



HOW ORGANIZATIONAL CITIZENSHIP BEHAVIORS PROMOTE JOB PERFORMANCE: EVIDENCE FROM THE AVIATION INDUSTRY

Bui Nhat VUONG¹, Vo Thi HIEU², Le Thi Phuong LIEN³, Nguyen Thi Thanh HUYEN⁴

^{1,2}Faculty of Business Administration, Vietnam Aviation Academy, 104 Nguyen Van Troi, Ward 8, Phu Nhuan District, 700000 Ho Chi Minh City, Vietnam

³Ho Chi Minh University of Banking, 36 Ton That Dam Street, Nguyen Thai Binh Ward, District 1, Ho Chi Minh City, Vietnam

⁴University of Economics Ho Chi Minh City, 59C Nguyen Dinh Chieu Street, Ward Vo Thi Sau, District 3, Ho Chi Minh City, Vietnam

Article History:

- received 30 January 2023
- accepted 10 June 2024

Abstract. In the 21st century, the working environment is changing rapidly, and competition is fierce. In industries such as airlines, it is crucial to identify the factors that drive employee performance. This study aims to determine the elements of organizational citizenship behaviors (OCBs) that have an impact on work performance. A mixed research method was employed for the study, which collected survey data from 195 employees of ground service companies in Vietnam, including Saigon Ground Service Company (Sags), Vietnam Airport Ground Service Company (Viags), and Hanoi Ground Service Joint Stock Company (Hgs). The results revealed that five factors of OCBs affect job performance, ranked in descending order: (1) Voice-speaking up about concerns, (2) civic virtue, (3) conscientiousness, (4) courtesy, and (5) altruism. The study also proposed some implications for managers of ground service companies to enhance their employees' job performance.

Keywords: organizational citizenship behaviors, job performance, social exchange theory, aviation.

JEL Classification: M1, M31, M48, M54.

 Corresponding author. E-mail: nhatvuonga1@gmail.com

1. Introduction

Organizational structures and relationships have undergone a significant change in recent times. Instead of traditional hierarchical and authoritative structures, today's organizations are adopting a more autonomous environment that emphasizes team and job roles. This shift has led organizations to recognize the importance of collaboration and individual freedom initiatives, with Organizational Citizenship Behaviors (OCBs) playing a crucial role. OCBs are voluntary initiatives that go beyond formal job roles, contributing to the organization and its colleagues. This relatively new concept has become a major research topic in business and management (El-Kassar et al., 2021). Although OCBs are not part of the reward system or job description, they significantly influence the effectiveness of organizations and individuals, such as employees' participation, commitment, motivation, and job performance (Basu et al., 2017). Some researchers (Dirican & Erdil, 2016; Ocampo et al., 2018) believe that OCBs are one of the factors of interest in the service industry in the 21st century. With current trends in the workplace, OCBs can play an

important role in increasing work efficiency through employee behavior.

Ground service companies play a crucial role in airport operations, contributing to the growth of domestic and foreign airlines operating to and from Vietnam. Saigon Ground Services Company – SAGS serves over 50 airlines, including VietJet Air, Malindo Air, Emirates, Royal Brunei, Uni Air, Qatar Airways, Turkish Airlines, and others. Therefore, the sustainable development of these companies will promote the growth of airlines and airports. As a result, improving the work performance of aviation staff is a top priority for ground service companies and the Vietnamese aviation industry in general. They understand the role, core values, and importance of enhancing work performance to ensure the stability and sustainable development of companies, especially in the face of numerous challenges and difficulties in the aviation industry.

Maximizing employee performance is crucial for a company's success, as it directly impacts overall earnings. One way to achieve this is by encouraging employees to exhibit organizational citizenship behaviors (OCBs), which can significantly enhance their performance and positively

affect the company's bottom line (Vuong, 2022). Organizational citizenship behaviors refer to the actions taken by employees to make effective contributions to the organization, even when such actions are not explicitly requested by their superiors or listed in their job description, and have no formal rewards. When each component of a company runs smoothly and supports each other, a well-functioning organization can achieve its goals with greater efficiency and effectiveness. Robbins and Judge (2022) also suggested that good employees (good citizens) tend to demonstrate OCBs in their working environment, which will improve the organization.

