



**ORGANIZATIONAL CITIZENSHIP IN TERMS OF
GENDER AND SENIORITY**

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**ORGANIZATIONAL CITIZENSHIP IN TERMS OF GENDER AND SENIORITY: A
STUDY ON EMPLOYEES IN SABHA UNIVERSITY**

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TABLE OF CONTENT

TABLE OF CONTENT.....	1
THESIS APPROVAL PAGE	4
DECLARATION.....	5
FOREWORD	6
ABSTRACT.....	7
ÖZ	8
ARCHIVE RECORD INFORMATION	9
ARŞİV KAYIT BİLGİLERİ	10
ABBREVIATIONS	11
SUBJECT OF THE RESEARCH.....	12
PURPOSE AND IMPORTANCE OF THE RESEARCH	12
METHOD OF THE RESEARCH.....	12
STUDY COMMUNITY DEFINITION	15
TOOL OF THE STUDY.....	15
STATISTICAL MODES	16
HYPOTHESIS OF THE RESEARCH	17
RESEARCH PROBLEM.....	18
POPULATION AND SAMPLE.....	18
1. CHAPTER ONE: THEORETICAL BACKGROUND	20
1.1. PREVIOUS STUDIES	21
2. CHAPTER TWO: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR	25
2.1. THE CONCEPT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR.....	25
2.2. DEFINITIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR.....	26
2.3. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR.....	29
2.4. TYPES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR	31
2.5. THE IMPORTANCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR	33
2.6. EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR	35
2.6.1 Effects of Organizational Citizenship Behavior at the Individual Level.....	35
2.6.2. Effects of Organizational Citizenship Behavior at the Unit and/or Organizational Level.....	36
2.7. ANCESTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR.....	38
2.8. DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ...	40

2.8.1. Human Resources Practices	40
2.8.2. Job Embeddedness	41
2.8.3. Employee Engagement	42
2.9. CONSEQUENCES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ...	42
2.9.1. Employee Retention.....	42
2.9.2 Job Satisfaction	43
2.9.3. Absenteeism.....	43
2.9.4. Work-Family Conflict.....	44
2.9.5. Role Overload	44
2.10. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND GENDER AND SENIORITY	45
2.10.1. Gender.....	45
2.10.2. Seniority.....	45
CHAPTER THREE: FINDINGS, ANALYSIS	47
3.1. VALIDITY AND RELIABILITY OF THE SCALE	47
3.1.1. Testing Validity of a Five factors model of OCB	47
3.1.2. Model Fit.....	48
3.1.3. Reliability of Scales and Subscales	50
3.1.4. Testing Validity of a four factors model of OCB	51
3.1.5. Model fit	51
3.1.6. Reliability of Scales and subscales	52
3.1.7. Descriptive Statistics of Demographic Variables	53
3.2. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO GENDER	59
3.3. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO SENIORITY (MEASURED IN EXPERIENCE).....	61
3.4. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO AGE	64
3.5. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO EDUCATION LEVEL.....	66
3.6. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO SALARY	68
3.7. SUMMARY OF HYPOTHESES AND RESULTS	69

3.8. DISCUSSING	70
3.8.1. Testing the Hypothesis That Variability in OCB is Due to Gender	70
3.8.2. Testing the Hypothesis that Variability in OCB is Due to Seniority.....	70
4. CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS	72
4.1. CONCLUSION	72
4.2. RECOMMENDATIONS AND SUGGESTIONS	73
4.3. RESEARCH CONTRIBUTIONS.....	73
REFERENCE.....	75
LIST OF TABLES	86
LIST OF FIGURES	87
LIST OF ATTACHMENTS	88
QUESTIONNAIRE	88
CURRICULUM VITAE.....	97

THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by ALSaeidi OMAR titled “ORGANIZATIONAL CITIZENSHIP IN TERMS OF GENDER AND SENIORITY: A STUDY ON EMPLOYEES IN SABHA UNIVERSITY” is fully adequate in scope and in quality as a thesis for the degree of Master of Arts.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master of Arts thesis. 19/01/2022

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DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

Name Surname: ALSAEIDI OMAR

Signature :

FOREWORD

I would like to express my thanks and appreciation for many people who helped and supported me during the implementation of this study to make the right decisions. Firstly, I would like to express my thanks and appreciation to my supervisor Assist.Prof. Dr. Mehmet Murat TUNÇBILEK for his help, support and advice during my thesis journey. Also, I would like to express my thanks to my esteemed lectures who took part in my thesis defense jury and the academic and administrative staff. I would like to dedicate this work to my father and mother who taught me good morals and human values. Finally, I would like to thank my brothers and sisters and all of my friends.

ABSTRACT

The aim of this study is to try to explore the reality of organizational citizenship behavior at Sebha University, and to know the differences between respondents in terms of seniority and gender in their organizational citizenship behavior. The methodology of this study is based on online questionnaire which have been distributed on a wide sample of staff at Sebha University. The number of persons who participated in this questionnaire are (195) employee. The study data has been analyzed by using SPSS (AMOS). There are many statistical tools have been used at this study such as Cronbach Alpha in order to test the reliability of the questionnaire items, confirmatory factor analysis, standardized regression weights, percentage, frequency, mean, standard deviation, group statistics, Independent Samples Test and ANOVA. The study results showed that there are not significant differences in organizational citizenship behavior between male and female. Also, the study results showed that there are not significant differences in organizational citizenship behavior between seniority levels. The study included a set of recommendations including give more attention to organizational citizenship behavior and the necessity to develop the awareness of employees by the organizational citizenship behavior and its four dimensions (impacts, conscience awareness, sport spirit, compliment and civilizational behavior). Also, the study recommends to make more studies about the personal and psychological factors to practice these behaviors because this may help to encourage and determine the challenges and then process.

Keywords: Organizational Citizenship behavior, Altruism, Consciousness, Sportsmanship, Courtes and Civic Virtue.

ÖZ

Bu çalışmanın amacı, Sebha Üniversitesi'ndeki örgütsel vatandaşlık davranışının gerçekliğinin keşfetmeye çalışılması ve katılımcılar arasındaki örgütsel vatandaşlık davranışlarında kıdem ve cinsiyet açısından farklılıkların belirlenmesidir. Bu çalışmanın yöntemi, Sebha Üniversitesi'ndeki geniş bir personel örneğine dağıtılan çevrimiçi ankete dayanmaktadır. Bu ankete katılan kişi sayısı, (195) çalışandır. Çalışma verileri, SPSS (AMOS) kullanılarak analiz edilmiştir. Bu çalışmada, anket maddelerinin güvenilirliğini test etmek için Cronbach Alpha, doğrulayıcı faktör analizi, standartlaştırılmış regresyon ağırlıkları, yüzde, frekans, ortalama, standart sapma, grup istatistikleri, Bağımsız Grup Testi ve ANOVA gibi birçok istatistiksel araç kullanılmıştır. Araştırma sonuçları, örgütsel vatandaşlık davranışında kadın ve erkek arasında anlamlı bir farklılık olmadığını göstermiştir. Ayrıca çalışma sonuçları, kıdem düzeyleri arasında da örgütsel vatandaşlık davranışında anlamlı bir farklılık olmadığını göstermiştir. Çalışma, örgütsel vatandaşlık davranışına daha fazla önem verilmesi ve örgütsel vatandaşlık davranışı ve davranışa ilişkin dört boyut (etkiler, bilinçli farkındalık, spor ruhu, iltifat ve uygarlık davranışı) ile çalışanların farkındalığının geliştirilmesi gerekliliğini içeren bir dizi öneriyi içermektedir. Ayrıca, çalışma, bu davranışları uygulamak için kişisel ve psikolojik faktörler hakkında daha fazla çalışma yapılmasını önermektedir, öyle ki bu durum, zorlukların belirlenmesine ve daha sonra işlenmesine yardımcı olabilir.

Anahtar kelimeler: Örgütsel Vatandaşlık davranışı, Fedakârlık, Bilinç, Sportmenlik, Nezaket ve Sivil Erdem.

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ABBREVIATIONS

- OCB** : Organizational Citizenship Behavior
GOCB : Group of Organizational Citizenship Behavior
MGCFA : Multiple Group Confirmatory Factor Analysis
PRP : Performance-Related Pay

SUBJECT OF THE RESEARCH

This study aims to explore the reality of practicing the organizational citizenship behavior in management of Sebha University where the study was in the period between the academic year 2021-2022. This study has been conducted in the city of Sebha to the south of the State of Libya where the headquarter of the university is located. The study included the management staff only from the management employees of Sebha University

PURPOSE AND IMPORTANCE OF THE RESEARCH

This study aims to achieve the following:

1. Defining the concept of organizational citizenship behavior in terms of gender and seniority.
2. Analysis of the level of organizational citizenship behavior according to the variables of gender and seniority.

The study derives its importance at the field level by considering it as one of the few studies that have been conducted on organizational citizenship behavior in Libyan universities. It is also considered as a contributing factor in the activities of the organization, but at the academic level, it ends as a study to enrich the subject with greater interest by researchers.

METHOD OF THE RESEARCH

This study aims to explore the reality of organizational citizenship in the management of Sebha University in the State of Libya, The University's management staff are responsible for its spatial borders at the Sabha University in Libya in the period 2021-2022. In addition, the study aims to determine the difference in work seniority and gender in organizational citizenship behavior where the study adopted the descriptive analytical curriculum because it fits this type of study (Van Klaveren & De Wolf, 2019). Moreover, the research method used to obtain the field information for this study is an online questionnaire designed based on Google Form. The questionnaire was sent via mobile phone, social media, and email to the targeted sample (Haberstock, 2020). The study community consisted of administrative employees at Sebha University. The study is based on the behavior of organizational citizenship

developed by (Podsakoff and Mackenzie, 1990) Factor analysis were conducted after application of the scale to assess the structural validity based on the findings and observations. This scale includes (24) items that measure five dimensions, including (impacts, conscience awareness, sport spirit, compliment and civilizational behavior). Besides each of these items, there are Five Likert Scale (Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree). To determine the length of the Likert five-point scale, The overall OCB is calculated by averaging the five factors, altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

The Statistical Package of Social Science (SPSS) (AMOS) has been used to measure and analyze respondents' responses. SPSS is a set of packages or computational data to conduct these data and this program is used in scientific researches which include statistical data.

Data analysis process has been conducted by the following analysis process:

- Testing Validity of a Five factors model of OCB (Confirmatory Factor Analysis CFA)
- Validity and Reliability of the Scale
- Standardized Regression Weights of OCB dimensions and items

Table 4 Shows Standardized Regression Weights of OCB dimensions and items. Items Q16SPR, Q4SPR, Q7SPR, and Q21CON have regression weights less than .4, therefore they are excluded from further calculations of total scores of OCB dimensions (Hair et al. 2019).

- Confirmatory factor analysis indicators of Goodness of fit for OCB scale.

Goodness Of Fit (GOF) indices, Table 6 show an adequate fit. Standardized Root Mean Residual (SRMR) =.044, Comparative Fit Index (CFI)= .945, Tucker Lewis Index (TLI) = .934, and Root Mean Squared Error of Approximation (RMSEA) =.062. Goodness-of-Fit Index (GFI) is = .882 but according to (Hair et al, 2019, p:637), "Development of other fit indices has led to a decline in usage of GFI". Results indicate satisfactory model fit.

- Reliability of Scales and subscales

The sportsmanship sub-scale does not show satisfactory reliability, Cronbach's Alpha = .292, it should be excluded from the model.

- Testing Validity of a four factors model of OCB (Confirmatory Factor Analysis CFA of measurement model)
- Validating the factor analysis of the four subscales, after exclusion of some items, OCB sub-constructs are tested using the measurement model. In this model sub-constructs are correlated to each other to assess construct validity using the maximum likelihood method (Figure 4). Table 5 shows the confirmatory factor analysis indicators for OCB scale.

Table (7) shows reliability analysis for Organizational Civic Behavior scale and sub-scales. The scale had a satisfactory reliability, Cronbach's $\alpha = .931$. The sub-scales: Altruism, Conscientiousness, Civic Behavior and Courtesy Cronbach's Alpha values are .861, .670, .759 and .773 respectively. Although the Cronbach's Alpha value of the Conscientiousness sub-scale falls below .700, the mean Inter-Item Correlation is satisfactory; .336 as it falls between the recommended optimal range for the inter-item correlation of .2 to .4 (Briggs and Cheek, 1986). Results indicate that the scale and the sub-scales can be used in measurement of the indicated variables.

- Descriptive Statistics of demographic variables

During this phase of the study, descriptive statistics of demographic variables (repetition and percentages) were calculated and graphically represented. Furthermore, this step requires no clarification because the tables and drawings are simple and clear in expressing the sample's description based on demographic data.

- Descriptive statistics of study variable (OCB)

At this stage, the researcher calculated the relationship between the main variables. He then used (group statistics, independent samples test, analysis of variance(ANOVA), one sample test) and linked each relationship to the hypothesis that it serves. The effect of the independent variables on the dependent variables was calculated, and each influence factor was linked to its variable and the hypothesis that serves it.

STUDY COMMUNITY DEFINITION

The beginning of Sebha University was in 1976 where the College of Education has been established as a branch of Tripoli University and a core for Sebha University later. Sebha University has been established as independent university in 1983. At the beginning, it included College of Education and College of Science and then followed by College of Medicine, College of Agriculture, College of Engineering and Technical Sciences, College of Economy and College of Accounting. The number of colleges in the university reached to fifteen colleges distributed on different regions of the south. Sebha University grants the bachelor degree, master degree and doctorate degree. The university includes a number of research centers and service units provide services to the students and teaching staff members. The university issues a number of scientific workshops in Arabic and English language. These workshops intend to publish the contributions of teaching staff members in the university to encourage the scientific research and enrichment of knowledge (Ministry of Higher Education of Libya, 2021).

TOOL OF THE STUDY

This study depended on the scale of organizational citizenship behavior developed by (Podsakoff and Mackenzie, 1990). This scale includes (24) items that measure five dimensions, including (impacts, conscience awareness, sport spirit, compliment, and civilizational behavior). They can be responded to by five options according to Likert Scale (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree) (Podsakoff et al., 1990).

Table 1: Describes the axes and items of the questionnaire for organizational citizenship behavior.

Dimensions	Address or the Name of Dimension	Items or Questions
First dimension	Altruism	Q23,Q10,Q15,Q1,Q13.
Second dimension	Virtue Civic	Q6,Q12,Q11,Q9.
Third dimension	Sportsmanship	Q7,Q4,Q2,Q16,Q19.
The fourth dimension	Courtesy	Q14,Q17,Q5,Q8,Q20.
The fifth dimension	Conscientiousness	Q18,Q24,Q3,Q22.Q21.

To check the apparent validity of the questionnaire, they have been reviewed by the judiciary committee, and they have approved the tool.

STATISTICAL MODES

- **Description statistic**

1. Described to frequencies the sample of the study.
2. Clarified the ratio of sample study percentages.
3. Standard deviation to know the extent to which the answers are dispersed or concentrated.
4. Standard deviation: The most used value among the measures of statistical dispersion to measure the extent of statistical scattering; that is, it indicates the extent to which the value domains extend within the statistical data set.

- **Inferential statistics**

1. Confirmatory Factor analysis(CFA) uses a set of mathematical methods to analyze the interrelationships between observed variables and their underlying constructs, known as factors or latent variables.
2. The AMOS program is the added unit of the statistical analysis program known as the SPSS program, and the AMOS program is explicitly used and clearly and explicitly to do structural equation modeling as well as path and plan analysis and to work on a confirmatory factor analysis
3. Comparative fit index (CFI) The comparative fit index (CFI) examines the discrepancy between the data and the hypothesized model while adjusting for sample size issues inherent in the chi-squared test of model fit and the normed fit index. CFI values range from 0 to 1, with higher values indicating a better fit.
4. Root mean squared error of approximation(RMSEA)The root mean square error of approximation (RMSEA) avoids sample size issues by analyzing the discrepancy between the hypothesized model and the population covariance matrix with optimally chosen parameter estimates. The RMSEA has a value between 0 and 1, with lower values indicating better model fit. A value of.06 or less suggests that the model fits well.
5. Cronbach alpha: Used to check the validity of the questionnaire parts.

