The Mediating Role of Work Motivation on Organisational Commitment and Organisational Citizenship Behaviour

Laith Tashtoush[1]

ABSTRACT

Employees' perceptions of support from their organisation, identification with organisational commitment, and development of self-determined motivation at work all lead to the activation of organisational citizenship behaviours. By using work motivation as a mediator, this study seeks to understand the relationship between organisational commitment and organisational citizenship behaviour among administrative staff employed at Jordanian universities. The study's population consisted of administrative staff employed by 29 universities. A total of 350 administrative staff members participated in this study. The findings suggested that work motivation, organisational citizenship behaviour, and organisational commitment were statistically significant. Additionally, it was discovered that work motivation and organisational commitment both enhance the impact of organisational citizenship behaviour. The conceptual model created in this study outlines linkages between organisational commitment and work motivation that university administrations can use as a reference to successfully impact the organisational citizenship behaviour of their staff.

KEYWORDS: *Work Motivation, Organisational Commitment, Organisational Citizenship Behaviour, Administrative Staff, Universities.*

JEL CLASSIFICATION: *L2 / D23 / M12 / M10 / J24*

1. INTRODUCTION

In Jordan, at many levels and in many areas, the higher education (HE) sector plays a significant role in the overall growth process. Jordan's higher education sector has experienced remarkable growth over the past two decades in terms of enrolled students, administrative and academic members, expenditures, and government financial support (Badran, 2014). HE is one of Jordan's priorities despite the country's low financial resources because it significantly raises the economic, social, and educational status of its citizens (Ministry of Higher Education and Scientific Research, 2018).

Organisational Citizenship Behaviour (OCB) is the independent decision-making of employees (Organ, 1988, 1990), Consequently, it is considered as a possible meaning of human resource (HR) that refers to employees who perform better and excel (Grego-Planer, 2019; Khaola & Rambe, 2021). Ingrams (2020) stated that the level of OCB makes situations where staff have distinctive interests, voluntarily follow rules and regulations that keep the organisation running, and go beyond official requirements or expectations. Thus, they define how OCB promotes effective organisational functioning.

One of the OCB antecedents with the most documentation is organisational commitment (OC), which makes the relationship between employees and the employers clear (Meyer et al., 2002). Grego-Planer (2019) argued that OC is essential for determining a worker's commitment to the company. Employee dedication to their jobs may improve OCB and other behavioural characteristics. The researchers also highlighted how some workers volunteer not only they are actually motivated to do their job, but also

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[1] Business Administration Department, Faculty of Economics and Administrative Sciences, Near East University, Nicosia (TRNC), Mersin 10 – Turkey. Email: laith.tashtoush@neu.edu.tr

toward of OC, which drives them to help their co-workers when feel treated fairly by the company (Friedman et al., 2018; Graso et al., 2019).

The authors Chien et al. (2020) and Leonard et al. (1999) presented an integrated typology of work motivation (WM). This typology was operationalised by authors Barbuto and Scholl (1999) and used to forecast leadership behaviour. In subsequent research, influence strategies and transformative leadership were predicted using the inventory (Padmavathy et al., 2019). It is a required development to utilise WM to forecast employee behaviour as the majority of studies on the topic have concentrated on supervisory behaviours (Barbuto et al., 2003; Faria, 2022; Kao et al., 2023; Widarko & Anwarodin, 2022).

An integral part of the organisational structure of universities is the administrative staff. Without their support, universities cannot do their job of service to the community or their teaching and research missions. Universities must provide administrative staff with a suitable organisational environment to work in since they are responsible for providing both administrative and educational services. This enhances their participation in the university and their motives for achieving their goals. There is a great vacuum in the literature related to studies on OCB and OC through administrative employees working in the universities. As a result, this study contributes by using the WM as a mediator and experimentally investigating the association between OC on OCB among administrative staff employed by Jordanian universities.