It's worth noting that although various industries in Western countries have studied the model of improving work performance through Organizational Citizenship Behaviors (OCBs), it's still relatively unexplored in the aviation industry in Vietnam due to its unique characteristics and policies. This highlights an urgent need for research on the factors that influence OCBs and their impact on work performance at ground service companies in Vietnam.

2. Theoretical background

2.1. Foundation theory

Social exchange theory, which was proposed by Blau (1964), suggests that there are two types of exchanges in organizations: economic and social. Economic exchanges are explicit and contractual, based on defined terms and monetary rewards, while social exchange is concerned with non-monetary aspects such as discretionary actions and role behaviors that go beyond the requirements described in the job description. This theory is widely used to understand the relationship between employees and organizations. The principle of exchange is the foundation of the theory. For example, if a person provides a benefit, the recipient is expected to reciprocate by giving some similar help as an obligation with the kindness received (Farooq et al., 2019).

Social exchange theory is the background theory to explain and form the concept of organizational citizenship behaviors that Organ (1990) used. This theory explains that social relationships will drive civic behavior. The theory is that when employees engage in organizational citizenship behaviors, the relationship between employees and employers is a social exchange relationship (Organ, 1990) that goes beyond rules and job descriptions. For example, when employees receive good working conditions from the company and encouragement from their managers, they form organizational citizenship behaviors as a social exchange in terms of attitudes and behavior in response to what they have received from the organization (Cho & Johanson, 2008).

2.2. The concept of organizational citizenship behaviors

Organizational citizenship behaviors have occupied an important place in the corporate theoretical literature for

more than 20 years. The earlier OCB's formulation of a willingness to cooperate was directed toward spontaneous behavior by Katz and Kahn (1966) until Organ (1990), declared as arbitrary individual behavior, was not commended by the formal rewards system. OCBs have been further described by Organ (1990) as behavior that contributes indirectly to an organization's performance through the maintenance of its social system to ensure its health and hygiene. Organizational citizenship behaviors is a concept that includes the positive behaviors of employees in the organization (including creative and spontaneous behaviors). It is not included in the job description but promotes the effective operation of the organization.

A few researchers addressed the different components of organizational citizenship behaviors. Smith et al. (1983) argued that the OCBs concept consists of altruism and regulatory compliance. Podsakoff et al. (2000) identified 30 types of latent citizenship behavior and classified them under nine themes. Recently, Dekas et al. (2013) introduced "employee sustainability" and "knowledge sharing" as two new components of OCBs. After more than 30 years, researchers around the world such as Smith, Organ, Van Dyne, Moorman, Williams and Anderon, Coleman and Borman, Farh and Dekas and their colleagues have come up with different components of OCBs and are summarized in the following Table 1.

Table 1. Summary of related studies to the topic

Dimensions	Smith et al. (1983)	Organ (1988)	Van Dyne et al. (1994)	Moorman and Blakely (1995)	Van Dyne and LePine (1998)	Podsakoff et al. (2000)	Coleman and Borman (2000)	Farh et al. (2004)	Dekas et al. (2013)
Altruism	x	x		x	x	x	x		x
Conscientiousness		x					x	x	
Civic virtue		x				x		x	x
Sportsmanship		x				x		x	
Courtesy		x						x	
Voice-speaking up about concerns					x	x			x
Loyalty			x	x		x	x		
Organizational compliance	x		x			x	x		
Individual initiative				x		x			

2.3. Job performance

Job performance is an important issue related to organizational output and success (Campbell, 1990). Today, the world is changing daily; job performance is also evolving in terms of goals when it is not only a concept

of efficiency but also a requirement for implementation (Pradhan & Jena, 2016). Two-opinion-based studies evaluate job performance based on feedback from managers, colleagues, or more objective sources, and performance appraisals based on the beliefs of the respondents on the effectiveness of work (Aguinis & O'Boyle Jr., 2014). Job performance is predictive standards or critical criteria specified in a framework, which is a tool to evaluate the performance of individuals, groups, and organizations. Job performance is the output or result of a process, completing work to a level and goal accepted by a norm. High performance not only brings benefits and opportunities to individuals but also benefits the organization. Highly effective individuals can help companies achieve their goals, increasing their competitive advantage (Sonnentag & Frese, 2002).