6. T-test (independent samples): used for searching the differences between two categories where their numbers are equal to (02), and these variables are (gender and seniority).
7. F-Test one –way ANOVA (Analysis of Variance Test): used for searching the differences between the number of categories, which means in the demographic variables where their numbers are higher than (02) and these variables are (seniority measured by experience).
8. Mean is the mean value for a set of numbers, and it means the summation of samples divided by their number.
9. Statistical Package for Social Sciences (SPSS): A set of packages or combinational data to analyze these data. This program is used in scientific research that includes statistical data (Wikipedia, 2021).

HYPOTHESIS OF THE RESEARCH

H1: Gender is a variability factor in OCB.

H1.1 Gender is a variability factor in Altruism

H1.2 Gender is a variability factor in Conscientiousness

H1.3 Gender is a variability factor in Civic Virtue

H1.4 Gender is a variability factor in Courtesy

H2: Seniority (measured in experience) is a variability factor in OCB.

H2.1 Seniority (measured in experience) is a variability factor in Altruism

H2.2 Seniority (measured in experience) is a variability factor in Conscientiousness

H2.3 Seniority (measured in experience) is a variability factor in Civic Virtue

H2.4 Seniority (measured in experience) is a variability factor in Courtesy

H3: Age is a variability factor in OCB.

H3.1 Age is a variability factor in Altruism

H3.2 Age is a variability factor in Conscientiousness

H3.3 Age is a variability factor in Civic Virtue

H3.4 Age is a variability factor in Courtesy

H4: Education level is a variability factor in OCB.

H4.1 Education level is a variability factor in Altruism

H4.2 Education level is a variability factor in Conscientiousness

H4.3 Education level is a variability factor in Civic Virtue

H4.4 Education level is a variability factor in Courtesy

H5: Salary is a variability factor in OCB.

H5.1 Salary is a variability factor in Altruism

H5.2 Salary is a variability factor in Conscientiousness

H5.3 Salary is a variability factor in Civic Virtue

H5.4 Salary is a variability factor in Courtesy

RESEARCH PROBLEM

Organizational citizenship behavior started occupying great importance inside the current organization on different kinds (governmental, private, productive and service) and activities practiced by these organizations. Searching this variable, knowledge and analysis cannot be implemented separately than the more effective leadership mode in this behavior which contribute in reducing the problems faced by organizations which are represented always by lack of performance and the state of indifferences by administrative practices. Thus, Sabha University in Libya has been selected to study the reality of these variables. Based on the previous discussion, the research problem can be summarized by the following questions:

1. Does the gender is variability factor in OCB?
2. Does the seniority (measured in experience) is variability factor in OCB?

POPULATION AND SAMPLE

The study community is represented by the employees of the administration of Sebha University, where the administration consists of three main departments, namely, the general administration, the administration of graduate studies, and the administration of faculty members.

The study sample represented all employees at the university administration headquarters for the year 2021 \ 2022. The number of employees is (294) employees. according to (Krejcie& Morgan1970),thus the suitable sample is 167 employee with a 5% margin of error and 95%confidence level, the questionnaire was distributed by phone, social media, and e-mail. The number of participants in the survey was 195 out of 294 employees from the study community, and the sample represents 66% of the

study volume. It must be mentioned that the number of male employees are (126) and the number of female employees was (96), and all the study responses were valid for the analysis.

DIFFICULTIES AND RESTRICTIONS

Our study is just like any other study which is not free of problems and difficulties which may hinder its completion. The most important difficulties which we faced in this study can be summarized as follows:

1. Difficulty to collect the questionnaire results from the study sample.
2. Lack of the presence of study participants because of the continues of Covid-19.
3. This study was restricted to the variable of gender and seniority only. So, it is considered a shortcoming where it was better to study all the personal demographic characteristics of the sample community.
4. There was not much literature that addressed the subject of organizational citizenship behavior and included gender and seniority. Therefore, the researcher could not cover their concept and dimensions in the theoretical part of the research.
5. This study focused on exploring organizational citizenship behavior in terms of gender and seniority on the mina management of Sebha University. It does not represent all the employees in the university. Therefore, it is not possible to distribute the results to all Sebha university employees.

1. CHAPTER ONE: THEORETICAL BACKGROUND

Organ (2013) defined Organizational Citizenship Behaviors (OCBs) as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promote the effective functioning of the organization. The qualifier “in the aggregate” is important because most OCB actions, taken individually may not make a difference in the total performance of the organization. Organ (2013) proposed the five types of citizenship behavior are civic virtue, courtesy, sportsmanship, Altruism and conscientiousness. Altruism is the act of assisting another person with task associated with work. Altruism is shown by employee who help a new colleague in the tasks or who work in areas where bottlenecks are occurred. Conscientiousness is the act of going above and beyond the call of duty. In the absence of others, conscientiousness employee is the employee who characterize by conscience in dates to perform the job duties and follow the policies and company procedures. Courtesy is another dimension in OCB and can be defined as informing others by changes which may effect on the job such as advance notification, reminder, briefing and information passing. Courteous behavior improves the organizational communication system, aids in the prevention of problems, and can help to mitigate the problems. When people avoid engaging in sportsmahsip behavior such as compliance of perceived ignorance, they show good sportsmanship. Employee with sportrsmaship looks to the large image, avoids uncreative conflicts and realizes that the justice is not calculcated with short-term. Civic virtue is another type of OCB and can be defined as the participation responsible for organizational meetings and other issues of governance. Civic virtue manifests itself in behaviors such as reading posted materials and organizational mails, attend the meetings and discuss the issues of personal time. The demographic factors are many and varied and the most important of which are gender, marital status, education and organizational security (Ho et al., 2017). Few studies have thoroughly examined the factors that influence the OCB of employees in organizations in general (Abu Nasra, 2020) and educational organizations in particular.

1.1. PREVIOUS STUDIES

Below we present some studies according to the researchers' knowledge that crystallized organizational citizenship behavior as a theoretical framework that can be relied upon in rooting the subject of our research:

Choi & Sy (2010) provide a study to investigate the effect of demographic faultiness and conflicts in small work groups. They stated that organizational researchers and scholars are recently shifted their attention to examine the OCB as a phenomenon on the level of the group. Depending on the input and intermediate results model to the group's performance, they examined the antecedents and medium operations that forecast OCB on the level of group in small work group. The study results based on the data of 62 companies represent varied set of industries showed that the demographic faultiness based on relations oriented attributes (gender, age and race) and feature associate with task have differentiated relationships with the task, relationships and conflict that mediated the relationships between the faultiness and the group results. Each entity which interfere with skills and relationships predicting negatively by the performance of group. Nevertheless, tasks conflict led to increase GOCB while conflicts in relationship led to its decrease. The study provides an evidence to the relationships between demographic faultiness lines, different group operations and the variables of results in natural working groups.

Aftab et al. (2020) provide an investigational study about the moderating effect to the relationship between organizational commitment and organizational citizenship behavior atuniversity teachers in Pakistan. The study aimed to investigate the organizational commitment relationship with organizational citizenship behavior for university teachers. In addition, the study studied the gender moderation on the association of organizational citizenship behavior with organizational commitment. Although different studies have realized the demographic variables are considered an introduction to organizational citizenship behavior, only a few studies realized the moderation of social type on the association between organizational commitment and organizational citizenship behavior. This gap in the literature will be filled by providing more ideas. The study used a questionnaire to measure the organizational commitment of teachers. The results showed that organizational commitment positively predicated organizational citizenship behavior. The moderation analysis

showed that it is on the high level of organizational commitment and the variables of organizational commitment with female teachers showed higher commitment than male teachers. In terms of the differences between the two genders, female teachers registered higher organizational commitment levels and citizenship behavior compared with male teachers.

Yadav & Kumar, (2017) studied organizational citizenship and the relationship between two genders. The study's methodology used the Multiple Group Confirmatory Factor Analysis (MGCFA) approaches. The study searched the observed association between the clarity of the role and organizational citizenship behavior, and the supervision implemented on this relationship according to gender. The study data has been collected from 272 executive managers of the administrative development programs in different public and private Indian organizations. The study used various statistical tests, including chi-square, sub-group analyses, multiple groups confirmatory factor analysis, and latent mean approach. The results showed that clarity of the role is associate positively with all dimensions of organizational citizenship behavior. Four of five signs refer to the moderation of gender. Women got higher degrees on the role clarity relationship with altruism, courtesy, and conscientiousness, and men showed higher role clarity–civic virtue relationship. The study discussed the scope and future researches.

Allen (2006) provides a study to examine the relationship between citizenship behavior and gender with organizational reward regarding salary and promotion. In addition, the gender of the employee has been selected as a supervisor. The data taken from 440 individuals employed in different places showed that individuals who repeatedly informed about their participation in OCB directed towards OCBO stated that they received more promotion. Measurement developed by Williams and Anderson (1991) has been used as a base to evaluate OCBI and OCBO. The measurement of Williams and Anderson consists of seven elements for each sub-measurement. The study added one additional factor to OCBI measurement. Two different features were added to OCBO measurement. The results showed an interaction between OCB directed towards individuals (OCBI) and OCBO. In particular, OCBI is increased and OCBO associated with low promotion averages is

decreased. The study also discussed the impacts resulting from individual functional development.

Lee et al. (2011) studied employees' preferences to the wages associated with performance. The researchers mentioned that studies focused on wages associated to a high extent with the implementation results of PRP in western context. The study searched the predictions of employee preferences for PRP and consequences of OCB in Japan whenever the salary is based on seniority and teamwork. The study sample included 155 salespersons in electrical devices manufacturing company that was moving from a compensation system based on seniority into a compensation system based on PRP. The preferences of PRP have been measured by eight elements designed to know the extent of employee's preferences to the compensation system based on PRP than the payment system based on seniority. Seven parts have been used and developed by Marsden and Richardson (1994) to evaluate the opinion of employees about PRP of wages based on seniority. The results of hierarchical regression refer that employee preferences to PRP are associated with competitive ability and professional commitment and age category of employees who joined the labor before the explosion of the economy in Japan. There is no statistical relationship between PRP and OCB's preferences in the analysis of hierarchal regression despite that both of which associate significantly and positively on the reverse of our expectations. Also, the study discussed the effects resulting from international human resources.

Mitonga-Monga et al. (2017) studied the effect of age, education, and organizational tenure on the organizational citizenship behavior in developing countries. The sample of study included 839 permanent employees work in rail way stations in the Democratic Republic of Congo. The participations of study participated in a questionnaire about organizational citizenship behavior and provided demographic information. The study data has been analyzed using multiple regression and T-test of independent samples to determine the impact of demographic variables including age, education, and organizational tenure on OCB. The study results showed that OCB have significant effects and that age, education and organizational tenure have significantly differed in their effect on OCB. The results provided evidence that the

demographic variables influence on the behavior of employee must be taken into account in the context of cultural interferences and employment practices.

Mohammad et al. (2010) studied the behavior and commitment of organizational citizenship. The goal of the study was to investigate the effect of age and organizational tenure on OCB and organizational commitment in the context of higher educational institution in Malaysia. A survey method has been implemented to the teaching staff members in one of the governmental universities in Malaysia. The study results showed that the demographic variables in terms of age and organizational tenure positively predicated the OCB and organizational commitment.

Ibrahim et al. (2015) provide a study about the readiness of organizational citizenship behavior. The study was implemented on the local government employees in the southern region of Malaysia who suffer from increasing compliances from the public who express dissatisfaction about what is considered lousy service quality by the local government. The study seeks to achieve the effect of demographic factors such as gender and the type of organization (city council, local council and district council), organizational seniority, and dyadic tenure towards organizational citizenship behavior readiness in local government agencies in the Southern region of Malaysia. The data has been collected from 222 employees who work in nine governmental agencies in Malaysia using an applied random sampling approach. The use of SPSS 20 has employed inferential statistics of t-test and ANOVA test. The study results showed that the dyadic tenure and organizational type have a high effect in increasing the behavior of employees' organizational citizenship. It is found that gender, supervisor gender and seniority are crucial and equal between these respondents. It is impossible to assume the generality of these results. It is highly recommended to cover higher geographical areas in all parts of Malaysia to make results more beneficial. The experimental results provided support that these demographic factors may have a high impact on raising organizational citizenship behavior. Thus, management must make advance procedures to guarantee the desired goals and instill public confidence in various services provided by the local government.

2. CHAPTER TWO: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

2.1. THE CONCEPT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Although everyone agrees on the existence of OCB, there is much less agreement on the theoretical basis for these preferred behaviors. Organ (1977) formulated the term OCB through his initial attempt to understand the behaviors which have not been named yet as they are considered better representation to the performance in the model of “satisfaction-causes-performance”. This research represents a result of a number of studies that study many predictors for OCB such as functional satisfaction, organizational commitment and justice perceptions. Many researchers discovered in meta-analyses studies that variables of positions, for instance, satisfaction, fairness and commitment, are the stronger relationships with OCB (Williams & Anderson, 1991; Podsakoff et al., 1990; George, 1991; Niehoff and Moorman, 1993; Organ, 1995 and Moorman & Blakely, 1995). Nevertheless, searching about the indicators of personal prediction for OCB were not inconsistent where studies failed to repeat the results across samples (Organ, 1994; Priskila and colleagues, 2021). Also, OCB has been classified as “affiliative and promotional” behaviors which refer to the desire of the actor to preserve a relationship with the goal (Dyne, et al, 1994). On the other hand, others depicted OCB as socially desired behavior.

According to (Walz & Niehoff, 1996) (Abdulkaber. i. a. Elsteel, 2021) OCB represents a set of desired organizational behaviors which show multiple dimensional relationships with positive organizational results. Nevertheless, there was a lack in the suitable work framework to understand terms to understand the reason for the occurrence of OCB. Historically, each new study and, in some cases found support for new underpinnings of OCB. However, there is no convergence for the antecedents in understating the foundations of OCB. Here, it is said that lack of closeness to search about ancestors does not belong to the measurement issues. Instead, OCB has been studied as a motivation to enhance organizational performance besides other recognized organizational variables. To investigate the contribution of employees in organizational performance, researchers examined OCB in terms of organizational commitment, functional satisfaction or procedural justice. Moreover, researchers failed to determine the reason for employees' participation in OCB in organizational context.

2.2. DEFINITIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

While it is recognized by the readiness of participants to exceed the official obligations imposed by their positions as an essential element in effective organizational performance or instance, for more than fifty years ago, Barnard (1968) mentioned that the desire of individuals to contribute by collaborative efforts of the organization was necessary to achieve the organizational goals effectively. Furthermore, Barnard said that it is necessary to spend efforts not only for the performance of employee that contribute to the goals of organization but also to preserve in the collaborative system. It is not possible to interpret these behavioral differences by ability differences.

Uplifting the organization by exercising discretionary ownership could be interpreted as maintaining the organization. Regarding the cooperative system, (Katz & Kahn, 2015) expanded on this point. They argued that the system may fail in any organization if not for the employees' "countless acts of cooperation". Also, they mentioned that intensives which motivate similar spontaneous and unplanned contributions differ from those that motivate task proficiency. Many types of research were subsequent in this field. There are many experimental studies were motivated by various work behavior constructs (e.g., pro-social organizational behavior (Brief & Motowidlo, 1986), organizational spontaneity (George & Brief, 1992), but the most attended one are OCB (Organ, 1977) and contextual performance (Borman & Motowidlo, 1993). According to Organ (2013), the behavior of individuals in OCB is optional. The formal reward system does not directly or explicitly recognize this behavior. Still, it contributes to the organization's overall effectiveness. (Katz & Kahn, 2015) took note of employees' extra-role behaviors. Katz observed that employees are willing to go above and beyond to achieve organizational goals. Organ based his OCB construct on both the concepts of (Barnard, 1968) and (Katz & Kahn, 2015).

