

# Organizational Citizenship Behavior: A Theoretical Study of Concepts and Dimensions

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## Abstract:

In this research, we aim to offer a comprehensive overview of the concept of organizational citizenship behavior (OCB) by delving into various studies that have sought to define and clarify this concept. These studies highlight the significance of OCB in organizational settings and its intricate relationship with numerous variables. The research further explores the different types of OCB, shedding light on their specific characteristics and how they manifest within organizations. Additionally, we discuss the critical importance of OCB in fostering a positive work environment and its connection to key factors such as employee motivation, job satisfaction, and organizational performance. By analyzing these relationships, we seek to provide a deeper understanding of the role OCB plays in achieving organizational success. Finally, the research concludes with key findings and actionable recommendations aimed at enhancing the practice of OCB in workplaces, thereby contributing to more effective and organizational dynamics.

**Keywords:** Organizational citizenship behavior, loyalty, organization, helping, managerial leadership, intrinsic motivation.

## Introduction:

Recently, there has been an increased interest in the concept of organizational citizenship behavior, due to its impact on the effectiveness of organizations. Studies have shown that basic roles alone are no longer sufficient to ensure the survival and continuity of organizations or to achieve their goals. Therefore, organizations had to seek additional roles that employees voluntarily engage in, which contribute to improving work procedures and products, known as organizational citizenship behaviors.

Given the attention this new term has received; our research will address the following points:

- A review of some previous studies related to organizational citizenship behavior.
- The concept of organizational citizenship behavior, its types, and characteristics.
- The importance of organizational citizenship behavior and the factors that enhance it.
- The dimensions of organizational citizenship behavior.
- The determinants and effects of organizational citizenship behavior.
- Conclusions and recommendations.

## I.1 Statement of the Problem

Organizational citizenship behavior (OCB) is widely regarded as a vital element for improving workplace dynamics, fostering collaboration, and enhancing organizational performance. However, there remains a lack of consensus on how OCB interacts with specific variables such as employee motivation, job satisfaction, and organizational outcomes. Many organizations fail to recognize or leverage OCB's potential to optimize their workforce effectively. This gap in understanding and application limits the ability of organizations to cultivate positive work environments and achieve their full potential. Therefore, there is a pressing need to examine the types, characteristics, and determinants of OCB, as well as its implications for organizational success, to provide actionable insights and practical recommendations

## I.2. Research Question

How does organizational citizenship behavior influence employee performance, job satisfaction, and overall organizational effectiveness in various workplace settings?

### Previous Studies:

Surveying previous research and studies is a methodological phase in empirical research aimed at identifying prior contributions related to the research topic. Here are some studies that we found based on our review:

**1-Hana Khaled Al-Raqad and Aziza Abu Diyah (2012):** Emotional Intelligence among Academic Leaders in Jordanian Public Universities and Its Relationship with Organizational Citizenship Behavior Among Faculty Members

This study aimed to assess the degree of emotional intelligence practiced by academic leaders in Jordanian public universities and its relationship with organizational citizenship behavior among faculty members. To achieve the study's goal, a questionnaire was used to measure emotional intelligence among academic leaders and organizational citizenship behavior among faculty members. The study was conducted on a sample of all academic leaders at the University of Jordan, Yarmouk University, and Mu'tah University, totaling 288 leaders and 773 faculty members from these universities. Results showed a high level of emotional intelligence among academic leaders and a high level of organizational citizenship behavior among faculty members in these universities. The study found a statistically significant positive correlation ( $\alpha \leq 0.01$ ) between the practice of emotional intelligence by leaders and organizational citizenship behavior among faculty members.

**2- Bander Kareem Abu Tayeh (2012):** The Impact of Organizational Justice on Organizational Citizenship Behavior in Government Ministry Centers in Jordan

This study aimed to analyze the effect of employees' perception of organizational justice on organizational citizenship behavior in government ministry centers in Jordan. It hypothesized a positive effect of organizational justice (distributive and interactional justice) on organizational citizenship behavior, with dimensions such as altruism, courtesy, sportsmanship, civic behavior, and conscience. A questionnaire was used to collect data and test hypotheses. Results from 326 respondents showed that employees' perception of organizational justice, in all its dimensions, was above average, while organizational citizenship behavior in all its dimensions was high. The study concluded that employees' perception of procedural justice had the greatest effect on organizational citizenship behavior compared to other dimensions of organizational justice. The study recommended enhancing organizational justice and organizational citizenship behavior in Jordanian government ministries.

**3- Riyadh Aba Zeid (2010):** The Effect of Psychological Empowerment on Organizational Citizenship Behavior among Employees at the Social Security Corporation in Jordan

The study aimed to examine the level of psychological empowerment and its effect on organizational citizenship behavior among employees at the Social Security Corporation in Jordan. To achieve the research objectives, a standardized questionnaire was adapted for the study. A total of 328 completed questionnaires were received, with a response rate of 63.07%. Results showed a high level of psychological empowerment and organizational citizenship behavior among employees. It also showed that psychological empowerment had an effect on organizational citizenship behavior, and no significant differences were found due to personal variables. The study offered several recommendations to enhance psychological empowerment and the concept of organizational citizenship behavior.