The measurement of job performance has long been recognized as one of the significant challenges managers and researchers face (Ramos-Villagrasa et al., 2019). There are two main methods used to evaluate an individual's job performance: (1) organizational profile and (2) subjective assessment – based on referenced criteria, in which an individual is assessed without consulting other individuals (Carlos & Rodrigues, 2016). Usually, subjective assessments are performed by supervisors or self-assessments (Ramos-Villagrasa et al., 2019).

2.4. The basis for proposing the research model and hypotheses

In this study, the author selected the model of organizational citizenship behaviors of previous studies by Mallick et al. (2014), Al-Mahasneh (2015), Basu et al. (2017), and He et al. (2019). The initial proposed research model will be five factors of organizational citizenship behaviors, including altruism, sportsmanship, conscientiousness, courtesy, and civic virtue, that affect job performance. In addition, based on qualitative studies, 6/6 discussion group members agreed on five components of organizational citizenship behaviors that the author presented above. The discussion group decided to add an element of organizational citizenship behavior that greatly influences work performance at ground service companies in Vietnam as "Voice-speaking up about concerns" (Figure 1).

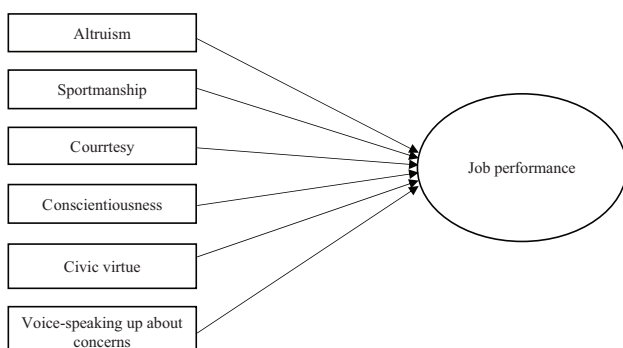


Figure 1. Proposed research model

The relationship between altruism and job performance

Altruism is an individual's behavior that voluntarily helps colleagues, managers, and customers to fulfill their duties in the organization without expecting any reward or encouragement. Basu et al. (2017) indicate that altruism is one of the crucial components of OCB because these actions are helping colleagues in their absence, helping colleagues when they have a lot of work, or supporting new staff. This behavior clearly reflects the employee's concern for their work environment. Prior studies (Basu et al., 2017; Hsiung, 2014; Örtqvist, 2020) have demonstrated that altruism improves work efficiency in organizations. From that, the author has the following hypothesis:

H₁: Altruism positively affects employees' job performance at ground service companies in Vietnam.

The relationship between sportsmanship and job performance

Sportsmanship is defined as behavior that demonstrates the willingness to accept undesirable situations in an organization and sacrifice one's interests without complaining (Mohammad et al., 2011). This behavior includes: focusing on joint results; not complaining when dealing with unsolicited organizational work during breaks; admitting fault to colleagues if it is their fault; ignoring personal interests to complete the group's work; Dividing the work between yourself and your co-workers equitably. Vuong (2022) stated that sportsmanship would improve the morale of the workgroup, thereby reducing employee turnover and increasing work performance. Previous studies (Brown et al., 2020; Demerouti & Cropanzano, 2017) have demonstrated that sportsmanship improves work efficiency in organizations. From that, the author has the following hypothesis:

H₂: Sportsmanship positively affects employees' job performance at ground service companies in Vietnam.

The relationship between courtesy and job performance

Courtesy is an individual's behavior that focuses on the steps necessary to limit or prevent the effects of a problem at work (Organ, 1988) and minimize conflicts in a workgroup. This includes gestures such as respect, ethical behavior, and politeness. Thus, employees' courteous behavior will help them efficiently manage and perform their duties. Research by Yoon et al. (2022) suggested that courteous behavior positively affects employee performance. From that, the author hypothesizes as follows:

H₃: Courteous behavior positively affects job performance of employees at ground service companies in Vietnam.

The relationship between conscientiousness and job performance

According to Organ (1988), conscientious behavior is a behavior in which a person devotes himself to a job beyond the officially required level of the job, such as working longer hours than prescribed or voluntarily performing it. Many other tasks than the usual ones. Vuong (2022) explains that many conscientious employees in a group will reduce conflicts in the group, thereby improving work performance and efficiency. From that, the author hypothesized:

H₄: Conscience positively affects job performance of employees at ground service companies in Vietnam.