Although many researches were implemented in this field, the arguments are continued about the accurate definitions of OCB activation. This part belongs to the fact that most OCB research concentrate on understanding the relationships between OCB and other constructs instead of carefully choosing the heart of the construct itself. Regardless, one of the distinguishing features is that supervisors cannot ask their subordinates to enforce them on the performance of OCB. Likewise, employees do not

expect an official reward in exchange for these appreciation behaviors. Nevertheless, as (Organ, 2014) mentioned, supervisors look regularly and reward OCB showed by their subordinates directly or indirectly for preferential treatment, performance evaluation, rewards, etc. There is another main appreciation, especially in pioneer job of Organ (2013) on OCB. These behaviors are always internal motivation that arise from inside and supported by the individual's need to the feeling of accomplishment, efficiency, and affiliation.

Organ (2013) argued that OCB differs from associated constructs developed by organizational researchers, such as organizational commitment. While OCB has been experimentally related to organizational commitment, it is necessary to notice that OCB refers into specific category of employees behavior, whereas organizational commitment is basically depended on positions as originally activated in organizational commitment questionnaire (Mowday et al., 1979) and it is measured by searching about employees notice. Organ provided a unique contribution by determining a category of employee job behavior which can be achieved in his relationship with functional satisfaction between other variables effectively by searching about important behaviors practically in workplace associate with functional positions of an employee. In addition, Graham & Van Dyne (2006) defines OCB as the behavior that benefits the organization and exceeds the current role's expectation. Organ (2014) suggested that this definition has not provided more clarity referring o the functional role of the individual on the role he expected by the sender and its communication. Accordingly, the sender's role is less or more than the actual requirement of the job. Therefore, the definition of role theory puts OCB or ERB in a phenomenology world where it cannot be monitored and completely automatic. The differences between antecedents and behaviors become unclear, and the eyes of the beholder depend entirely on the eyes of the beholder.

Motowidlo et al. (2018) suggested another concept associate with OCB and called “contextual performance” which contribute in organizational effectivity by shipping the organizational, social and psychological context that works as a motivator to the activities and operations of skills. As a reverse with the task performance (which means the effectivity performed by job incumbents contribute in the technical foundation of the organization), these researchers defined “contextual performance” as

behaviors where employees engage in many work behaviors outside the scope of the task. There is classification for the contextual performance and includes preserving with enthusiasm and effort to complete the activities associate with success and volunteer to complete the important activities which are not a part of the job, help and collaboration with others. Scotter et al. (2000) suggested dividing the contextual performance into two narrower constructs: "interpersonal facilitation" and "job dedication," and they are analogous to Organ's factors directed organizationally, respectively (which will be discussed under the section of Dimensions of OCB). Nevertheless, Organ (2014) proposed the construction of contextual behaviors. Motowidlo et al. (2018) suggested a more tenable definition of OCB. The contextual behaviors support the wider organizational, social, and psychological environment in which the technology plays instead of the technical core itself. (Motowidlo et al., 2018).

This definition does not influence by the actor's discretion or his intention. This definition assumes that behaviors support the organizational, social and psychological environment instead of the technical core. There is not specific supposed motivation to the actor, and no conclusions are concluded. There is always a specific need surrounding the hazy line between what is listed and not included in the core technique. It is almost confirmed that this ambiguity will continue. As followed idea to the different definitions of OCB, differentiation between in and additional roles to desired discretionary work represents a problem. Consequently, the solution is to determine OCB in terms of contextual performance. When this is done, the two constructs become almost compatible.

Organ (2014) expressed a similar point of view about the use of OCB in future researches. Recent studies and research identified the main weakness point in this line of OCB research (Podsakoff et al., 2000). Researchers argued that literature was interested in understanding the relationship between OCB and other constructs more than its interest with accurate definition to the nature of citizenship behavior itself as more interested in understanding the relationship between OCB and other constructs than its interest with accurate definition the nature of citizenship behavior. Podsakoff et al. (2000) warned that if we do not consider more interest in the conceptualization of OCB and its measurements we risk the development of literature that will have less

value in the field in the long term. So, by discussing the dimensions of OCB, it is possible to clarify the OCB concept better.

2.3. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

McClelland, (2010) stated that understanding OCB is achieved better by displaying OCB as behaviors based on motivation. The research of McClelland suggested that each person has a specific level of accomplishment, affiliation, and strong motivations. Accomplishment motivation motivates people on the performance with high level of discrimination in order to complete a task, challenge, or competition. The affiliation motivation encourages people to make relationships with others, preserve and fix. The strength motivation motivates people towards strength positions through they can practice control on a job or the behavior of others. Ann et al. (1983) defined organizational citizenship behavior as with two dimensions: altruism and general compliance.

The helping behavior directed to specific individuals is denoted as altruism. When people suffer from specific problems, they need help or ask for help. People who believe in altruism go above and beyond to help them. The other type of citizenship behavior is general compliance, and it is impersonal conscientiousness: performing correct and suitable things for their benefit and not for any person in particular. The behavior of organizational participants exceeds more than any lower executable standards. Employees willingly go far beyond the mentioned expectations.

In an attempt to define the organizational citizenship behavior widely, Organ et al. (2013) highlighted five specific classes of discretionary behavior. They explained each one of them in organizational efficiency as follows:

- Altruism (for example, helping new colleagues and giving an individual his time freely to others) is usually directed towards other persons. Still, it contributes to the group's efficiency by enhancing the individual performance.
- Conscientiousness (for example, the effective use of time and goes far from the most minor level of expectations) enhances the efficiency of individual and group.

- Sportsmanship (for example, avoiding compliance whining) increases the amount of time spent in the organization in constructive efforts.
- Courtesy (for example, advanced notifications, reminders, and transfer associated information) helps prevent problems and promote the effective use of time.
- Civic virtue (for example, service in committees and attending the functions voluntarily) promotes the organization's interests.

The experimental researches about the dimensions of OCB resulted from contradictory results. Although only few researchers succeeded in determining four types of OCB, the weight of analytical evidence of the factor refers to a structure of two factors (Blakely et al., 2005). Karriker & Williams (2009) discovered a two-dimensional definitions of OCB: 1) benefits back to the whole organization, such as the voluntary to work in OCBO committees and 2) benefits for individuals inside the organization such as altruism and personal help. Recently, (Skarlicki & Latham, 2009) investigated the OCB in a university environment where their data supported structure with two factors named OCB.

Two separate analytical studies detected that the construct does not include five distinctive dimensions or even two, but instead, the one dimension includes all sides of OCB. In other words, benefits back to the organization and benefits for individuals unify to constitute bipolar construct (Dipaola & Tschannen-Moran, 2001). Since entering the OCB in organizational researches by (Organ, 2013), it has been tended in terms of positive contributions of colleagues and organization, which means effective positive contribution. In other hand, the operationalization of OCB points out a different image (Farh et al., 1997). In OCB measures, there are two types of organizational behavior where the first one provides contributions or positive effective commissions and the second one is refraining from engaging in harmful behaviors for others or one organization. This last behavior which is always referred as by the name of delete is negative behavior based on ethical base “do no harm” or more specifically "Do no harm through action" (Baron, 2018).

2.4. TYPES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Despite the emergence of other types of OCB in the literature such as encouragement, peacemaking, courtesy and organizational protection, the analysis refers that there are seven factors including different types of OCB: civic virtue, sportsmanship, self-development, helping, organizational loyalty, individual initiative and compliance (Organ et al., 2006; Podsakoff et al., 2000). Accepting unpredicted problems or changes in the job without compliance is an example on effective and constructive political participation in the organization (Hanson & Borman, 2006). Loyalty needs to promote and defend the organization for members and non-members (George & Brief, 1992). Self-development is defined as taking voluntary steps to enhance the skills and knowledge associated with job (Katz, 1964). Finally, the individual initiative needs to perform behaviors associated with skills that exceed what is expected (Podsakoff et al., 2000). Table 2 illustrates the seven behaviors of OCB. Although many evidence support supports the OCB model with seven factors, other classifications of citizenship behavior have emerged. For instance, divides each of OCBs into two categories: the behavior of organizational citizenship towards an individual for example the help, and the behavior of organizational citizenship towards the organization for instance, the civic virtue (Williams & Anderson, 1991). Another example is the three-tiered classification of OCB (Coleman & Borman, 2000): personal, organizational, and functional relationships. Citizenship between persons needs to help others. The organizational citizenship needs a high level of commitment by the job in addition to maximizing the performance.

Table 2: Types of organizational citizenship behavior

Types	Definition	Example Behaviors
Helping	“Helping others with, or preventing the occurrence of, work-related problems” (Podsakoff et al., 2000).	Assists overburdened coworkers (Organ et al., 2006). Aids in the orientation of new employees (Podsakoff et al., 1990).
Compliance	“[I]nternalization and acceptance of the organization’s rules, regulations, and procedures, which results in a scrupulous adherence to them, even when no one observes or monitors compliance” (Organ et al., 2006)	Work attendance is above average. Does not waste time engaging in idle conversation (Ann et al., 1983).
Sportsmanship	“[A] willingness to tolerate the inevitable inconveniences and impositions of work without complaining” (Organ, 1990).	Avoids whining about insignificant issues. Accentuates the positive rather than the negative (Podsakoff et al., 1990).
Civic Virtue	“Responsible, constructive involvement in the political or governance process of the organization” (Organ et al., 2006)	Making suggestions for workplace improvements. Expressing one's thoughts on work-related issues (Podsakoff et al., 2000).
Loyalty	“[A]llegiance to an organization and promotion of its interests” (Van Dyne et al., 1994).	Defending the organization in the face of criticism. Promoting the organization aggressively (Van Dyne et al., 1994).
Self-development	Participating in activities to improve one's knowledge, skills, and abilities (Organ et al., 2006).	Participating in non-mandatory training courses Staying up to date on developments in one’s field (George & Jones, 1997).

		(George & Jones, 1997).
Individual Initiative	“[E]ngaging in task-related behaviors at a level that is far beyond minimally required or generally expected levels” (Organ et al., 2006).	Always meets or exceeds work completion deadlines. Encourages others to share their thoughts and opinions (Moorman & Blakely, 1995).

2.5. THE IMPORTANCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Since (Bateman & Organ, 1983) introduced the construct OCB, numerous studies have continued to expand on this topic. Early in the research, it was clear that OCB positively affected work outcomes. Most of these early studies, therefore, focused on the positive effects and the predictors of OCB. Earlier studies, such as the one by (Ann et al., 1983), argued that OCB was an essential measure of organizational performance. Nonetheless, little empirical research had been conducted in the early years to demonstrate the direct effect of OCB on organizational performance. Later studies demonstrated that OCB has the potential to improve organizational performance. (Podsakoff et al., 1997) discovered that OCB had a significant positive impact on performance quantity and performance quality, which piqued the interest of industrial and organizational psychologists (Borman & Penner, 2001).

As more research on OCB emerged, the dimensions of OCB and how to measure them became more precise. Based on their findings, (Ann et al., 1983) identified altruism and generalized compliance as the two main dimensions of OCB. (Organ, 2013) later expanded on this viewpoint, determining five dimensions of OCB: conscientiousness, altruism, courtesy, sportsmanship, and civic virtue, which could be further subdivided into two dimensions, OCBI and OCBO (Williams & Anderson, 1991). OCBI assesses all pro-social behavior directed toward others, while OCBO assesses all organizationally beneficial behavior. Both dimensions of OCB contribute to an employee and organizational productivity. Several studies have found that OCB has various positive effects on employee and organizational performance outcomes (Tambe & Meera, 2014). As a result, employees who perform OCB are critical to organizations.

Previous research on OCB, its dimensions, and positive outcomes has laid a solid foundation for future research. As a result, it is becoming increasingly interesting to investigate the antecedents of OCB and how to maximize them. Knowing more about these antecedents and how to maximize OCB predictors could be beneficial to all types of organizations. For example, this knowledge could assist organizations in increasing their workers' adaptability and overall work effectiveness (Gyekye & Haybatollahi, 2015).

Despite the various definitions and categorizations of organizational citizenship behaviors, the entire researchers agree that they are a heterogeneous construct with several dimensions encompassing various behavior classifications. The OCB concept is derived from the principles of interpersonal relations theory, where the organization is treated as a "kind of social system—a type of social organization in which certain informal norms and rules of coexistence apply." They occur outside of formal procedures, forming societies directed by particular developed values distinguished by recognized values of collaboration, atmosphere, and so on. Schmidt (2014) defines formalized. As a result, organizational citizenship behaviors that fall into this classification work as an example of a positive system that promotes an organization's development. In spite of the fact that OCBs are, by definition, voluntary, uncontrolled behavior, their significance can be seen in the organization's operations. OCBs can also impact an organization's effectiveness by decreasing differences in the quality of responsibilities conducted and the outcomes obtained (Podsakoff & MacKenzie, 1997). They are increasing the productivity of coworkers and bosses, releasing resources for more productive uses (Ann et al., 1983).

It is thought that OCB has many advantages for each organization and individual. For instance, the meta-analysis of the consequences of OCB found that OCBs are associated with a varied set of results on the individual level, including the administrative evaluations of employees, allocations decisions of rewards, work and job withdrawal (absenteeism, actual turnover, and turnover intentions) (Podsakoff et al., 2009). Also, OCBs are associated with a varied set of organizational level results, productivity, efficiency, cost provision, customer satisfaction and unit level turnover. Although there is a possibility of negative outcomes such as a conflict between work and family, burden of roles, work pressure, the current researches refer that the

behavior of organizational citizenship in general is helpful to the conductor, other organizations, members, and the organization itself (Bolino & Turnley, 2005; Halbesleben et al., 2009).

2.6. EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

2.6.1 Effects of Organizational Citizenship Behavior at the Individual Level

In this section, we examine the links between OCBs on the individual level, such as performance evaluation, reward allocation decisions in addition to a variety of activities associated with withdrawal of employees (for instance, employees' turnover intentions, actual turnover, and absenteeism) (Podsakoff et al., 2009).

- **Effects on Performance Evaluations and Reward Allocation Decisions**

Managers may include OCBs in the evaluations of their performance and decisions of performance allocations for a set of reasons (Podsakoff et al., 2000). Managers may realize that OCBs such as help, civic virtue, and sportsmanship make their jobs easier. If that is the case, managers probably do the same (Homans, 1961) by providing higher performance evaluations and more organizational rewards for employees who exhibit OCBs. Moreover, since OCBs are more volitional than performing tasks, they can be used by managers' indicators on the extent of the employees' motivation to make the organization more effective (Shore et al., 1995). Therefore, OCBs may represent as behavioral signs to the commitment of employees in the success of the organization which are taken into consideration by managers when evaluate the performance of employees. Finally, Lefkowitz (2000) confirms that managers prefer employees who exhibit OCBs, and this preference influences the evaluations of managers' performance and decisions of rewards allocations. All the previous arguments refer that employees with higher levels of OCB must obtain better evaluation performance and rewards more than those with fewer levels of OCB. This agrees with experimental evidence that similar behavior of OCB is associate positively with each performance evaluation and decision making in terms of recommendations of rewards (Allen & Rush, 1998).

- **Effects on Employee Withdrawal Behaviors**

Chen et al. (2005) argued that OCBs are relative evaluation forms of behavior. Therefore, low or discretionary levels of these forms may refer to the withdrawal of employees from the organization. Several studies found that OCBs are negatively associated with turnover intentions of employees and actual turnover of employees, which is compatible with these expectations (Mossholder, 2005). Although the study of (Chen et al., 1998) is restricted on the effect of employees turnover and the intention of their turnover. It is necessary to notice that their theoretical concept must also be applied to other types of withdrawal behaviors including absenteeism of employees. In fact, the individual expects that employees with low OCBs have less attendance on the job.

2.6.2. Effects of Organizational Citizenship Behavior at the Unit and/or Organizational Level

It is expected that OCBs have many effects on the unit or organization results and the results on the individual level. In this section, we will examine hypotheses about three types of results that have been studied in the literature: (a) organizational effectiveness; (b) customer satisfaction; and (c) group- or unit-level turnover (Podsakoff et al., 2009).