2. LITERATURE REVIEW

2.1 Organisational Commitment and Organisational Citizenship Behaviour

OCB was initially defined as a behaviour in which an employee went above and beyond what was expected of them (Organ, 1988). Contextual performance has since been used to characterise it (Wright & Haggerty, 2005). Contextual performance refers to a variety of actions which exceed requisite of a job description and the confines of a functional description, such as cooperation, devotion, zeal, and perseverance (Fletcher, 2001). OCBs are actions that are consistent with an employee's desire to gain implementation of HR services (Nishii et al., 2008). Employees that are committed have a strong emotional connection to the company and are more inclined to respond with OCBs, so the OCB sets the stage for commitment. To foster OCBs, however, firms should work to boost employee commitment levels (Redman & Snape, 2005).

Employees' emotional ties to, identification with, and involvement in the company are referred to as OC. OC is defined as the willingness of employees to support organisational objectives. Employee commitment to remain with a certain company is higher when they are confident that they will learn and grow with their existing employers (Mathur & Salunke, 2013). At all levels of business, powerful and efficient motivational tactics are required to make people happy and committed to their work. Additionally, Tella et al. (2007) discovered a significant link between job satisfaction and OC. They contend that how well a business meets employees' expectations mostly determines job happiness. However, Maxwell and Steele (2003) thought that the company was concerned with protecting the interests of the employees. The impact on dedication is beneficial with increasing experience. High levels of OC give human resource managers a clear area of concentration because commitment is good and beneficial in and of itself, which should result in high levels of work performance.

Meyer et al. (2002) conducted several research explaining the effect of compliance components on OCB. They discovered that, while ongoing commitment had no connection to OCB, OC was connected to OCB. On the other hand, Shahjehan et al. (2019) discovered that OC and job satisfaction were the most important factors for OCB. Other empirical research demonstrates a high and moderate positive relationship among OC and OCB (Gajda & Zbierowski, 2022; Hasan et al., 2023; Maria et al., 2020; Na-Nan et al., 2020). Therefore, the first hypothesis proposed as follows:

H_1: Organisational commitment positively influences organisational citizenship behaviour

2.2 Organisational Commitment and Work Motivation

In their earlier work, various authors discovered that there is a significant connection between WM and OC. Internal auditor organisation behaviour was found to be highly impacted by OC (Marpaung et al., 2022; Pitaloka & Sofia, 2014). Employees are encouraged by OC to actively participate in the organisation to remain long-term members. This may promote the establishment of OCB behaviour-oriented behavior. With the OC, employees are obligated to and devoted to the company. According to Ullah et al. (2020), employees were more likely to recognise job complexity, which in turn had an impact on OC, when they felt that a business had a superior organisational learning culture. According to Gheitani et al. (2019), the findings showed that OC accounted for the majority of the variance in WM among healthcare workers. Additionally, stress the value of a solid working connection between employees and the OC for participation. An employee who is internally happy, excited, and motivated is genuinely productive in an organisation, contributing to the efficiency and effectiveness of the business, which results in the maximisation of revenues author's Manzoor (2012) research. Rahman Rahim et al. (2018) discovered through statistical analysis that WM influences employee performance positively and significantly via media and OC factors. The coefficient value indicates that when an employee's OC improves, their WM will also rise. The organisation's overall success will be affected if employee performance improves. Therefore, the second hypothesis was formulated as follows:

H₂: Organisational commitment positively influences work motivation.

2.3 The Relationship of Work Motivation between Organisational Commitment and Organisational Citizenship Behaviour

Self-determination theory (SDT) (Deci & Ryan, 2008; Ganotice et al., 2023; Halvari, 2022; Stritch et al., 2022) asserts that an employee's motivation to engage in advantageous and autonomous work behaviours depends on the extent to which the work environment meets his or her needs. To promote employee WM, well-being, and contentment, this requirement is essential (Camerino & Mansano Sarquis, 2010). The definition of WM according to Deal et al. (2013) and Deci et al. (2017) is an energising force that "drives" a person's activity and establishes its course, intensity, and length. This WM may function autonomously or under control, orienting and directing activity toward outcomes. Deci et al. (2017) suggested that WM is the archetype of self-determined conduct that is only motivated by interest and the enjoyment of performing. When employees perceive a behaviour as being consistent with their own values and voluntarily choose it, internalisation of behaviour occurs. When employees believe their organisation meets their needs, this process is encouraged. In addition to producing outcomes like effective performance, satisfaction, OCB, and well-being, a company that satisfies employees' needs will also boost WM (Autin et al., 2021; Deci et al., 2001). WM is said to activate voluntary activities and other prosocial behaviours, according to Henning et al. (2019) and Kanat-Maymon et al. (2020). Additionally, OCBs can be viewed as an illustration of employees' WM in a company. They transcend the working position, are not expressly acknowledged, and can be triggered by people with high levels of self-determination.