The relationship between civic virtue and job performance

Civic virtue is defined as an employee's behavior that demonstrates a sense of responsibility in preserving the organization's image (Organ, 1988). This sense of responsibility is expressed through actions such as participating in the company's management, attending ad-hoc meetings and taking initiatives to improve the organization and support organizational change. In addition, employee virtue specifies the active participation of individuals in all manifestations of their organization, their protection, and contribution to their development (e.g., by making recommendations on governance, strategy, organization, by communicating information about possible threats or opportunities). They form behavioral standards about employees' commitment to organizational success. Nejari and Aamoum (2020) suggested that employees who engage in civic virtue by offering ideas to improve their work environment are likely to demonstrate superior work performance. From that, the author proposes the following hypothesis:

H₅: Civic virtue positively affects employees' job performance at ground service companies in Vietnam.

The relationship between voice-speaking up about concerns and job performance

Voice-speaking up about concerns is defined as unsolicited behavior that emphasizes constructive challenges and the expression of suggestions (Liang & Yeh, 2020). Since voice-speaking up about concerns is an out-of-standard behavior that can also lead to unnecessarily negative effects, it is influenced by varying levels of motivation among individuals. Employee opinion can enhance an individual's status in an organization and impact interpersonal relationships because it implies an individual's willingness to address threats on behalf of others. Employees are more productive when they express what's on their minds; they can easily access and share information and feel that their managers and colleagues are happy to listen regularly with an open mind to their ideas, suggestions, or reports. From there, the author proposes the hypothesis:

H₆: Voice-speaking up about concerns positively affects job performance of employees at ground service companies in Vietnam.

3. Research methods

This study will be carried out by qualitative research by group discussion method and quantitative research. Qualitative research aims to confirm the research's factors and adjust the scale for a quantitative survey. In this topic, the author will use the interview technique of 06 ground service company representatives (SAGS, VIAGS, HGS) to verify the elements of OCBs. This method can help the author verify and adjust the scale. Each interview is expected to last between 30–45 minutes. The subjects of this preliminary qualitative study are experts who have experience in the field of aviation. The method of selecting participants to participate in the discussion is a non-probability selection method, meaning that the discussion participants are related to the author. The total number of participants in this discussion consisted of 6 people divided into two groups for an estimated 180 minutes. The form of debate is through online meeting applications such as google meet and Zoom due to the Covid-19 epidemic, so meeting face-to-face to discuss as many previous studies often do is replaced by online meetings.

The survey questionnaire is divided into two main parts: Part I includes the content of the survey questions; Part II is other information such as gender, occupation, marital status, and job position. In this study, the authors used the scale of Podsakoff et al. (2000) to measure "altruism", "sportsmanship", "conscientiousness", "courtesy", "civic virtue"; the scale of Liu et al. (2010) to measure "voice-speaking up about concerns"; The scale of Giao et al. (2020) to measure "Job performance". All questions use a Likert scale from 1 to 5 according to the specific increasing level: 1 – Completely disagree; 2 – Agree; 3 – Neutral; 4 – Agree; 5 – Totally agree.

Giao and Vương (2019) suggest that the expected sample size is at least five times the total number of observed variables. There are 39 observed variables in this study, so the minimum sample size is $39 \times 5 = 195$ questionnaires. Thus, the formal quantitative study surveyed 195 employees working at ground service companies in Vietnam. When the results are available, the author will conduct a statistical synthesis based on the information obtained from the survey.

This study uses the Partial Least Square (PLS) approach to analyze the data. According to Giao and Vương (2019), PLS is currently the most popular and practical approach to analyzing linear structural models, including latent variables. The obtained analytical results allow for evaluating the scales' reliability, discriminant, and convergent validity and estimating the standardized regression coefficients for each scale in the model. PLS can analyze complex models, with many latent variables simultaneously measured by many different parameters. With PLS, both the

measurement model and the structural equation modeling are estimated simultaneously, allowing for the avoidance of skewed or unsuitable parts of the estimate. Smart PLS 3.0 software was used for data analysis.