2.6.2.1. Organizational Citizenship Behaviors and Group- or Unit-level Effectiveness

Many researchers provided the reasons which make OCBs may enhance measures of organizational effectiveness on the level of unit or organization (Podsakoff et al., 1997; Organ, 2013). For example, employees with experience who exhibit OCBs may increase the productivity of colleagues with less experience by showing the robes or educating them on the best practices. Likewise, employees who practice the civic virtue may provide useful suggestions to their managers that work to enhance the unit effectivity, decrease costs, and save the time of manager to perform more productive tasks such as strategic planning. Finally, OCBs may work to enhance the team sprite, morale, cohesion, decrease the time and energy spent on the maintenance functions, enhance the organization's ability, and enhance the

organization's ability to attract the best talents. More studies found that OCBs are associated positively with various sets of organizational effectivity measures and units, including production quantity, efficiency, profitability, and decreased cost.

2.6.2.2. Organizational Citizenship Behaviors and Customer Satisfaction

Yen & Niehoff (2004) observed that in addition to the effect of OCBs on the measurement of organizational effectivity, they might also affect external effectivity measures such as customer satisfaction. It is argued that employees who show altruism must encourage teamwork and collaboration between job colleagues. This promoted collaboration must allow the team to provide their products or services more effectively, which leads to increased customer satisfaction. In addition, they mentioned that employees with more conscientious and courteous must increase customer satisfaction because these employees will be more informed by the product and service of the company. Finally, Yen and Niehoff confirmed that employees who show civic virtue or voice behavior by suggesting methods to enhance customer service must increase customer satisfaction. Employees who help the team to deal with conflicts effectively and avoid the submission of trivial compliance must help the team to focus its energy on the activities associated with customer service which leads to increased customer satisfaction. In line with these arguments, Yen and Niehoff found that OCBS was associated with customer satisfaction in studying 26 branches of Taiwanese retail banks.

2.6.2.3. Organizational Citizenship Behaviors and Group or Unit Turnover

Many OCBs which happen in organizational environments aim to help or support colleagues or peers. Employees who help a colleague who faces difficulty in the job or has fallen behind because of disease help or provide support to him. Employees who engage to solve conflicts between work colleagues also help them to deal with their conflicts more effectively. It is expected that this behavior promotes stronger relationships between the group members decreasing the probability of their leaving the group. There are high amount of evidence that OCBs are associated with group cohesion and that group cohesion is associated with employee turnover (Podsakoff et al., 1996; Kidwell et al., 1997). Despite these relationships are supposed as evidence on group cohesion which may lead to OCBs, almost of this study has been

conducted by the use of cross-sectional designs and it may also provide support to the reverse causal ordering. This means that groups that exhibit OCBs must enhance the cohesion of the group members and desire to stay as members of the group. This line of thinking is compatible with the argument of (Chen et al., 1998) who mentioned that we can expect higher levels of OCB in the groups (or organizations) with less levels of employees turnover because interaction between employees with high levels of OCB are probable to promote the effectivity of the group and its cohesion and lead to decrease the voluntary turnover (Chen et al., 1998).

2.7. Ancestors of Organizational Citizenship Behavior

The following vital antecedents of OCB have been identified depending on the literature review of others and can be discussed as follows (Hannam and Jimmieson, 2002; Jahangir et al., 2004; Lok et al., 2007; Meyer et al., 2016):

- **Role perception:** Includes each role ambiguity and role conflict, which is found to be highly negatively associated with OCB. In other hand, the clarity of the role is positively associated with the role facility.
- **Individual disposition:** includes the personal variables associated with the workplace such as positive emotion, negative emotion, agreement, and conscientiousness. Despite non-mentioning the personal variables related to personallity features such as openness to change, extraversion or introversion on the change of OCB literature, it is thought that important when dealing with job colleagues or customers. In the highlight of specific circumstances, extraversion and introversion must coexist.
- **Fairness perceptions:** procedural and distributive justice are important ingredients to realize fairness. Procedural justice refers to whether the employees think that taking the organizational decision is free of bias, while distribution justice refers to the reward planning followed in the organization according to their service period, reasonability, or work burden. Each of them is associated with OCB positively.
- **Motivation:** According to the study results, motivation plays an vital role in strengthening the OCB. Management can help organize the efforts between the teamwork by encouraging employees to participate effectively in decision making. Accordingly, the effectiveness and efficiency of the organization will be enhanced.

Nevertheless, motivation is considered a less critical antecedent for OCB when the individual is progressed into a higher position in the organization.

- **Leadership:** it seems to have a high influence on the desire of the employee to participate in OCB. It has a positive relationship with OCB. Leadership works as one of antecedents of OCB and works to enhance the spirit team, spiritual and cohesion of employees, which lead to organizational commitment. Also, it has an indirect effect on employees' perceptions of justice in the workplace.
- **Job satisfaction and organizational commitment:** it has been detected that job satisfaction has a positive relationship with job performance and OCB, which may help reduce employee absenteeism, turnover, and psychological distress. Satisfied employees about their job are more subject to join OCB. Besides the job satisfaction, emotional job commitment has been determined as an indicator on OCB. Jimmieson et al. (2010) define emotional commitment as a strong belief to accept the organizational goals and a strong desire to stay as a member in the organization.
- **Employee age:** various researchers found that younger employees are more flexible to organize their needs with organizational needs. In comparison, older employees are more rigid in modifying their needs with the organization. Therefore, younger employees and older employees may have different situations towards themselves and others. These differences may lead to increase strong different motivations for OCB between younger and ,more senior employees.

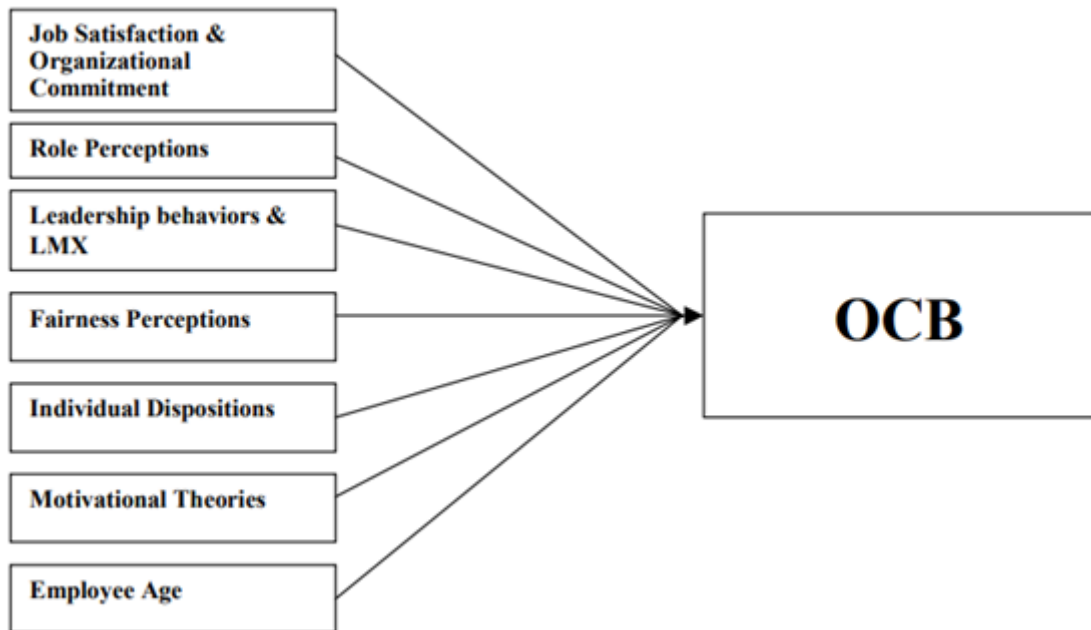


Figure 1: Antecedents of Organizational Citizenship Behavior (Jahangir, et al., 2004).

2.8. DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Many importance in the field of OCB comes from the pioneer thinking that it enhances the effectivity and organizational efficiency (Organ et al., 2005). Due to the importance of OCB for organizational performance, the researcher looked for determinants about this concept, and few of them were determined (Podsakoff et al., 2000). The researcher detected a broad set of OCB determinants. These are the variables of the case (such as organizational commitment, justice perceptions, and satisfaction), individual features (such as conscientiousness, positive emotion, and agreement), and workplace environment elements (such as leadership, organizational support, and task features).

2.8.1. Human Resources Practices

The practices of human resources constitute the perceptions of employees, positions, and behaviors (Wright, McMahan & MacWilliams, 1994). Currently, employees are seeing as a source of competitive advantage which organizations for competition in the market must highly focus. The extent to which the critical and unique employees do not only perform their tasks appropriately but exceed the call of duty too will determine the superior performance of the organization (Lee & Kim, 2010). The humanitarian values of employees will be reached by the high-performance practices of human resources. These values will be transferred that the organization is

interested by the happiness and ready to trust them. Therefore, organizations that apply human resource practice with high performance will be enabled to gain competitive advantage by the appreciation behaviors, which constitute an integral part of the job description. Still, it leads to organizational effectiveness if conducted by the employees. Sun (Li-Yun et al., 2007) detected that high human resource participation informed by information technology employees have indirect effects on OCBs by the emotional commitment and mediation in procedural justice. Morrison (1996) mentioned that any organization can promote OCBs by human resource management because human resource practices determine the tone and relationship conditions between the employee and employer. Nevertheless, no study has been conducted to determine the practices of human resource that can be used to elicit OCBs. So, based on the previous discussion, it is possible to predict that human resource practices will have a positive relationship with OCB.

2.8.2. Job Embeddedness

Job embeddedness is considered a new concept and refers to a wide set of forces whether in the job or society that may affect on the association of employee with the organization (Wijayanto & Kismono, 2004). It represents three sides that can be associated with the person's organization and society. These are the social connections, fitness, and sacrifice. The formal and informal connections between the person and organization and other persons as social connections. It connects the employee and his family with friends, society and physical environment where they live. Fit is the perception of an employee to be compatible with the organization and environment. The perceived cost of physical and psychological advantages where an individual must give up if he left the organization or society is denoted as sacrifice. Individuals with higher levels of embeddedness are more subject to engage in similar behaviors to OCB, which benefit the organization (Mitchell & Lee, 2001). In five private hospitals in Jogjakarta, the researchers examined the relationship between job embeddedness and organizational citizenship behavior. It is detected to the existence of a connection between job embeddedness of OCB. Lee et al. (2004) investigated the effect of merging the job on organizational citizenship, job performance, voluntary absenteeism, and voluntary turnover. They classified job integration into two sub-dimensions: embeddedness throughout the job and embeddedness outside the job.

Between both of them, it is detected that job embeddedness is highly expected the organizational citizenship. When the person is embedded in the job or socially engaged in the organization, he feels that he is an integral part of the social network and engages in citizenship behavior (Lee et al., 2004).

2.8.3. Employee Engagement

Employees' engagement became a familiar and known term (Saks, 2006). It is an interesting topic which has been searched during the last twenty years. Kahn (1990, 2010) is considered the father of employee engagement (Avery et al., 2007). He invented the first theory about personal participation associated with job engagement and disengagement. Employee engagement refers to the positive psychological circumstances which motivate employees to invest effectively in their role and embeddedness. Employee engagement can be defined as positive mental and satisfied status associated with a job and characterized by vitality, dedication, and absorption (Wilmar, Schaufeli & Bakker, 2001)

Engaged employees have a stronger connection with their organizations and engage in behaviors though which increase the organization's efficiency. Saks (2006) performed a survey that included 102 employees from different jobs and organizations. He divided the participants based on job engagement into two parts: job engagement and organizational engagement. He discovered a positive relationship between employee engagement and OCB in a study about antecedents and consequences of employee engagement. It seems that engaged employees show more approximation behaviors to enhance the organization and fulfill their role more effectively (Bakker, Evangelia and Demerouti, 2004). According to the previous discussion, it is probable that highly connected employees may engage in OCB.

2.9. CONSEQUENCES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

2.9.1. Employee Retention

In current organizations, top-level managers focus on employee retention because the personal and organizational costs of leaving the job are incredibly high (Mitchell & Lee, 2001). It is a business management term that denotes employers' efforts to keep employees on their payroll. Few studies (D. Meyer et al., 2007) found

that OCB dimensions such as altruism and sportsmanship improve an organization's ability to attract and retain top talent. Employee needs and motivation directly and indirectly relate to retention. Employees who exhibit altruistic behavior assist one another in the workplace, resulting in healthy interpersonal relationships among employees. As a result, a positive work climate and a healthy work environment are created. Employees who work in this environment are unlikely to leave the company. In addition, Sportsmanship and courtesy foster a positive working environment in which employees infrequently protest about minor inconveniences and reduce work-related conflicts with coworkers. All of these extra-role behaviors of employees contribute to the workplace being the best place to work and aid in the retention of employees.

2.9.2 Job Satisfaction

Job satisfaction measures employees' satisfaction about their job and work circumstances. In this regard, many studies detected that the dimensions of OCB, such as altruism and conscientiousness, may enhance employees' satisfaction in the organization. When employees with experience show altruism in their behavior by providing consultancy for employees with less experience about the effective tools to perform the job, it enhances the performance of employees with less performance. In contrast, the employees who show behavior require less supervision and allow managers to assign more responsibility to them (Podsakoff et al., 1997). Positive interpersonal relationships will be formed among employees due to altruism and courtesy, and they will remain satisfied in the organization. As a result of the preceding discussion, a positive relationship between OCB and employee satisfaction can be predicted.

2.9.3. Absenteeism

Absenteeism is defined as the characteristic absence from work. According to (P. M. Podsakoff et al., 2000), "although we are not aware of any similar research on the relationship between OCB and other forms of withdrawal behavior, such as lateness, absenteeism, and tardiness, we would expect a similar pattern of effects." Several studies conducted by (Zafar, 2003) and (P. M. Podsakoff et al., 1997) supported the notion that increased levels of OCB lead to lower absenteeism.

According to (Van Scotter & Motowidlo, 1996), OCB demonstrates an employee's keenness to participate actively in the organization and interact with other employees. However, absenteeism denotes withdrawing from organizational work tasks and the social environment (Viswesvaran, 2002). Both behavioral features point to a negative relationship between the two constructs. Employees with a high proclivity in OCB dimensions such as conscientiousness and civic virtue are very interested in the organization's development and survival and avoid unnecessary absences that could be detrimental to the organization. As a result, it is practical to believe a negative relationship between OCB and absenteeism.

2.9.4. Work-Family Conflict

The conflict between family and job is a conflict between roles where the role pressures are conflict between the fields of job and family mutually in some sides (Bolino & Turnley, 2005). It is conflict in the roles where the job role is conflicted with the requirements of family role (Greenhaus & Beutell, 1985). This happens when the field of time, energy and behavioral requirements to the role of one field are difficult to fulfill the requirements of other field (family or the job) (Bragger et al., 2005). The formal conflict between work and family always has negative consciences such as positions, behavior and health issues. When an employee helps others in the organization or works for long hours, he will dedicate less time for his family, leading to conflict between job and family. Bolino & Turnley (2005) detected a positive relationship between OCB and conflict between job and family, which were modified by the collaborative standards. Consequently, probably, OCB is positively associated with the conflict between job and family.

2.9.5. Role Overload

Role overload is known as the extent where the expectations of role exceed the time and available resources to be accomplished (Bolino & Turnley, 2005). It refers to the situation where employees feel they have very many responsibilities or routine activities in terms of available time, ability, and other restrictions (Rizzo et al., 1970). When an employee goes above and beyond the scope of his job, he must sacrifice time with his family, stay late at work, work on weekends, and so on. As a result, the individual is confronted with the issue of role overload. Employees who participate in

OCB may become overburdened due to their multiple roles and inability to manage them all at the same time (Pezil, 2010). Pezil (2010) performed a study on 85 employees and detected evidence of a positive relationship between OCB and role burden. The emotional commitment moderated the relationship. Organ & Ryan (1995) stated that the high level of participation in OCB might lead to increase the size of roles (Bolino & Turnley, 2005). As a result, there is an expected positive relationship between OCB and role overload.

