

The impact of Intellectual Capital on the Organizational Citizenship Behavior (OCB) in business organizations: Field Study on the Jordanian industrial companies

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Abstract

This study aimed to analyze the impact of Intellectual Capital to on the Organizational Citizenship Behavior in business organizations, and to achieve the objectives of the study questionnaire was developed and distributed to a sample which selected randomly of (310) Single, and represented a rate (50%) of the study population, were restored (305) questionnaire representing (96%) of the study sample. Been using Statistical Package for Social Sciences (Spss.17) (Statistical package For Social Sciences) to find averages, standard deviations, and multiple regression analysis, the study found the following results:

- A. The perceptions of the respondents to the paragraphs of the independent variable Intellectual Capital to deport him (attracting capital, and stimulate capital, and Customer Care) came in high, and the perceptions of respondents about Organizational Citizenship Behavior dimensions (Civility, Altruism, Conscience) was high.
- B. The presence of trace statistically significant independent variable Intellectual Capital to deport him (capital revitalization, and Customer Care) on the dependent variable Organizational Citizenship Behavior dimensions (Civility, Altruism, Conscience), and the study showed that there was no effect statistically significant for attracting capital on Organizational Citizenship Behavior.

The study recommended the need for interest organizations Jordanian industrial companies to the concept of Intellectual Capital and takes the policies and procedures that increase the level of awareness of the employees about the importance of Intellectual Capital.

Key words: Intellectual Capital, Organizational Citizenship Behavior, Jordanian industrial companies.

INTRODUCTION

Intellectual Capital is deemed to be the key to the development of any organization. Therefore, it is important to pay attention to all its elements, especially the human element. Good preparation results in developing and enhancing the potentials of the remaining elements of Intellectual Capital easily and smoothly. However, lack of interest results in a gap between the Intellectual Capital and other kinds of capital, hence, problems can occur in the organization.

Intellectual Capital is considered the cornerstone of the change and creativity processes within organizations. It represents the basis for creativity and innovation through its ability to convert knowledge into value, and hence into a competitive advantage. The most important pillars used to generate competitive value for various organizations are now based on intellection and creativity rather than on natural resources. Organizations are now interested in efficient experiences workers rather than in other issues including the raw materials and tools; having a worker who is able to manage the available resources results in increased competitive value of the organization.

As to the motives behind my choice of this subject, they are represented in the great importance it acquired in the business organizations that are interested in the management of Intellectual Capital as a tool enhancing the Organizational Citizenship Behavior, and because the Intellectual Capital is considered the real capital upon which the success of any organization is based. Organizations depend on its ability to make an effective combination of various kinds of capitals within the organization.

Problems and Questions of the Study

Intellectual Capital is of a great importance for business organizations; it is the only controller of all resources of the organization. In addition, increased size of investments among business organizations as well as the increased size and intensity of competition are considered the main character of the economic environment in the light of the organizations' pursuit of competitive advantages that puts the organization in a superior business position among other similar organizations. These issues resulted in increased size of investments directed to the elements of Intellectual Capital. Organizations have realized the importance of Intellectual Capital and the need to work on its development as the key to solve any problem related to resource management. This in turn guarantees the ongoing ability to create added value for the organization and to achieve a powerful competitive position.

Accordingly, the problem of the study is represented in the following main question:

What is the impact of Intellectual Capital on the enhancement of Organizational Citizenship Behavior in Jordanian industrial companies?

Questions of the Study

This study seeks to answer the following main question:

What is the impact of Intellectual Capital on the enhancement of Organizational Citizenship Behavior in Jordanian industrial companies?

Form this question, the following sub-questions are derived:

1. What are the participants' conceptions of Intellectual Capital and its dimensions in the Jordanian industrial companies?
2. What are the participants' conceptions of the enhancement of Organizational Citizenship Behavior and its dimensions in Jordanian industrial companies?
3. Is there a statistically significant correlational relationship at the significance level of ($\alpha \leq 0.05$) between the dimensions of Intellectual Capital and the dimensions of Organizational Citizenship Behavior?