Employees who are assisted by their employer in meeting their requirements are said to develop a WM toward their work, which in turn motivates them to engage in extra-role behaviours toward other people as well as the employer (Ganotice et al., 2023). Additionally, an integrative theoretical model of OC and WM was proposed (Paul et al., 2019), emphasising that OC is an energetic factor that activates WM, which in turn encourages discretionary behaviour. Therefore, the third hypothesis proposed as:

H₃: work motivation mediates the relationship between organisational commitment and organisational citizenship behaviour

2.4 Work Motivation and Organisational Citizenship Behaviour

According to research (Arshad et al., 2021; Barbuto & Story, 2011; Handayani et al., 2020; Mahmoud et al., 2020; Manzoor, 2012), a person's motivation is strongly correlated with his or her OCB. WM and OCB

have statistically significant correlations, according to Barbuto and Story (2011). Statistically significant correlations between organisational concern, prosocial ideals, and OCB were reported by Arshad et al. (2021). The high associations that were found in the research indicated above, however, might have been exaggerated by single-source bias due to shared technique variance. Other studies revealed a strong correlation between the sources of WM and the actions of leaders (Mahmoud et al., 2020). This research found a strong correlation between the sources of WM, influence strategies utilised by leaders, transformational leadership traits, and follower obedience. These studies contributed between 3% and 12% of the explained variance. According to the literature (Allen & Rush, 1998), managers evaluated the OCB of their staff based on their impressions of the motivations of the followers. As a result, it is anticipated that the sources of WM for employees would significantly influence their OCBs.

Many academics believed that OCB was made up of conceptually separate behavioural components. Although there was no obvious variance in associations with the most common set of OCB antecedents (Sigurjonsdottir & Sandaker, 2020), a meta-analysis found that the OCBs conceptualised by Sabahi and Dashti (2016). Furthermore, Sigurjonsdottir and Sandaker (2020) hypothesised that the OCB score would represent the total score of the behavioural activities assessed. People with high WM engage in tasks that they find enjoyable and that also foster pleasant work settings. employees who want enjoyable working environments are more likely to help others and foster a supportive workplace culture. People with high WM are more inclined to be persuaded to take part in activities that are formally rewarded. They frequently carry out duties and exhibit behaviours to receive monetary compensation, such as pay raises, promotions, and other perks (Barbuto et al., 2003; Barbuto & Scholl, 1999). Since OCB are not formally rewarded, it is reasonable to assume that WM will not get along with OCB. Therefore, the fourth hypothesis was formulated as follows:

H₄: *Work motivation positively influences organisational citizenship behaviour*
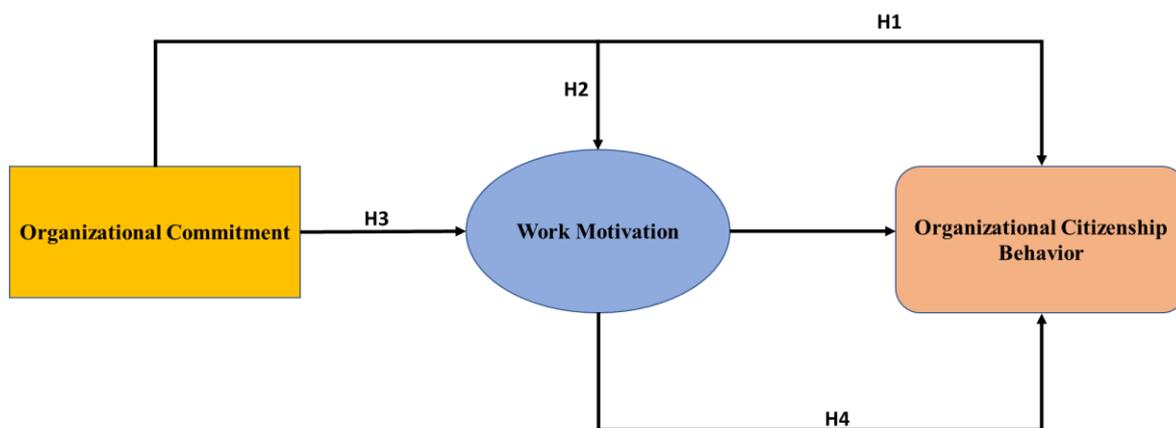