2.10. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND GENDER AND SENIORITY

2.10.1. Gender

Several studies have looked into the effect of gender on OCB, but their findings have not been conclusive (Ho et al., 2017; Pavalache-Ilie, 2014). Some studies found differences in OCB levels between men and women that favored women, owing to differences in their value systems and social roles (Alexandra Beaugard, 2012; Kidder, 2002). Women maintain collaboration, empathy, mutual dependence, and preservation of good relationships with colleagues and managers while men autonomy the independence, reward, and promotion (Armania-Kepuladze, 2010). It is discovered that men are more likely than women to recognize their leadership potential (Appelbaum et al., 2003; Patel & Biswas, 2016). The scope of OCB in women is greater than with men where the features of female are foundations of OCB while men seek leadership positions (Patel & Biswas, 2016). According to (Eagly, 2013), the differences in men's and women's social behavior stem from their different social roles: women care for children and thus develop nurturing skills, while men build confidence and aggression skills. Therefore, women have higher levels of OCB than men. (Abu Nasra, 2020) discovered no link between gender and OCB in his research conducted in an Israeli health center. Similar results were found among teachers (Lev & Koslowsky, 2012).

2.10.2. Seniority

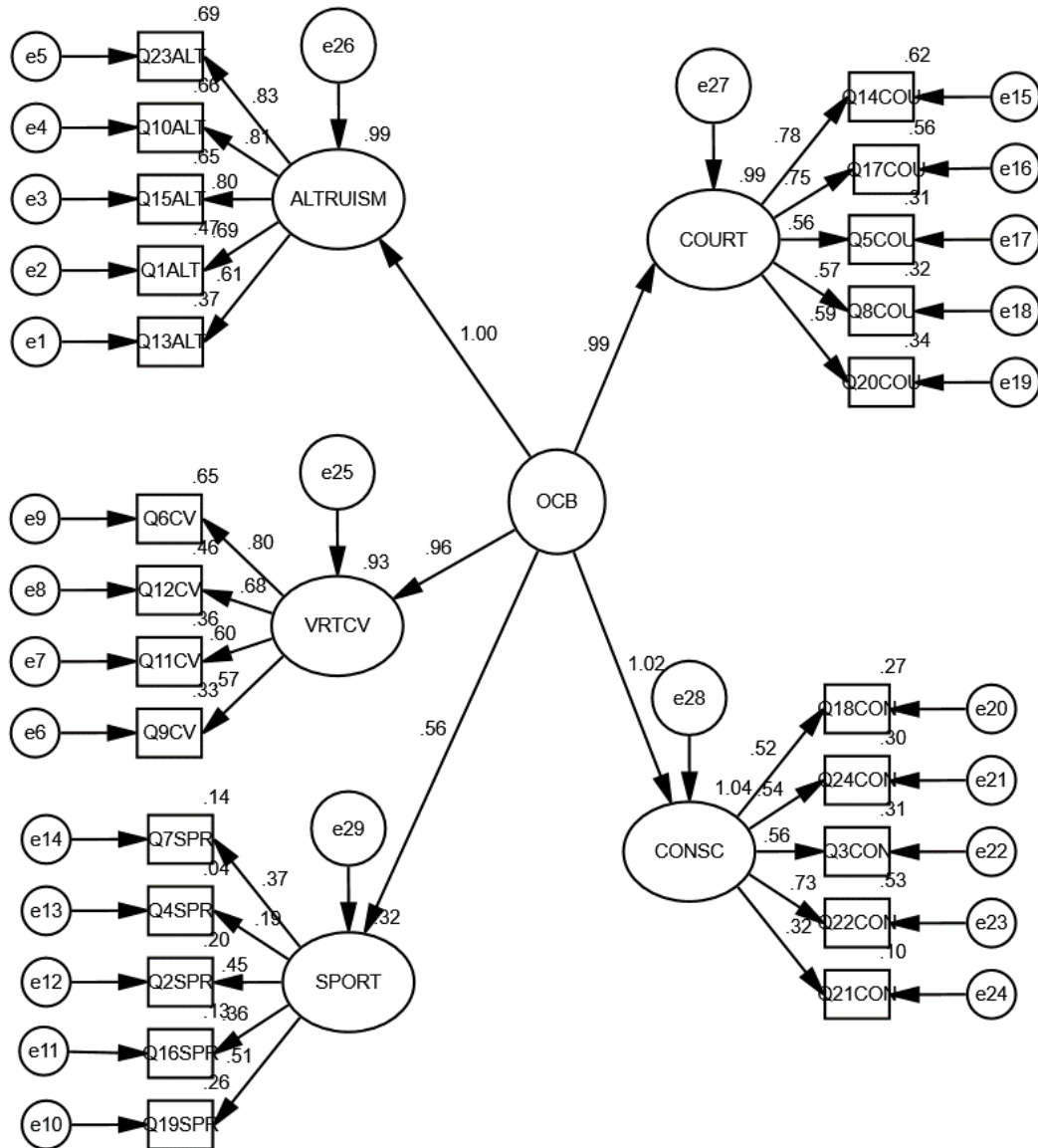
Few studies directly addressed the effect of seniority on OCB despite the fact that this factor is used directly and repeatedly as a control variable. It is found that there is a positive relationship between seniority and OCB which effected by the

establishment of relationship between the employee and organization. The senior employees recognize the organization and its needs and tend to contribute to the organization in a way which exceeds the job responsibilities (Graham & Van Dyne, 2006) (Kang & Ryan, 2016). Results associate the relationship between the seniority and OCB is contradictory. Polat (2009) provided a study on teachers and managers and detected that employees with less seniority have less OCB than employees with seniority, particularly conscientiousness and civic virtue. On the other hand, there is no study that discovered any relationship between seniority and OCB (Bozkurt & Bal, 2012).

CHAPTER THREE: FINDINGS, ANALYSIS

3.1. VALIDITY AND RELIABILITY OF THE SCALE

3.1.1. Testing Validity of a Five factors model of OCB (Confirmatory Factor Analysis CFA)



CMIN=417.242; CMINP=.000; DF=247; CMIN/DF=1.689; p=.000; RMSEA=.061; CFI=.905; GFI=.844

Figure 2: Confirmatory factor analysis model of OCB scale

3.1.2. Model Fit

To validate the factor analysis of the five subscales, confirmatory factor analysis that uses AMOS (V.24) Software is used. OCB sub-constructs are tested using the second-order confirmatory factor model. In this model, sub-constructs are regressed to the primary construct to validity using the maximum likelihood method Figure 3. Table 3 shows the confirmatory factor analysis indicators for the OCB scale.

Table 3: Confirmatory factor analysis indicators for OCB scale.

Name of the Scale	Comparative Fit Index (CFI)	Root Mean Squared Error of Approximation (RMSEA)	Result
<i>OCB</i>	.905	.061	Satisfactory model fit

Results show that the comparative fit index (CFI) score is .905, and the Root Mean Squared Error of Approximation (RMSEA) is .061. Standardized Regression Weights of OCB dimensions and items are revised below in post-hoc analysis.

Table 4: Standardized Regression Weights of OCB dimensions and items

OCB dimensions and item	Estimate
ALTRUISM <--- OCB	.996
VRTCV <--- OCB	.964
CONSC <--- OCB	1.019
SPORT <--- OCB	.565
COURT <--- OCB	.993
Q13ALT <--- ALTRUISM	.606
Q1ALT <--- ALTRUISM	.686
Q15ALT <--- ALTRUISM	.805
Q10ALT <--- ALTRUISM	.811
Q23ALT <--- ALTRUISM	.831
Q9CV <--- VRTCV	.573

OCB dimensions and item		Estimate
Q11CV	<--- VRTC	.598
Q12CV	<--- VRTC	.681
Q6CV	<--- VRTC	.805
Q19SPR	<--- SPORT	.505
Q16SPR	<--- SPORT	.364
Q2SPR	<--- SPORT	.451
Q4SPR	<--- SPORT	.188
Q7SPR	<--- SPORT	.372
Q14COU	<--- COURT	.785
Q17COU	<--- COURT	.752
Q5COU	<--- COURT	.557
Q8COU	<--- COURT	.566
Q20COU	<--- COURT	.585
Q18CON	<--- CONSC	.515
Q24CON	<--- CONSC	.544
Q3CON	<--- CONSC	.557
Q22CON	<--- CONSC	.727
Q21CON	<--- CONSC	.322

Table 4 Shows Standardized Regression Weights of OCB dimensions and items. Items Q16SPR, Q4SPR, Q7SPR and Q21CON have regression weights less than .4; therefore, they are excluded from further calculations of total scores of OCB dimensions (Hair et al, 2019).

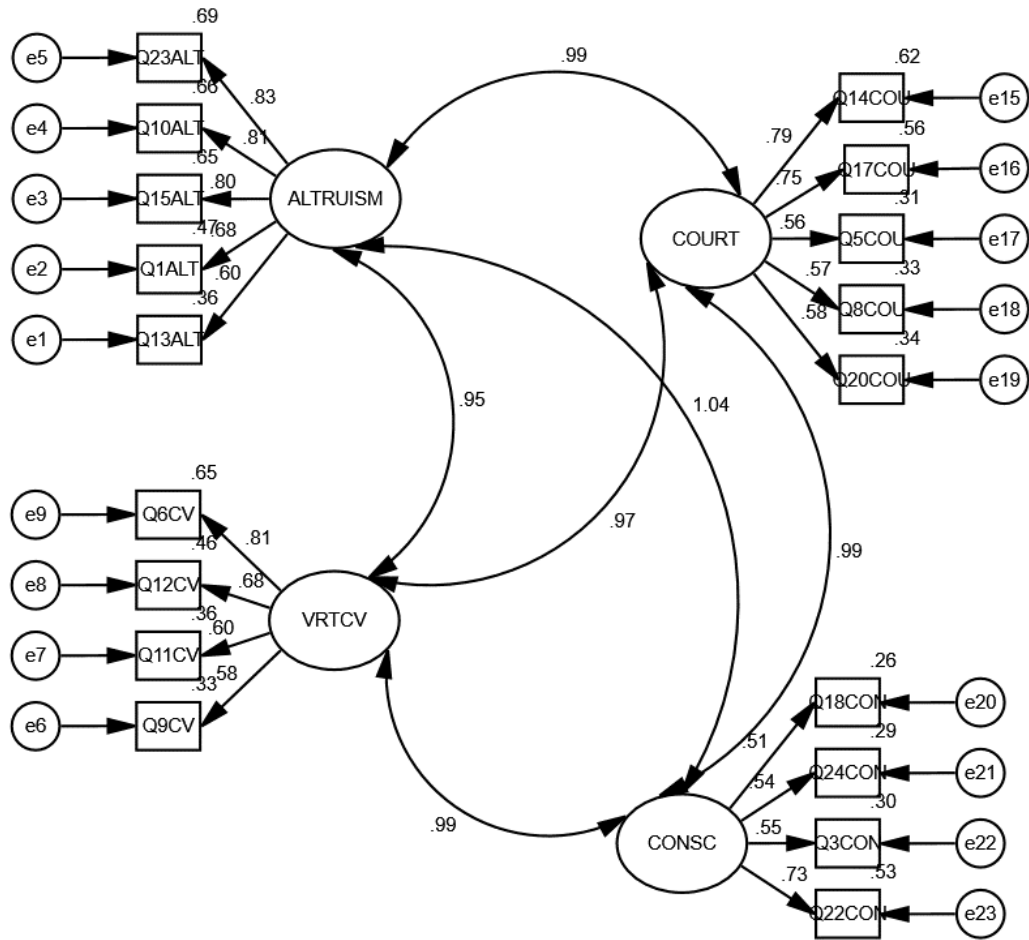
3.1.3. Reliability of Scales and Subscales

Table 5: Reliability Statistics of scales and subscales

Scale and sub-scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
OCB	.896	.902	20
<i>Altruism</i>	.861	.862	5
<i>Conscientiousness</i>	.670	.669	4
<i>Civic Behavior</i>	.759	.762	4
<i>Courtesy</i>	.773	.778	5
<i>Sportsmanship</i>	.292	.292	2

Sportsmanship sub-scale does not show satisfactory reliability, Cronbach's Alpha = .292, therefore it should be excluded from the model.

3.1.4. Testing Validity of a four factors model of OCB (Confirmatory Factor Analysis CFA of measurement model)



CMIN=219.415; CMINP=.000; DF=129; CMIN/DF=1.701; p=.000; RMSEA=.062; CFI=.945; GFI=.882

Figure 3: OCB measurement model

3.1.5. Model fit

After excluding the sportsmanship factor and sub-items, OCB is tested for fitting the model. In this model, sub-constructs are correlated to validity using the maximum likelihood method (Figure 4). Table 6 shows the confirmatory factor analysis indicators for the OCB scale.

Table 6: Confirmatory factor analysis indicators of Goodness of fit for OCB scale.

SRMR	CFI	TLI	GFI	RMSEA	CMIN	CMINP	DF	CMIN/DF
.044	.945	.934	.882	.062	219.415	.000	129	1.701

Goodness Of Fit (GOF) indices, Table 6 show a good fit. Standardized Root Mean Residual (SRMR) =.044, Comparative Fit Index (CFI)= .945, Tucker Lewis Index (TLI) = .934, and Root Mean Squared Error of Approximation (RMSEA) =.062. Goodness-of-Fit Index (GFI) is = .882 but according to (Hair et al, 2019, p:637), the development of other fit indices has led to a decline in usage of GFI. Results indicate satisfactory model fit.

3.1.6. Reliability of Scales and subscales

Table 7: Reliability Statistics of scales and subscales

Scale and sub-scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
OCB	.931	.933	18
<i>Altruism</i>	.861	.862	5
<i>Conscientiousness</i>	.670	.669	4
<i>Civic Behavior</i>	.759	.762	4
<i>Courtesy</i>	.773	.778	5

Table 7 shows reliability analysis for the Organizational Civic Behavior scale and sub-scales. The scale had satisfactory reliability, Cronbach's $\alpha = .931$. The sub-scales: Altruism, Conscientiousness, Civic Behavior, and Courtesy Cronbach's Alpha values are .861, .670, .759, and .773, respectively. Although the Cronbach's Alpha value of the Conscientiousness sub-scale falls below .700, the mean Inter-Item Correlation is satisfactory; .336 as it falls between the recommended optimal range for the inter-item correlation.2 to .4 (Briggs and Cheek, 1986). Results indicate that the scale and the sub-scales can be used to measure the indicated variables.

3.1.7. Descriptive Statistics of Demographic Variables

- Gender

Table 8: Descriptive statistics of Gender Variable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	120	65.22	65.22	65.2
	Females	64	34.78	34.78	100.0
	Total	184	100.0	100.0	

Table 8 shows descriptive statistics of Gender variables. Questionnaires were completed by (184) respondents, 65.22% (n = 120) are males, while 34.8% (n =64) are females. Figure 5 shows the percentages of these frequencies in bar chart.

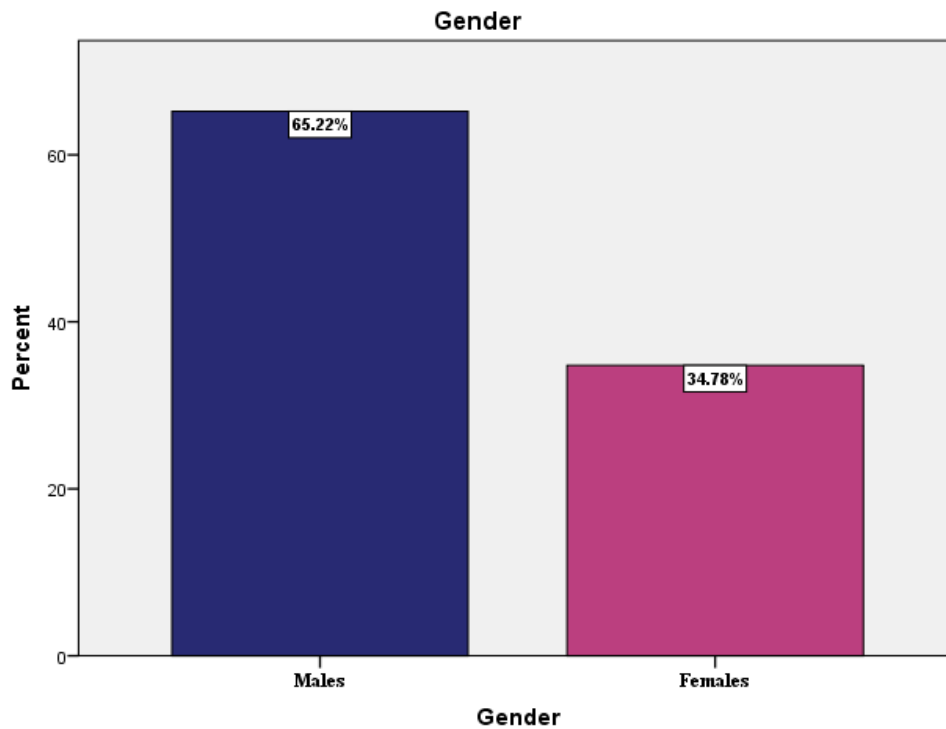


Figure 4: Frequencies and percentages of Gender Variable

- Age

Table 9: Descriptive statistics of Age Variable

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29 years	47	25.54	25.54	25.5
	30-39 years	74	40.22	40.22	65.8
	40-49 years	49	26.63	26.63	92.4
	50 years and above	14	7.61	7.61	100.0
	Total	184	100.0	100.0	

Table 9 shows descriptive statistics of Age Variable. There are (184) respondents, 25.54% (n = 47) are 21-29 years old, 40.22% (n =74) are 30-39 years old, 26.63% (n =49) are 40-49 years old and 7.61% (n =14) are 50 years and above. Figure 6 shows the percentages of these frequencies in bar chart.