Objectives of the Study

The main objective of this study is to analyze the impact of Intellectual Capital to on the Organizational Citizenship Behavior in Jordanian industrial companies. As to the secondary objectives, they are as follows:

1. Presentation of an integrated framework for all the variables of the study;
2. Identification of the participants' conceptions of Intellectual Capital as an independent variable as well as its dimensions (Intellectual Capital Attraction, activation of Intellectual Capital, and Customer Care);
3. Identification of the participants' conceptions of the dependent variable, enhancement of organizational citizenship behaviours, and each of its dimensions (Civility, Altruism and Conscience);
4. Identification of the relationship between Intellectual Capital and achievement of competitive advantage in Jordanian industrial companies; and
5. Presentation of recommendations based on the results of study analysis.

Importance of the Study

Importance of this study lies in the following:

1. It is an academic attempt to spot the light on Intellectual Capital and its increasing importance for business and economic organizations in general, and how to improve and maintain it in order to achieve and s the competitive advantage;
2. The study directs the attention of leaders and workers alike to the difficulty for any organization to achieve its goals effectively without deep understanding of Intellectual Capital and its management;
3. The study shows the importance to maintain Intellectual Capital and methods of its investment in a way that achieves the creative and innovative activities which in turn achieve and support competitive advantage; and
4. The study shows the importance of the field aspect which shows the patterns of enhancing the Intellectual Capital in industrial companies, strengths and weaknesses of Intellectual Capital, and the methods used by organizations to develop and maintain it.

Hypotheses of the Study

The present study attempts to test the following hypotheses:

First main hypothesis: Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and customers care) has no statistically significant impact at the significance level of ($\alpha \leq 0.05$) on the enhancement of Organizational Citizenship Behavior and its dimensions (Civility and Altruism) in Jordanian industrial companies.

From the above hypothesis, the following sub-hypotheses are derived:

The first sub-hypothesis: Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and Customer Care) have no statistically significant impact at the significance level of ($\alpha \leq 0.05$) on Civility as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial companies.

The second sub-hypothesis: Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and Customer Care) have no statistically significant impact at the significance level of ($\alpha \leq 0.05$) on Altruism as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial companies.

The concept of Intellectual Capital

Many labels are used to denote Intellectual Capital including the cognitive capital, intangible capital and intangible assets. Therefore, researchers have introduced various definitions to the Intellectual Capital, its components and dimensions such as the following:

"Intellectual Capital represents the all the knowledge that all the members of the organization have which helps the organization achieve a competitive advantage in the market, hence enabling the organization to face the intense market competition. In addition, it represents a group of skills available in the organization that include the wide knowledge that enables the organization to reach the global level through responding to customers' requirements (Thigel & Tabayibia, 2011)".

"It is the talent, skills, technical knowledge and relations, as well as the machines they embody, which can be used to build wealth. This definitions refers to Intellectual Capital as knowledge (skills, experiences, and cumulated education of the human element) which can be converted into value (Mezreiq & Qwidry, 2011)".

"Intellectual Capital expresses a group of skills availabl in the members of the organization who have wide knowledge that enables the organization to achieve a global position through responding to customers' requirements and the chances provided by technology (Abdulmonem, 2009)."

This study considers that definitions of Intellectual Capital are mainly based on human knowledge, creativity, experiences and skills that are used to create added value; therefore, Intellectual Capital is related to the creative potentials of the company's employees that can be applied. This suggests that the basis of Intellectual Capital is the human who works in the company, and that this process doesn't stop at a specific limit especially in the intellectual companies.

Components of Intellectual Capital

Intellectual Capital consists of a number of intangible components (Rawiya) as follows:

- a. Human Assets including: knowledge, skills, creativity and experience. Human capital consists of skills, abilities and knowledge as well as previous experiences or experience acquired from work;
- b. Intellectual Assets including: information, written memorandums, instructions and proclamations. Intellectual assets are composed once the information, knowledge, ideas and data are transferred from the Human Assets to be recorded in writing. They become definite and clearly known. Then, the organization can deal with these intellectual assets rather than with individuals. Intellectual assets include plans, engineering designs and computer programs.
- c. Intellectual Property: it is the total rights protecting ideas and information that are of commercial value. Intellectual property grants its owner exclusive rights as a result of the information he generated that others may not use without permission. Leading industrial organizations work on the ownership of more and more intellectual properties in order to achieve a competitive advantage that enables them to face the intense market competition. Organizations attempt to develop an intellectual property portfolio (IP Portfolio) and to market these properties in accordance with preplanned management and exploitation of these portfolios.
- d. Structural Assets including: culture, regulatory models and operations, procedures and distribution channels.
- e. Relational capital: it reflects the relationship between the organization and its customers, suppliers, competitors and any third party that help develop and convert an idea into a product or service.