4. Research results

The study was conducted with survey subjects who are employees working at ground service companies in Vietnam. The author conducted an online survey using google docs form and a face-to-face survey, a total of 197 questionnaires were collected, and all responses were satisfactory. The questionnaire was coded and put into data processing using SPSS 20.0 software for analysis. One hundred ninety-seven respondents were sorted by gender, age, marital status, education level, and job position, as shown in Table 2.

Table 2. Demographic characteristics

		Frequency	Percent
Gender	Female	122	61.9
	Male	75	38.1
Age	18 to 22	34	17.3
	23 to 27	75	38.1
	28 to 37	77	39.1
	38 to 42	11	5.6
Marital status	Single	122	61.9
	Married	68	34.5
	Other	7	3.6
Academic level	Under college	2	1.0
	College	95	48.2
	Bachelor	96	48.7
	Master/Doctor	4	2.0
Job position	Staff	130	66.0
	Supervisor	11	5.6
	Team cadres	8	4.1
	Deputy department	1	0.5
	Head of the department	2	1.0
	Other	45	22.8
	Total	197	100.0

Research results showed that there are 122 female respondents, 61.9%, and 75 male respondents, 38.1%. There is a significant gender disparity in the number of survey respondents. Besides, most respondents were between 23–37 years old, accounting for 77.2%, and 122 people were single, accounting for 61.9%. In addition, the number of respondents to the questionnaire with under college level accounted for 1% (2 people), College level accounted for 48.2% (95 people), bachelor's degree accounted for 48.7.0% (96 people), and graduate-level accounted for 2% (4 people). Furthermore, the majority of respondents with their current job position are employees, accounting for 66.0% (130 respondents).

Before performing the PLS-SEM estimation to test the hypothesis, it is necessary to evaluate the reliability and calculate the convergent and discriminant values of the scale. The scale will first be analyzed for the Cronbach's Alpha reliability coefficient; the scale is accepted for analysis in the following steps when the Cronbach's Alpha reliability is from 0.6 or higher (Giao & Vương, 2019). The smallest Cronbach's Alpha coefficient of the scales is 0.733 > 0.6 (Table 3). Therefore, all observed variables for the constructs achieved good reliability. Besides, the convergent value was calculated using the external load factor. Vuong and Giao (2020) suggested that the convergent value will be achieved when the external load factor exceeds 0.5. The results of the first analysis showed that the load coefficients of all observed variables are greater than 0.5, except for six observed variables, CON1, COU1, SP1, SP2, SP3, and VS1, which have a rolling load coefficient of 0.408; 0.413; 0.457; 0.329; 0.437; 0.315. Because these observed variables had too low a load factor for the convergence of the scale, the author removes them from the scale.

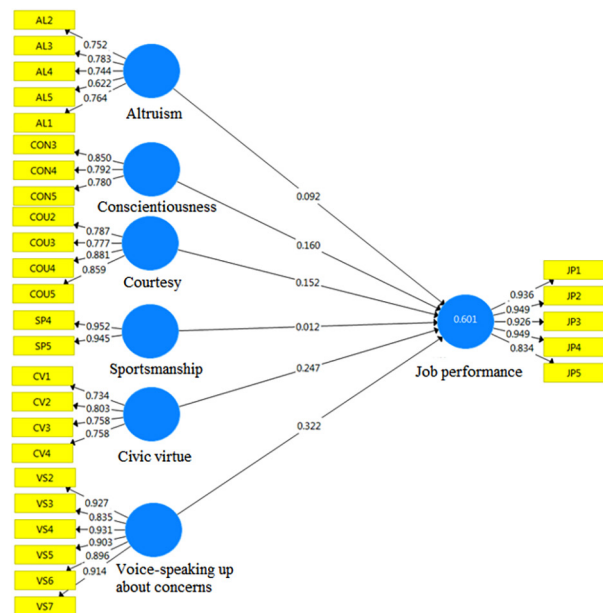


Figure 2. The measurement model

In Figure 2, the analysis results after excluding six variables CON1, COU1, SP1, SP2, SP3, and VS1 showed that all the external load factor loads of the structures were greater than the threshold of 0.5. For example, the minimum external load of **altruism** = 0.622, **conscientiousness** = 0.780, **courtesy** = 0.777, **sportsmanship** = 0.94, **civic virtue** = 0.734, **voice-speaking up about concerns** = 0.835, and **job performance** = 0.834. Besides, the convergent value will be confirmed when the average extracted variance (AVE) for each latent variable is greater than 0.5 (Giao & Vuong, 2019).