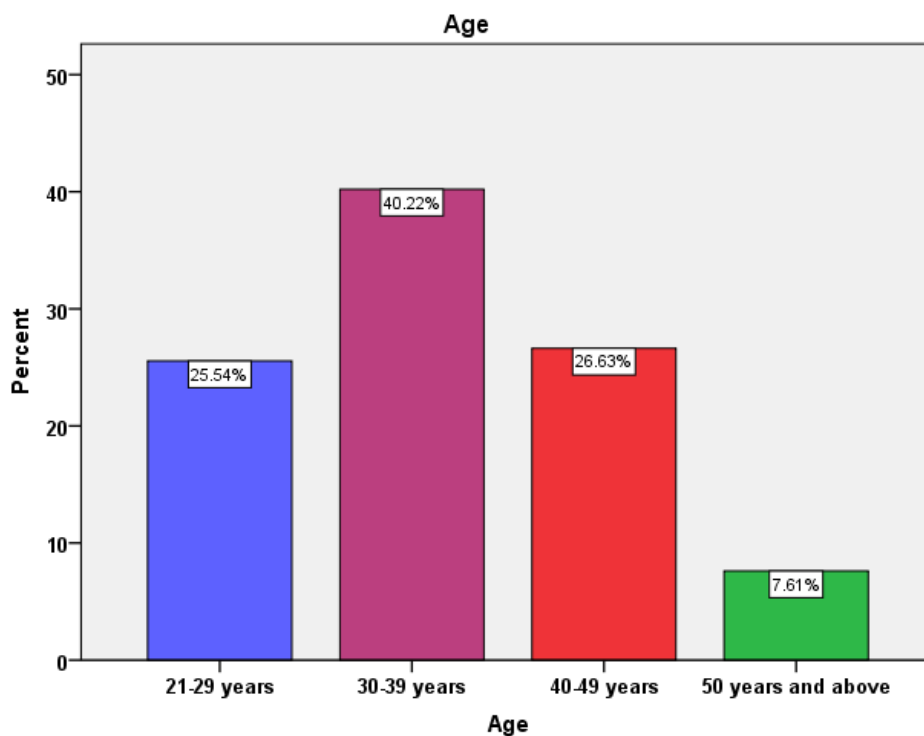


Figure 5: Frequencies and percentages of Age Variable

- **Education Level**

Table 10: Descriptive statistics of Education Level Variable

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School	12	6.52	6.52	6.5
	Graduate level	93	50.54	50.54	57.1
	Master's degree	57	30.98	30.98	88.0
	PhD.	22	11.96	11.96	100.0
	Total	184	100.0	100.0	

Table 10 shows descriptive statistics of the Education Level Variable. There are (184) respondents, 6.52% (n = 12) have Secondary School education, 50.54% (n =93) are Graduates, 30.98% (n =57) are master's degree holders and 11.96% (n =22) have PhD qualification. Figure 7 shows the percentages of these frequencies in bar chart.

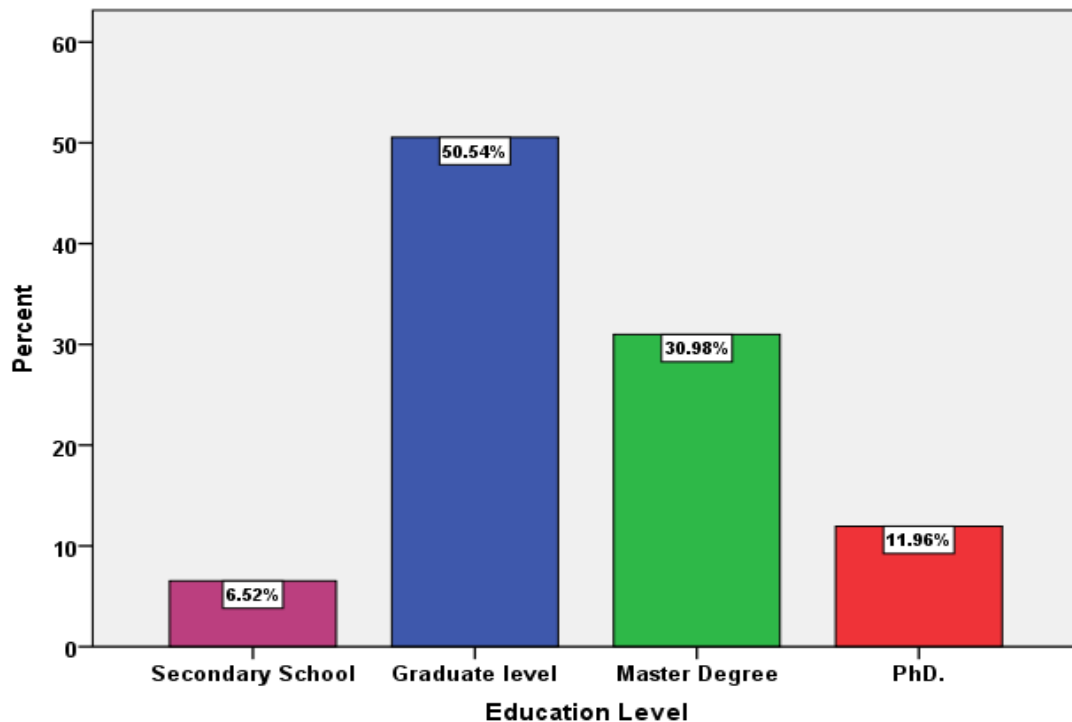


Figure 6: Frequencies and percentages of Education Level Variable

- **Experience**

Table 11: Descriptive statistics of Experience Variable

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	60	32.61	32.61	32.6
	5 to > 10 years	52	28.26	28.26	60.9
	10 to >15 years	30	16.30	16.30	77.2
	Above 16 years	42	22.83	22.83	100.0
	Total	184	100.0	100.0	

Table 11 shows descriptive statistics of Experience Variable. There are (184) respondents, 32.61% (n = 60) have less than 5 years' experience, 28.26% (n =52) have 5 to > 10 years' experience, 16.30% (n =30) have 10 to > 15 years' experience, and 22.83% (n=42) have 16 years and above experience. Figure 8 shows the percentages of these frequencies in bar chart.

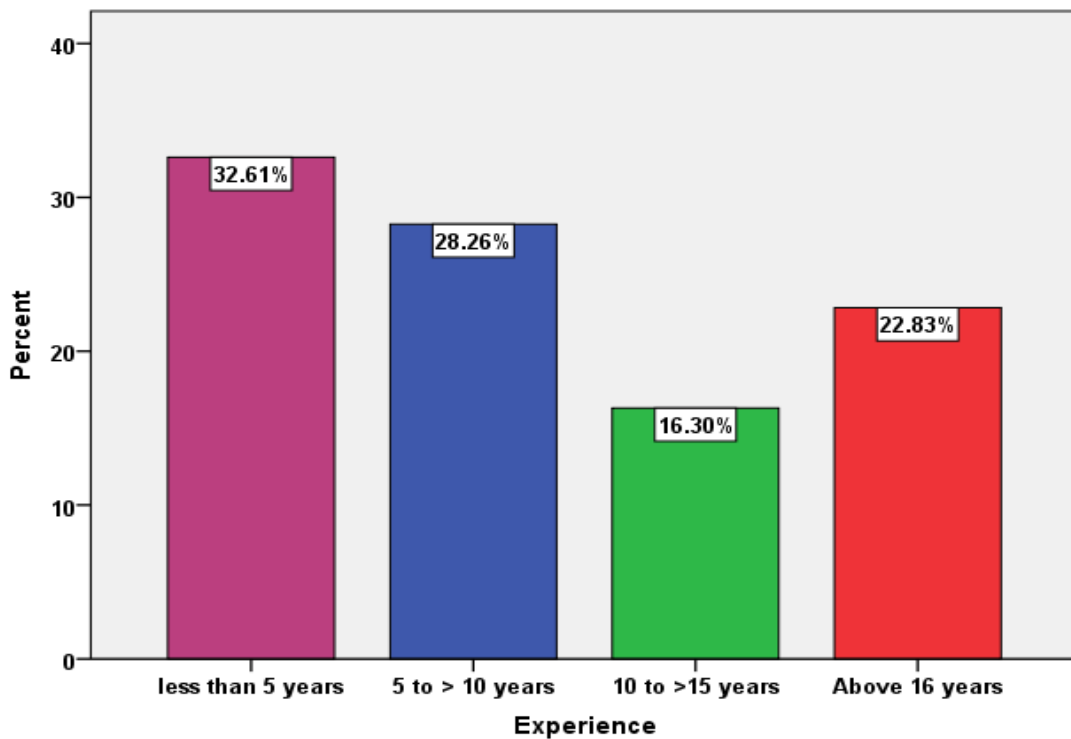


Figure 7: Frequencies and percentages of Experience Variable

- **Salary**

Table 12: Descriptive statistics of Salary Variable

Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 600 LYD	44	23.91	23.91	23.9
	600 to >1000 LYD	101	54.89	54.89	78.8
	1000 to 5000 LYD	39	21.20	21.20	100.0
	Total	184	100.0	100.0	

Table 12 shows descriptive statistics of Salary Variable. There are (184) respondents, 23.91% (n = 44) earn less than 600 LYD, 54.89% (n =101) earn 600 to >1000 LYD and 21.20% (n =39) earn 1000 to 5000 LYD. Figure 9 shows the percentages of these frequencies in bar chart.

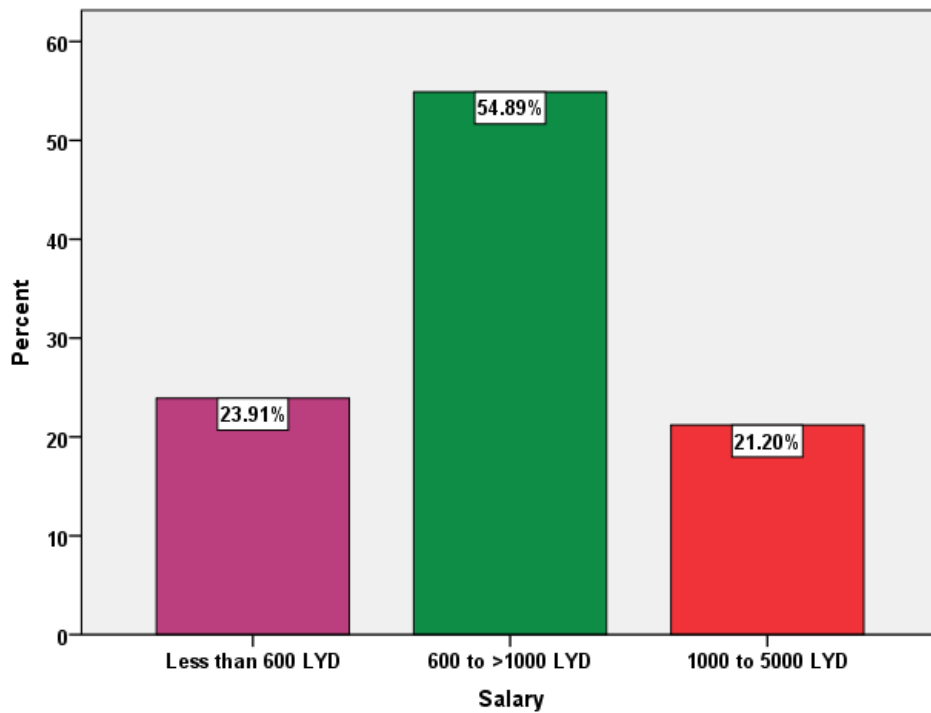


Figure 8: Frequencies and percentages of Salary Variable

- **Descriptive statistics of study variable (OCB)**

Table 13: Descriptive statistics of study variable (OCB) and its sub-variables

<i>Descriptive Statistics</i>			
	N	Mean	Std. Deviation
Organizational Civic Behavior	184	3.63	.679
Altruism	184	3.78	.731
Q1ALT	184	3.80	.884
Q10ALT	184	4.00	.911
Q13ALT	184	3.48	.981
Q15ALT	184	3.79	.888
Q23ALT	184	3.81	.894
Conscientiousness	184	3.62	.717
Q3CON	184	3.89	.958
Q18CON	184	3.21	1.051
Q22CON	184	3.80	.963
Q24CON	184	3.57	1.069
Civic Virtue	184	3.62	.715
Q6CV	184	3.87	.896
Q9CV	184	3.54	.969
Q11CV	184	3.47	1.018
Q12CV	184	3.61	.862
Courtesy	184	3.82	.696
Q5COU	184	3.91	1.151
Q8COU	184	3.66	.915
Q14COU	184	4.10	.896
Q17COU	184	3.87	.902
Q20COU	184	3.53	.917
Valid N (listwise)	184		

Table 13 shows the descriptive statistics for the “Organizational Civic Behavior” scale, sub-scales, and items. The general mean and Standard Deviation for “Organizational Civic Behavior” is (M=3.63, SD= .679) on a five-point scale. Q14 has recorded the highest mean value (M= 4.10, SD= .896) and Q18 has recorded the lowest mean value (M= 3.21, SD= 1.051).

3.2. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO GENDER

Table 14: Group Statistics according to Gender

<i>Group Statistics</i>					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational Civic Behavior	Males	120	3.62	.675	.06162
	Females	64	3.65	.691	.08640
Altruism	Males	120	3.80	.737	.06728
	Females	64	3.74	.723	.09040
Conscientiousness	Males	120	3.57	.701	.06399
	Females	64	3.71	.742	.09271
Civic Virtue	Males	120	3.64	.692	.06316
	Females	64	3.58	.760	.09496
Courtesy	Males	120	3.84	.699	.06380
	Females	64	3.77	.693	.08659

Table 14 shows group statistics for males and females in Organizational Civic Behavior. Females have recorded a higher mean score (M= 3.65, SD = .691) than males (M= 3.62, SD = .675). An independent-samples t-test was conducted to compare Organizational Civic Behavior scores for males and females. There was no significant difference in OCB’ scores for males (M= 3.62, SD = .675) and females (M= 3.65, SD = .691); $t(182) = -.300, p = .765$, two-tailed). Results do not support H1: Gender is a variability factor in OCB. There were no significant differences in OCB’s dimensions’ scores between males and females. Therefore, hypotheses H1.1, H1.2, H1.3, and H1.4 are not supported.