Management of Intellectual Capital can be considered as the success strategy for the future. The third millennium managers are required to understand all tangible and intangible material components, or the intangible components of Intellectual Capital. They have to develop administrative practices that enhance

acquisition of knowledge. Those managers face a great challenge to improve the behaviours that appreciate Intellectual Capital, and then manage it as an asset. (Wiederhold, 2013).

In order to manage the intellectual assets effectively in order for the organization to achieve competitive advantage, there must be an awareness of the differences between the values of assets. Some assets require development and investment, while investing in other assets should be stopped since it may be of no value at all. This means that intellectual assets constitute a strong management tool. (Kok, 2007).

In addition, administrative programs that focus on the Intellectual Capital should be developed in order to collect the returns resulting from administrative positions. These business activities include legal, financial, human resources, and information systems fields. These fields should be redefined as a service provider that increased the added value. The challenge here is to find a method to achieve the competitive advantage through its basic potentials and knowledge (Saleh, 2009).

The Concept of Organizational Citizenship Behavior (OCB)

Interest in the concept of Organizational Citizenship Behavior has been increasing since it is related formally to the incentives system and evaluation of performance in organizations. It is an important behavior for all organizations; Turnley, et al (2003) indicated that organizations that depend only on formal behavior are considered fragile system that can be broken easily. In addition, organizations should leave a space for undetermined behaviors in order that individuals can behave freely to deal with unexpected situations which require a creative behavior by individuals.

Organizations cannot progress and improve unless its members behave in accordance with the good citizenship through involvement in all kinds of positive organizational behavior. OCB is defined as the functional behavior conducted voluntarily by individuals and goes beyond the limits of the functional duties. Individuals are not awarded for such behaviors by the formal incentives system in the organization (Organ, et al, 2006). OCB is also defined as the employee's feeling of responsibility and provision of constructive contributions for the progress and operation of the organization business, in addition to the employee's seeking to have ongoing presences in all events and to keep updated with the latest information in order to cope with the developments in his job (Burns & Carpenter, 2008)

Nielsen, et al (2010) have defined it as a functional behavior conducted voluntarily and goes beyond the limits of functional duties. It is not awarded by the official incentives system in the organization.

Lee & Allen (2009) have defined it as the Extra-roles behavior that goes beyond the limits and requirements of the job.

This study defines OCB as the comprehensive attempt to understand the behaviors of all employees whether individuals, groups, or several individuals acting as one comprehensive integrated unit.

Importance of OCB

Studies have proven that the most successful organizations are the ones which employees practice high levels of citizenship behaviors. These organizations enjoy a positive climate full of cooperation and harmony (Chen & Chung, 2007). There is where employees seek to perform voluntary activities. They attend regularly extraordinarily (Yun, et al, 2007). Organizational citizenship increases the ability for optimal exploitation of available resources, increases the level of realized achievements, improves the organizational confidence, and gives the opportunity to work as a team and keep efficient skilled workers (Modassir & Singh, 2008). It helps provide assistance to new workers and employees, reduces work-related problems, develop the skills necessary to make changes and to adapt to these changes. This in turn increases the administrative efficacy through providing managers enough time to lead the organization rather than indulging in marginal administrative tasks (Fournier, 2008).

The importance of studying Organizational Citizenship Behavior lies in its contribution to improve the overall performance of the organization through managing the interrelations between employees in different departments and divisions. This contributes to increase the overall size of achieved outcomes. OCB helps the organization decrease the need to devote rare resources for maintenance jobs, maintains the unity and cohesion of the organization, helps the organization make use of its resources to increase the overall productivity, and contributes to improve managers and coworkers' abilities and performance through devoting much time for effective planning, business scheduling, problem solving, etc (Chen & Chung, 2007).