Figure 1. Study Model

3. METHODOLOGY

3.1 Study Population and Sampling
The study's participants were Jordanian universities' administrative staff members. According to the Higher Education statistics report in Jordan's for the years 2021–2022, 19,505 people were employed as administrative staff at the 29 Jordanian institutions. According to Singh and Masuku (2014) the ideal sample size for this study was 392. Additionally, this study used a convenient sample method to collect information from the population's available participants. 350 usable responses, or 87.5% of the total 400 questionnaires distributed were received. Study Instrument

3.2 Study Measurement Tool

The research is cross-sectional and quantitative in design. The questionnaire is divided into three sections, each of which contains a total of 42 items: the Organisational Citizenship Behaviour Scale (OCBS), Organisational Commitment Scale (OCS), and Work Motivational Scale (WMS). The Cronbach's alpha for various scales is summarised in Table 1.

A few demographic factors from Part 1 of the questionnaire are also evaluated as part of the research. The respondents were questioned regarding their gender, age, educational background, and length of time attending this university. There are 4 items in the demographic survey questions.

In literature was designed the OCS used in this investigation (Atteya, 2012; Jaros, 1997). The format of this scale, which consists of nine items and ranges from 1 (Strongly Disagree) to 5 (Strongly Agree), is a standard five-point Likert scale. The OCS's Cronbach's alpha value was found to be 0.946. Moreover, in literature was state that a study must have a Cronbach's alpha of 0.7 to be reliable and acceptable (Cleff, 2019; Hair et al., 2014). The OCS variables for this study's Cronbach's alpha scores are therefore valid.

The WMS scale was established by Gagné et al. (2010) and has ten items. Data were gathered from administrative staff and evaluated using a five-point Likert scale, with 5 being the strongest agreement and 1 being the strongest disagreement. This scale has ten items, and Cronbach's alpha score was 0.777.
Atteya (2012) created the OCBS that was utilised in this investigation. The format of this scale, which consists of 19 questions and ranges from 1 (Strongly Disagree) to 5 (Strongly Agree), is a normal five-point Likert scale. The OCB's Cronbach's alpha value was found to be 0.820. This value is also regarded as trustworthy. For the 38 items in the current investigation, Cronbach's alpha value was determined as 0.807, and this result was deemed to be credible.

Table 1. Variables Cronbach's Alpha

Variable	Items	Cronbach's alpha
Organisational Commitment	9	0.946
Work Motivation	10	0.777
Organisational Citizenship Behaviour	19	0.820
Total	**38**	**0.807**

4. RESULTS

4.1 Mean Scores

The mean scores for the research variables are displayed in Table 2. The average responses for the OCB and WM questions were 3.07 and 3.13, respectively. These results show that the employees' opinions about the OCB and WM conducted by their company are reasonable. The mean of OC was 3.85. These results show that the staff opinions of the OC performed by their company are favourable and consistent.

Table 2. Variables Mean Scores

Variable	Number of Items	Mean	Standard Deviation
Organisational Commitment	9	3.85	1.207
Work Motivation	10	3.03	1.219
Organisational Citizenship Behaviour	19	3.13	1.25

4.2 Demographic Characteristics of Respondents

The sample distribution by respondent demographics is summarised in Table 3.

Table 3. Sample Distribution by demographic characteristics of respondents

Variables	Frequency	Percent
Gender		
Male	244	70%
Female	106	30%
Total	350	100%
Age		
25-29	77	22%
30-34	124	35%
35-39	68	19%
40-44	28	9%
45-49	30	8%
50 years and more	23	7%
Total	350	100%
Educational Level		
Undergraduate	286	82%
Postgraduate	64	22%
Total	350	100%
Years of Experience in this University		
1-4	80	23%
5-9	131	37%
10-14	63	18%
15-19	38	11%
20-24	8	2%
25 years and more	30	9%
Total	350	100%

4.3 Factor Analysis

The researchers can break down the observed variables into smaller groups and determine how they are related using exploratory factor analysis (EFA) (Hinkin, 1998). The factors were extracted using the Promax with Kaiser normalisation rotation method and the principal components analysis (PCA) approach. Only those things that loaded 0.4 or higher on a single item were included, as suggested by Hair et al. (2014). The KMO was 0.830 and Bartlett's Test was significant at (P 0.05), thereby satisfying the necessary sample value as stated by Kaiser (1974).

