



“Job delight and organizational citizenship behavior: Role of teamwork cohesion as a mediator”

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JOB DELIGHT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ROLE OF TEAMWORK COHESION AS A MEDIATOR

Abstract

In light of a turbulent work environment, employee performance is considered a critical issue for organizations. Hence, management must set effective strategies and policies to stimulate and enhance employee performance. This study aims to analyze the importance of organizational citizenship behavior (OCB) since it could affect individual and organizational outcomes in the context of the insurance sector in Jordan. Through keeping employees delighted and maintaining teams' solidarity and cohesion, employees are expected to display more OCBs. Data were collected from 240 employees working in the insurance sector in Jordan. The paper aims to better understand the job delight and OCB constructs and their effect on teamwork cohesion.

The results of structural equation modeling showed that OCB was significantly related to job delight and teamwork cohesion. Moreover, teamwork cohesion was found to be significantly related to job delight. In addition, the results demonstrated that teamwork cohesion was a partially significant mediator between job delight and OCB. As such, a high level of employee delight combined with cohesive team members was proposed to encourage employees to display organizational citizenship behaviors.

Keywords

management, human resources, teamwork, organizational behavior

JEL Classification

J28, 015, M12

INTRODUCTION

The insurance industry is a substantial potential sector in Jordan since its total investments reached equivalent to US\$800 million with a net profit of US\$35 million (Ministry of Industry, Trade and Supply, 2019). In addition, the insurance industry employs a total of 3,106 employees, as per the Jordan Insurance Federation (2020). Moreover, 24 insurance companies offer various services, including life insurance, medical insurance, marine insurance, motor insurance, and protection against fire, theft, and other risks. However, in the last three decades, the insurance business has faced many changes that produced some human resource management challenges, especially in organizational citizenship behavior (OCB), job satisfaction, job delight, and teamwork.

Suppose these concerns are not addressed adequately. In that case, adverse outcomes can be experienced in the form of disengagement, lack of belongingness, employee dissatisfaction, intention to quit (Mendiratta & Srivastava, 2021), and job discontent.

Human resource is the most valuable resource in all organizations because of its role in increasing productivity and profitability. Therefore, the more an organization attends to employee satisfaction and delight, the more productive and profitable it will be. Although satisfying em-



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employees can generally be a good way of improving the level of loyalty and decreasing employee turnover in organizations, this study suggests that merely satisfaction is not enough to measure loyalty and intention to quit.

Depending on the literature, job delight can be defined as a high degree of satisfaction and pleasure in the workplace that motivates employees to dedicate themselves to work. In addition, organizational leaders recognize they should continuously focus on the antecedents of employees' positive outcomes, such as OCB. In the current study, it is expected that there will be an association between job delight and OCB. The probability of performing OCB becomes greater when the job delight level increases. Delighted employees are inclined to act beyond the job description duties written in their employment contracts and work for the interest of their organization. In general, OCB is concerned with the extraordinary efforts exerted by employees beyond their employment contracts. Organ (1988) related OCB to be a discretionary behavior that is not directly rewarded. In other words, an employee is engaged in OCB without expecting direct rewards from her/his organization. The main reason or motive behind performing OCB can be the employee's desire to assist the organization or support other colleagues in the workplace. That desire may be based on social exchange theory.

In the current study, job delight and teamwork cohesion are conceived as predictors of OCB. Teamwork cohesion was described as the degree to which team members are captured and inspired to be with the group and remain with it to achieve its task. In real life, team size, skills, and cohesion influence employee innovative behavior in the workplace (Amabile et al., 2005). Furthermore, the group members' harmony, synergy, and solidarity decide the degree to which members feel they are creative.

Members of a more harmonious and cohesive group are inclined to be devoted to the group and be more engaged and enthusiastic than members in a conflict or non-cohesive group; therefore, they are expected to display OCB (George & Brief, 1992). Kidwell et al. (1997) asserted this result and argued that the feeling of collective group cohesion could represent an essential antecedent for OCB.

Reviewing the above discussion, it can be noted that the shortage of investigations on the relationship between job delight and OCB, as well as the mediation of teamwork cohesion in that relationship, justify examining these relationships. The current study may contribute to bridging the aforementioned shortage and can be helpful for the management of insurance organizations in encouraging OCBs.