LITERATURE REVIEW:

Tahtuh, (2016), The Impact of Leadership Styles on Organizational Citizenship Behavior. That study aimed to identify the effect of leadership styles (including autocratic leadership, democratic leadership, and Laissez - faire Leadership) on the administrative employees' Organizational Citizenship Behavior in King Abdulaziz University in Jeddah. The researcher used the descriptive analytical method and questionnaire as a data collection tool. The study involved 278 female employees. The study had several findings, the most important of which is that the democratic leadership was superior to the remaining leadership styles followed by

the Laissez - faire Leadership, and then the autocratic leadership style. The Laissez - faire Leadership style had an impact on the OCB, while autocratic and democratic leadership styles had almost no impact on OCB. The study has made some recommendations. The most important recommendations are to enhance the democratic leadership style and to take corrective procedures for the autocratic and laissez-faire leadership styles.

As-Shanty (2015), The Role of Realized Organizational Support as an Intervening Variable in the Relationship between Organizational Justice and Organizational Citizenship Behavior. The study aimed to identify the level of OCB and to measure the level of Organizational justice as well as the relation between them. The study aimed also to verify the role of realized organizational support as an intervening variable in the relationship between organizational justice and Organizational Citizenship Behavior. The researcher used the descriptive analytical approach and questionnaire as a data-collecting tool. A sample of 240 employees working for the Ministry of Interiors, Civil Department in Gaza was selected. The sample was selected randomly. The study found out that the level of organizational justice was moderate, while the level of OCB was high. There was a positive statistically significant relation between organizational justice and OCB. The study made some recommendations most important of which are to increase workers' awareness of organizational justice, especially the interactional justice, and to include Organizational Citizenship Behaviors in the standards of performance evaluation.

Al Beshtawi (2014), The Impact of Intellectual Capital on the Improvement of the Profitability of Jordanian Pharmaceutical Companies. The study aimed to identify the impact of Intellectual Capital on the improvement of the profitability of Jordanian pharmaceutical companies. The subjects of the study were selected using the stratified sampling. The researchers prepared a questionnaire consisting of 38 paragraphs. Data was then analyzed using the Statistical Package for the Social Sciences (SPSS). The study concluded that Intellectual Capital with its three main components (human, structural, and customer capitals) play a great and effective role in the improvement of Jordanian pharmaceutical companies' profitability. The study made some recommendations including the necessity to invest in Intellectual Capital in order to obtain the cognitive resources, and to put a plan to maintain the Intellectual Capital through material and moral incentives, and to provide a suitable climate for attracting expertise, skills and competencies.

Taie, (2014), "The Effect of Intellectual Capital Management on Organizational Competitive Advantage in Egyptian Hospitals". The study aimed to test the effects of Intellectual Capital management on organizational competitive advantage in Egyptian hospitals. The study is an analytical cross-sectional study conducted in two hospitals, El Nozha International Hospital and Demerdash Hospital. The sample is composed of three levels of employees: administrative staff, nursing staff and physicians; 36 from El Nozha Hospital, and 70 from El Demerdash Hospital. Results have indicated that there was a positive relation between human capital and competitive advantage. Whereas there was a strong positive relation between human capital, structural capital and capital on one side and the competitive advantage on the other side respectively.

Yesuraja & Yesudian, (2013), A Study on Leadership Styles and Organizational Citizenship Behaviour among Supervisors. The study aimed to identify the leadership styles applied by supervisors including autocratic, democratic, Laissez – faire, and paternalistic leadership styles, the level of OCB as well as the relationship between them. The study used the descriptive approach and questionnaire as a data collection tool. The study found out that there's a positive relationship between the autocratic and democratic leadership styles and the OCB, while there was no relationship between age, expertise, and educational qualifications and the level of OCB. The study recommended that training courses for personal development of employees be held in order to increase their level of Organization citizenship behavior.

APPROACH OF THE STUDY

The study adopted the descriptive and analytical approaches as well as the field study. With respect to the descriptive study, the desk research was made and theoretical and field studies were reviewed in order to crystallize the principles and premises upon which the theoretical framework is built. Literature review was made to determine the most important studies which constitute a vital element for the study and its cognitive axes. With respect to the analytical field research, a comprehensive survey was carried out, all the data collected from the questionnaires were analyzed, suitable statistical methods were adopted, and the study applied the questionnaire developed by the researcher.

