed and stay loyal with the company which ensures organizational profitability (Briggs et al., 2020). There is evidence that negative employee actions damage organizational image, especially for service sector organizations (Kashif & Zarkada, 2015). Above all, employee action is the product a service organization sells to the customers. Thus positive action among employees of service sector organization is pivotal and became the core reason for the choice of service sector organizations. The context of Kuwait is also important. One reason is the distinct Arab culture which is different comparable to Western and other Asian cultural systems (F. Aldaihani & N. Ali, 2018). Also, service sector organizations are striving hard to improve their performance (F. Aldaihani & N. Ali, 2018; F. M. F. Aldaihani & N. Ali, 2018) where we believe this research can inform managers and service policy makers to make effective decisions.

Researcher of this study informally discussed the components which can be part of unified framework to present some strategies and outlines to decision-makers. Some industry experts and academics were approached, and they assisted and guided the path to develop this framework. Afterwards, a questionnaire is developed, with several items from the literature field are adopted.

The questionnaire is also reviewed by one independent researcher to ensure that all the survey items adopted to measure the constructs mentioned in the framework. After confirming the questionnaire, which was prepared using the English language, the questionnaire is translated into the Arabic. The final step of this stage is about designing an online survey system that contains both versions (Arabic and English), and it was tested, to make sure that everything is accurate and working smoothly. After collecting the data, a partial least squares path modeling (PLS-PM) analysis was conducted to determine whether the latent variables, Communication,

Commitment, Loyalty, Satisfaction, OCB, and Performance, adequately describe the data.

These constructs in the framework are further measured through sub-elements to find the   model validity. These sub-elements are presented as Likert scale based questions, which are adopted from the relevant sections of literature on each construct reviewed in this paper. The constructs communication, loyalty, and performance are measure 4 questions for each constructs, whereas satisfaction has been measured through 5 questions. Similarly, for commitment and OCB, 6 questions are adopted from the literature for each construct. The moderating variable of awareness of strategy is measured through 3 questions, which include, have you read the mission, vision and values of your organization?, did your supervisor provide you the mission, vision and values in your organization? are you committed to achieve the organization mission, vision and values?

The goal of PLS-PM is to accurately describe the network of variables and their relationships. The PLS-PM model was assessed by evaluating the validity of the measurement model and the structural model. After model validation, the regressions of the PLS-PM were analyzed. The PLS-PM model diagram is shown in the analysis. The measurement model, or outer model, was assessed by examining the unidimensionality, loadings, communalities, and cross loadings of the indicator variables. Bootstrapping was used to check the significance of each loading.

Table 1 shows the demographic information related to the study. In total 342 filled questionnaires are included in this study of which majority participants, 97.4%) (n=333) were male verses only 2.6% (n=9) participants were female, reflecting the natural composition of the organizations. 51.1% (n=176) of the participants were having experience of more than 10 years, whereas 16.7% (n=57) had 5-10, 12.9% (n=44) had 2-5, and only 19.0% (n=65) participants have less than 2 years of experience. 49.4% (n=169) participants have a Diploma level education, followed by 43.9% (n=150) who had a Bachelor's degree, 4.4% (n=15) had a High school only, and only 2.3% (n=8) have secured a Master's Degree and with no doctorate degree holders. 85.4% (n=292) participants were Kuwaiti nationals, whereas the rest of 14.6% (n=50) the participants were from other nationalities.