As shown in Table 3 above, the reported AVE values for each variable ranged from 0.541 to 0.900 (**Altruism** and **sportsmanship**, respectively). Therefore, all the structures showed good convergent value.

Table 3. Measurement results of the convergent value of the scale

Constructs	Encode	External load factor	AVE	Cronbach's Alpha coefficient	R ²
Altruism	AL1	0.764	0.541	0.789	
	AL2	0.752			
	AL3	0.783			
	AL4	0.744			
	AL5	0.622			
Conscientiousness	CON3	0.850	0.653	0.733	
	CON4	0.792			
	CON5	0.780			
Courtesy	COU2	0.787	0.684	0.846	
	COU3	0.777			
	COU4	0.881			
	COU5	0.859			
Civic virtue	CV1	0.734	0.583	0.764	
	CV2	0.803			
	CV3	0.758			
	CV4	0.758			
Job performance	JP1	0.936	0.846	0.954	0.601
	JP2	0.949			
	JP3	0.926			
	JP4	0.949			
	JP5	0.834			
Sportsmanship	SP4	0.952	0.900	0.889	
	SP5	0.945			
Voice-speaking up about concerns	VS2	0.927	0.813	0.954	
	VS3	0.835			
	VS4	0.931			
	VS5	0.903			
	VS6	0.896			
VS7	0.914				

Note: Average Variance Extracted (AVE).

Table 4. Fornell-Larcker's discriminant measure

	VS	JP	CON	CV	SP	COU	AL
Voice-speaking up about concerns	(0.902)						
Job performance	0.625	(0.920)					
Conscientiousness	0.595	0.637	(0.808)				
Civic virtue	0.400	0.607	0.518	(0.764)			
Sportsmanship	0.547	0.575	0.683	0.507	(0.949)		
Courtesy	0.445	0.622	0.693	0.641	0.714	(0.827)	
Altruism	0.385	0.501	0.480	0.490	0.475	0.536	(0.735)

Note: The square root of the AVE of the latent structures is shown in parentheses.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	VS	JP	CON	CV	SP	COU	AL
Voice-speaking up about concerns							
Job performance	0.652						
Conscientiousness	0.706	0.760					
Civic virtue	0.465	0.696	0.682				
Sportsmanship	0.590	0.623	0.848	0.605			
Courtesy	0.480	0.683	0.868	0.774	0.811		
Altruism	0.429	0.564	0.620	0.612	0.553	0.655	

On the other hand, the scale reaches discriminant validity when the square root of AVE is larger than the variance of any other latent variable (Fornell & Larcker, 1981). In the Fornell-Larcker standard table, the square root of the AVE is in bold diagonal cells, and the correlations between the variables appear below it. Table 4 showed that the absolute value of the square root of AVE was greater than any of the correlation coefficients in the column and row containing it. For example, the AVE value of sportsmanship was 0.900, and the square root of its AVE is 0.949. This value is both higher than the correlation values in its column (0.714 and 0.475) and its row (0.547; 0.575; 0.683 and 0.507).

Furthermore, the HTMT index table (Table 5) for the discriminant values of the structures in the model are all less than 1. Both results in the two Fornell-Larcker tables and the HTMT index tables give suitable values. Following the requirements set forth, the HTMT index is less than 1, and the maximum value of HTMT = 0.868. Therefore, the discriminant value for constructs is outstanding.

Finally, multicollinearity was evaluated for all structures. The variance inflation factor (VIF) is proposed to measure multicollinearity problems. The VIF value must be less than 5 (Giao & Vương, 2019). As shown in Table 6, the maximum VIF value of the constructs is 2.840. Therefore, multicollinearity of latent variables is not a concern.