Population of the study

The population of the study includes all metal and chemical industries companies listed in Oman Stock Exchange that amount to 15 companies to apply this study because of the great importance of this sector represented as follows:

1. The sector produces various multipurpose products that are used in many fields including constructions, manufacturing processes, metal processing, sterilization, disinfection and various cosmetics products. this significant vital sector provides many production inputs for other industries including raw materials and processed materials;

2. It is considered the biggest industrial sectors in terms of its size of exports; and
3. It provides high-quality products that it could enter many regional and international markets because of its conformity to the international standards.

Sample of the Study

The sample of the study includes 620 employee selected randomly as shown in table 1:

Table 1 Distribution of subjects of the study

Company Name	Capital	Year of Establishment	Workers no.	Selected subjects no.	Percent relative to total
Arab Potash Co. Ltd	JOD 83.4 Million	1956	290	145	%25
Phosphate Mines Company	JOD 75 Million	1949	330	165	%25

The following table shows the distribution of the subjects in terms of demographic variables

Table 2 Distribution of subjects in terms of the variables of the study

Variable	Categories	Number	Percentage
Sex	Male	273	89.5
	Female	32	10.5
	Total	305	100.0
Age	≤30 yrs	28	9.2
	31-40 yrs	136	44.6
	41-50 yrs	122	40.0
	≥ 50	19	6.2
	Total	305	100.0
Education	High school level	49	16.1
	Intermediate education	86	28.2
	Bachelors' degree	142	46.6
	Post-graduate	28	9.2
	Total	305	100.0
Job position	Department director	73	23.9
	Head of department	232	76.1
	Total	305	100.0
Experience	10-15 yrs	101	33.1
	16-20 yrs	131	43.0
	≥21	73	23.9
	Total	305	100.0

Research tool

A questionnaire has been developed based on Linkert five-item Scale which consists of five options ranging from strongly agree to strongly disagree using a 1-to-5 rating scale. The questionnaire is divided into two main groups. The first group concerns the personal information about the subjects of the study, while the second is concerned with the subject-matter of study and includes a group of paragraphs relating to the main three axes of the independent variable; namely, the Intellectual Capital. The three axes are: attraction of Intellectual Capital, activation of Intellectual Capital, and Customer Care. It will include a number of paragraphs covering the dependent variable (citizenship behavior) as follows; namely, Civility and Altruism.

Validity of the tool:

The questionnaire was presented to a number of judges from the faculty members ensure the validity of the questionnaire. I've taken their comments into consideration, rephrased some paragraphs and made the required modifications to achieve the balance between the contents of the questionnaire and its paragraphs.

Statistical treatment:

In order to answer the questions of the study and to test the validity of its hypotheses, descriptive and analytical statistical methods were applied using the Statistical Package for Social Sciences (SPSS.16). Following are the statistical methods applied in this study:

- Descriptive Statistic Measures to describe the characteristics of the sample based on the frequencies and percentages.
- VIF Variance Inflation Factory (VIF)

- The allowable variance scale (Tolerance) to ensure that there's no Multicollinearity between the independent variables;
- Skewness Scale to ensure that data are applying the Normal Distribution method;
- Multiple Regression Analysis to test the validity of the study models and the impact of the independent variable and its dimensions on the dependent variable; and
- Stepwise Multiple Regression Analysis to test the entry of independent variables in the dependent variable prediction equation.

Reliability:

The Internal Consistency Coefficient for the research tool was extracted using Cronbach's Alpha for every variable of the study and its dimensions. Reliability Coefficient values were high indicating reliability and consistency between the paragraphs of the research tool. Table 4 shows the Reliability Coefficient Values.

Table 4 Cronbach's Alpha Values for the Internal Consistency Coefficient for each dimension of the research variables

Variable	Dimension	Paragraphs	Cronbach's Alpha
Intellectual capital as an independent variable	Attraction of Intellectual Capital	1-2	0.76
	Activation of Intellectual Capital	3-6	0.70
	Customer Care	7-14	0.75
Organization citizenship behavior as a dependent variable	Civility	15-22	0.73
	Altruism	23-25	0.74
	Conscience	26-27	0.76
		1-2	0.76

The data shown in table 4 indicate that the reliability coefficient for the dimensions of Intellectual Capital ranged from (0.70- 0.76), whereas the Organizational Citizenship Behavior, the reliability coefficient ranged from (0.73- 0.76). These values are accepted for the purposes of the study.