Table 1. Respondents' demographic information (n=342)

		Count	Column N %
Gender	Male	333	97.4%
	Female	9	2.6%
Experience	Less than 2 years.	65	19.0%
	From 2 to less than 5 years.	44	12.9%
	From 5 to less than 10 years.	57	16.7%
	More than or equal 10 years.	176	51.5%
Education	High school	15	4.4%
	Diploma certificate	169	49.4%
	Bachelor's degree	150	43.9%
	Master's degree	8	2.3%
	Doctorate degree	0	0.0%
Nationality	Kuwaiti	292	85.4%
	Other nationality	50	14.6%

Table 2 shows the overall strategic awareness of the employees. 86.8% (n=297) participants have read vision, mission, and values of their organizations, whereas only 13.2% (n=45) did not read these strategic elements. 62.9% (n=215) participants have confirmed that these strategic elements are communicated by their supervisors, whereas37.1% (n=127) participants have denied that these elements are communicated by their supervisors. 94.4% (n=323) participants shown their commitment to achieve these strategic elements, whereas only 5.6% (n=19) were found not committed to the strategic directions.

4. Results

Tables below explain the results of data analysis.

Table 2. Strategy awareness factor

		Count	Column N %
Q6.1. 1-Have you read the mission, vision and values of your organization?	No	45	13.2%
	yes	297	86.8%
Q6.2. 2-Did your supervisor provide you the mission, vision and values in your organization?	No	127	37.1%
	yes	215	62.9%
Q6.3. 3- Are you committed to achieve the organization mission, vision and values?	No	19	5.6%
	yes	323	94.4%

4.1 Partial Least Squares Path Modeling

Table 3 shows the reflective indicators, the latent construct must be positively correlated with each indicator. If the latent variable increases in value, then each indicator should also increase, which is termed as the unidimensionality of indicators (Sanchez, 2013). To evaluate the unidimensionality of indicators, Cronbach's alpha (α) and Dillon-Goldstein's rho (ρ) were calculated. Unidimensionality of indicators can be assumed if Cronbach's alpha and Dillon-Goldstein's rho have large values ($\alpha \geq .7$ and $\rho \geq .7$). All latent variables exhibited unidimensionality, indicating the relationships between the latent variables and indicators are appropriate for PLS-PM. The Cronbach's alpha and Dillon-Goldstein's rho statistics are presented in Table 3.

Table 3. Unidimensionality of indicators (for each latent construct)

Construct	Indicator Type	Number of items	α	P
Communication	reflective	4	0.91	0.94
Commitment	reflective	6	0.83	0.88
Loyalty	reflective	4	0.90	0.93
Satisfaction	reflective	5	0.81	0.86
OCB	reflective	6	0.85	0.90
Performance	reflective	4	0.86	0.91

Note. Unidimensionality does not apply to formative indicators or latent variables with only one indicator variable.

4.2 Factor Loadings and Communality

The factor loadings and communalities were examined for the reflective indicators to identify any indicators with weak loadings for the latent variables. The variability in each indicator should explain at least 50% of its latent variable construct ($|loading| \geq .707$; communality $\geq .50$) (Chin, 2010; Henseler et al., 2009). Otherwise, it is identified as a weak loading. The following reflective indicators had weak loadings: Q10_6, Q12_1, Q12_2, and Q13_3. These indicators should be evaluated to determine whether they truly belong in the model. Table 4 presents the loadings and communalities for the measurement model.

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Table 4. Outer model summary table for the PLS-PM model

Indicator	Construct	Weight	Loading	Communality
Q9_1	Communication	0.28	0.92	0.84
Q9_2	Communication	0.21	0.84	0.70
Q9_4	Communication	0.34	0.92	0.85
Q9_6	Communication	0.28	0.89	0.79
Q10_1	Commitment	0.22	0.77	0.59
Q10_2	Commitment	0.23	0.84	0.70
Q10_3	Commitment	0.19	0.74	0.54
Q10_4	Commitment	0.24	0.73	0.54
Q10_5	Commitment	0.20	0.72	0.53
Q10_6	Commitment	0.26	0.66	0.44
Q11_2	Loyalty	0.23	0.80	0.64
Q11_3	Loyalty	0.31	0.93	0.86
Q11_4	Loyalty	0.30	0.91	0.82
Q11_5	Loyalty	0.28	0.87	0.77
Q12_1	Satisfaction	0.19	0.69	0.48
Q12_2	Satisfaction	0.18	0.68	0.46
Q12_3	Satisfaction	0.36	0.82	0.67
Q12_4	Satisfaction	0.32	0.80	0.63
Q12_5	Satisfaction	0.27	0.75	0.56
Q13_1	OCB	0.21	0.84	0.71
Q13_2	OCB	0.20	0.81	0.66
Q13_3	OCB	0.18	0.65	0.43
Q13_4	OCB	0.21	0.74	0.55
Q13_5	OCB	0.26	0.80	0.64
Q13_6	OCB	0.22	0.79	0.62
Q14_1	Performance	0.25	0.83	0.69
Q14_2	Performance	0.27	0.82	0.67
Q14_4	Performance	0.34	0.84	0.70
Q14_5	Performance	0.32	0.89	0.79

