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The reality of organizational citizenship behavior

Among sonelghaz workers in laghouat

واقع سلوك المواطنة التنظيمية لدى عمال سونلغاز بالأغواط

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ABSTRACT:

This study aimed to reveal the level of organizational citizenship behavior, as well as to know the differences in the level of organizational citizenship behavior among them according to gender and experience. To achieve the objectives of the study, the descriptive analytical method was used, and to collect data, the researchers conducted a questionnaire to measure organizational citizenship behavior that was applied to a sample of 50 workers. After statistical processing, the study reached the following results: The level of organizational citizenship behavior among the workers of Sonelgaz in Laghouat was high in all its dimensions (altruism, civility, sportsmanship, conscience, civilized behavior). There are statistically significant differences among Sonelgaz workers in Laghouat due to the gender variable. There are no statistically significant differences among Sonelgaz workers in Laghouat due to the experience variable.

Keywords: organizational citizenship behavior, altruism, civility, awareness of conscience, civilized behavior, sportsmanship

الملخص:

هدفت هذه الدراسة إلى الكشف عن مستوى سلوك المواطنة التنظيمية وكذا معرفة الفروق في مستوى سلوك المواطنة التنظيمية لديهم باختلاف الجنس والأقدمية، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي ولجمع البيانات استخدم الباحثان استبيان لقياس سلوك المواطنة التنظيمية تم تطبيقه على عينة مكونة من 50 عاملا، وبعد المعالجة الإحصائية توصلت الدراسة إلى النتائج التالية:

مستوى سلوك المواطنة التنظيمية لدى عمال سونلغاز بالأغواط كان مرتفعا لديهم في جميع أبعاده (الإيثار، الكياسة، الروح الرياضية، وعي الضمير، السلوك الحضاري).

توجد فروق ذات دلالة إحصائية لدى عمال سونلغاز بالأغواط تعزى لمتغير الجنس.

لا توجد فروق ذات دلالة إحصائية لدى عمال سونلغاز بالأغواط تعزى لمتغير الأقدمية.

الكلمات المفتاحية: سلوك المواطنة التنظيمية، الإيثار، الكياسة، وعي الضمير، السلوك الحضاري، الروح الرياضية.

1. Introduction

The human resource has taken a prominent position among economic and service organizations, especially after the changes and developments that the world witnessed after globalization, which had the merit of changing the traditional view of organizations towards the human resource, in addition to what was presented by pioneers of administrative thought and researchers in the fields of human knowledge in their various researches. Theoretical and applied, which proved the necessity of paying attention to the human resource as it is the basic pillar in the success and sustainability of organizations, which made the latter go in search of means and methods that enable it to perform its tasks efficiently and effectively in terms of providing all its requirements and desires, whether in a Material or moral.

Organizational citizenship behavior is considered one of the contemporary concepts that has captured the attention of many researchers and students in psychology and other social sciences, as this concept has become a more effective strategy for improving the level of performance of the organization and its employees in general in economic institutions, and for this reason attention has been directed to it and an attempt to focus on it for positive returns. And the benefits that achieve organizational efficiency and effectiveness.

2. Problem of the study

The world today is witnessing many rapid developments in light of the big competition between different organizations, which makes them focus on the most useful methods in achieving their goals. There is no doubt that achieving the latter is linked to the level of performance of individuals and their ability to work, as performance is linked and affected by various behaviors produced by workers known as behaviors. Organizational citizenship or volunteer work Within the institution.