Presentation of results:

Some tests were conducted before application of the Analysis of Variance to test the research hypotheses in order to ensure that the data are suitable for the hypotheses of the Analysis of Variance. Absence of multicollinearity was confirmed through the use of VIF (Variance Inflation Factory) and Tolerance Test applied to every research variable while taking into consideration that the VIF value is not greater than 10, and the allowable variability (Tolerance) is greater than 0.05. Application of Normal Distribution is also confirmed through the calculation of Skewness factor taking into consideration to apply the normal distribution if the Skewness value I approximates (0). Table 5 shows the results of these tests.

Table 5 Results of the Variance Inflation Factory, Tolerance, and Skewness

Dimensions of the independent variable	Variance factory	Tolerance	
Attraction of Capital	1.642	.609	0.372
Activation of Capital	1.681	.596	-1.702
Customer Care	1.369	.731	-1.673

We note that the values of VIF for all variables are less than 10 and rage from (1.369- 1.681). Values of the Tolerance test range from (0.596- 0.731) which are greater than 0.05. This is an indicator that there's no multicollinearity. The Skewnes Factory was calculated to ensure the application of Normal Distribution and the values were near 0, i.e. less than 1. Therefore, it can be asserted that there's no real problem concerning the normal distribution of the research data. In addition, validity of the model is confirmed for each single hypothesis. Table 6 shows the results.

Table 6 Analysis Of variance to ensure the validity of the model to test the research hypotheses

Dimensions of the dependent variable	Source	Coefficient of determination (R ²)	Sum of squares	Mean squares	Calculated F value	F Value Significance
Civility	regression	0.407	61.603	20.534	68.895	0.00**
	Error		89.714	.298		
Altruism	regression	0.554	61.405	20.468	124.423	0.00**
	Error		49.516	.165		

** Statistically significant at the value of (α ≤ 0.01)

Table 6 indicates the validity of the model used to test the study hypotheses as indicated by the significance of calculated F value and the significance level at the value of $(\alpha \leq 0.01)$. the overall Intellectual Capital accounts for 54% of the variance in the dependent variable as a whole (Organizational Citizenship Behavior). It accounts also for 40.7% of variance of the Civility dimension, and 55.4% of variance of the Altruism Dimension. All these results confirm the impact of Intellectual Capital on the explanation of the sub-dimension; Organizational Citizenship Behavior. Accordingly, we can test the research hypotheses as follows:

The Main Hypothesis: Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and customers care) has no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on the enhancement of Organizational Citizenship Behavior and its dimensions (Civility and Altruism) in Jordanian industrial companies.

Table 7 Results of Multiple Regression Analysis to test the Impact of Intellectual Capital Dimensions as independent variable on the Competitive Advantage

Dimensions of Intellectual Capital	B	Standard error	Beta	Calculated T value	T significance level
Attraction of Capital	0.023	0.050	0.043	1.883	0.348**
Activation of Capital	0.312	0.053	0.249	5.543	0.000*
Customer Care	0.441	0.061	0.381	7.627	0.000*

* Statistically significant at the level of $(0.05 \geq \alpha)$

** Not statistically significant

From the statistical results shown in table 7, and from the Beta and T-Test, it's clear that the sub-variables related to Activation of Capital and Customer Care all have an impact on the OCB in accordance with the Beta Coefficient Significance for these variables as shown in the table, and in accordance with the high significance of T-calculated value as compared to the T-tabulated value at the significance level of $(0.05 \geq \alpha)$. However, there was no statistically significant impact of the Capital Attraction dimension on the OCB.

From the above, we find out the following: the first main hypothesis stating that "Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and customers care) has no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on the enhancement of Organizational Citizenship Behavior and its dimensions (Civility and Altruism)" is rejected from the subjects of the sample's point of view. However, the partially alternative hypothesis which ensures that Intellectual Capital along with its dimensions (activation of Intellectual Capital and customers care) has statistically significant impact on the enhancement of Organizational Citizenship Behavior and its dimensions (Civility and Altruism) in Jordanian industrial companies is accepted from the point of view of the subjects of the study.