Table 6. Table of VIF values of constructs

Constructs	Job performance
Voice-speaking up about concerns	1.683
Conscientiousness	2.585
Civic virtue	1.822
Sportsmanship	2.528
Courtesy	3,003
Altruism	1,539

Table 7. Table of results of relationships between structures in the model

Hypothesis	Relationship			Regression coefficient	Standard deviation	T-Statistics	P- value	Result
H ₁	AL	→	JP	0.092	0.055	1.666	0.096	Accepted
H ₂	CON	→	JP	0.160	0.080	2.000	0.046	Accepted
H ₃	COU	→	JP	0.152	0.089	1.712	0.088	Accepted
H ₄	SP	→	JP	0.012	0.079	0.147	0.883	Rejected
H ₅	CV	→	JP	0.247	0.071	3.503	0.001	Accepted
H ₆	VS	→	JP	0.322	0.064	5.038	0.000	Accepted

The results from the PLS-SEM analysis are shown in Table 7. The normalized path coefficients and p-values are reported.

Hypothesis H₁: the research results showed that altruism positively affected job performance with a regression coefficient of 0.092 and a P value of 0.096, less than 0.10 (Table 7). Therefore, hypothesis H₁ is supported statistically at the 10% significance level. This result is consistent with previous studies (Basu et al., 2017; Hsiung, 2014; Örtqvist, 2020).

Hypothesis H₂: Conscientiousness positively impacted job performance with a regression coefficient of 0.160 and a P value of 0.046, less than 0.05 (Table 7). Therefore, hypothesis H₂ is supported statistically at the 5% significance level. This result is consistent with previous studies (Brown et al., 2020; Demerouti & Cropanzano, 2017).

Hypothesis H₃: Courtesy positively affected job performance with a regression coefficient of 0.152 and a P value of 0.088, less than 0.10 (Table 7). Therefore, hypothesis H₃ is accepted at the 10% significance level. This result is consistent with the previous study by Yoon et al. (2022).

Hypothesis H₄: Sportsmanship did not affect job performance. P value is 0.883, greater than 0.05 (Table 7). Therefore, hypothesis H₄ is rejected.

Hypothesis H₅: the research results show that civic virtue positively affects job performance with a regression coefficient of 0.247 and a P value of 0.001, less than 0.05 (Table 7). Therefore, hypothesis H₅ is supported by statistics. This result is consistent with the study of Nejari and Aamoum (2020).

Hypothesis H₆: Voice speaking up about concerns strongly impacted job performance with a regression coefficient of 0.322 and a P value of 0.000, less than 0.05 (Table 7). Therefore, hypothesis H₆ is accepted at the 5% significance level.

The R² value of job performance is 0.601, indicating that five variables can explain 60.1% of the total variation in job performance: Altruism, conscientiousness, courtesy, civic virtue, and voice speaking up about concerns (Figure 2). Furthermore, in the social sciences, the R² value is 0.26 (significant influence), 0.13 (medium influence), and 0.02 (weak effect) (Wetzels et al., 2009). Because the R² values for job

performance were more significant than 0.26, the model of this study has proved the model-data fit.

5. Conclusions

This study aimed to identify the factors affecting job performance in ground service companies in Vietnam. Using a combination of qualitative and quantitative research methods, the study collected data through interviews and surveys from experienced individuals working at SAGS, VIAGS, and HGS.

The results revealed five key components that have a significant impact on job performance. In order of importance, these components are: speaking up about concerns, civic virtue, conscientiousness, courtesy, and altruism. With this knowledge, ground service companies can develop effective solutions to improve job performance and achieve organizational success. The study also introduced a reliable scale to measure Organizational Citizenship Behaviors (OCBs) and job performance in the context of research at ground service companies in Vietnam. This scale can be used for future studies, providing a valuable tool for measuring and improving job performance.

Overall, this study has contributed significantly to understanding the factors that influence job performance in ground service companies in Vietnam. By implementing appropriate solutions, these companies can enhance their performance and achieve greater success.

6. Implications

In terms of managerial implications, the results of this study have important implications for the management of ground service companies in Vietnam to improve employees' job performance because the research results have found five factors of OCBs in descending order of influence on job performance.