**4- Hussein Youssef Al-Sarayra:** The Degree of Transformational Leadership Practices by Secondary School Principals and Its Relationship with the Level of Organizational Citizenship Behavior

This study aimed to identify the relationship between the practice of transformational leadership by secondary school principals in the Southern Mazar District of Jordan and the level of organizational citizenship behavior among teachers, from the teachers' perspective. The sample consisted of 331 teachers. The study used statistical methods including mean averages, standard deviations, and Pearson correlation coefficients. The results showed that the degree of transformational leadership practices by principals was moderate, and the level of organizational citizenship behavior by teachers was also moderate. There was a strong and positive statistically significant correlation between the practice of transformational leadership and organizational citizenship behavior among teachers.

**5- Mohammad Abdullah bin Said Al-Zahrani (2006):** Organizational Citizenship Behavior among Teachers in Public Boys' Schools in Jeddah from the Perspective of School Principals and Teachers

This study aimed to determine the level of organizational citizenship behavior among teachers in public boys' schools in Jeddah. The study sample included all school principals (393 principals) and a random sample of 964 teachers. The study found no significant correlation between personal factors of the study sample and their perceptions of teachers' practices of organizational citizenship behavior, though some weak correlations existed.

**6- Huda Ahmad Al-Khalayla (2010):** The Degree of Transformational Leadership Practices by Principals of Schools in Zarqa Governorate and Its Relationship with Organizational Citizenship Behavior Among Teachers.

This study aimed to examine the relationship between the transformational leadership practices by school principals in the Zarqa Governorate and organizational citizenship behavior among teachers. The sample included 256 teachers who participated in the study. The results showed a positive and moderate significant correlation between transformational leadership (in all its dimensions) and organizational citizenship behavior in teachers, particularly in dimensions such as cooperation, awareness, and concern, and civic behavior. However, a weak negative correlation was found between transformational leadership and sportsmanship. The study concluded that transformational leadership was a moderate predictor of organizational citizenship behavior, with the idealized influence being the most significant predictor.

Some previous studies aimed to identify organizational citizenship behavior among teachers, while others explored its relationship with important variables such as emotional intelligence. Other studies examined the impact of variables like organizational justice and transformational leadership on the degree of organizational citizenship behavior.

## **Chapter 2: Organizational Citizenship Behavior:**

Organizational citizenship behavior is a topic that has been addressed by many philosophers, social researchers, and even legal and political scientists, each according to their field of expertise and the purpose they aim to achieve. In the field of management studies, the term was first introduced by Katz in 1964, and then Organ in 1977 provided a deeper conceptual framework for organizational citizenship behavior (Abdullah et al., 2008, p.15-16).

### **2.1. Concept of Organizational Citizenship Behavior:**

Recently, this concept has become widespread to describe work behaviors that go beyond job requirements and contribute significantly to the success of the organization (Al-Amri, 2009, p. 26). Managers encourage these behaviors by motivating employees to engage in them to achieve positive outcomes in their work. Organizational citizenship behaviors spread among employees through good treatment of customers, doing additional tasks when necessary, and continuously working to improve work procedures and products. In other words, it involves voluntary, discretionary behaviors that are not officially required by the job but promote organizational effectiveness (Al-Attoui, 2007, p.219).

This concept emerged in the late 1970s when Organ (1977) defined it as "the cooperative effort of workers or their innovative, collaborative behaviors." Later, definitions of the concept continued to evolve. In 1990, Organ defined it as "voluntary behavior that is not part of the formal reward system in the organization, aimed at enhancing organizational performance and increasing efficiency."

According to Ismail et al. (2008, p. 219), Other researchers have defined it as follows:

- Moorman (1991) defined it as "work-related behaviors of a voluntary, discretionary nature not linked to the formal reward system of the organization that encourages effective work and performance."
- Niehoff and Moorman (1993) described organizational citizenship behavior as "voluntary behavior that stems from the individual's self-role and does not fall under the formal reward system within the organization."
- Borman and Motowidlo (1993) defined it as "voluntary behaviors that support the social and psychological environment of the organization, as opposed to the direct technical activities performed within the

organization. It enhances the psychological and social aspect of individuals toward the organization and coworkers."

- Organ (1997) again defined it as "performance that supports the social and psychological environment in which work is achieved and performed."
- Chattopadhyaya (1999) described organizational citizenship behavior as "voluntary behavior performed by an individual to complete tasks not included in the job description, which the individual is not required to do by their manager, but it is a personal choice."
- Robbins (2001) defined it as "voluntary additional role behavior that is not part of the formal work requirements but contributes to the overall performance of the organization with the highest efficiency and effectiveness possible."