4.3 Cross Loadings

The cross loadings were also examined for the reflective indicators to assess the validity of the model. A cross loading occurs when an indicator has a higher absolute loading on a different latent variable than the one to which it is assigned (Henseler et al., 2015). There were no cross loadings for reflective indicators in the model, suggesting the specified latent variable structure is appropriate for the data. The cross loadings are presented in Table 5.

Table 5. Loadings and cross loadings the outer model

Indicator	Communication	Commitment	Loyalty	Satisfaction	OCB	Performance
Q9_1	**0.92**	0.46	0.26	0.36	0.21	0.42
Q9_2	**0.84**	0.38	0.17	0.37	0.16	0.40
Q9_4	**0.92**	0.43	0.28	0.39	0.26	0.46
Q9_6	**0.89**	0.43	0.28	0.49	0.21	0.49
Q10_1	0.41	**0.77**	0.38	0.48	0.47	0.47
Q10_2	0.41	**0.84**	0.46	0.46	0.49	0.50
Q10_3	0.28	**0.74**	0.40	0.25	0.41	0.31
Q10_4	0.37	**0.73**	0.41	0.42	0.51	0.51
Q10_5	0.28	**0.72**	0.38	0.31	0.41	0.39
Q10_6	0.35	**0.66**	0.49	0.26	0.55	0.40
Q11_2	0.21	0.39	**0.80**	0.26	0.46	0.33
Q11_3	0.28	0.55	**0.93**	0.34	0.61	0.47
Q11_4	0.22	0.59	**0.91**	0.35	0.59	0.45
Q11_5	0.28	0.45	**0.87**	0.30	0.55	0.43
Q12_1	0.29	0.26	0.16	**0.69**	0.23	0.35
Q12_2	0.32	0.25	0.19	**0.68**	0.22	0.37
Q12_3	0.43	0.44	0.38	**0.82**	0.44	0.65
Q12_4	0.34	0.45	0.30	**0.80**	0.39	0.50
Q12_5	0.29	0.36	0.23	**0.75**	0.33	0.50
Q13_1	0.16	0.53	0.49	0.35	**0.84**	0.48
Q13_2	0.09	0.49	0.51	0.35	**0.81**	0.42
Q13_3	0.25	0.39	0.30	0.35	**0.65**	0.42
Q13_4	0.26	0.54	0.42	0.28	**0.74**	0.46
Q13_5	0.20	0.53	0.64	0.44	**0.80**	0.63
Q13_6	0.17	0.50	0.53	0.35	**0.79**	0.53
Q14_1	0.46	0.51	0.31	0.58	0.46	**0.83**
Q14_2	0.46	0.40	0.31	0.49	0.49	**0.82**
Q14_4	0.37	0.56	0.55	0.53	0.61	**0.84**
Q14_5	0.41	0.49	0.42	0.62	0.58	**0.89**

Note. The bolded items are the specified loadings for each indicator.