Voice-speaking up about concerns

Through the research results, voice speaking up about concerns is the factor that strongly impacts job performance ($\beta = 0.322$). Therefore, managers should pay more attention to this factor and take appropriate measures to improve it. The mean value of 7 observed variables ranges from 3.37 to 3.67. The finding shows that most of the em-

employees of the ground service companies participating in the survey agree that this factor affects job performance. Firstly, employees at ground service companies are still hesitant to present and propose to managers to change processes and procedures to improve work efficiency. The solution to this improvement is that managers need to listen and encourage employees to boldly share, offer views, and even reward constructive comments for overcoming the parts of policies and regulations that are no longer effective. Second, managers need to stimulate and motivate employees to be bolder in making suggestions. In addition, managers need to strengthen advanced courses to update digital technology for employees so that they can grasp the trends in their work and propose solutions that will be feasible and close to the reality of their work. Third, managers can improve this observed variable by building a fair and collaborative working environment where all contributions are recognized. From this, individuals will feel responsible for helping colleagues correct mistakes to achieve the best possible joint performance.

Civic virtue

Civic virtue is the second most influential factor in job performance ($\beta = 0.247$). The mean values of the observed variables are from 3.84 to 4.48. It shows that most of the participating employees agree that the element of civic virtue is one of the critical factors of OCBs that affects work performance. Most employees approve that they will always guide newcomers to the company even though they are not required. The solution offered to the manager can be a timely commendation for individuals who put in the effort to support a new colleague even though it is not required because the new job may need the support of many colleagues simultaneously, not just the role of the guide. Next, managers should build a corporate culture and convey that culture in internal training sessions. From there, employees understand the company's corporate culture and policies, adjust themselves to fit, and have good organizational behavior at work even without supervision and monitoring.

Conscientiousness

Conscientiousness is the third most influential factor in job performance ($\beta = 0.160$). First, the results show that most employees attend company meetings even though they are not mandatory and rated as necessary by employees. The solution for managers is to build and organize appropriate arrangements, update content and listen to all opinions of individuals. From there, each member attending will be excited to participate, although they may not be required to update their work and position because they know each meeting has important content. Dedicated to the job or improving the performance they aspire to achieve. Secondly, the manager is to build a comfortable and fair working environment so that the employees always love to work, devote and help their colleagues to build a strong organization.

Courtesy

Courtesy is the fourth most vital factor affecting job performance ($\beta = 0.152$), with the average value from 4.01 to 4.16. First, this result indicates that employees are always up to date with announcements from the organization. From there, they will update their knowledge, new processes, and policies and help increase work efficiency. Administrators must develop a clear, timely, and complete notification process across all channels. In addition, managers can include internal training programs so that employees can promptly update changes and announcements from the organization. Second, most employees have a sense of helping and supporting colleagues in their absence. Managers can build an inclusive and friendly working environment so that each employee realizes their role in supporting colleagues to complete work even when colleagues are absent. A workplace built on self-discipline, voluntariness, and commitment will help employees develop a spirit of mutual support. Managers can create such a working environment through short-term internal training sessions or briefings to convey employees' vision, mission, and working environment.

Altruism

Altruism is the fifth most vital factor in job performance ($\beta = 0.092$). First, the results display that most employees do not complain about petty problems in the company. With the results of this index, managers can improve work processes, digitize administrative procedures and build a fair and standard working environment. Significantly, completing processes and procedures will help the interaction between individuals in departments become easy and convenient. Building trust and satisfaction in employees, they do not seem to complain about the organization's problems. Second, managers need to build a fair environment; all evaluations must be public, transparent, and verified by managers and employees. In addition, organizations need to provide a complete assessment process, organize plans, launch or deploy programs, deadlines for employees to trust the organization, and give a fair evaluation of the organization. Third, managers can build a behavior culture for employees in internal and external training sessions from domestic and foreign training schools. In addition, they are improving the working process, especially the administrative workloads related to many departments in the company, to limit unnecessary troubles and complications.

7. Limitations of research and future research

Although the topic has solved the stated research objectives, there are still some limitations: First, the research is only conducted with the survey subjects who are employees working at the ground service company in Vietnam with a convenient sampling method. So, the research results can hardly be highly representative. Therefore,

further research should use the probability sampling technique with sampling frame extension to increase the representativeness of the study. Second, this study is not interested in control variables: such as demographic factors, i.e., gender, age, education level, and income. Hence, future researchers can explore these effects on employee performance.

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