Moideenkutty (2005) defined it as "behavior that indirectly contributes to the success of the organization by maintaining the social system of the organization." Yen et al. (2008) defined it as "activities individuals engage in to accomplish work indirectly in the workplace, which include assisting coworkers, adhering to workplace rules and regulations, actively participating in decision-making, and enduring work conditions without complaints."

It can be said that organizational citizenship behavior goes beyond what is outlined in the official systems of the organization and does not have a direct reward in the formal incentive system. It is characterized by being voluntary and discretionary and contributes to improving organizational performance (Al-Amri, 2003). The values of citizenship are, in essence, human values and are particularly dependent on the ethical framework, as well as standards set by institutions, adding a legal dimension. Negative behaviors that should be avoided include: minimal respect, neglect, addiction to negativity, theft, harassment, and destructive behaviors. Researchers suggest that these behaviors are primarily caused by feelings of isolation, injustice, lack of objectivity, or a sense of loss of control and identity (Abdelkader & Abdualhaq, 2007, p. 62).

## **2.2. Types of Organizational Citizenship Behavior:**

With reference to Al-Amri (2003, p. 68-69), Several types of organizational citizenship behaviors can be mentioned, such as:

- Helping coworkers with work-related issues, such as assisting absent colleagues, mentoring new employees, or helping others with heavy workloads.
- Assisting colleagues with personal matters, such as offering help with family or emotional problems.
- Helping customers or clients with matters unrelated to products or services, such as guiding them or listening attentively.
- Adhering to organizational values, policies, and regulations, such as punctuality and proper use of organizational resources.
- Suggesting organizational, administrative, or procedural improvements to make the organization more successful and distinctive, such as suggestions related to organizational structure, strategies, or management practices.
- Making extra efforts at work and avoiding wasting time on irrelevant conversations, excessive breaks, or unrelated visits.
- Volunteering for additional tasks to assist the organization, such as participating in committees or projects related to work or overcoming operational difficulties and protecting the organization from risks.
- Staying with the organization despite difficult conditions, presenting the organization positively to others, and defending the organization in a good light to enhance its reputation. These are voluntary actions that are not expected of the employee as they are not part of the official job requirements.

### 2.3. Characteristics of Organizational Citizenship Behavior:

There are two types of employee behavior:

1. **In-role behavior** – This refers to behaviors within the scope of job duties and responsibilities.
2. **Extra-role behavior** – This refers to behaviors that go beyond the basic job duties (Abdullah et al., 2008, p. 16).

Organizational citizenship behavior is a voluntary, discretionary action that is not obligatory for the individual. It is not included in the individual's official job duties but depends on the initiative and free will of the individual. Individuals who engage in these extra roles do not expect an immediate organizational reward or direct personal benefit in the short term, but they may hope that these behaviors will be considered when competitive opportunities arise within the organization. Organizations seek to encourage employee participation in this behavior despite its voluntary nature.

Engaging in these behaviors positively impacts the development of organizational effectiveness and overall performance, helping the organization achieve its goals and strategic plans. Furthermore, organizational citizenship behavior consists of a set of actions rather than a single act, and the dimensions and structure of this behavior differ from one organization to another, depending on the culture, nature of the activity, official duties, and voluntary work areas (Al-Zahrani, ,2006, p. 24-25).

Despite these clear facts, distinguishing between what an employee considers an essential role or an additional role is not always straightforward, as it is an interpretative process greatly affected by what the individual believes to be an extra or primary role. Most research related to organizational citizenship behavior has cited Organ's explanation of its performance, where employees engage in organizational citizenship behavior when they perceive their relationship with the organization to be based on social exchange rather than economic exchange (Abdullah et al., 2008).

### 2.4. Importance of Organizational Citizenship Behavior:

Organizational citizenship behavior has received wide attention in both theoretical and practical research due to its significant impact on the success and sustainability of organizations in a competitive business environment.

Bowler highlighted the importance of organizational citizenship behavior for individuals by stating that "it provides the ability to innovate and create by developing and enhancing ideas and suggestions from individuals, increases motivation for achievement, improves performance, and fosters a sense of responsibility towards the organization, and offers individuals the opportunity to demonstrate their abilities and management potential through their contribution and participation in decision-making." On the other hand, Ladebo emphasized its importance for organizations, stating that it leads to "lower turnover and absenteeism rates, which contribute to organizational stability, increased performance levels, improved productivity, enhanced organizational efficiency and effectiveness, and strengthened mutual trust and job satisfaction among individuals, reducing negative conflicts within the organization." (Ismail et al., 2006, p. 24-25).

The importance of organizational citizenship behavior can be summarized as follows: It provides management with means to interact among individuals within the organization, leading to better overall results. Given the scarcity of resources in organizations, engaging in extra-role behaviors that stem from organizational citizenship behavior allows the organization to achieve its goals. It improves the ability of coworkers and managers to perform their functions more effectively by providing them with enough time for effective planning, scheduling, and problem-solving (Al-Amri, 2008).