4.4 Bootstrapping

It was performed with 500 resample. The loadings were assessed for the reflective indicators, and the weights were examined for the formative indicators. Significance was determined using 95% confidence intervals for the given parameter estimates, which were calculated based on an alpha value of 0.05 (Henseler et al., 2009; Sanchez, 2013; Chin, 2010). Each reflective manifest variable had a significant loading, suggesting that a significant portion of each reflective indicator is explained by its latent variable. Since there were no formative indicators, the bootstrapped weights were not examined. Table 6 shows the results for the bootstrapped loadings.

Table 6. Bootstrap results for the loadings of each indicator

Path	Original	M	SE	95% CI
Communication → Q9_1	0.92	0.92	0.01	[0.89, 0.94]
Communication → Q9_2	0.84	0.84	0.03	[0.77, 0.89]
Communication → Q9_4	0.92	0.92	0.01	[0.89, 0.95]
Communication → Q9_6	0.89	0.89	0.02	[0.85, 0.92]
Commitment → Q10_1	0.77	0.77	0.03	[0.71, 0.82]
Commitment → Q10_2	0.84	0.83	0.02	[0.78, 0.88]
Commitment → Q10_3	0.74	0.73	0.04	
Commitment → Q10_4	0.73	0.73	0.04	[0.66, 0.80]
Commitment → Q10_5	0.72	0.72	0.04	[0.63, 0.80]
Commitment → Q10_6	0.66	0.66	0.05	[0.56, 0.75]
Loyalty → Q11_2	0.80	0.80	0.04	[0.70, 0.87]
Loyalty → Q11_3	0.93	0.93	0.01	[0.91, 0.95]
Loyalty → Q11_4	0.91	0.90	0.02	[0.86, 0.94]
Loyalty → Q11_5	0.87	0.87	0.02	[0.82, 0.91]
Satisfaction → Q12_1	0.69	0.69	0.05	[0.58, 0.78]
Satisfaction → Q12_2	0.68	0.68	0.05	[0.57, 0.77]
Satisfaction → Q12_3	0.82	0.82	0.03	[0.76, 0.87]
Satisfaction → Q12_4	0.80	0.80	0.03	[0.74, 0.85]
Satisfaction → Q12_5	0.75	0.74	0.04	[0.67, 0.81]
OCB → Q13_1	0.84	0.84	0.02	[0.80, 0.88]
OCB → Q13_2	0.81	0.81	0.03	[0.76, 0.86]
OCB → Q13_3	0.65	0.66	0.03	[0.59, 0.72]
OCB → Q13_4	0.74	0.75	0.03	[0.68, 0.80]
OCB → Q13_5	0.80	0.80	0.02	[0.75, 0.85]
OCB → Q13_6	0.79	0.78	0.03	[0.73, 0.83]
Performance → Q14_1	0.83	0.83	0.02	[0.79, 0.87]
Performance → Q14_2	0.82	0.82	0.02	[0.77, 0.86]
Performance → Q14_4	0.84	0.84	0.02	[0.79, 0.88]
Performance → Q14_5	0.89	0.89	0.01	[0.86, 0.91]

Note. Estimates based on 500 samples.

4.5 Structural Model Summary

The structural or inner model was assessed by examining the R^2-values for each endogenous variable, the average variance extracted (AVE) for each latent variable with reflective indicators, and the goodness of fit (GOF) index for the model. Bootstrapping was also used to determine the reliability of the inner model. The table of the inner model summary is presented in Table 7 and the inner model node diagram is shown in Figure 2.

Table 7. Structural model summary

Construct	Type	R^2	AVE
Communication	Exogenous	--	0.80
Commitment	Exogenous	--	0.56
Loyalty	Exogenous	--	0.77
Satisfaction	Exogenous	--	0.56
OCB	Endogenous	0.55	0.60
Performance	Endogenous	0.41	0.71