As the concept of organizational citizenship is a fundamental pillar in building human, behavioral and organizational relations inside and outside the organization, which reflects the possibility of the organization interacting environmentally and socially, and in its support for the values of harmony within goals and interests to raise the levels of efficiency and effectiveness in organizational performance Al-Fedawi 2005, and this concept goes beyond the official justifications and arguments for human behavior. It includes data supporting the performance and development of organizations, **(Al-Sahimat, 2008, p. 40).**

In this regard, Al-Harbi referred to the worker as the most important component of production in the organization and other production elements cannot work without him. Rather, the success of any organization depends on the effort the worker makes towards his work in order to achieve the organization's goals. **(Al-Harbi, 2006, p. 6).**

Kanz (1964) explained the importance of this behavior in the life of organizations and that these roles are essential for the survival and continuation of the organization and improving its effectiveness **(Maamari, Bin Zahi, 2022, p. 81).**

The concept of organizational citizenship behavior represents employees' tendency toward this selective behavior toward the organization in order to achieve their own interests, reflects their feelings and loyalty to the organization, and improves the organization's efficiency and ability to achieve organizational goals. Many studies have confirmed the importance of this behavior, including the studies of Chalabi and Chikhawi, (2020), (Maamri and Yin Zahi, 2022), (Karsana and Bouatit (2021), Reghi and Maamari (2021), (Ahmed Moumni (2017), (Maharmeh, 2008), (Wadiah (2021). 2018) (2008, angela, zacharias) (Bouras, 2008) That the rise this behavior in

institutions contributes to achieving their effectiveness in front of institutions, and here the need arises to pay attention to this behavior, develop it, and make it a tangible reality in every institution. Accordingly, our current study came to reveal the reality of organizational citizenship behavior among Sonelgaz workers in Laghouat and the extent of its importance, as well as revealing the differences in the performance of these behaviors. Depending on the variable of gender and experience, and in light of the above, the problem of the study can be formulated in the following questions:

- What is the level of organizational citizenship behavior among Sonelgaz workers in Laghouat?
- Are there differences in the level of organizational citizenship behavior among Sonelgaz workers in Laghouat due to gender and experience variable?

3. Study hypotheses

- we expect that there is a high level of organizational citizenship behavior among Sonelgaz workers in Laghouat.
- There are differences in the level of organizational citizenship behavior among Sonelgaz workers in Laghouat due to the gender variable.
- There are differences in the level of organizational citizenship behavior among Sonelgaz workers in Laghouat due to experience variable.

4. Objectives of the study

- Identifying the level of organizational citizenship behavior among Sonelgaz workers in Laghouat.
- Identifying the effect of demographic variables, gender, and experience on organizational behavior among Sonelgaz workers in Laghouat.
- Identifying the extent to which Sonelgaz workers in Laghouat state realize the importance of practicing

organizational citizenship behavior within the organization.

- Providing a set of suggestions and recommendations that contribute to develop organisational citizenship behaviors among Sonelgaz workers in Laghouat.

5. Importance of the study

- The importance of the study stems from demonstrating the positive effects of organizational citizenship behavior among workers Sonelgaz in Laghouat, which reflects positively in strengthening their affiliation to the organization and raising their spirit of their morale.
- This study may contribute to spread administrative awareness of the concept of organizational citizenship behavior, its dimensions and determinants among the work circles within the organization.
- Explaining the most important rules and instructions that workers must follow in order to achieve goals the organization.

6. Study concepts

- Organizational citizenship behavior is the positive behavior carried out by employees in the organization, which goes beyond merely fulfilling their job tasks stipulated in employment contracts and includes additional positive behaviors such as demonstrating commitment to the organization, teamwork, responsibility, cooperation, positive interaction with colleagues and management, and contributing effectively to improve performance enterprise.
- What is meant procedurally by organizational citizenship behavior is the total score that the employee obtains by answering the organizational citizenship behavior questionnaire with its dimensions: altruism, conscience, civility, sportsmanship, and civilized behavior.

7. Study concepts

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7.1. The concept of organizational citizenship behavior

The concept of organisational citizenship behavior is considered as a basic pillar in building various human and behavioral relationships inside and outside the organization, scholars have differed in giving a common interpretation of this concept as it represents a fundamental factor in increasing the effectiveness of the organization and achieving its goals. Before defining organizational citizenship behavior, you will learn about its meaning. Citizenship word:

The definition of citizenship linguistically it is taken from the word homeland, which means the house in which you live, which is a human homeland. And its local, its meaning is he taken it as a home (**Ibn Mandur, 1994**).