For Jordanian universities, the EFA analysis identified three separate factors that together accounted for 60.83% of the variance. Nine components in OC had loading ranges between 0.694 and 0.899, accounting for 32.15% of the overall variance. Eight items from the total of nineteen in the OCB building had poor loading and were eliminated from the scale. The construction explained 15.68% of the total variance, and the items loaded in the range of 0.539 to 0.833. Five of the ten items in the OC were eliminated, leaving five items loaded between 0.764 and 0.845, accounting for 13% of the overall variance. Table 4 summarises the findings of the exploratory factor analysis.

Table 3. EFA Results

Factors	Items	Factor Loading	Cronbach's alpha	Variance Explained %
Organisational Commitment (Factor 1)	9	0.694 - 0.899	0.946	32.15%
Organisational Citizenship Behaviour (Factor 2)	11	0.539 – 0.833	0.862	15.68%
Work Motivation (Factor 3)	5	0.764 – 0.845	0.894	13%
Total	25		0.752	60.83%

4.4 Confirmatory Factor Analysis (CFA)

The convergent validity test was used by the researchers to evaluate the study's validity. Awang (2012) and Hair et al. (2014) proposed that factor loading can be used to analyse convergent validity. According to Awang (2012), composite reliability (CR) should be >= 0.6 and average variance extracted (AVE) should be 0.5 or above to attain validity. Table 5 summarises the CFA findings and demonstrates that all constructions are valid and trustworthy.

Table 4. CFA Results

Construct	Items	Factor Loading	CR	AVE
Organisational Commitment	9	0.534 – 0.949	0.919	0.57
Organisational Citizenship Behaviour	11	0.652 – 0.923	0.936	0.58
Work Motivation	5	0.701 – 0.810	0.864	0.56

The six measures of the model's goodness of fit are listed in Table 6 as follows: Root Mean Square Error of Approximation (RMSEA), Standardised Root Mean Square Residual (SRMR), Comparative Fit Index (CFI), Normative Fit Index (NFI), Incremental Fit Index (IFI), and Chi-square/Degree of Freedom (CMIN/DF) (Kaynak, 2003). The CMIN/DF number for the current study was 2.147, and this figure perfectly satisfies the condition that the value be less than three (Bagozzi & Yi, 1988). Similarly, it was discovered that the CFI, NFI, and IFI values were 0.968, 0.943, and 0.969, respectively which all of these indicators' values were near 0.9. Also, SRMR value of 0.0624 and the RMSEA value of 0.057. Therefore, the model appears satisfactorily fits to the data of these indicators.

Table 5. Goodness of fit indicators

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	IFI	RMSEA	SRMR
	543.279	253	0.000	2.147	0.968	0.943	0.969	0.057	0.0624

4.5 Correlation Analysis

Table 7 displays the correlation analysis results, which reveal that all three constructs were positively associated with one another with a significance level of 0.01.

Table 6. Correlation between Study Variables

	OC	WM	OCB
OC	1		
WM	.749**	1	
OCB	.765**	.923**	1
**. Correlation is significant at the 0.01 level 2-tailed). OCB= Organisational Citizenship Behaviour, OC= Organisational Commitment, WM= Work Motivation			

4.6 Hypotheses Testing

The PROCESS macro for SPSS Version 4.2 was utilised by the researcher to test the study hypotheses. The information on hypothesis testing is summarised in Table 8. According to Moore et al. (2013) criteria, the findings of this study demonstrated that H1 indicated that OC had a moderate impact on OCB (R^2=0.585, p=0.000). WM is moderately and favourably impacted by OC, according to H2 (R^2=0.561, p=0.000). Likewise, H3 revealed that WM has strongly and positively mediated the link between OC and OCB (R^2=0.8646, p=0.000). H4 revealed that WM significantly improves OCB (R^2=0.852, p=0.000). The hypotheses are accepted because they produced statistically significant findings.