1. LITERATURE REVIEW AND HYPOTHESES

1.1. Job delight

Job delight can be seen as a new managerial philosophy focusing on inspiring and retaining high performers. The challenge for scholars and managers is to encourage the factors that enhance employee delight as a prerequisite to employee productivity, loyalty, and commitment. Although the job satisfaction concept has been broadly researched, it is only recently that the job delight concept has been measured and surveyed by Judeh et al. (2022). In fact, there were some attempts to write about organizational or employee happiness,

but those efforts had not been extended to developing a measure.

Previous research stated that happy employees tend to be productive (Zelenski et al., 2008). Even though the mix of joy and surprise can cause a feeling of delight, Vanhamme (2008) suggested that surprise is not an essential part of the delight. Initially, surprise was considered necessary for defining the delight feeling, but more recent research claimed that it might not be necessary (Barnes et al., 2011). Regardless of the debate on considering surprise as an essential part of delight, it can reasonably be regarded as the ultimate end of satisfaction.

Emotions are a crucial part of delight since delight is a reactive response to management policies and

practices. Therefore, it depends on the employees' level of contentment s/he feels with the job, considering that emotions are felt more deeply than mere satisfaction. The deeper the emotional feeling, the stronger the commitment to the organization. In other words, the deeper emotions an individual feel, the stronger her/his connection and attachment to the organization will be.

There is an association and connection between job satisfaction and job delight; however, each implies separate emotional states. Delight is expected to produce positive attitudes and behaviors; therefore, job delight can contribute to the organization's mission and achieve its goals.

1.2. Organizational citizenship behavior

OCB is concerned with behavior beyond the incumbent's job description but is essential to job tasks. While OCBs are work-related behaviors, these behaviors are non-mandatory because they go beyond an individual employment contract. Therefore, employees who do not demonstrate OCBs should not be punished. In general, OCBs may rely on employee options and alternatives, and their absence is not liable for punishment.

OCB comprises six dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development (Podsakoff et al., 2000). For example, helping behavior can be viewed as a willing inclination to help others, inside or outside the organization. At the same time, sportsmanship implies that an employee who is supposed to be a team player tries to avert complaining when s/he has a reason to complain.

Organizational loyalty is concerned with employees defending the organization's interest and being faithful to its shared values and beliefs. The dimension of organizational compliance can be referred to as the employee adherence to the organizational rules and internal regulations and following its procedures.

The other dimension of OCB, individual initiative, includes engaging in task-related behaviors beyond the minimum expected behaviors

(Podsakoff et al., 2000). Expression of the next dimension, civic virtue, is connected with citizenship, which can be perceived as employees' devotion to their organization's goals and interests. It may be demonstrated by employees' willingness to participate enthusiastically in their organization's governance. Additionally, the self-development dimension involves all behaviors employees join to increase their knowledge, enhance their skills, and strengthen their abilities.

OCB is an essential antecedent of a number of positive outcomes, such as organizational effectiveness (Organ, 1988; Ruiz-Palomino & Martinez-Canas, 2014), productivity, reduced cost, improved performance, and intention to stay (Podsakoff et al., 2009). Simultaneously, Jnaneswar and Gayathri (2022) proved that there was a relationship between justice and OCB. In contrast, Ortiz et al. (2015) demonstrated the effect of organizational commitment on OCB. Although the work environment is considered an antecedent to behavior in the workplace, individual characteristics can also influence the level of OCB displayed (Comeau & Griffith, 2005). This study proposes that employees who feel delighted may engage more in OCBs.

1.3. Mediating role of teamwork cohesion

OCB is the critical outcome of team cohesion examined in this study. OCB is concerned with productive behaviors, which can be beyond the job description of duties. Many studies called for further research on the mediation effect of teamwork cohesion as a prerequisite (Hulsheger et al., 2009) for employee outcomes, such as OCB. Teamwork cohesion was demonstrated to be positively associated with OCB (Organ et al., 2006). Moreover, Chiochio and Essiembre (2009) proved that a cohesive group could perform better than other unattached groups. Team members with positive psychological states recognize objects positively and are more inclined to be altruists and cooperate with other members. Furthermore, commitment among the team members is an essential element for its success, and a team leader has to manage inspiring members toward commitment and achievement of team goals.