In terms defined by Fathi Hilal and others, citizenship is the feeling of belonging, loyalty, and political leadership that is the source of satisfying basic needs and protecting oneself from fateful dangers” (**Abdel Raouf, 2011, p. 11**).

The Encyclopædia Britannica has defined it as a relationship between an individual and a state, as determined by the law of that state, and that relationship may include the rights and duties of that state (**Abdul Hafez, 2007 P. 10**).

Definition of organizational citizenship behavior:

MCALLISTER 1989 defined it as “a pattern of behavior carried out by a worker who is not officially assigned to it within the official and legal regulations of the institution” (**Al-Sultan and Al-Saud, 2008, p. 34**).

Ur Gen (1990) defined organizational citizenship behavior as voluntary, optional behavior that is not regulated within the organization’s official incentive system, it aims to enhance the organization’s performance, effectiveness and efficiency.” (**Al-Yousifi et al., 2006, p.5**).

Mcalisto1991 defined it as a pattern of behavior carried out by a worker who is not obligated to do it within the official and legal regulations of the organization (**Haroun, 2003, p. 10**).

It is an extra-role behavior, as it is a voluntary behavior that the individual performs without being forced, and it is not related with the official incentive systems within the organization, it is concluded from these definitions that the concept of organizational citizenship behavior is that it is voluntary behavior in nature and is not part of the requirements of the main role of employees, and they are not punished for it if they do not perform it because it is an optional act. This concept has a number of characteristics, including the following:

- Voluntary, individual behavior carried out by an individual
- Behavior that enhances the organization's effective performance, success, and continuity
- Behavior not directly linked to the organization's formal incentive system

- Behavior that goes beyond the official job description card of the Organization, (Al-Ferjani 2017, p.101).

7.2. Dimensions of organizational citizenship behavior

Altruism: This dimension is called helping behaviors, where the worker provides assistance to others voluntarily, such as sharing with other workers the new ways and methods of work, avoiding the occurrence of work-related problems, and so on

Consciousness of Conscience: This dimension is called general obedience, and it includes the worker's job behavior, which reflects the extent of his keenness to maximize and exploit work time and adhere to its rules, taking care of the organization (Zayed, 2006, p.222).

Politeness (Kindness): This dimension includes all the connotations and movements that take into consideration other individuals with regard to prevent them from causing harm and problems through advice, guidance, and respecting their desires and opinions before making decisions. (Al-Bachsha and Al-Haracha, 2011, p. 637).

Civilized behavior: by which we mean constructive and responsible participation in managing the organization's affairs, paying attention to its fate, and ensuring its development and success, through attending important informal meetings, reading the organization's memos and announcements, and performing work in a positive manner, which reflects the reputation of the organization

Sportsmanship: refers to accommodating the unofficial events that the worker is exposed to during his work life without any complaint or complaint, whatever the circumstances, and yet showing good behavior and enjoying the sportsmanship, even if job matters are in the opposite direction. (Al-Zahir 2011 P. 342).

7.3. The importance of organizational citizenship behavior

The importance of studying organizational citizenship behaviors lies in highlighting many aspects, including the following points:

- Organizational citizenship behaviors serve as an effective means of coordinating activities among team members and work groups through their participation in organization meetings in an effective sportsmanship.

- It contributes to express the individual's desires and ambitions, especially because it is not within the job description. These behaviors reflect mutual emotions, which make the behavior appreciated. And respect in the work environment.

- It reduces the scope of supervision on the part of managers because it makes them reassured about the work being done in the organization and thus saves effort, money and time

- There is also the importance of organizational citizenship behavior, which would reduce conflicts in allocating scarce resources by focusing on extra-role behaviors and providing an atmosphere that stimulates and facilitates these behaviors.

- It also reduces problems and obstacles and provides the opportunity to have a deeper understanding of these processes organizational and professional behaviors for departments (Kersna and Bouatet, 2021, p. 138).

