

Determinants of Organizational Citizenship Behavior: An Analytical Study of the Opinions of a Sample of Workers in the General Electricity Company

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Abstract: *The study aimed to identify the most important determinants of organizational citizenship behavior in the General Electricity Company, and the study was applied to a sample of (133) employees in the company, where the questionnaire was used as a data collection tool. By analyzing this data, a number of results were reached. The results revealed that one of the most important determinants of organizational citizenship behavior is organizational justice, which positively affects the components of organizational citizenship behavior. Where the study sample believes that the employees' sense of equality and fairness, whether with regard to the fairness of procedures, distribution or dealings Promotes organizational citizenship behaviors. Additionally, Job satisfaction would also significantly enhance organizational citizenship behaviors. Moreover, The study found that job satisfaction could be obtained through satisfaction with working conditions. In addition, The results showed that the presence of transformational leadership enhances the confidence of workers and motivates them.*

Keywords: organizational commitment, organizational justice, organizational citizenship. Job satisfaction, transformational leadership

1. Introduction

Organizational citizenship behavior is one of the behaviors practiced in the work environment. It is one of the concepts affecting human behavior. Which in turn can have a significant impact on the success of the business. This behavior has several definitions. Organizational citizenship behavior is any behavior that an individual undertakes to develop and improve the institution outside his official duties entrusted to him within the framework of work. In order to judge the performance of a worker or an institution and the extent to which organizational citizenship behavior is applied, one must consider the extent to which they carry out innovative activities that go beyond the main activity entrusted to them in their functional capacity within the institution. The current study focuses on understanding the most important determinants of organizational citizenship behavior, as organizational citizenship behavior is one of the important behaviors that contribute to the improvement and development of organizations. Therefore, the relationship between the organization and employees must be taken into account.

2. Literature Review

The study of Al - Masdi (2002) showed that there is a significant positive effect of each of the leadership style, perceptions of organizational justice, organizational support, organizational affiliation, job satisfaction, role pressures, and group cohesion on organizational citizenship behaviors. Also Haider (2005) found that there is a positive and statistically significant correlation between workers'

perception of organizational justice and leadership support. Additionally, he found support, and a positive and statistically significant correlation between leadership support and organizational citizenship behavior at the level of individuals and at the level of the organization as a whole. There is also a positive and statistically significant correlation between the fairness of procedures and organizational citizenship behavior at the level of individuals and at the level of the organization as a whole. Also, a positive and statistically significant correlation was found between the fairness of distributions and organizational citizenship behavior at the level of the organization, while the relationship was not statistically significant between the fairness of distributions and citizenship behavior at the level of individuals. A study by Jonson et al (2009) showed that workers' awareness of using organizational citizenship behaviors in determining outcomes from performance appraisal is more fair compared to not using them. The study of Ishak (2009) also concluded that the quality of the relationship between the boss and the subordinate directed by the boss has a direct impact on the employees' practice of organizational citizenship behaviors. Recently Bilal Ahmad et. al . (2022) showed that the relationship between the use of relational mobile devices and OCB was also significant. The mediating role of relational mobile device use in the relationship between individuality and OCB was not significant; However, the mediating role of relational mobile device use between collegiality and OCB, and academic self - efficacy and OCB was important. The mediating role of gender on the relationship between relational mobile device use and OCB was also important, The results of Ali (2021) showed that the element of citizenship behavior in the organization has a significant

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impact on business results, and the least value is job satisfaction, as the element of citizenship behavior in the organization has a significant impact on business results. The results Massoudi et, al. (2020) revealed that organizational commitment and job satisfaction play a positive and influential role in changing the organizational citizenship behaviours among hotel employees. Also, organizational commitment has a stronger impact on improving the behaviour of employees than job satisfaction. Through the previous presentation, it is clear that many studies have agreed on the importance of organizational citizenship behaviors in the organizations. Accordingly, there is a need to pay attention to studying them and identifying the way through which these behaviors are reinforced, and the elimination of all obstacles that hinder the emergence of these behaviors.

3. Study Literature

Organizational Citizenship Behavior (OCB) is the behavior of employees who have the willingness ability to do extra work. organizational citizenship behavior has been identified as personal and arbitrary behaviors which were not correctly defined by the formal remuneration system of organization and generally increased organization's performance. Arbitrary means that this behavior is not among the occupational duties or role behaviors and it is not among the employees' recruitment commitment and it is not compulsory for employees to do it. Le Nguyen (2018) stated that Organizational Citizenship Behaviour is a voluntary behaviour acted by the employees, even though it was not directly required by the organization and not formally administered by the reward system. This action indicates that these employees are being noble and capable of doing work that exceeded or beyond their minimum requirements in job descriptions. Alternatively, can also best be describe as extra - role behaviours of the employees who performs task exceed their job scope. Hence, is a behaviour where it does not have a mandatory obligation and is depends on the choice of employees. Therefore, the employee who owned the traits is capable in showing behaviours beyond the routine roles, job descriptions and obligations without any expectation on receiving highly rewards or recognition but more prefer to contribute for the good welfare of the organization. Romaiha et al. (2019).