However, when recruiting employees for the organization, management can focus on selecting candidates with a high level of group spirit. In addition, it is necessary to arrange for orientations and training to promote team culture, which includes enhancing collaboration, reducing conflicts, and enforcing team values and norms. Lievens et al. (2008) demonstrated that team-based organizational culture facilitates OCB, while Somech and Ron (2007) indicated a positive relationship between team cohesion and OCB.

In practice, although teams are expected to improve performance, several challenges can confront their success in achieving their goals effectively, such as cultural differences, communication problems, and lack of visible support.

There are different types of teams that vary according to their goals. For example, teams may include project teams, quality teams, as well as virtual teams. Even though virtual teams have advantages for the organization, such as saving travel time and expenses, and providing flexibility to members, they display a lower satisfaction rate and less cohesion among members (Baltes et al., 2002). In addition, sustaining good relations in the more extended period of virtual meetings is difficult due to the lack of face-to-face interactions and social connections. Moreover, teams can also include faculty and dean councils, task forces, quality circles, and self-directed teams.

Furthermore, this study examines job delight as the critical predictor of team cohesion. The association between team cohesion and OCB is well investigated, but the one between job delight and OCB still needs to be explored.

Apparently, delighted employees are inspired to be close colleagues within the team. By the interpersonal attraction process, positive feelings about others are initiated and group closeness is afterward established. Hence, employees' strong relations can enhance the effect of job delight on OCB.

1.4. Hypotheses

Drawing from the aforementioned introduction and literature review, it can be inferred that job delight influence group cohesion, which would

further influence OCB. Therefore, the following hypotheses were formulated to express the theoretical model:

H1: OCB is related to job delight.

H2: OCB is related to teamwork cohesion.

H3: Teamwork cohesion is related to job delight.

H4: Teamwork cohesion mediates the relationship between OCB and job delight.

2. METHODS

2.1. Procedure and participants

Data collection took place during the period from August to October 2021. Participants in the current study were a sample of employees taken from corporations in the insurance sector of Jordan. The human resource manager of each corporation was contacted to get permission to collect information by answering the questionnaire. All corporations were visited, and 300 questionnaires were handed to human resource managers to distribute among the chosen sample. A total of 240 questionnaires were filled and collected, resulting in an 80% response rate.

Most respondents (61.3%) were male, while the rest (38.7%) were female. In addition, (26.2%) of the sample were less than 30 years, 29.2% were within 30 and 39, 30.0% were within 40 and 49, and 14.6% were 50 years and above.

2.2. Measures

To measure the variables of the current study, questions were anchored on a 5-point span by "strongly disagree" and "strongly agree."

Job delight was assessed using nine items from Judeh et al. (2022). Example items are "The people I work with cooperate pleasantly to get the job done" and "I am keen on implementing decisions promptly." Cronbach's alpha in the current study was .92. Higher rates demonstrated that participants felt more delighted. OCB was assessed by seven items from the scale used by Lee and Allen

(2002) and Podsakoff et al. (1990). Sample items include “I help others who were absent” and “I do not take extra breaks.” Cronbach’s alpha was .91 in this study. Higher rates demonstrated that participants practiced higher degrees of OCB. To assess team cohesion, six items were adopted from Wongpakaran et al. (2013) and Sargent and Sue-Chan (2001). Sample items such as “In my group, we trust each other” and “I get along with members of my group” were a part of the team cohesion scale. Cronbach’s alpha was .89 in this study. Higher rates demonstrated that participants perceived greater team cohesion at the workplace. Control variables included gender and age because of their possible effects on OCB (Jafari & Bidarian, 2012), job delight, and teamwork cohesion. Gender was assessed as a dichotomous variable, while age was captured by asking the respondents to report their ages in absolute years and classifying them afterward into five defined categories.

Multivariate analysis of variance (MANOVA) was utilized to examine whether job delight, team cohesion, and OCB can vary when entering the gender and age of respondents. Results for the interaction between gender and age with job delight, OCB, and teamwork cohesion revealed that the F values were 1.087, 1.044, and 0.283, respectively, and all p-values were $> .01$. Therefore, neither gender nor age has a significant effect on the research constructs.