### 2.5. Factors that Promote the Practice of Organizational Citizenship Behavior:

Given the importance of practicing organizational citizenship behavior in increasing achievements and effectiveness, this behavior must be encouraged through a set of factors. First, **positive personal factors** include job satisfaction, organizational commitment, and trust in others. Job satisfaction reflects employees' understanding of information stored in their memory, influences their job definitions, and leads them to consider extra-role behaviors as part of their actual

job role. Organizational commitment means that the higher the level of commitment an employee has, the better they can define their responsibilities and additional roles. When individuals trust others, they tend to exhibit outstanding behavioral patterns. In contrast, a lack of trust in others results in more routine behaviors.

Second, **perceived situational factors** include work values and job characteristics. Work values refer to the existence of shared values that benefit both individuals and the organization, leading to positive relationships. When individuals feel that work values include respect for others and their needs, they become more attached and engage in responsibilities that contribute to improved performance. Job characteristics, especially motivating ones such as meaningful work, autonomy, and feedback, increase employees' intrinsic motivation and lead them to engage more in extra-role behaviors (Al-Araida, 2012, p. 48-49).

Third, **position-related factors** include holding a position in the organization and the level of hierarchy. Individuals with long tenure tend to have implicit relationships and strong bonds with the organization, which generates positive feelings that reflect as extra-role behaviors. Additionally, holding higher positions increases motivation and the ability to work more effectively, as well as provides more freedom to engage in various behavioral patterns, including extra-role behaviors.

Studies have shown that encouraging employees to propose ideas, engage in open discussions, value others' opinions, acknowledge their contributions, establish appropriate and fast communication channels, focus on organizational goals, avoid giving procedural matters more attention than necessary, adapt to change, and encourage healthy competition among employees to come up with new ideas and creativity, all play a key role in enhancing organizational citizenship behavior. This also contributes significantly to fostering managerial creativity among employees in organizations (Al-Hawamda & Hraish, 2006, p. 501).

## 2.7. Dimensions of Organizational Citizenship Behavior:

Researchers and those interested in organizational citizenship behavior approach the concept from different angles. Some view it as consisting of two main dimensions, while others believe it includes five key dimensions. These two perspectives are not contradictory but complementary. Those who view the concept as consisting of two main dimensions do not reject the idea of five dimensions, as they believe these five dimensions can be categorized within the two main ones (Abu-Tayeh, 2012, p. 15).

The two main dimensions of organizational citizenship behavior, according to the first view, are an organizational dimension and an individual dimension. The other division of organizational citizenship behavior is based on five key dimensions: Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness. Each of these dimensions is explained as follows:

**Altruism:** This refers to the extent to which an employee helps other employees (colleagues, supervisors, subordinates) in the organization to carry out their tasks. This help extends beyond coworkers to include clients, ensuring they receive optimal service within the organization (Al-Amri, 2009, p.70).

**Courtesy:** This involves the individual's efforts to prevent work-related problems, their awareness of the impact of their behavior on others, not exploiting others' rights, and avoiding creating conflicts with them (Abdullah et al., 2008, p. 18).

**Sportsmanship:** This reflects the extent to which an individual is willing to tolerate occasional frustrations and inconveniences without complaint or resentment, utilizing their time and energy to perform their duties (Al-Amri, 2009, p.70).

**Civic Virtue:** This involves constructive and responsible participation in the management of organizational affairs, showing concern for the organization's future by attending important informal meetings, maintaining change, reading organizational memos and announcements, and performing work in a way that helps preserve the organization's reputation (ibid, p. 73).

**Conscientiousness:** This dimension reflects the personal side of organizational citizenship behavior, which does not mainly involve interactions with others, but rather behaviors that go beyond the official duties defined by the organization. It is sometimes referred to as obedience, compliance, and overall commitment. Conscientiousness reflects an employee's commitment to doing voluntary work that exceeds the minimum job requirements, optimizing work time, and adhering to work rules (ibid, p71-73).