8. Field framework of the study

8.1. Study Methodology

Based on the nature and objectives of this study, the descriptive analytical approach was adopted as the approach that seeks to collect information directly from its environment and from its studied reality, then organize and analyze it to come up with a description and interpretation of the phenomenon, and reveal its causes to reach results that are useful in understanding its reality.

8.2. Study population and sample

The study population consisted of all workers in the central unit of the Sonelgaz Foundation in Laghouat, and for the purpose of ensuring the safety of the study tools, a pilot study was conducted on a sample of 60 workers in the central unit of the Sonelgaz Foundation in Laghouat. After a total of (60) questionnaires were distributed and after retrieval and unpacking, the researchers found that the good Of these, there are only 50 forms, which is a sufficient sample. This procedure is for this purpose.

8.3. Characteristics of the study sample

It is determined according to gender and experience as following:

Table 1. shows the distribution of sample members by gender.

Gender	Males	Females	Total
Repetition	32	18	50
Percentage	64%	36%	100%

The table shows that the number of females reached 18, at a rate of 36%, while the number of males was estimated at 32, at a rate of 64%, which reflects that males are those who have great interests in the economic sector, in contrast to the percentage of females who are interested in other sectors such as education, nursing, etc....

Table 2. shows the distribution of sample members according to experience.

Experience	Less than 10 years	From 10 years and more	Total
Repetition	27	23	50
Percentage	54%	46%	100%

The table shows that the number of workers with experience of more than 10 years is estimated at 23 workers, at a rate of 46%, while the remaining 54% represents workers with

experience of 10 years or less, which reflects to us that the organization has undertaken a recent recruitment process after a large number of employees left.

8.4. Study tools

The study included an organizational citizenship behavior questionnaire, which was designed based on the studies of: (Tahtouh, 2012) and (Danaa, 2017).

This questionnaire consists of 37 items divided into 5 dimensions: altruism, civility, sportsmanship, awareness of conscience, and civilized behavior. The questionnaire's statements in their entirety are considered positive statements that are answered according to a Likert scale consisting of 5 alternatives: completely agree, agree, neutral, disagree. Agree, not agree at all. According to this grading, the person gets five degrees if his choice is (completely agree), and he gets four degrees if his choice is (agree), and so on in the same manner with the rest of the choices, where the scores decrease until they reach one degree if his choice is (Totally disagree), as shown in the table.

Table 3. shows the axes of the organizational citizenship behavior questionnaire items.

Number	Dimensions	Items
1	Altruism	1-2-3-4-5-6
2	Politeness	7-8-9-10-11-12-13-14
3	Sportsmanship	15-16-17-18-19-20-21-22
4	Consciousness of conscience	23-24-25-26-27-28-29-30
5	Civilized behavior	31-32-33-34-35-36-37

- **Validity:** the test measures what it is supposed to measure. Validity was estimated using discriminant validity, and it is based on arranging individuals' scores ascending or descending. A percentage of 33% was taken from the upper end and 33% from the lower end. They were compared using a "t" test. For the difference between

two arithmetic averages, the results are shown in the following table:

Table 4. shows the results of the end-to-end comparison validity of the questionnaire.

Sample	Repetition	Arithmetic average	Standard deviation	Degree of freedom	"t" value	Statistical significance
Supreme	10	174.00	12.14	18	7.61	0.000 Function
Minimum	10	135.60	10.31			

The table shows that the value of "t" reached 7.61, which is significant at 0.01, and therefore there are differences between the two samples, which means that the test has the ability to distinguish between the two extremes of the characteristic, and from it we conclude that the questionnaire has a validity in what it measures.

Reliability: It means the stability of the results which means that its degree does not change fundamentally by repeating the test, and the test is always able to achieve the same results when applied twice to the same group and under the same conditions. Reliability was estimated by means of the Cronbach's alpha coefficient, which amounted to Its value 0.94, which is a statistically significant value of 0.05, which indicates that the questionnaire has a high degree of reliability.