Note. For constructs with formative factors, AVE is not assessed; R^2 is not calculated for exogenous variables.
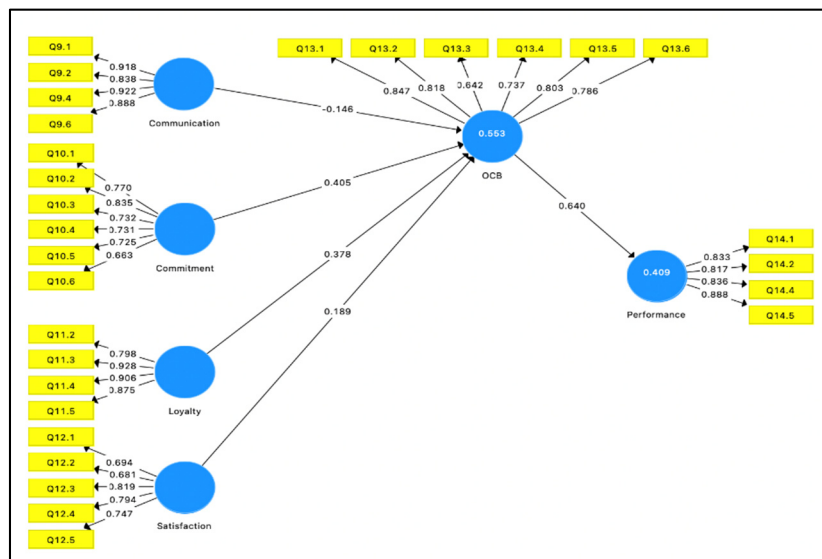

Figure 2. Inner node diagram for the PLS-PM model

R^2-values The R^2-values were calculated for each endogenous variable to determine if the relationships among the latent variables are appropriate. Each endogenous variable should have an R^2-value ≥ .20 (Sanchez, 2013). All R^2-values were sufficiently large, indicating that each relationship is appropriate for the model. Table 7 shows the R^2-values.

4.6 Average Variance Extracted

To verify that each latent variable has a strong relationship with its reflective indicators, the average variance extracted for each construct was calculated. Each latent variable should have an AVE ≥ .50, which suggests that 50% or more of the variance for the indicators is explained by its latent variable (Chin, 2010; Henseler et al., 2015; Sanchez, 2013). AVE is only assessed for reflective variables. There were no latent variables with a low AVE, indicating that each latent variable accounted for a significant portion of the indicator's variance. The AVE values can be found in Table 7.

Third, Fornell–Larcker coefficient of correlation was determined (Table 8) to check the discriminate validity. The result of Fornell–Larcker correlation clearly indicates that the correlation value in diagonal is higher among all in the same column (highlighted with bold).

Table 8. Fornell–Larcker Criterion

	Commitment	Communication	Loyalty	OCB	Performance	Satisfaction
Commitment	**0.745**					
Communication	0.48	**0.892**				
Loyalty	0.57	0.279	**0.878**			
OCB	0.644	0.24	0.636	**0.775**		
Performance	0.581	0.495	0.484	0.64	**0.844**	
Satisfaction	0.491	0.456	0.355	0.456	0.656	**0.749**

Goodness of fit

The predictive power of the PLS-PM can be determined by the GoF index. The GoF index is calculated by computing the geometric mean of the average R2-values and average communality for each latent variable. Values greater than .90 are considered a good model fit, while a GoF index less than .90 and greater than .70 is an acceptable model fit (Sanchez, 2013; Chin, 2010). A model with poor predictive power is indicated by a GoF index less than or equal to .70. The GoF index, GoF = 0.56, indicates that the model had a poor model fit and poor ability to predict.