Table 15: Independent Samples Test for Gender variable

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organizational Civic Behavior	Equal variances assumed	.011	.915	-.300-	182	.765	-.03160-	.10535	-.23946-	.17627
	Equal variances not assumed			-.298-	126.113	.766	-.03160-	.10612	-.24160-	.17840
Altruism	Equal variances assumed	.016	.901	.551	182	.582	.06250	.11334	-.16114-	.28614
	Equal variances not assumed			.555	130.865	.580	.06250	.11269	-.16043-	.28543
Conscientiousness	Equal variances assumed	.023	.881	-1.303-	182	.194	-.14427-	.11072	-.36272-	.07418
	Equal variances not assumed			-1.281-	122.594	.203	-.14427-	.11264	-.36725-	.07871
Civic Virtue	Equal variances assumed	.359	.550	.592	182	.555	.06563	.11083	-.15306-	.28431
	Equal variances not assumed			.575	118.757	.566	.06563	.11405	-.16020-	.29145
Courtesy	Equal variances assumed	.012	.914	.632	182	.528	.06813	.10785	-.14467-	.28092
	Equal variances not assumed			.633	129.735	.528	.06813	.10755	-.14466-	.28091

3.3. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO SENIORITY (MEASURED IN EXPERIENCE)

Table 16: Group Statistics according to experience

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Organizational Civic Behavior	less than 5 years	60	3.57	.708	.09134	3.3858	3.7513
	5 to > 10 years	52	3.65	.702	.09731	3.4564	3.8471
	10 to >15 years	30	3.79	.545	.09951	3.5817	3.9887
	Above 16 years	42	3.58	.699	.10782	3.3643	3.7998
	Total	184	3.63	.679	.05005	3.5317	3.7292
Altruism	less than 5 years	60	3.72	.748	.09652	3.5269	3.9131
	5 to > 10 years	52	3.77	.768	.10650	3.5593	3.9869
	10 to >15 years	30	3.94	.633	.11553	3.7037	4.1763
	Above 16 years	42	3.75	.734	.11320	3.5238	3.9810
	Total	184	3.78	.731	.05388	3.6720	3.8846
Conscientiousness	less than 5 years	60	3.60	.781	.10088	3.3981	3.8019
	5 to > 10 years	52	3.57	.718	.09957	3.3722	3.7720
	10 to >15 years	30	3.73	.566	.10336	3.5136	3.9364
	Above 16 years	42	3.62	.731	.11279	3.3913	3.8468
	Total	184	3.62	.717	.05283	3.5126	3.7211

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Civic Virtue	less than 5 years	60	3.52	.743	.09598	3.3246	3.7087
	5 to > 10 years	52	3.66	.677	.09411	3.4745	3.8524
	10 to >15 years	30	3.81	.618	.11288	3.5775	4.0392
	Above 16 years	42	3.58	.772	.11918	3.3426	3.8240
	Total	184	3.62	.715	.05269	3.5170	3.7249
Courtesy	less than 5 years	60	3.75	.686	.08854	3.5695	3.9238
	5 to > 10 years	52	3.84	.670	.09294	3.6557	4.0289
	10 to >15 years	30	3.99	.585	.10675	3.7683	4.2050
	Above 16 years	42	3.76	.806	.12442	3.5106	4.0132
	Total	184	3.81	.696	.05128	3.7151	3.9175

Table 16 shows group statistics according to experience in Organizational Civic Behavior. The group 10 to >15 years' experience has recorded the highest mean score (M= 3.79, SD = .535), and the group less than five years has recorded the lowest mean score (M= 3.57, SD = .708).

Table 17: ANOVA for Seniority (measured in experience) variable

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Civic Behavior	Between Groups	1.070	3	.357	.771	.512
	Within Groups	83.281	180	.463		
	Total	84.351	183			
Altruism	Between Groups	1.018	3	.339	.631	.596
	Within Groups	96.735	180	.537		
	Total	97.753	183			
Conscientiousness	Between Groups	.472	3	.157	.303	.823
	Within Groups	93.516	180	.520		
	Total	93.988	183			
Civic Virtue	Between Groups	1.859	3	.620	1.217	.305
	Within Groups	91.638	180	.509		
	Total	93.497	183			
Courtesy	Between Groups	1.321	3	.440	.909	.438
	Within Groups	87.230	180	.485		
	Total	88.551	183			

Analysis of Variance (ANOVA) was conducted to compare Organizational Civic Behavior scores for Seniority groups. There were no significant differences in scores of Organizational Civic Behavior between Seniority groups, $p = .512$. Results do not support H2: Seniority (measured in experience) isn't a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between Seniority levels. Therefore, hypotheses H2.1, H2.2, H2.3 and H2.4 are not supported.

3.4. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO AGE

Table 18: Group Statistics according to age

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Organizational Civic Behavior	21-29 years	47	3.66	.71671	.10454	3.4397	3.8606
	30-39 years	74	3.58	.68074	.07913	3.4264	3.7418
	40-49 years	49	3.77	.59118	.08445	3.6012	3.9408
	50 years and above	14	3.32	.76467	.20437	2.8760	3.7590
	Total	184	3.63	.67892	.05005	3.5317	3.7292
Altruism	21-29 years	47	3.73	.73930	.10784	3.5148	3.9490
	30-39 years	74	3.78	.75268	.08750	3.6013	3.9501
	40-49 years	49	3.89	.63648	.09093	3.7070	4.0726
	50 years and above	14	3.56	.89504	.23921	3.0404	4.0739
	Total	184	3.78	.73087	.05388	3.6720	3.8846
Conscientiousness	21-29 years	47	3.71	.74147	.10815	3.4897	3.9252
	30-39 years	74	3.53	.70020	.08140	3.3716	3.6960
	40-49 years	49	3.75	.68275	.09754	3.5539	3.9461
	50 years and above	14	3.29	.74587	.19934	2.8551	3.7164
	Total	184	3.62	.71665	.05283	3.5126	3.7211
Civic Virtue	21-29 years	47	3.61	.70288	.10253	3.4053	3.8181
	30-39 years	74	3.59	.73757	.08574	3.4237	3.7655
	40-49 years	49	3.77	.66420	.09489	3.5745	3.9561
	50 years and above	14	3.29	.74587	.19934	2.8551	3.7164
	Total	184	3.62	.71478	.05269	3.5170	3.7249

Table 18 shows group statistics according to age in Organizational Civic Behavior. The age group 40 to 49 years old has recorded the highest mean score ($M= 3.77$, $SD = .591$) and the age group 50 years and above has recorded the lowest mean score ($M= 3.32$, $SD = .765$).

Table 19: ANOVA for age variable

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Civic Behavior	Between Groups	2.516	3	.839	1.845	.141
	Within Groups	81.835	180	.455		
	Total	84.351	183			
Altruism	Between Groups	1.396	3	.465	.869	.458
	Within Groups	96.358	180	.535		
	Total	97.753	183			
Conscientiousness	Between Groups	3.300	3	1.100	2.183	.092
	Within Groups	90.688	180	.504		
	Total	93.988	183			
Civic Virtue	Between Groups	2.650	3	.883	1.750	.158
	Within Groups	90.847	180	.505		
	Total	93.497	183			

Analysis of Variance (ANOVA) was conducted to compare Organizational Civic Behavior scores for Age groups. There were no significant differences in scores of Organizational Civic Behavior between Age groups, $p = .141$. Results do not support H3: Age is a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between age groups, therefore, hypotheses H3.1, H3.2, H3.3 and H3.4 are not supported.

3.5. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO EDUCATION LEVEL

Table 20: Group Statistics according to education level

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Organizational Civic Behavior	Secondary School	12	3.75	.72339	.20882	3.2904	4.2096
	Graduate level	93	3.63	.62438	.06475	3.5058	3.7630
	Master's degree	57	3.67	.78101	.10345	3.4653	3.8797
	PhD.	22	3.44	.59735	.12735	3.1745	3.7042
	Total	184	3.63	.67892	.05005	3.5317	3.7292
Altruism	Secondary School	12	3.93	.78779	.22741	3.4328	4.4339
	Graduate level	93	3.75	.65748	.06818	3.6194	3.8902
	Master's degree	57	3.84	.84831	.11236	3.6170	4.0672
	PhD.	22	3.63	.68256	.14552	3.3246	3.9299
	Total	184	3.78	.73087	.05388	3.6720	3.8846
Conscientiousness	Secondary School	12	3.85	.68638	.19814	3.4181	4.2903
	Graduate level	93	3.62	.67421	.06991	3.4767	3.7544
	Master's degree	57	3.66	.82171	.10884	3.4443	3.8803
	PhD.	22	3.38	.58120	.12391	3.1173	3.6327
	Total	184	3.62	.71665	.05283	3.5126	3.7211
Civic Virtue	Secondary School	12	3.54	.84499	.24393	3.0048	4.0786
	Graduate level	93	3.69	.61889	.06418	3.5580	3.8129
	Master's degree	57	3.61	.82378	.10911	3.3911	3.8282
	PhD.	22	3.42	.72533	.15464	3.0989	3.7420
	Total	184	3.62	.71478	.05269	3.5170	3.7249

Table 20 shows group statistics according to education level in Organizational Civic Behavior. The Secondary School group has recorded the highest mean score ($M= 3.75$, $SD = .723$) and PhD. group has recorded the lowest mean score ($M= 3.44$, $SD = .597$).

Table 21: ANOVA for education level variable

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Civic Behavior	Between Groups	1.077	3	.359	.776	.509
	Within Groups	83.274	180	.463		
	Total	84.351	183			
Altruism	Between Groups	1.073	3	.358	.666	.574
	Within Groups	96.680	180	.537		
	Total	97.753	183			
Conscientiousness	Between Groups	2.080	3	.693	1.358	.257
	Within Groups	91.907	180	.511		
	Total	93.988	183			
Civic Virtue	Between Groups	1.354	3	.451	.882	.452
	Within Groups	92.143	180	.512		
	Total	93.497	183			

Analysis of Variance (ANOVA) was conducted to compare Organizational Civic Behavior scores for education level groups. There were no significant differences in scores of Organizational Civic Behavior between education level groups, $p = .509$. Results do not support H4: Education level is a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between education level groups, therefore, hypotheses H4.1, H4.2, H4.3 and H4.4 are not supported.

3.6. TESTING THE HYPOTHESES THAT VARIABILITY IN OCB IS DUE TO SALARY

Table 22: Group Statistics according to Salary

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Organizational Civic Behavior	Less than 600 LYD	44	3.65	.70010	.10554	3.4387	3.8644
	600 to >1000 LYD	101	3.61	.69132	.06879	3.4719	3.7448
	1000 to 5000 LYD	39	3.66	.63598	.10184	3.4577	3.8700
	Total	184	3.63	.67892	.05005	3.5317	3.7292
Altruism	Less than 600 LYD	44	3.75	.76901	.11593	3.5207	3.9883
	600 to >1000 LYD	101	3.79	.73835	.07347	3.6483	3.9398
	1000 to 5000 LYD	39	3.76	.68345	.10944	3.5426	3.9857
	Total	184	3.78	.73087	.05388	3.6720	3.8846
Conscientiousness	Less than 600 LYD	44	3.70	.67830	.10226	3.4983	3.9108
	600 to >1000 LYD	101	3.56	.76047	.07567	3.4142	3.7145
	1000 to 5000 LYD	39	3.65	.64281	.10293	3.4455	3.8622
	Total	184	3.62	.71665	.05283	3.5126	3.7211
Civic Virtue	Less than 600 LYD	44	3.62	.70605	.10644	3.4047	3.8340
	600 to >1000 LYD	101	3.59	.72271	.07191	3.4514	3.7367
	1000 to 5000 LYD	39	3.69	.71741	.11488	3.4598	3.9249
	Total	184	3.62	.71478	.05269	3.5170	3.7249

Table 22 shows group statistics according to salary in Organizational Civic Behavior. The salary group 1000 to 5000 LYD has recorded the highest mean score ($M= 3.66$, $SD = .636$) and the salary group 600 to >1000 LYD has recorded the lowest mean score ($M= 3.61$, $SD = .691$).

Table 23: ANOVA for salary variable

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Civic Behavior	Between Groups	.112	2	.056	.121	.886
	Within Groups	84.239	181	.465		
	Total	84.351	183			
Altruism	Between Groups	.058	2	.029	.054	.948
	Within Groups	97.695	181	.540		
	Total	97.753	183			
Conscientiousness	Between Groups	.670	2	.335	.650	.523
	Within Groups	93.318	181	.516		
	Total	93.988	183			
Civic Virtue	Between Groups	.272	2	.136	.264	.768
	Within Groups	93.225	181	.515		
	Total	93.497	183			

Analysis of Variance (ANOVA) was conducted to compare Organizational Civic Behavior scores for salary groups. There were no significant differences in scores of Organizational Civic Behavior between salary groups, $p = .509$. Results do not support H5: Salary is a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between salary groups, therefore, hypotheses H5.1, H5.2, H5.3 and H5.4 are not supported.

3.7. SUMMARY OF HYPOTHESES AND RESULTS

Table 24: Summary of hypotheses and results.

Hypothesis Statements	Results on Hypothesis
H1: Gender is a variability factor in OCB.	not Supported
H2: Seniority (measured in experience) is a variability factor in OCB.	not Supported
H3: Age is a variability factor in OCB.	not Supported
H4: Education level is a variability factor in OCB.	not Supported
H5: Salary is a variability factor in OCB.	not Supported

3.8. DISCUSSING

3.8.1. Testing the Hypothesis That Variability in OCB is Due to Gender

An independent-samples t-test was conducted to compare Organizational Civic Behavior scores for males and females. There was no significant difference in OCB' scores for males ($M= 3.62$, $SD = .675$) and females ($M= 3.65$, $SD = .691$); $t(182) = -.300$, $p = .765$, two-tailed). Results do not support H1: Gender is a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between males and females. Therefore, hypotheses H1.1, H1.2, H1.3, and H1.4 are not supported. This finding was similar to Rashidah et al., (2014), who discovered that gender had no significant relationship with OCB among local government employees on the east coast. The findings are also consistent with those of Long (2012) but they differ from Allen and Rush (2001) and Kark and Waismel-Manor (2005). The researcher assumes that there is no significant difference in the level of organizational citizenship behavior due to gender. The reason behind this result is due to the nature of intended administrative organizations of the study community which perform almost the same tasks such as extraction of documents, receive citizens, and guide them. Also, the functional design of the sample must consider the role between employees where you cannot find a function in these roles that can be considered more tired than others. This explains that there is no difference between the gender of employees in their organizational behavior.

3.8.2. Testing the Hypothesis that Variability in OCB is Due to Seniority (Measured in Experience)

Analysis of Variance (ANOVA) was conducted to compare Organizational Civic Behavior scores for Seniority groups. There were no significant differences in scores of Organizational Civic Behavior between Seniority groups, $p = .512$. Results do not support H2: Seniority (measured in experience) isn't a variability factor in OCB. There were no significant differences in OCB's dimensions' scores between Seniority levels. Therefore, hypotheses H2.1, H2.2, H2.3 and H2.4 are not supported. This finding was consistent with the results of Rashidah et al. (2014) and Sapie (2012), who studied local government employees on Malaysia's east coast. This can be interpreted that employees do not differ in their practices of organizational citizenship behavior in

terms of seniority measured by administrative experience because of the nature of roles and tasks assigned by employees. The tasks of extracting administrative documents of employees are considered of the most accomplished tasks inside the management facilities. Moreover, the flexibility and ease that the management has become after generalizing the use of information technology and the internet contributed to reducing the functional burdens and psychological stress raised in a work environment. They made all employees on one line of practicing the organizational citizenship behavior despite the difference of their practical experience and service years of the job inside these managements.

4. CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS

4.1. CONCLUSION

Any modern organization or institution faces more challenges and difficulties because of changes imposed by the internal environment or the surrounding external changes. In general, the success of any institution belongs to the optimal use of available economic resources. The most important of these resources is the human element. It has an essential and vital role to develop organizations from one hand. It is considered the most complicated element, and its behavior cannot be predicted from another hand. Understanding human behavior and its effects may increase productivity and enhance performance, and therefore, it raises the level of performance, including preserving the employees, especially efficient employees. So, reliance of organizations on specific behaviors through official legal legislations and instructions make them routine and traditional organizations. This will make them unable to face the modern changes and challenges that need to be faced by creative behaviors exceed the traditional behaviors such as organizational citizenship. Therefore, it will increase the effectivity and ability of investment to reach and achieve specific goals.