2.3. Common method bias

This source of bias exists when the independent, dependent, mediators, and moderators’ data are gathered using the same method throughout the study. As such, the data are often susceptible to possible artificial inflation of relationships. In other words, the problems related to common method variance usually exist with single-sourced data. Common method variance should be of great concern to avoid possible inflation of relationships, which can be reflected in the accuracy of the research results. To address this concern, this paper attempts to systematically investigate whether the bias is significant. The output of factor analysis demonstrated that factor one explained only 25.238% of the cumulative variance, which was $< .50$ threshold (Fuller et al., 2016). Therefore, the issue of common method bias was not related.

3. RESULTS

3.1. Descriptive statistics

Table 1. Descriptive statistics, correlation coefficients, and reliabilities

Constructs	Mean	S.D.	1	2	3
1. Job Delight	5.101	1.282	(.922)		
2. OCB	4.886	1.195	.506**	(.914)	
3. Team Cohesion	5.309	1.027	.368**	.437**	(.890)

Note: Alpha is represented in parentheses along the diagonal; ** $p < .01$ level.

Table 1 shows detailed descriptive statistics. Cronbach’s coefficients of each scale ranged between 0.890 and 0.922, thus exceeding the threshold of 0.70, suggesting that multicollinearity did not contaminate findings.

Moreover, it could be noticed that none of the Pearson correlation coefficients was above 0.85. This indicated that there was no multicollinearity (Tabachnick & Fidell, 2007) between the predictors of the outcome.

3.2. Data analyses

Before running the fundamental analyses, the analysis was applied to statements of the study: nine statements assessing job delight, seven statements assessing OCB, and six statements assessing team cohesion. All the twenty-two statements were included in the factor analysis, and results revealed that the value of Kaiser-Meyer-Olkin (0.932) verified the sampling adequacy and the significance of Bartlett’s test of sphericity revealed that all constructs of the study were significantly unrelated and thus different from the identity matrix. The total explained variance of the three components included in the analysis was 64.419% after rotation.

Exploratory factor analysis yielded three components, with each item loaded to its respective component confirming their labeling as job delight, OCB, and team cohesion.

To establish convergent validity, composite reliability (CR) for each variable was evaluated. As shown in Table 2, the CR values of constructs were .920, .891, and .915, which were higher than

the critical value, indicating that the measures had good internal consistency. In addition, the average variance extracted (AVE) values (.568, .577, and .607) were more than .50, which proved that all items had good convergent validity.

Table 2. Measures of validity

Constructs	CR	AVE	1	2	3
1. Job Delight	.920	.568	(.754)		
2. Teamwork Cohesion	.891	.577	.380	(.760)	
3. OCB	.915	.607	.533	.484	(.779)

Note: The Square Roots of AVE are in parentheses.

As for the discriminant validity, Table 2 illustrates the square roots of AVE of all measures in the study compared to the correlations among the variables. It could be noted that the square roots of AVEs were more than the correlation coefficients, which indicated that the measures had good discriminant validity.

3.3. Testing research model and hypotheses

After conducting the confirmatory factor analysis (CFA), results noted as CMIN/DF (1.644); CFI = (.960); TLI = (.955); IFI = (.960); Standardized RMR = (.0472) and (RMSEA) = (.052) were indicative of well-fitting model (Hair et al., 2014). Thus,

the analysis proved that the model structure of the three factors, job delight, team cohesion, and OCB, was best fit with the data. Figure 1 presents the structural model results of the current study.

Examining Figure 1, it could be concluded that the relationship between job delight and teamwork cohesion was significant (Standardized Beta = .38, $p < 0.01$), and between teamwork cohesion and OCB (Standardized Beta = .33, $p < 0.01$) was also significant. Therefore, H1 and H2 were proved. Moreover, OCB was found to be significantly and directly related to job delight (Standardized Beta = .41, $p < 0.01$), thus supporting H3.

To test the indirect effect of job delight on OCB via teamwork cohesion, bootstrapping with 2,000 iterations was applied. Results of the indirect influence of teamwork cohesion on the link between delight and OCB were found significant (Standardized Beta = .12, $p < 0.01$), thereby supporting H4.