4.7 Bootstrapped Regression Paths

Bootstrapping was performed with 500 resample. The regression coefficients were evaluated using 95% confidence intervals to determine the significance of the regression paths using an alpha value of 0.05 (Henseler et al., 2009; Sanchez, 2013; Chin, 2010). Commitment significantly predicted OCB, B = -0.14, 95% CI [-0.23, -0.04], indicating a one-unit increase in Commitment will decrease the expected value of OCB by 0.14 units. Communication significantly predicted OCB, B = 0.41, 95% CI [0.30, 0.50], indicating a one-unit increase in Communication will increase the expected value of OCB by 0.41 units. Satisfaction significantly predicted OCB, B = 0.38, 95% CI [0.26, 0.48], indicating a one-unit increase in Satisfaction will increase the expected value of OCB by 0.38 units. Loyalty significantly predicted OCB, B = 0.19, 95% CI [0.10, 0.29], indicating a one-unit increase in Loyalty will increase the expected value of OCB by 0.19 units. OCB significantly predicted Performance, B = 0.64, 95% CI [0.58, 0.71], indicating a one-unit increase in OCB will increase the expected value of Performance by 0.64 units. Table 9 shows the regression results for the inner model with bootstrapping.

Table 9. Bootstrap Results for the Inner Model Regression Paths (without moderating effect)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Commitment -> OCB	0.405	0.049	8.315	0.000	Supported
Communication -> OCB	-0.146	0.049	3.011	0.003	Supported
Loyalty -> OCB	0.378	0.054	6.969	0.000	Supported
Satisfaction -> OCB	0.189	0.048	3.971	0.000	Supported
OCB -> Performance	0.64	0.033	19.578	0.000	Supported

Note. Estimates based on 500 samples.

Table 10 and Figure 3 show the inner model structure with the moderating effect of strategy awareness, which indicated that awareness of strategic elements, has a positive impact on the stated relationships between OCB and organizational performance.
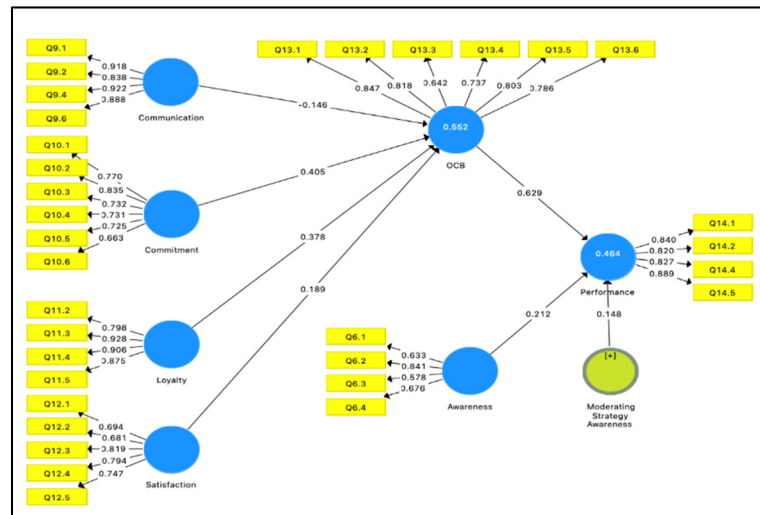
Figure 3. Moderating effect model (PLS-algorithm)

Table 10. Bootstrap results for the inner model regression paths (with moderating effect of Strategy Awareness)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Awareness -> Performance	0.212	0.045	4.705	0.000	Supported
Commitment -> OCB	0.405	0.048	8.382	0.000	Supported
Communication -> OCB	-0.146	0.048	3.030	0.003	Supported
Loyalty -> OCB	0.378	0.055	6.930	0.000	Supported
Moderating Strategy Awareness -> Performance	0.148	0.047	3.140	0.002	Supported
OCB -> Performance	0.629	0.035	17.832	0.000	Supported
Satisfaction -> OCB	0.189	0.048	3.976	0.000	Supported

In nutshell, the study has found that awareness of organization strategy is important for transforming the organization citizenship behavior to performance as it create an important directive behavior and convergence of efforts towards the overall performance of employees and hence organizations.