Citizenship behavior is considered one of the modern organizational variables interested by researchers in organizational behavior. So, with this increased importance, many directions have been emerged tried in one way or another to establish a concept based on principles and theories through which it is possible to understand the behavior of individuals inside modern organizations. It is because the benefit of studying organizational citizenship behavior does not restrict only managers and work institutions. Still, it allows employees or workers to understand the human behavior inside organizations comprehensively. This understanding contributes to enhancing performance, whether in terms of gender or functional seniority, which comes from the social relationship between employees and workers and management, on the other hand.

So, activating such behaviors in modern organizations can solve many problems and open the way for high organizational creativity in administrative institutions. Through the results of our study, it is clarified that employees in University of Sebha practices the OCB as its best and this is clear from lack of differences in the OCB based on gender and also the lack of differences in the OCB based on seniority where each of

genders practices the OCB in high way and also employees with high seniority practice similar behavior to some extent with employees of less seniority. In the sense that there are no statistically significant differences in the practice of organizational citizenship behavior in terms of gender and seniority.

4.2. RECOMMENDATIONS AND SUGGESTIONS

1. Provide more attention to citizenship behavior variable due to its role in the entire organization.
2. Senior management must pay more attention to understand the OCB where it contributes to increase the social relationship between employees despite of gender or functional seniority.
3. The OCB norms must be developed in governmental and private organizations to increase the efficiency of employees and provide high quality of services.
4. Activating the role of OCB may solve many problems which may arise in any organization and increase the ability to growth and survive.
5. The human element is considered one of the most important pillar in any organization and therefore, its comfort, relief and behavior must be taken into consideration by internal government of nay organization.
6. The senior management must increase the use of internet and information technology as can as possible because this will reduce the functional burdens and psychological stress of employees in the workplace and make all employees on one line of practicing the organizational citizenship behavior despite the difference of gender and practical experience.
7. The senior management must take into consideration the functional role between employees where there is no function in these roles which is considered more tired than others and that's' why there is no difference between gender of employees in terms of OCB.

4.3. RESEARCH CONTRIBUTIONS

1. This study contributes at the academic and scientific level by igniting a greater interest in organizational citizenship behavior.
2. On the field level, the study contributes by considering that it is one of the few studies conducted on organizational citizenship behavior.
3. These study results will be of first interest in administrative organizations in

general and in university management in particular due to the importance of practicing organizational citizenship and its dimensions in enhancing these organizations' performance and increasing their efficiency.

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LIST OF TABLES

Table 1: Describes the axes and items of questionnaire for organizational citizenship behavior.	15
Table 2: Types of organizational citizenship behavior	32
Table 3: Confirmatory factor analysis indicators for OCB scale.....	48
Table 4: Standardized Regression Weights of OCB dimensions and items	48
Table 5: Reliability Statistics of scales and subscales	50
Table 6: Confirmatory factor analysis indicators of Goodness of fit for OCB scale....	52
Table 7: Reliability Statistics of scales and subscales	52
Table 8: Descriptive statistics of Gender Variable	53
Table 9: Descriptive statistics of Age Variable	54
Table 10: Descriptive statistics of Education Level Variable.....	55
Table 11: Descriptive statistics of Experience Variable	56
Table 12: Descriptive statistics of Salary Variable.....	57
Table 13: Descriptive statistics of study variable (OCB) and its sub-variables	58
Table 14: Group Statistics according to Gender	59
Table 15: Independent Samples Test for Gender variable.....	60
Table 16: Group Statistics according to experience	61
Table 17: ANOVA for Seniority (measured in experience) variable	63
Table 18: Group Statistics according to age	64
Table 19: ANOVA for age variable.....	65
Table 20: Group Statistics according to education level	66
Table 21: ANOVA for education level variable	67
Table 22: Group Statistics according to Salary	68
Table 23: ANOVA for salary variable.....	69
Table 24: Summary of hypotheses and results.	69

LIST OF FIGURES

Figure 1: Antecedents of Organizational Citizenship Behavior	40
Figure 2: Confirmatory factor analysis model of OCB scale	47
Figure 3: OCB measurement model	51
Figure 4: Frequencies and percentages of Gender Variable	53
Figure 5: Frequencies and percentages of Age Variable	54
Figure 6: Frequencies and percentages of Education Level Variable	55
Figure 7: Frequencies and percentages of Experience Variable.....	56
Figure 8: Frequencies and percentages of Salary Variable.....	57

LIST OF ATTACHMENTS

QUESTIONNAIRE

Dear Sir/ Madam

As a part of my research at Karabuk University, Turkey, we are studying the Organizational Citizenship in Terms of Gender and Seniority: A Study in the administration of Sabha University in order to reveal the reality of level of these organizational values of the human resource. We would like to take few minutes from your time to answer the following questionnaire to the best of your knowledge in order to obtain the most accurate and reliable results based on your experience and knowledge. The researcher also undertakes to confidentiality of all information obtained and that it will be used for scientific research purposes only.

This questionnaire is estimated to take 15 to 20 minutes.

We appreciate your time and effort.

Best regards,

The researcher, Al-Saeidi Omar

PART 1: DEMOGRAPHIC

1. Gender

❖ Male

❖ Female

2. Age

❖ 21-29

❖ 30-39

❖ 40-49

❖ Above 50

3. Education level:

❖ Secondary

❖ High school

❖ Bachelor

❖ Master

❖ Doctoral

4. Years of experience

- ❖ Less than 5 years
- ❖ 5 years to less than 10 years
- ❖ From 10 years to less than 15 years
- ❖ From 15 years to less than 20 years
- ❖ 20 years or more

5. Average Monthly Salary

- ❖ Less 600 LD
- ❖ 600 – 1000 LD
- ❖ 1000 – 5000 LD
- ❖ 5000 – 10,000 LD
- ❖ More than 10,000 LD

Part 2: Measuring Organizational Citizenship Behavior

1=Strongly Disagree 2=Disagree 3=Neutral 4= Agree 5=Strongly Agree

The degree of measurement sentences string

Note (R) denotes items that have been reverse coded

series	Phrases	Measurement degree	(1)	(2)	(3)	(4)	(5)
1	I Help others who have heavy work loads						
2	I am the classic "squeaky wheel" that always needs greasing. (R)						
3	I believe in giving an honest day's work for an honest day's pay						
4	I consume a lot of time complaining about trivial matters. (R)						
5	I try to avoid creating problems for coworkers.						
6	I keep abreast of changes in the organization						
7	I tend to make "mountains out of molehills." (R)						
8	I consider the impact of his/her actions on coworkers						
9	I attend meetings that are not mandatory, but are considered important						
10	I am always ready to lend a helping hand to those						

	around him/her.					
11	I attend functions that are not required, but help the company image.					
12	I read and keep up with organization announcements, memos, and so on.					
13	I help others who have been absent.					
14	I do not abuse the rights of others					
15	I willingly help others who have work related problems.					
16	I always focus on what's wrong, rather than the positive side. (R)					
17	I take steps to try to prevent problems with other workers.					
18	My attendance at work is above the norm.					
19	I always find fault with what the organization is doing. (R)					
20	I am mindful of how my behavior affects other people's jobs.					
21	I do not take extra breaks.					
22	I obey company rules and regulations even when no one is watching.					
23	I help orient new people even though it is not required.					
24	I am one of my most conscientious employees.					

Sayın İlgili

Türkiye Cumhuriyeti KARABÜK ÜNİVERSİTESİ bünyesinde yürüttüğümüz çalışma kapsamında, “Cinsiyet ve Kıdem Açısından Örgütsel Vatandaşlık: Sabha Üniversitesi Yönetiminde Bir Araştırma” konusu üzerinde çalışmaktayız. İnsan kaynağının bu örgütsel değerlerinin seviyesinin gerçekliğini ortaya çıkarmak için. Deneyim ve bilgilerinize dayalı olarak en doğru ve güvenilir sonuçları elde etmemiz için aşağıdaki anketi bilginiz dahilinde en iyi şekilde yanıtlamanız için birkaç dakikanızı ayırmanızı rica ederiz. Araştırmacı, elde ettiği tüm bilgilerin gizliliğini ve yalnızca bilimsel araştırma amacıyla kullanılacağını da taahhüt eder.

Anketimiz 15 – 20 dakikalık bir sürede cevaplandırılacak şekilde düzenlenmiştir.

Zaman ayırdığınız için teşekkür ederiz.

Al-Saedi Omar

PART 1: DEMOGRAPHIC

1. Cinsiyet

❖ Erkek

❖ Kadın

2. Yaş

❖ 21-29 arası

❖ 30-39 arası

❖ 40-49 arası

❖ 50 üstü

3. Eğitim Seviyesi

❖ Ortaokul

❖ Lise

❖ Lisans

❖ Yüksek Lisans

❖ Doktora

4. İş Tecrübesi

❖ 5 yıldan az

❖ 5 yıldan 10 yıla kadar

❖ 10 yıldan 15 yıla kadar

❖ 15 yıldan 20 yıla kadar

❖ 20 yıl ve üstü

5. Ortalama Aylık Maaş

❖ 600 LD'den az

❖ 600 – 1000 LD arası

❖ 1000 – 5000 LD arası

❖ 5000 – 10,000 LD arası

❖ 10,000 LD üstü

Bölüm 2: Örgütsel Vatandaşlık Davranışım Ölçmek

1= Kesinlikle Katılmıyorum 2=Katılmıyorum 3=Nötrüm 4=Katılıyorum
5=Kesinlikle Katılıyorum .

Not (R) ters kodlanmış öğeleri belirtir

seriler	İfadeler	Ölçüm Derece	(1)	(2)	(3)	(4)	(5)
1	Ağır iş yükü olanlara yardım ederim.						
2	Her zaman yağlanması gereken klasik "gıcırdayan tekerlek" gibiyim. (R)						
3	Dürüst bir günlük ücret karşılığında dürüst bir iş vermeye inanırım.						
4	Önemsiz konulardan şikâyet ederek çok zaman harcarım. (R)						
5	İş arkadaşları için sorun yaratmaktan kaçınmaya çalışırım.						
6	Organizasyondaki değişiklikleri takip ederim.						
7	"Köstebek tepelerinden dağlar" yapma eğilimindeyimdir. (R)						
8	Eylemlerinin çalışma arkadaşları üzerindeki etkisini değerlendiririm.						
9	Zorunlu olmayan ancak önemli kabul edilen toplantılara katılırım.						
10	Çevresindekilere yardım eli uzatmaya her zaman hazırım.						
11	Gerekli olmayan ancak şirket imajına yardımcı						

	olan fonksiyonlara katılırım.					
12	Organizasyon duyurularını, notları vb. okur ve bunlara ayak uydururum.					
13	İşe gelmeyenlerin işini üstlenirim.					
14	Başkalarının haklarını kötüye kullanmam.					
15	İşle ilgili sorunları olanlara isteyerek yardım ederim.					
16	Her zaman olumlu tarafa değil, neyin yanlış olduğuna odaklanırım. (R)					
17	Diğer çalışanlarla sorunları önlemeye yönelik adımlar atarım.					
18	İşe katılımım normların üzerindedir.					
19	Kuruluşun yaptıklarında her zaman hata bulurum. (R)					
20	Davranışlarımın diğer insanların işlerini nasıl etkilediğinin farkındayım.					
21	Fazla mola vermem.					
22	Kimse izlemediğinde bile şirket kurallarına ve yönetmeliklerine uyarım.					
23	Gerekli olmasa bile işe yeni başlayan insanların oryantasyonuna yardımcı olurum.					
24	En vicdanlı çalışanlarımdan biriyim.					

جامعة كرابوك (تركيا)
قسم إدارة الأعمال

أخي الموظف، أختي الموظفة
تحية طيبة وبعد:

كجزء من بحثي الذي يحمل عنوان (المواطنة التنظيمية من حيث الجنس والأقدمية) لنيل الإجازة العليا الماجستير من جامعة كرابوك (تركيا). الذي يهدف الى قياس سلوك المواطنة التنظيمية لموظفي إدارة جامعة سبها. وذلك سعيا لتحديد واقع ومستوى قيم المواطنة التنظيمية لدى المورد البشري بإدارة جامعة سبها. أود أن بضع دقائق من وقتكم الثمين للإجابة على هذا الاستبيان للحصول على أكثر النتائج دقة وموثوقية بناءً على خبرتك ومعرفتك. كما أنه سوف تحاط كل الإجابات بالسرية التامة ولن تخرج إلا للهدف المرجوا منها وهو البحث العلمي، شاكرا لكم حسن تعاونكم سلفا. يقدر أن هذا الاستبيان قد يستغرق من 15 إلى 20 دقيقة.

نحن نقدر وقتك وجهدك.

مع أطيب التحيات.

طالب البحث: السعيد عمر

الجزء 1: ديموغرافي

1. الجنس

❖ ذكر

❖ أنثى

2. العمر

❖ 21 - 29

❖ 30-39

❖ 40-49

❖ فوق 50

3. مستوى التعليم:

❖ ثانوي

❖ جامعي

❖ ماجستير

❖ دكتوراه

4. سنوات الخبرة

❖ أقل من 5 سنوات

❖ من 5 سنوات إلى أقل من 10 سنوات

❖ من 10 سنوات الى أقل من 15 سنة

❖ من 15 سنة الى أقل من 20 سنة

❖ 20 سنة أو أكثر

5

. متوسط الراتب الشهري

- ❖ أقل من 600 دينار
- ❖ 600 - 1000 دينار ليبي
- ❖ 1000 - 5000 دينار ليبي
- ❖ 5000 - 10,000 دينار ليبي
- ❖ أكثر من 10,000 دينار ليبي

الجزء 2: قياس سلوك المواطنة التنظيمية
1 = لا أوافق بشدة 2 = لا أوافق 3 = محايد 4 = موافق 5 = أوافق بشدة
 سلسلة فقرات درجة القياس
 ملاحظة (R) تشير إلى العناصر التي تم ترميزها عكسيًا

التسلسل	عبارات	(1)	(2)	(3)	(4)	(5)
	درجة القياس					
1	أساعد الآخرين الذين لديهم أعباء عمل ثقيلة.					
2	أنا "العجلة الحادة" الكلاسيكية التي تحتاج دائمًا إلى التشحيم.					
3	أؤمن بإعطاء يوم عمل جاد مقابل أجر يوم يستحق.					
4	أستهلك الكثير من الوقت في الشكوى من الأمور التافهة.					
5	أحاول تجنب خلق المشاكل لزملاء العمل.					
6	أواكب التغييرات في المنظمة.					
7	أميل لصنع "الجمال من الأكوام الترابية".					
8	أخذ بعين الاعتبار تأثير الأفعال على الزملاء في العمل.					
9	أحضر اجتماعات ليست إلزامية ولكنها تعتبر مهمة.					
10	أنا مستعد دائمًا لتقديم يد العون لمن حولي.					
11	أقوم بوظائف غير مطلوبة ، لكن تحسن صورة الشركة.					
12	أقرأ وأتابع إعلانات المنظمة والمذكرات وما إلى ذلك.					
13	أساعد الآخرين الذين كانوا غائبين.					
14	لا أسيء إلى حقوق الآخرين.					
15	أنا تطوعياً أساعد الآخرين الذين لديهم مشاكل متعلقة بالعمل					
16	أركز دائماً على ما هو خطأ ، بدلاً من الجانب الإيجابي.					
17	أأخذ خطوات لمحاولة منع المشاكل مع العمال الآخرين.					
18	حضورى في العمل أعلى من المعتاد.					
19	أجد دائماً خطأ في ما تفعله المنظمة.					
20	إنني مدرك لكيفية تأثير سلوكي على وظائف الآخرين.					
21	لا أخذ فترات راحة إضافية.					

					ألتزم بقواعد وأنظمة الشركة حتى عندما لا يراقبها أحد.	22
					أساعد في توجيه أشخاص جدد حتى وإن لم يكن ذلك مطلوبًا.	23
					أنا من أكثر الموظفين ضميرًا.	24

CURRICULUM VITAE

Saeidi Omar was graduated from primary and basic education in Qaraqra - Libya. He completed his secondary education at Toywa School of Economics. After that, he completed his bachelor's program in the Department of Business Administration at the College of Economics and Accounting, Murzuq 2011. After that, he worked as a teaching assistant at the Faculty of Economics and Accounting, Sebha University 2013. Then in 2019 a graduate student was accepted at Karabuk University in Turkey