Table 7. Hypothesis Testing

	Linkage	R^2	F Test	T Test	ρ-value	B	Hypotheses Acceptance
H_1	OC - OCB	0.585	490.6920	22.1516	.000	1.1817	Accepted
H_2	OC - WM	0.561	444.4667	21.0824	.000	0.6482	Accepted
H_3	OC - WM - OCB	0.8646	1108.0463	26.7677	.000	1.4241	Accepted
H_4	WM - OCB	0.852	2008.374	44.815	.000	1.648	Accepted

5. DISCUSSIONS

This study has demonstrated a 58.23% positive and significant association between the OC and the OCB. This shows that to operate effectively and achieve a high level of OCB, Jordanian universities must increase the OC of their administrative employees. This can be accomplished by offering staff members quality training that will improve their ability to handle job-related challenges, provide them with the freedom to plan and evaluate their work, and further their education and personal development. Improvements in staff performance within the company will result from this training. As a result, employees that are deeply committed to the company will typically exhibit a favourable OCB among their coworkers (Herliani & Nurendra, 2023; Kang & Hwang, 2023; Waqiah et al., 2021).

According to this study, there is a 56.1% moderate positive and significant association between the OC and the WM. This suggests that Jordanian universities advise giving enough administrative job-related training or workshops. OC is viewed as an outcome of WM in terms of attitude. The administrative staff member has the option of motivating their work intrinsically rather than for some distinct outcomes. WM can greatly affect OC inside the university and other elements of employee behaviour. The sense of all OC inside the university will later be improved by the WM of administrative staff. The goal of workshops and training sessions is to increase the administrative staff's skills and expertise. The administrative employees may have gained a better understanding of how to do their duties thanks to this training and workshop. In addition, the human resources division should offer instructions on proper conduct, such as how to take part in decision-making. Therefore, the university's human resources department should organise socialisation sessions for newcomers or new administrative staff. This will eventually lead to more role conflict and role ambiguity among the administrative staff, which will raise OC at their university. The human resources division should also provide administrative staff with a proper professional development program. All of this could lead to an increase in the WM of the administrative staff at the university (Hanaysha & Majid, 2018; Handayani et al., 2020; Manzoor, 2018; Rubera, 2023).

According to the findings, 86.46% of the link between OC and OCB is mediated by WM. These findings have led Jordanian universities to advocate managerial tactics that boost the number of tenured and new employees on the administrative staff. For example, the nature of their interaction with the supervisors of those factors that are directly associated with the self -defined WM to appear. Since the supervisor manages the award programs and evaluates administrative staff contributions on behalf of the organisation, the relationship with them is crucial. Therefore, it is crucial for the advancement of OC to the university that supportive leadership exhibits positive behaviour such as encouragement, appreciation, and constructive criticism. Additionally, the leader-member interchange makes the person work harder and perform better. The absorption and integration of organisational principles and the rules of reciprocity may be facilitated through administrative practices that allow independence, employee responsibility experience, and comments, which will enhance the relationship of employees and employees. Therefore, when administrative employees feel support from their university, learn about OC, and they form a self -specific WM, OCBS is running (Handayani et al., 2020; Prasetya & Nawangsari, 2019; Ridwan et al., 2020; Rioux & Penner, 2001).

This study has demonstrated that the WM and OCB have an 85.2% positive and significant association. This shows that Jordanian universities are encouraging and enhancing WM and OCB through contacts, fostering an atmosphere of respect and collaboration among administrative personnel, paying attention to staff recommendations and their personal and professional interests, holding regular staff meetings to address professional and career issues, employee involvement in decision-making, the clarification of university goals and roles, the provision of performance feedback to staff, given the gravity of the task, the development of learning among employees to improve the quality of work, and the emphasis on obedience to the manager (Al-Madi et al., 2017; Barbuto & Story, 2011; Ismael et al., 2022; Molines et al., 2022).