5. Discussion

The study has important findings, which relate various stimuli of OCB and resultant organizational performance, with an important focus of moderating role of organizational strategy awareness. The research has first established that employee's commitment is fundamental to the establishment of OCB and this relationship is moderated by the organizational strategy awareness. Psychologically, and occasionally even spirituality, if employees get committed to organization then that would be taken as a significant indication of going towards establishing commitment (Utami et al., 2021). This type of commitment is pivotal for successful functioning of a service sector organization. Such commitment has also been proven to have relationship with both performance and OCB (Ridwan, 2020). It is therefore important for organizations to make employees' commitment a strategic concern and ensure to achieve OCB and performance both through it. In this regard, the strategic transformative leadership can play a significant role to not only ensuring strategic awareness of the commitment but also to OCB (Nurjanah et al., 2020). As per the service profit chain concept, constructive leadership results in positive employee actions which is important for service concerns (Briggs et al., 2020).

Satisfaction is found to be another stimulus of OCB as and when employees are satisfied, they then have a positive attitude towards the organization and internalize its identity and thus feel be citizens of it. In this regard, however, literature suggests that organizations must ensure the perception of justices (Hidayah & Harnoto, 2018) because when the employees feel like citizens they have expectations to be treated equality and with justice in both responsibilities and rights. These complex relationships work together towards the possibility of performance. In this context, again it is important that organization ensure the visible existence of transformed

leadership to enable the transformation of just distribution of rights and responsibilities into satisfaction, resultant OCB, and ultimate performance (Subawa et al., 2020). It is important for service sector organizations. A lack in satisfaction cannot result in positive actions among employees as they may be disengaged and uninformed at work (Kashif & Zarkada, 2015). This way it can sabotage overall service quality and can negatively affect service organizational performance.

Along with satisfaction, the employee's loyalty is also found to be a significant factor of OCB. Loyalty and satisfaction are interrelated as both job satisfaction and employees loyalty simultaneously affect the OCB (Putra, 2021). As satisfaction leads to loyalty and vice versa, both causes the constitution of OCB when these co-exist for a longer time and satisfaction being a feeling, results in the behavior of loyalty and then OCB. It happens when the loyalty become part of one's identify, and employees identify themselves and organization as one and the same. In this regard, employees would retain this loyalty and OCB for a longer time when they have continues streams of activities that keep the satisfaction, loyalty, and OCB intact (Nurjanah et al., 2020). These vary characteristics and elements make up the overall strategic position of organization to realize its vision though an OCB based competence that eventually drives the whole value creation (Saragih et al., 2017) and performance.

The study has also suggested that strategic intention and OCB can be best linked up through effective communication as a core construct of the whole path of impact towards actualizing the performance. Such a symmetrical communication is expected to be generated by the responsive leadership. Such a communication does have trickledown effects and ultimately become a positive culture in the organizations. This communication culture is important because it poster stronger communication and causes the removal of misperceptions and fostering OCB among employees because it make their voices be heard and thus give them an advocacy rights (Men & Yue, 2019). This communication is closely associated with the said perceived justice, as when the rights and responsibilities are adequately distributed; make the citizens believe about them being treated with justice. It is, therefore, important to "enhancing communication practices and creating a fair working environment in order to encourage discretionary behaviors" (Chan & Lai, 2017). This communication also enhances OCB because it provide a very clear career development for employees within the organization (Suryaman & Bayudhirgantara, 2020). At the front end, employee actions are clearly observed by the customers and peers (Kashif & Zarkada, 2015). Performance of voluntary actions at work result in positive outcomes for the service sector organizations.

The various stimuli discussed here ultimately converge into the OCB and then employees and organizations performances, where the strategy awareness has an important role to play. The very nature of OCB matters for the kind of expected performance, as for example if the OCB is inspired of workplace spirituality (Garg, 2020), then the performance is expected very much linked up with the spiritual values that are strategically communicated. Such a performance needs to be conceptualized and evaluated holistically because the values for OCB also co-exist with the kinds of family values and how the work-life balance ultimately shape out the OCB and nature of people performance both at work and at home (Thevanes & Harikaran, 2020). It is, therefore, important that these culminations of various stimuli be treated as an important strategic concern. This is, however, important to note that organizations operate as structures because when the job autonomy is higher, the translation of OCB towards performance is lower (Park, 2018) and for this reason significant to design the OCB and performance as duo or as a best fit in the strategic level of organizational design.