- Statistical methods used in the study: After the application stage, the data of the study tool that was valid for the purposes of the research and that met the answer was downloaded into the computer for the purpose of analyzing and processing it through the statistical software package for the social sciences "Statistical Package for Social Sciences" (SPSS 19.0) in order to find the following statistical analyses:

- The use of the arithmetic mean (mean) to determine the level of organizational citizenship behavior.

- The use of the "T" test to indicate the differences between the means of two independent groups in addressing the second and third hypotheses and in calculating the discriminant validity of the study tool.

Using the "Cronbach's Alpha" coefficient to measure the stability of the study tool.

9. Study results

9.1. Presentation and discussion of the results of the first hypothesis

This hypothesis stipulates the assumption that the level of organizational citizenship behavior among Sonelgaz workers in Laghouat is high. To check the validity of the hypothesis, arithmetic averages were calculated for the dimensions of organizational citizenship behavior and the results were as following

Table 5. shows the arithmetic averages and levels of organizational citizenship behavior.

Dimensions of organizational citizenship behavior	Arithmetic average	Level
Altruism	4.06	High
Politeness	4.22	High
Sportsmanship	4.08	High
Consciousness of conscience	4.16	High
Civilized behavior	4.07	High
Overall citizenship behavior axis	4.12	High

The results of **Table 5.** above show that all dimensions of organizational citizenship behavior have a high arithmetic average. Thus, a high level was recorded for each of the dimensions. These levels were determined by calculating the range that equals the highest response score on the scale minus the smallest response, then calculating the length of the field is divided by the number of responses on the scale.

Through it, we determined five levels as follows: the very low level ranged from (01 to 1.80), the low level (1.81 to 2.61), the medium level (2.62 to 3.42), the high level (3.43 to 4.23), and the very high level (4.24 to 5.4).

From that, and through the weighted average, high levels were identified for the dimensions of organizational citizenship behavior, as the averages of these dimensions ranged from (3.43) to (4.22), and the levels of the dimensions of citizenship behavior are arranged ascendingly through the arithmetic averages as follows: the altruism dimension, the civilized behavior dimension, and the sportsmanship dimension., after awareness of conscience, and finally after civility, and from the

above we can say that the assumption that a high level of organizational citizenship behavior is expected among the workers of Sonelgaz in Laghouat is an acceptable assumption.

Our actual study is consistent with the study of (Bouras, 2018), the study of (Maamari and Ben Zahi, 2022), the study of (Chalaby and Chikhaoui, 2020), and the study of (Karsna and Bouatit, 2021), all of which recorded high degrees of organizational citizenship behaviors, which indicates that the research institution possesses a system of values. A positive and cooperative culture that includes the values of loyalty, self-commitment, creativity, and active participation in achieving its goals, in contrast to the study (Moumni, 2016), the study (Reghi and Maamari, 2021), and the study (Maharmeh, 2008), which recorded moderate levels of organizational citizenship behaviors.

9.2. Presentation and discussion of the results of the second hypothesis

The hypothesis states that there are statistically significant differences in organizational citizenship behavior among Sonelgaz workers due to the gender variable. To confirm the validity of this hypothesis, a t-test was calculated for the difference between two arithmetic means, and the results were as the following:

Table 6. shows the differences in organizational citizenship behavior according to gender.

Gender	Repetition	Arithmetic average	Standard deviation	Degree of freedom	"t" value	Statistical significance
Males	32	159.56	13.18	48	3.304	0.003 Function
Females	18	141.94	20.35			

From the results of the table, it is clear to us that the arithmetic mean for males was estimated at (159.56), while the standard deviation was estimated at (13.18), while the arithmetic mean for females was (141.94) and the standard deviation was (20.35), while the "t" value was estimated at (3.304). At the significance level of 0.01 and with a significant value (0.003), which is statistically significant, we can say that there are statistically significant differences in the organizational citizenship behavior of Sonelgaz workers due to the gender variable, in favor of males, which means that they are the most ones who perform these behaviors.