Determinants of Organizational Citizenship Behaviors:

- 1) **Job satisfaction:** Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well - being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (AZIRI, 2011).
- 2) **Organizational commitment:** Organizational commitment is defined as the psychological view of the employees of an organization towards their attachment to the organization in which they work. Organizational commitment plays a pivotal role in determining whether

an employee will stay with the organization for a longer period of time and work enthusiastically towards the goal of the organization Yildirim (2015).3. Transformational leadership:

- 3) The concept of transformational leadership is a reflection of several characteristics found in leaders, such as the acknowledgment of future needs and issues, handling of long - term problems and opportunities, holistic examination of internal and external organizational factors, handling of organizational issues from a broad perspective, elevation of follower awareness regarding the importance and value of specific job outcomes, ability to motivate employees to substitute their personal interests for those of the organization, and ability to influence followers to change their needs to higher - order concerns. In the same context, a transformational leader is a leader who has influence and can interact directly with followers to change various aspects of an organization through vision, action, and impact. Leadership involves the attitude and behavior of a person to influence a team to be able to work together more efficiently and effectively to achieve a required level of productivity Alessa (2021), leaders give meaning to the followers' role within their organization and help them in making their work more meaningful, they also motivate their followers to be adaptable to changes and to be more innovative at the workplace Zulfiqar, et. al (2020).
- 4) **Organizational justice:** Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work - related variables. Organizational justice can help explain why employees retaliate against inequitable outcomes or inappropriate processes and interactions. Employee's perceptions relate to three dimensions of organizational justice: distributive justice, procedural justice, and interactional justice Hasan (2010).
- 5) **Organizational loyalty:** It is the employee's positive feeling towards his organization, attachment to it, loyalty to it, compatibility with its values and objectives, keenness on its survival through effort, preference for it over other organizations, and pride in it, which enhances their success INES (2008).

4. Methodology

The analytical descriptive approach was used in this study as it was the appropriate approach, and the questionnaire was used to obtain the necessary data from the study sample. The number of distributed questionnaires was 190, while the number of valid questionnaires for analysis was (133), and the arithmetic mean was used. Standard deviation measures how dispersed the data is from the mean.

5. Discussion & Conclusion

The following section discusses the data analysis. It is clear from the table that the determinants of organizational

citizenship behavior were measured through five main dimensions. The percentage of agreement reached (76%), which is higher than the standard percentage of agreement (66%). the value of the arithmetic mean was 3.34, which is higher than the hypothetical mean of (3). These results show

the company's interest in those determinants. The standard deviation was 0.93. which confirms the existence of an agreement between the answers of the study sample. The coefficient of difference was 0.23.

A table showing the order of importance of the determinants of citizenship behavior

Coefficient of Difference	Standard Deviation	Arithmetic Mean	Percentage of Agreement	Determinants
0.22	0.9	3.6	%79	Job Satisfaction
0.24	1.02	3.3	%78	Transformational Leadership
0.21	0.84	3.4	%67	organizational commitment
0.21	0.97	3.1	%82	organizational justice
0.26	0.94	3.3	%74	organizational loyalty
0.23	0.93	3.34	%76	percentage of agreement

Answers of the study sample refer that the organizational justice variable represents the most important variable for achieving organizational citizenship. The level of administrative leadership practice of organizational justice increases the level of commitment. as It achieves high levels of organizational citizenship behavior among individuals. job satisfaction ranked second in importance to the study sample. The study sample believes that the wage component is the most important factor in job satisfaction. This is followed by material working conditions, then opportunities for development and promotion. All of these factors importance to reach organizational citizenship behaviors. The third importance dimension is transformational leadership. As the study sample believes that transformational leadership can contribute to the skills it possesses such as transformational rhetoric skills and behavior modification skills, such skills are significant in achieving organizational citizenship behaviors. Within the company, the fourth important dimension is organizational loyalty and finally organizational commitment, the study concluded that job satisfaction is one of the most important determinants of organizational citizenship, the higher level of satisfaction, the greater the productivity and success, satisfaction maintains employees and makes them provide better services, thus managerial leaders should pay attention to improving employee satisfaction levels by improving wages and salaries, achieve organizational justice among employees.

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