4. DISCUSSION

The current study aimed to investigate the direct effect of job delight on OCB. In addition, the study assessed the indirect effect of teamwork

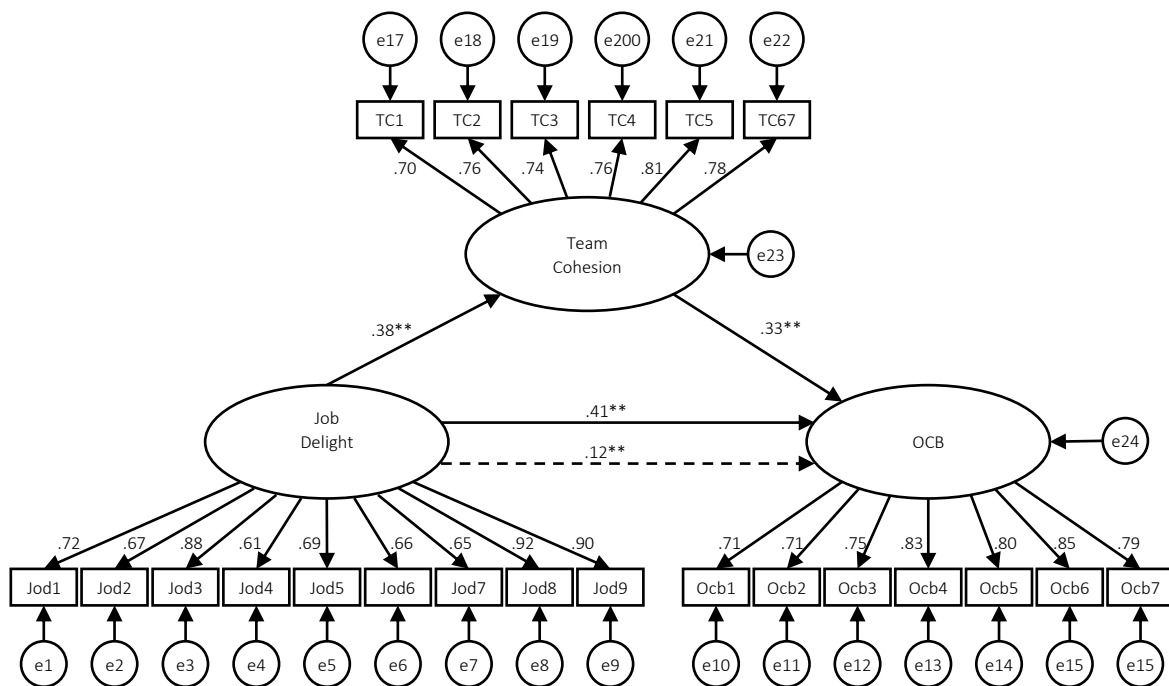


Figure 1. CFA/Structural model

cohesion in the association of delight and OCB. Despite the widespread interest in OCB, little or even no empirical research has been conducted to investigate the assumption that job delight can influence OCB.

First, gender and age were insignificant in their relationship with the research variables. Many studies are consistent with these results. For example, Tan and Abu Mansor (2014) were in congruence with the research results regarding gender, while Huang et al. (2004) found that gender differences significantly influence OCB. Moreover, Jafari and Bidarian (2012) and Zhang and Farndale (2022) were compatible with finding an insignificant relationship between age and OCB.

Secondly, the findings revealed a significant relationship between job delight and OCB, accepting H1. Job delight entails stronger emotions and physiological situations than job satisfaction. The importance of job delight is high because emotion is an essential part of it, and it is a reactive feeling to how employees are treated and their achievements are recognized. Therefore, emotion is deeper in job delight than job satisfaction, and the stronger the emotions, the deeper the connection to the organization and OCBs conducted by employees.

The direct relationship between OCB and job delight can be interpreted that when an employee is delighted, she/he can practice higher degrees of OCBs. OCB can be considered a positive response to the feeling of job delight. Therefore, management must realize that job delight effectively impacts the workforce and influences their OCBs and performance. The result would lead scholars and practitioners to presume that increasing job delight among employees is one of the critical strategies to ensure practicing OCBs.

Furthermore, the study's results demonstrate that teamwork cohesion has a significant positive effect on OCB accepting H2. This result is in congruence with Apaydin and Şirin (2016), who confirmed that OCB could increase group cohesion. The direct relationship between OCB and teamwork cohesion can be interpreted that when team members are cohesive and more attached to the team goals, they are expected to practice higher degrees of OCBs.