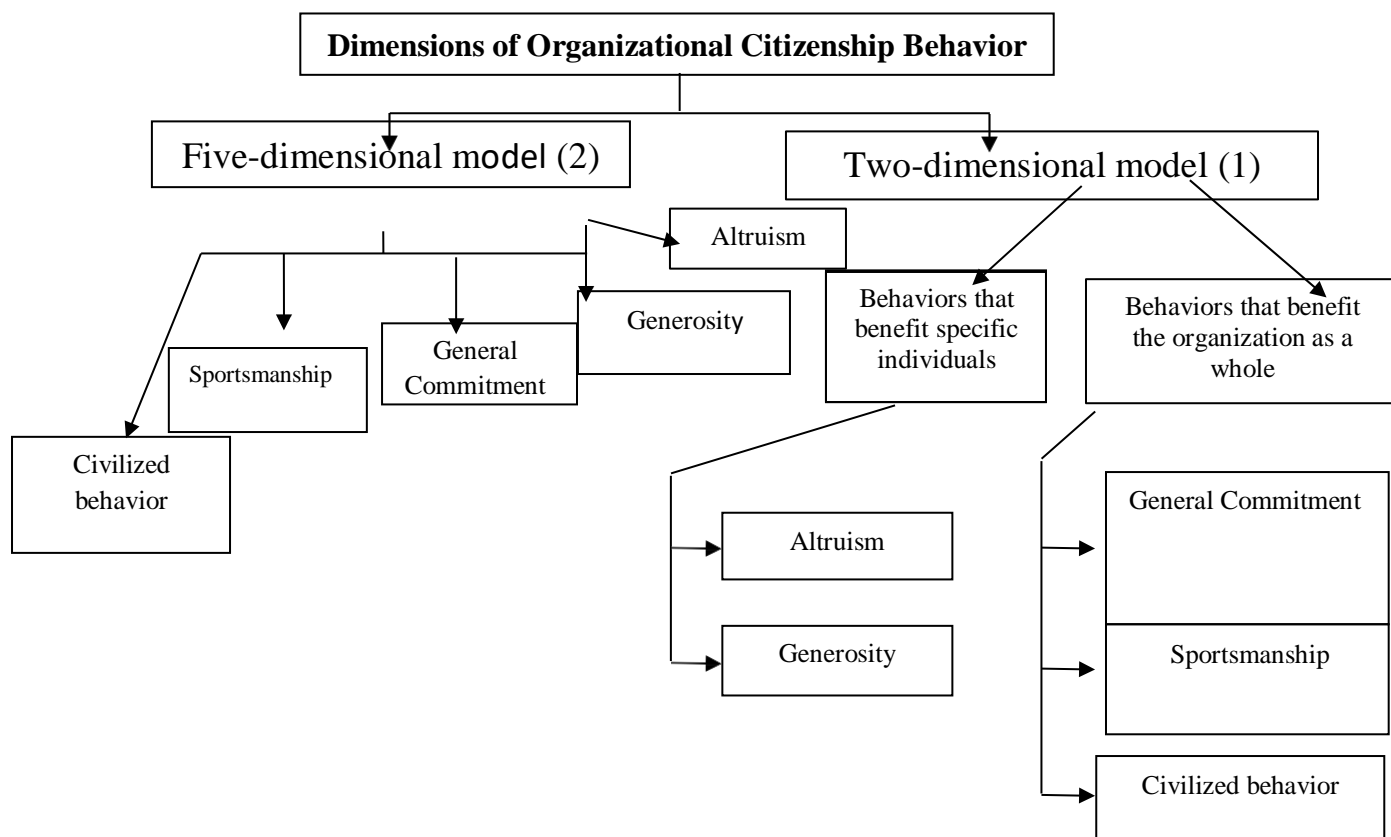
The following table will outline the dimensions of organizational citizenship behavior according to several researchers.

**Table 1:** Dimensions of Organizational Citizenship Behavior According to the Perspectives of Several Researchers

Researcher Name	Year	Dimensions Studied
Smith & Organ	1983	Altruism, Obedience
Organ	1988	Altruism, General Commitment, Sportsmanship, Generosity, Civic Virtue
Van Dyne & Graham	1986	Compliance, Participation, Loyalty
Williams	1988	Individual Dimension (Helping coworkers), Organizational Dimension (Providing ideas and suggestions to improve work)
Moorman & Blacely	1991	Personal Perseverance, Helping among individuals, Individual Contribution, Developing Loyalty
Podsakoff & Mackenzie	1994	Helping Behavior, Sportsmanship, Altruism
Chattopadhyay	1999	Altruism, Dignity, Trust
Walz & Niehoff	2000	Helping, Sportsmanship, Civic Behavior
Podsakoff et al.	2000	Helping Behavior, Sportsmanship, Individual Contribution, Civic Virtue, Organizational Commitment, Self-Satisfaction, Self-Development
Lepine et al.	2002	Individual Dimension (Altruism, Generosity), Organizational Dimension (Sportsmanship, Civic Virtue, General Commitment)
Yen & Niehoff	2004	Altruism, General Commitment, Cooperation among individuals, Protecting Organizational Resources, Generosity

**Source:** Ismail et al., Reference previously mentioned, p. 220.

**Figure 1:** A model illustrating the perspectives of researchers on the dimensions of Organizational Citizenship Behavior.