This result was agreed with the study of (Maharmeh, 2008), which found that there were a fundamental difference in the level of practicing organizational citizenship behaviors among employees of government agencies according to the gender variable. The study (angela.zacharias, 2008), also adds whose results revealed differences in the attitudes of employees in Manufacturing companies in the United States of America towards organizational citizenship behavior variables according to the gender variable, while the studies of (Moumni, 2006), (Maamari and Ben Zahi, 2022), and (Chalabi and Shekhawi, 2020) proved the opposite, which see that there are no statistically significant differences in Organizational citizenship behavior between genders, and

that the nature of the institutions used in the studies perform almost the same tasks and therefore there are no differences between them.

9.3. Presentation and discussion of the results of the third hypothesis

The hypothesis states that there are statistically significant differences in organizational citizenship behavior among Sonelgaz workers due to the experience variable. To check the validity of this hypothesis, a t-test was calculated for the difference between two arithmetic means, and the results were as the following:

Table 7. shows the differences in organizational citizenship behavior according to experience.

Exp erie nce	Rep eti on	Arit hme tic aver age	Sta nda rd dev iati on	De gre e of fre ed om	"t " va lu e	Stati stica l signi fican ce
Less than 10 year s	27	149. 62	15. 97	48	1. 5 4 3	0.12 9 Non- func tional
Fro m 10 year s and mor e	23	157. 43	19. 78			

From the results of the table, it is clear to us that the arithmetic mean of workers with less experience reached (149.62) with a standard deviation of (15.97), while the arithmetic mean of those with more experience reached (157.43) with a standard deviation of (19.78), while the value of "t" was estimated at B (1.543) at the significance level of 0.05 and with a moral value (0.129) which is not statistically significant, and from it it can be said that there are no statistically significant

differences in the organizational citizenship behavior of Sonelgaz workers due to the experience variable,, that is, it is not considered as a determinant of their organizational citizenship behavior which means that years of experience do not affect the organizational citizenship behavior of Sonelgaz workers.

The results of our study agreed with the studies of (Bouras, 2018) and (Karsna and Bouatit, (2021), which found that there were no statistically significant differences in the levels of organizational citizenship behavior according to the experince variable, in contrast to the results of the study (Righi and Maamari, 2021) and (Chalaby and Chikhawi, 2020).

This can be explained by the fact that workers do not differ in their practices of organizational citizenship behavior, due to the nature of the tasks or roles assigned to them within the organization, and they see volunteer work as positive and good work, and at the same time it also makes them feel responsible towards the organization and that they have a higher goal, which is to advance the organization and make it in a high level to and achieve its goals.

10. Conclusion

The concept of organizational citizenship behavior is considered as a fundamental pillar in building human, behavioral and organizational relations inside and outside the organization, so that it reflects the organization's ability to interact environmentally and socially and its support for the values of compatibility between desired goals and interests, to raise the levels of efficiency and effectiveness. This is because it is a concept that goes beyond the official justifications for behavior, and for this reason it must be strengthened. This type of behavior is due to its importance and positive organizational effects. This is the reason that make us study this topic at Sonelgaz Foundation in Laghouat to determine the level of organizational citizenship behaviors among workers. The results of our study are as following:

- There is a high level of organizational citizenship behavior among Sonelgaz workers in Laghouat.

- There are no statistically significant differences in the organizational citizenship behavior of Sonelgaz workers in Laghouat according to the gender variable.

There are statistically significant differences in the organizational citizenship behavior of Sonelgaz workers in Laghouat according to the experience variable

11. Suggestions

-Striving to spread and apply a good system of organizational citizenship values, including solidarity, solidarity and social cooperation among all employees by holding training and educational courses on the importance of volunteer work and its positive effects on the individual and the organization.

-making the workers aware in all institutions about the importance and positive behaviors of citizenship by holding meetings and seminars that encourage that.

-Working to enhance the practice of organizational citizenship behavior among employees by appreciating their efforts and appreciating them.

-searching in-depth about the most important factors that influence the promotion of organizational citizenship behavior as a positive behavior.

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