In the case of H3, it was revealed that job delight significantly influenced OCB. Based on the results of the first three hypotheses and the results of the structural equation modeling, it can be concluded that teamwork cohesion can positively enhance the relationship between job delight and OCB, accepting H4. In other words, if teamwork cohesion is added as a mediator, the positive relationship between job delight and OCB will be strengthened. The influential role of teamwork cohesion in the display of OCB could be noticed in Shin and Choi (2010), who proved that cohesion mediated the effect of perceived group organization fit on OCB. Moreover, Pillai and Williams (2004) stressed the importance of cohesiveness as a partial mediator between transformational leadership and performance. The results of the study are compatible with Chen et al. (2009), who suggested that strengthened group cohesion can lead to increased OCB. The inclusion of teamwork cohesion as a mediator can assist in understanding the role of job delight.

The current study introduced job delight as an essential antecedent of OCB and considered teamwork cohesion as a mediator between the two variables. This suggests that when employees are delighted, they may have social relationships and be more cohesive, which can result in better levels of OCB.

CONCLUSION

This study has attempted to unfold the effect of a new construct, job delight, and understand its relationships with OCB via teamwork cohesion. Results of the study demonstrated that there was a significant relationship between job delight and teamwork cohesion and between teamwork cohesion and OCB. Moreover, results of the indirect influence of teamwork cohesion on the link between job delight and OCB were found significant. Understanding how and why job delight enhanced by teamwork cohesion can positively affect OCB, it can be argued that when employees are delighted and the working teams in organizations are cohesive, the OCBs can positively be encouraged and improved.

The significant contribution of this study is that it documents empirical evidence for the association between job delight, teamwork cohesion, and OCB. Enhancing job delight fundamentally captures teamwork cohesion, affecting employee OCB. Enhancing job delight in the workplace can encourage teamwork members to be more cohesive and attached to the teamwork objectives. Hence, employees with a higher level of job delight and more teamwork cohesion are more likely to practice better OCBs. In this concern, the study extended the knowledge of management literature, especially human resource management practices.

An important conclusion from the study is that team cohesion is critical for enhancing the effect of job delight on OCB. Therefore, this study stresses the importance of team cohesion when investigating the association between job delight and OCB. In brief, the significant positive effect of job delight on OCB is strengthened when working team members remain close and cohesive to achieve the team goals.

As the introduction of teamwork cohesion supported the explanatory power of job delight on OCB in the current study, considerable theoretical and practical implications can be proposed. The results contributed to the literature and empirical studies on human resource management and organizational practices. Although past research concentrated on the association between job satisfaction and OCB (Fitrio et al., 2019), this study conceptually and empirically explored how job delight and OCB are linked. The current study findings can further be used for several implications in future research and by professional managers in organizations. For example, it would be interesting to investigate the issues involved in job delight and the transfer from job satisfaction to job delight.

Practically, the study proposes that professional managers recognize and put more effort into promoting the importance of teamwork cohesion in the association between job delight and OCB. Findings revealed different approaches for practitioners to motivate employees and enhance OCBs through a mediating process. Managers are encouraged to review their practices and strategies to realize better harmonization between employee attitudes and behaviors. Practical managers are to ensure and improve job delight and maintain team performance and cohesion, which will result in higher levels of OCB.

The current study has a few shortcomings, which may affect the interpretation of findings. First, the study focuses on teamwork cohesion as the only mediator between job delight and OCB. Scholars might also examine possible variables, such as organizational commitment or employee involvement, that can mediate the relationship between job delight and OCB. Moreover, the sample of the study was restricted to employees working in the insurance sector in Jordan, which can limit the generalizability. However, to gain more generalizability for the findings, the effect of job delight and teamwork cohesion on OCB should be investigated in other cultures and contexts.

AUTHOR CONTRIBUTIONS

Conceptualization: Mahfuz Judeh.

Data curation: Mahfuz Judeh.

Formal analysis: Mahfuz Judeh.

Investigation: Mahfuz Judeh.

Methodology: Mahfuz Judeh.

Project administration: Mahfuz Judeh.

Resources: Mahfuz Judeh.

Software: Mahfuz Judeh.

Supervision: Mahfuz Judeh.
 Validation: Mahfuz Judeh.
 Visualization: Mahfuz Judeh.
 Writing – original draft: Mahfuz Judeh.
 Writing – review & editing: Mahfuz Judeh.

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