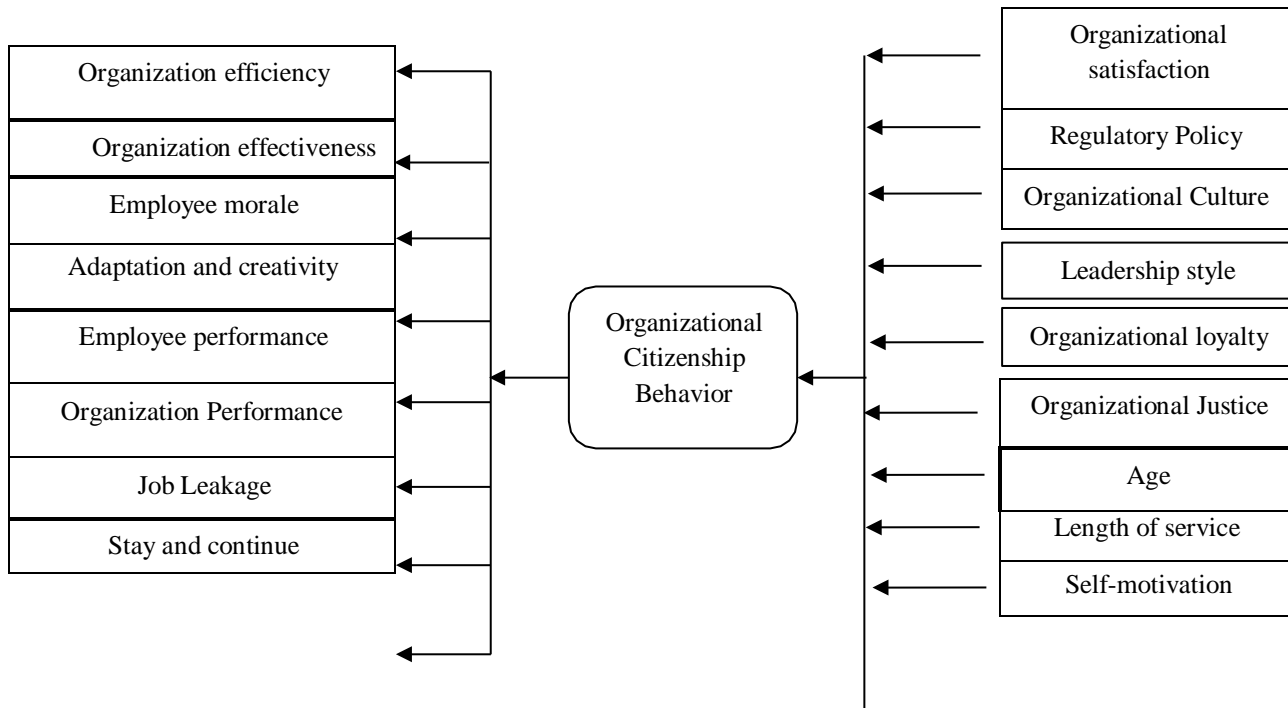
**Source:** Amira Hawas (2003), The Impact of Organizational Commitment and Organizational Trust on the Relationship Between Organizational Justice and Organizational Citizenship Behavior: An Application to Commercial Banks, Unpublished Master's Thesis, Cairo University, Egypt, 2003, p. 23.

**2-8. Determinants and Effects of Organizational Citizenship Behavior:**

Studies on organizational citizenship behavior focus on a limited number of variables, whether related to its determinants or the outcomes associated with its existence. However, there is a lack of studies that attempt to link all the determinants that empirical research has shown to impact organizational citizenship behavior with the effects associated with this concept.



**Figure 2:** Determinants and effects of organizational citizenship behavior



**Source:** Al-Amri, The Previous Reference, p. 71.

**2-8-1. Effects of Organizational Citizenship Behavior**

The importance of organizational citizenship behavior for organizations in general, and for contemporary Arab organizations in particular, stems from the significant challenges faced by business organizations today. Rapid changes in the external environment, technological and technical developments across various fields, have created a turbulent environment that requires an appropriate organizational climate to adapt to the external pressures imposed on these organizations. Hence, the importance of human resources in the complex equation facing these organizations and the need to focus on organizational citizenship behavior as a matter of great importance. Meeting the challenges that organizations face today requires efforts from employees that go beyond their formal roles. Many behavioral studies have shown that organizational citizenship behavior has a significant impact on the performance of the organization, the individual, and the workgroup. At the organizational level, it has been found that organizational citizenship behavior contributes to improving organizational efficiency and effectiveness through the optimal use of resources, creativity, and the quick adaptation of employees to external developments. Some studies have also shown that in order to reduce service costs and operational expenses to ensure survival in the complex and difficult environment of today's organizations, which need to deliver goods and services at the lowest costs to face intense competition and scarce resources, they need to attract human resources capable of contributing more than what is required from them in their formal roles. Activities performed by employees outside the scope of their defined roles lead to innovation and excellence. As Katz (1964) states, these roles are essential for the survival and effectiveness improvement of the organization. Regarding the effect of organizational citizenship behavior on work quality and quantity, Podsakoff et al. conducted a field study and found a strong positive relationship between organizational citizenship behavior and both work quality and quantity. In explaining this result, they identified several reasons for the positive relationship, including: organizational citizenship behavior reduces the need for resource allocation to maintain core activities, thus directing it more toward production goals; it also enhances the productivity of managers and employees, coordinates activities among team members and workgroups, and enhances the organization's ability to attract and retain the best employees by making the organization an attractive workplace. Scientific research has also shown that organizational citizenship behavior directly affects employee turnover, with some even suggesting that this behavior is a key determinant of the desire to leave a job. Moreover, organizational citizenship behavior improves communication and coordination between individuals and administrative units, boosts employee morale, and improves customer satisfaction with the services of the organization (Al-Amri, 2009, p. 73).