6. Managerial Implications

Based on the interesting results, we suggest some strategies which can be used by service organizations to improve overall performance. First, communication system in the organization must be of high standards. This includes horizontal as well as vertical communication. Also it requires to establish a culture of openness at work where employees are well informed via communication systems about any changes in the policy and strategy. Hierarchy is important but power distance should be minimized so that flow of communication can be improved. A good communication system will bring positive outcomes for organizations in terms of employee voluntary performance as well as for the organizational growth and stability.

Second, the human resource policies should be strengthened. It includes offering attractive rewards, arranging trainings, working on employee developments, and treating them in a fair manner. This way it can strengthen employee satisfaction and loyalty which can trigger performance of voluntary actions. Third, we strongly recommend assessment of employee awareness of organizational strategy. This way it will help companies to investigate as if employees are moving positivity with organizational strategy and policy. In case of deficiency, some remedial measures on a timely basis can be taken forth.

7. Limitations and Future Research Directions

This study has contributed to the literature review by showing the effect of organizational strategy awareness and its effect on firm performance. However, there are some limitations which open avenues for future research. A cross-sectional survey was conducted to collect the data which served the purpose of this study. However, since the attitudes of satisfaction and commitment might change over time thus requires a time-lagged investigation where data is collected from individuals in multiple times. The study did not take demographic factors into account to determine the impact of age, gender, and job experience on employees' Organizational Behavioral Chart (OBC). Future studies could also incorporate other variables into their research to give evidence for various correlations during the epidemic.

Researchers can use and alter the proposed research model of this study in future investigations by adding various more behavioral characteristics. For instance, this study focused on good behavioral results, but negative behavioral outcomes, such as counterproductive actions, may be negatively influenced by POS thus, future research may focus on such factors.

Another limitation is skewness of data where sample represents dominantly and male, Kuwait population. Also, it truly represents Kuwaiti culture and economy. Thus results should be understood in these limitations. Future studies could concentrate on certain sectors of Kuwait and produce results based on various operational working, such as public sector. The data collection and analysis did not differentiate between Kuwaiti nationals and other international staff, working as expatriate. Future research can also compare international and domestic employees by using the same or different variables as the current study. The nationality of an employee and the type of organization they are working (i.e. private or the public) can leave a significant impact on results of a study.

8. Conclusion

This study has empirically explain the phenomenon of organization citizenship behavior through its stimuli of commitment, communication, loyally, and satisfaction. It has further conceptualized how citizenship behavior leads to organizational performance, where both the organization strategy and its awareness are important constructs to shape the nature of organizational performance in Services Organizations in Kuwait. The awareness of organizational strategy is, interestingly, found to be moderating these relationships. These findings have significantly advanced the theory and policy related to OCB and its transformation to organizational performance. The study emphasizes how organizational strategy plays an important role in translating varied OCB inputs into good organizational performance.

On theory side, this research provides insights and future directions on how the stimuli of OCB become strategic concerns of it being not only be fully strategized but also need to be communicated enough to have the desired performance. This study generate new questions like how various strategic positioning through organization values may lead to various types citizenship behaviors and thus types performances. Therefore, strategic organization values, and even personal values, of employees and formation of OCB and performance typology can be put in forward as a new organizational research agenda for future.

On the policy side, the study also informs how organizations such, Services Organizations in Kuwait, need to poster the inclusion of commitment, communication, loyally, and satisfaction as core objectives of HR policy to promote OCB. The said OCB on next and higher level of organization can be transformed well into performance if the said elements of HR policy are then connected to organizational strategic elements as vision and mission. More importantly, there must be very reciprocal communication and awareness of values and strategic expectations to ultimately actualize the organizational performance.

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