In order to determine the importance of each independent variable in the mathematical model, which represents the impact of Intellectual Capital and its dimensions (Capital Attraction, capital activation, and Customer Care) on the OCB, the Stepwise Multiple Regression analysis was conducted. Table 8 shows the results.

Table 8 Results of the Stepwise Multiple Regression Analysis to predict the OCB through the dimensions of Intellectual Capital as independent variables

Dimensions of Intellectual Capital	R ² value Cumulative coefficient of determination	T-Calculated Value	T-Significance Level
Customer Care	0.573	9.791	0.000
Activation of Capital	0.579	6.446	0.015

* Statistically Significant at the level of $(0.05 \geq \alpha)$

- The Stepwise Multiple Regression Equation has excluded one variable: the Capital Attraction dimension.

Table 8 shows the order of independent variables entry in the regression equation. It shows that the Customer Care dimension occupies the first rank and accounts for 57.3% of the variance in the dependent variable followed by the dimension of Activation of Capital which accounts with the Customer Care dimension for 57.9% the dependent variable variance. It was excluded from the regression equation following the capital activation dimension because it is of no statistical significance.

From the above hypothesis, the following sub-hypotheses are derived:

The first sub-hypothesis: Intellectual Capital and its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and Customer Care) have no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on Civility as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial companies.

Table 9 Results of the Multiple Regression Analysis to test the Impact of the dimensions of the Independent Variable, Intellectual Capital, on Civility as a dimension of OCB

Dimensions of Intellectual Capital	B	Standard Error	Beta	T-Calculated Value	T-significance value
Capital Attraction	0.046	0.051	-0.051	-0.901	0.368**
Capital Activation	0.285	0.054	0.306	5.317	0.000*
Customer Care	0.557	0.062	0.465	8.963	0.000*

* Statistically significant at the level of $(0.05 \geq \alpha)$

** Not statistically significant

From the statistical results included in table 9, and from the Beta coefficients and T-Test it is clear that

The following sub-variables related to Activation of Capital and Customer Care all have an impact on the Civility as a dimension of OCB in accordance with the Beta Coefficient significance of these variables as indicated in the table, and in accordance with the significance of higher T-calculated values as compared to the T-tabulated values at the significance level of $(0.05 \geq \alpha)$. However, the sub-variable, Attraction of Capital, has no statistically significant impact on Civility as a dimension OCB.

From the above, it is indicated that the first sub-hypothesis stating that "Intellectual Capital with all its dimensions have no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on Civility as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial companies, " is rejected, whereas the partially alternative hypothesis is accepted. Stepwise Multiple Regression Analysis was conducted to determine the importance of each independent variable in the mathematical model which represents the impact of Intellectual Capital; Attraction of Capital, Activation of Capital, and Customer Care, on Civility as a dimension of OCB. The results are shown in table 10.

Table 10 Results of Stepwise Multiple Regression Analysis to predict Civility dimension from the dimensions of Intellectual Capital as independent variables

Order of the independent variables entry into the prediction equation	R ² value Cumulative coefficient of determination	T-calculated value	T-significance level
Customer Care	0.344	12.612	*0.000
Activation of Capital	0.406	5.578	*0.000

* Statistically significant at the level of $(0.05 \geq \alpha)$

- the Regression Equation excluded the Attraction of Capital

Table 10 shows the order of independent variables entry into the regression equation and shows that the dimension of Customer Care occupies the first rank accounting for 34.4% of variance of the dependent variable, Civility, followed by the Activation of Capital which accounts with the Customer Care dimension for 40.6% of the dependent variable variance. The dimension of Capital Attraction was excluded from the equation.

The second sub-hypothesis: Intellectual Capital along with its dimensions (attraction of Intellectual Capital, activation of Intellectual Capital and Customer Care) have no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on Altruism as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial companies.