6. CONCLUSION

This study discovered that worker loyalty to their company can lead to university changes. Similarly, because this study emphasises how WM affects OCB and OC, the administrative staff can close the gap with senior managerial staff because they are always in contact with them. According to research, WM and OC have a positive relationship: the more WM staff members experience, the more positive their perception of the company is. As a result, WM encourages OCB. The findings of this study further imply that WM plays a key mediating role in the interaction between OC and OCBs. Affective links between administrative employees and their organisations and autonomous WM are formed as a result, which in turn stimulates proactive OCB. By demonstrating that the connections between OC, and WM are an essential component of proactive behaviours, this work adds theoretically and empirically to the body of knowledge on OCBs. Additionally, this study adds to the body of literature on OCBs by introducing it to the cultural context of Jordan because the majority of studies on OCB have been undertaken in different countries. Because administrative personnel are essential to firms, this study encourages managers to create plans to boost OC and WM, and as a result, the OCB of their staff. By describing how staff motivation may contribute and how the environment can intervene, the current research has offered empirical evidence for the idea of OCB. A positive connection between OC and OCB was found in the study, with WM acting as a mediating component. Overall, the data show how beneficial behaviours can be created in individuals and support ideas from the preservation of resources theory. The study has important implications for academicians and researchers who want to understand OC, WM, and OCB better. The results have been experimentally designed to assist HR policymakers and inspire advocates to understand clearly the necessity of providing staff with growth opportunities and contributing jobs to help them improve OCB at work.

Based on the findings of this study, several practical, theoretical, and managerial implications can be drawn. Practically, the study highlights the importance of developing comprehensive training and development programs that strengthen the skills, motivation, and commitment of administrative employees in Jordanian universities. By offering continuous professional development opportunities, workshops, and socialisation programs for both new and existing staff, universities can enhance work motivation (WM) and organisational commitment (OC), which in turn foster stronger organisational citizenship behaviour (OCB). Encouraging staff participation in decision-making, providing constructive feedback, and recognising individual contributions can create a positive work environment where employees feel valued and motivated to go beyond their formal duties. Universities should also focus on promoting intrinsic motivation by offering autonomy, flexibility, and opportunities for self-development, which will improve both performance and commitment. Theoretically, this study contributes to the growing body of knowledge on organisational behaviour by empirically confirming the significant relationships between OC, WM, and OCB, and demonstrating that WM serves as a strong mediating variable between OC and OCB. These findings support and extend existing theories such as social exchange theory and self-determination theory by illustrating how intrinsic motivation influences employees' commitment and discretionary behaviours. The results also add to the literature in the higher education context, particularly within Jordan, by providing evidence that motivational and commitment mechanisms are essential drivers of positive organisational outcomes in academic administrative environments. Managerially, the study implies that university leaders and human resource departments must adopt strategic management practices that foster a motivated,

committed, and cooperative administrative workforce. Managers should focus on building high-quality leader–member relationships by offering support, appreciation, and constructive criticism, as these behaviours directly influence employees' motivation and commitment levels. Furthermore, HR departments should design and implement policies that promote employee engagement, professional growth, and open communication. Establishing a culture of trust, respect, and recognition will enhance both OC and OCB, leading to improved organisational performance and service quality. Ultimately, university administrators who invest in motivational and commitment-building strategies will create a more loyal, proactive, and high-performing workforce that contributes positively to institutional success.

Furthermore, this study has some limitations and suggestions for further research. Firstly, since only Jordanian colleges provided the data for this study, it is unclear whether the association between WM, OC, and OCB is the same in other nations. Secondly, the traditional approach to providing answers to all queries may be biased. Even though we could not statistically determine that the research method flaws were frequently occurring, they cannot be completely ignored. Thirdly, cross-sectional data is used in this study. The overall effect that a predictor variable has on a certain criterion variable can only be shown by this data at a specified moment. Instead, a longitudinal study should be conducted to gather more pertinent information from respondents. This may lead to important outcomes, changing perceptions over time that affect staff determinants of OCB. Finally, the fact that this study only considers institutions in Jordan begs the question of whether the links that were looked at would be different for other industries. Additionally, the author recommends doing a comparison study comparing the administrative staff employed by Jordan's public and private universities. Comparative analysis can help the HR department and management of a business improve the organisation's performance and reputation by providing new knowledge and contributions.

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