## 2-8-2. Determinants of Organizational Citizenship Behavior

Given the importance of organizational citizenship behavior in the life of organizations, and seeking to understand the main reasons behind the emergence or disappearance of this behavior, many researchers have conducted several studies to find an explanation for this phenomenon. Since organizational citizenship behavior is a voluntary behavior, it is directly or indirectly related to several variables, including: organizational justice, job satisfaction, administrative leadership, organizational commitment, employee age, employee tenure, intrinsic motivation, organizational culture, and organizational policies (Saud & Sultan, 2009, p. 200).

- **Organizational Justice:** The concept of organizational justice is based on the idea that individuals seek fairness and equality in the relationships between employees and leadership within an organizational structure. Perceived imbalance in this relationship may lead to psychological tension. Therefore, organizational justice can be defined as "the value resulting from an individual's perception of the fairness and objectivity of procedures and outcomes in the organization where they work." (Al-Zaher, 2011, p. 350-352). Many studies have addressed the relationship between organizational citizenship behavior and organizational justice, finding a positive direct relationship between them. There is also a connection between some indicators of procedural justice, employees' trust in performance evaluation systems, satisfaction with supervisors, organizational commitment, and a positive statistical relationship between procedural justice in terms of control and decision-making opportunities regarding penalties and organizational citizenship behavior. (Al-Amri, 2009, p. 77). Organizational justice consists of three main dimensions: distributive justice, procedural justice, and interactional justice. These dimensions are interconnected and lead to employees' overall sense of organizational justice. Studies have shown that organizational justice positively impacts the components of organizational citizenship behavior, as employees' perceptions of equality and fairness—whether related to procedural, distributive, or interactional justice—generate a sense of responsibility toward the organization, leading to greater engagement in informal, voluntary, or organizational citizenship behaviors.
- **Job Satisfaction:** Job satisfaction is a widely studied topic in organizational behavior. It can be defined as an employee's overall attitude toward their job (Al-Ajmi, 1999, p. 53). When an employee has a positive attitude toward their job, they are satisfied, while a negative attitude means they are dissatisfied. Hobcock defined job satisfaction as "the thing we show interest in, which consists of a group of psychological, environmental, and material factors that lead the individual to honestly say that they are satisfied with their work." (Al-Nimer, 1993, p.73). Job satisfaction is often considered a feeling of pleasure derived from the recognition that the job fulfills important personal values. This definition highlights three important elements: perception, values, and the importance of these values to the individual (Al-Ajmi, 1999, p.53). An individual may be satisfied with their job when they perceive that it meets their personal values. Job satisfaction is crucial for managers to pay attention to, and understanding the factors that cause satisfaction or dissatisfaction is necessary. (ibid, p.53-54). These factors can be divided into three groups:
  1. Organizational factors, including pay, promotion opportunities, job nature, procedures and policies, and working conditions.
  2. Group factors, including supervisors and coworkers.
  3. Personal factors, including needs, desires, and individual interests. It is clear that employees may feel differently about these factors; for example, an employee may be dissatisfied with their pay but completely satisfied with their promotion opportunities. There are several reasons explaining the relationship between job satisfaction and organizational citizenship behavior, including the strong link between an individual's high morale and their willingness to engage in beneficial behaviors. Another explanation based on social exchange theory suggests that individuals often reciprocate with behavior that reflects the benefits they derive from the organization in proportion to their level of satisfaction (Al-Araida, op.cit, p. 63).
- **Administrative Leadership:** Administrative leadership is one of the most influential factors in the organizational environment and in shaping the organization's values, principles, and culture. It has a profound impact on employees' behavioral patterns at various administrative levels. A skilled leader can identify the talents and creative abilities within their team and work to harness them to achieve the organization's goals. (ibid, 51). Often, an employee may not recognize their hidden skills and talents and may need guidance to uncover and develop them. This is where the importance of the leader's daily, ongoing interaction with team

members and their open, democratic approach becomes crucial, enabling the leader to help employees discover their latent talents and potential (Al-Sheikhly, 2003, p. 179).