Table 11 Results of the Multiple Regression Analysis to test the impact of the dimensions of the independent variable, Intellectual Capital, on Altruism as a dimension of OCB

Independent Variable	B	Standard Error	Beta	T-Calculated Value	T-Significance Level
Attraction of Capital	0.089	0.038	0.116	2.341	*0.020
Activation of Capital	0.182	0.040	0.228	4.558	*0.000
Customer Care	0.548	0.046	0.535	11.873	*0.000

* Statistically significant at the level of $(0.05 \geq \alpha)$

From the statistical results shown in table 11, and from the Beta coefficients and T-Test it is clear that the following sub-variables related to the Activation of Capital and Customer Care all have an impact on the Altruism as a dimension of OCB in accordance with the Beta Coefficient significance of these variables as indicated in the table, and in accordance with the significance of higher T-calculated values as compared to the T-tabulated values at the significance level of $(0.05 \geq \alpha)$.

From the above, it is indicated that the second sub-hypothesis stating that "Intellectual Capital and all its dimensions have no statistically significant impact at the significance level of $(\alpha \leq 0.05)$ on Civility as a dimension of the dependent variable, enhancing the Organizational Citizenship Behavior in Jordanian industrial

companies, " is rejected, whereas the alternative hypothesis is accepted. Stepwise Multiple Regression Analysis was conducted to determine the importance of each independent variable in the mathematical model which represents the impact of Intellectual Capital; Attraction of Capital, Activation of Capital, and Customer Care, on Civility as a dimension of OCB. The results are shown in table 12.

Table 12 Results of Stepwise Multiple Regression Analysis to predict the Altruism through the dimensions of Intellectual Capital as Independent Variables

Order of the independent variables entry into the prediction equation	R ² value Cumulative coefficient of determination	T-calculated value	T-significance level
Customer Care	0.483	16.817	*0.000
Activation of Capital	0.545	6.453	*0.000
Attraction of Capital	0.554	2.341	*0.000

* Statistically significant at the level of (0.05≥α)

Table 12 shows the order of independent variables entry into the regression equation, and shows that the dimension of Customer Care occupies the first rank accounting for 48.3% of variance of the dependent variable, Altruism, followed by the Activation of Capital which accounts with the Customer Care dimension for 54.5% of the dependent variable variance. It was entered into the equation thirdly after the Attraction of Capital. Attraction of Capital as well as Customer care and Activation of Capital accounts for 55.4% of the variance of the dependent variable, Altruism.

FINDINGS AND DISCUSSION:

1. Results have indicated that Intellectual Capital as a whole accounts for 54.0% of the variance of the dependent variable, Organizational Citizenship Behavior, accounts for 40.3% of the variance of Civility, and accounts for 55.4% of the variance of Altruism. All this emphasizes the impact of Intellectual Capital on the explanation of the sub-dimensions of OCB.
2. The Conceptions of the subjects of the study about Intellectual Capital as an independent variable dimensions (Attraction of Capital, Customer Care, and Activation of Capital) were high. Their conceptions about the OCB and its dimensions, Civility and Altruism, were also high.
3. Results have shown that the sub-variables related to Customer Care and Activation of Capital have an impact on Civility as a dimension of OCB, whereas the sub-dimension Attraction of Capital has no statistically significant impact on Civility as a dimension of OCB.
4. Results have shown that the sub-variables related to Customer Care, Activation of Capital, and Attraction of Capital have an impact on Altruism as a dimension of OCB.

RECOMMENDATIONS

In the light of these results, the study recommends as follows:

1. Industrial companies subject of this study should be more interested in the concept of Intellectual Capital and to put policies and procedures that would increase the level of workers' awareness of the importance of Intellectual Capital through holding training courses for them;
2. Educational seminars and programs should be prepared to clarify the methods to develop Intellectual Capital and its importance in the realization of Organizational Citizenship Behavior;
3. Conception of the employees and leaders alike should be developed about Organizational Citizenship Behavior. This concept should be made a priority of the Organizational business. Employees should be given the chance to take part in the administrative decision making, especially with respect to decisions related to their job in the company. This in turn would make them more accepting and responsive to these decisions, which in turn will be reflected on their organizational loyalty and performance of their duties;
4. Companies should evaluate its business strategies and mechanisms and create new mechanisms and tactics to enhance the Organizational Citizenship Behavior; and
5. Future researches should study other variables not addressed in this study such as the impact of work motivation on the enhancement of OCB, the Impact of empowerment on the OCB, as well as other issues related to the works of companies employees.

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