- **Organizational Commitment:** The study of organizational commitment has gained significant attention in recent management and administrative behavior literature, leading to numerous field studies on its relationship with organizational citizenship behavior. One of the most important studies in this regard is by Organ & Ryan, who found that organizational commitment (emotional attachment, an individual's feelings toward the organization) was significantly related to both altruism and general compliance. Another study by Schappe in 1998 showed that when job satisfaction, perceptions of justice, and organizational commitment were all considered, organizational commitment was the only factor that influenced organizational citizenship behaviors (Abu Jaser, 2010, p. 45-46).
- **Employee Age:** There is an observable relationship between an individual's age and their commitment to the organization. The older the employee, the more likely they are to feel attached to the organization and less willing to take risks by leaving for another job. Conversely, younger employees are more likely to take risks as they have more opportunities ahead of them (Barallah, 2011, p. 21-22). Some studies have shown that employee age has a clear impact on organizational citizenship behavior by influencing certain intermediary variables. Younger employees tend to display this type of behavior differently than older employees, and factors contributing to organizational citizenship behavior differ depending on age (ibid, p. 48).
- **Employee Tenure:** As employee tenure increases, their attachment to the organization also grows. Conversely, shorter tenures tend to result in lower organizational commitment. Employee tenure plays a role in the presence or absence of organizational citizenship behavior (ibid, p.22). Field studies have shown a negative relationship between employee tenure and organizational citizenship behavior, with newer employees engaging in more voluntary behaviors than long-serving employees. This is because new employees may not fully understand the responsibilities required of them, so they may define their roles more broadly. However, as they adapt to the organization's social system and their uncertainty decreases, they become more accurate in defining their roles, which leads to fewer voluntary activities (Al-Amri, 200, p. 76).
- **Intrinsic Motivation:** Intrinsic motivation refers to the internal feeling of an individual that the driving force behind their work performance is the interaction between intrinsic factors and those derived from the job itself, without the influence of external factors. This distinguishes intrinsic motivation from extrinsic motivation, where the individual expects an external reward, either material or psychological, as a result of completing a task. In other words, an extrinsically motivated individual cannot perform a task unless there is a tangible or intangible reward, whereas an intrinsically motivated individual does not expect any reward except for the internal sense of accomplishment, competence, and excellence—performing the task for its own sake (Al-Amri, 1998, p. 293). Intrinsic motivation is closely linked to organizational citizenship behavior because employees engage in voluntary activities outside their formal job roles, without expecting any external reward. Therefore, an employee with intrinsic motivation is more likely to engage in organizational citizenship behavior compared to those who lack it, as it satisfies their needs for accomplishment and self-realization (ibid, p. 77).
- **Organizational Culture:** Organizational culture is one of the key variables that shapes various organizational and administrative behaviors. The differences in institutional performance from one environment or society to another are among the main factors that have led to the development of this organizational concept. Organizational culture contributes to formulating and implementing organizational strategies, particularly in helping individuals and groups adapt to the external organizational environment, integrate internal processes to ensure organizational continuity, strengthen loyalty to the organization, determine creativity, and facilitate direction toward outstanding performance. It fosters a sense of importance and increases organizational loyalty, thus enhancing the efforts of individuals. It has become clear that organizational culture is a vital condition for promoting organizational citizenship behavior (Al-Zaher, op.cit, p. 352-353). The effect of organizational culture on organizational citizenship behavior arises from how it either encourages or rejects such behavior. If it is common in the organization for employees to engage in voluntary behaviors, all members of the organization will be influenced by this and it will reflect in their actions. However, if employees only do what is required, voluntary behaviors will be limited. Therefore, organizational culture can either positively or negatively impact organizational citizenship behavior depending on the beliefs upon which the culture is based (Al-Amri, 2009, p. 77).

- **Organizational Politics:** Organizational politics refers to internal activities aimed at creating and using various sources of power to achieve goals in situations where options are unclear or unexpected. Organizational politics is an informal and sometimes illegitimate force. The negative aspect of organizational politics is characterized by the pursuit of personal interests, exerting control over others, and viewing situations through a competitive lens where there must be a loser and a winner. Under this perspective, activities like secrecy, surprise, withholding information, and deception are practiced. Organizational politics is linked to organizational citizenship behavior by influencing different aspects of life within the organization. A higher level of organizational politics increases informal, illegitimate behaviors aimed at achieving personal or work-related goals. This situation contrasts with the principles underlying organizational citizenship behavior, as voluntary practices decrease in organizations with high political activity due to low job satisfaction, lack of trust in the system, and weak perceptions of organizational justice, all of which are closely tied to organizational citizenship behavior (ibid, p. 78).

### 3. Conclusion

From this study, we conclude that there is a strong relationship between organizational citizenship behavior and job satisfaction. When an individual has high morale, they are more likely to engage in beneficial behaviors. Moreover, there are important variables that influence the emergence or absence of organizational citizenship behavior in organizations. Examples of these variables include: organizational justice, job satisfaction, administrative leadership, organizational commitment, employee age, length of service, intrinsic motivation, organizational culture, and organizational politics. Additionally, organizational citizenship behavior has become a requirement for most organizations, as many studies have shown the positive impact of this behavior on organizational, individual, and team performance.

### Recommendations :

- Conduct training sessions and workshops within organizations that aim to promote organizational citizenship behavior among employees. This will help them understand the positive effects of such behavior and cultivate voluntary behavior as one of the organization's core values.
- It is essential to ensure organizational justice in the workplace, as employees' sense of fairness and equality will generate a sense of responsibility toward the organization, leading them to engage in voluntary and informal practices, i.e., organizational citizenship behavior.
- Support organizational citizenship behavior in all state institutions by strengthening job satisfaction, trust in the system, and the sense of organizational justice, as all of these are strongly linked to organizational citizenship behavior

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