



Organizational citizenship and its role in improving institutional performance Case study of the Cable Industry Corporation, General Cable Branch - Biskra

المواطنة التنظيمية ودورها في تحسين الأداء المؤسسي
دراسة حالة مؤسسة صناعة الكوابل فرع جنرال كابل - بسكرة-

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Abstract

This study aimed to identify the dimensions of organizational citizenship behavior (Altruism, decency and kindness, sportsmanship, civilized behavior, conscience) and its role in improving optimistic performance among employees of the Cable Industry Corporation, General Cable Branch - Biskra, to achieve the objective of this study, the questionnaire was used as a tool for collecting data, and distribute it to a purposive sample of 49 workers in the institution under study, and 45 valid questionnaires were retrieved for analysis of the results, and SPSS was used to convert data into numbers. The study concluded that organizational humanitarian behavior in its dimensions (Altruism, decency and kindness, sportsmanship, civilized behavior, conscience) is High in the institution under study and contributes to achieving institutional performance.

Keywords

Organizational citizenship ;
Altruism; Decency and kindness;
Sportsmanship;
Civilized behavior;
Conscientiousness;
Performance.

JEL Classification Codes : M14, M12 , J24.

الكلمات المفتاحية

الملخص

هدفت هذه الدراسة إلى التعرف على أبعاد سلوك المواطنة التنظيمية (الإيثار، اللباقة واللفظ، الروح الرياضية، السلوك الحضاري، وعي الضمير) ودورها في تحسين الأداء المؤسسي لدى عاملي مؤسسة صناعة الكوابل فرع جنرال كابل - بسكرة-، ولتحقيق الهدف من هذه الدراسة تم الاعتماد على الاستبانة كأداة لجمع البيانات، وتوزيعها على عينة قصدية مكونة من 49 عامل بالمؤسسة محل الدراسة، تم استرجاع 45 استبانة صالحة لتحليل النتائج، وتم الاعتماد على برنامج SPSS لتحويل البيانات إلى أرقام. توصلت الدراسة إلى أن سلوك المواطنة التنظيمية بأبعادها (الإيثار، اللباقة واللفظ، الروح الرياضية، السلوك الحضاري، وعي الضمير) مرتفع بالمؤسسة محل الدراسة ويساهم في تحقيق الأداء المؤسسي.

تصنيف JEL : M14, M12 , J24

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I.INTRODUCTION:

In recent years, globalization, competition, and the focus on the quality of service provided to customers have helped increase interest in the behaviors of additional roles of employees in institutions, because organizational success in a changing environment requires greater flexibility and agility to respond to those changes. It also requires unleashing the energies, creativity, and capabilities of individuals and liberating them from the constraints of the role and job description. Which contributes to enhancing positive behaviors among employees, which may sometimes reach the point of defending it and improving its image, and may exceed the behaviors of the official role, which is what we find in organizational citizenship behavior.

Where it started Institutions Despite its various activities, it pays great attention to organizational citizenship behavior. The increasing interest in organizational citizenship behavior can be justified by looking at the nature of this behavior and its relationship to organizational outcomes, especially to the performance of the institution and the possibility of benefiting from it by administrations to direct organizational behavior according to what their interests require..

It is therefore not surprising that performance is the path that determines the directions of administrative activities and confronts problems and deals with internal and external changes, and in view of the need Institutions For such practices that are based on maximizing resources and increasing productivity through the voluntary and subjective will of individuals.

- Research problem:

Through this study, we attempt to answer the following question: **What is the role of organizational citizenship behavior in improving institutional performance at the Cable Industry Corporation - General Cable Biskra Branch?**

- Research questions:

- What is the concept of organizational citizenship behavior and what are its dimensions?
- What is the level of application of the dimensions of organizational citizenship behavior at the Cable Industry Corporation - General Cable Biskra branch?
- Is there a relationship between organizational citizenship and institutional performance at the Cable Industry Corporation - General Cable Biskra Branch?

- Research hypotheses: The research hypotheses are:

Main hypothesis: Organizational citizenship behavior contributes to improving institutional performance.At the Cable Industry Corporation - General Cable Biskra Branch?

Under this hypothesis are a set of partial hypotheses, which are:

*Altruism contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Courtesy and kindness contribute to improved corporate performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Sportsmanship contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Civilized behavior contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Conscientious awareness contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra.

II. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:

1. THEORETICAL FRAMEWORK

A. Organizational Citizenship

Given the importance of organizational citizenship, it is necessary to shed light on the nature of this behavior, which has been of interest to scholars and researchers since ancient times and will remain so, as the intellectual framework for the concept of citizenship behavior goes back to the famous world of management.(Chester Barnard), year1938On the principle of convincing employees of the desire for organizational cooperation (J (Jassim Muhammad & others, p06)

This contradicted the prevailing thought at that time, which assumed that employees did not have the ability to cooperate spontaneously, and that the formal organization was able to fulfill this function.-Emphasizing that organizations are not made up of people, as some imagine, but rather of the actions and influences of these people..Adding that individuals must demonstrate a desire to contribute their efforts to this cooperative behavior, he explained that there are individual differences in tendencies to show such cooperative behaviors and loyalty. (bin Abdullah, 2006 , pp 22-23)

Then the concept of citizenship developed with ideas(Katz)year1964Which distinguished between the individual's formal role in work and spontaneous creative behavior, which is considered the basis for the organization's effectiveness (Jassim Muhammad & others, p06).The study is considered "*Batman and Organa*" The first practical study of organizational citizenship behavior. In this study, organizational citizenship behavior was measured through thirty items that describe various job behaviors that demonstrate the citizenship of the person performing them. Through analysis, it became clear that there is a correlation between these items, and thus the name organizational citizenship behavior was given to this behavior..Then he did "Smith et al."By analyzing the previous items and reducing them to sixteen items to measure organizational citizenship behavior. Then, studies and research were conducted in this field. (bin Abdullah, 2006 , pp22-23)

In this context, organizational citizenship behavior is known as:(Organ, 1988) However, "Discretionary individual behavior, not directly or explicitly recognized by a formal reward system, which in aggregate enhances the effective performance of the organization." (Hassani Alaa, 2006, p26) This definition focused on the fact that citizenship is not publicly stated in the organization's policies and procedures, but rather is an informal part of its system.

Which was confirmed by everyone whole & Allen So they defined organizational citizenship as:"It is the informal behavior and main requirement for carrying out work, and provides facilities and services that benefit the organization directly or indirectly." (Hamdan, 2014/2015, p15) Although citizenship is not directly and officially authorized by the organization and is not included among its requirements, its benefits are both direct and indirect.

This is what was indicated in the definition of each of Y. Liao, Zhang and Zhao & J.J So they defined citizenship as:"A set of actions aimed at providing assistance and the emergence of behavioral signs that are not required at the official level but are beneficial to the organization (Manasriya & Ben Khatou, 2015, p222), so this definition did not mention the type of benefit that citizenship brings to the organization.

This is what came in the definition of each of" *Shanak and Dumbler* "Organizational citizenship is a behavior outside the defined role, which does not entail a reward when it occurs or a punishment when it does not occur through the organization, but rather benefits from it by improving its efficiency and continuity, and it stems from the individuals of the organization due to their connection to it and their desire to raise its level. (Shatwi, 2011, p340)

In light of the above, it becomes clear that organizational citizenship is characterised by several characteristics, which are: (Haroun, 2013/2014, p12)

- It is an optional behavior, it is not in the individual's job description;
- It is a voluntary behavior.(The worker cannot be punished for failing to perform it.), so that it stems from the additional roles that an individual can play;
- It contributes to increasing the effectiveness of the organization;
- They are not rewarded through the organization's formal incentive systems..
- It is also clear that organizational citizenship includes positive behaviors that an individual voluntarily practices, such as helping colleagues at work, making suggestions to improve performance, speaking positively about the organization to others, and others. (Haroun, 2013/2014, p12)

Although the above facts regarding organizational citizenship are clear, distinguishing between what an employee may consider a primary role or an additional role is not as easy a process as it may seem to some, The distinction between them is a cognitive process that is greatly affected by what the individual believes to be an additional role or a primary role. Most previous research related to organizational citizenship behavior has cited an explanation.(Organ)To perform organizational citizenship behavior, he believes that employees perform organizational citizenship behavior when they realize that their relationship with the organization is based on social exchange rather than economic exchange. (Jassim Muhammad & others, p06)

Therefore, the topic of citizenship behavior has received great importance from social researchers and others, each according to his specialty and the purpose he aims for. The importance of organizational citizenship stems from the many positive results and effects that it can achieve for the organization, as follows: (Refaat, 2023, pp22-23)

- Improve productivity, and it is a free source of it;
- Improving the capabilities and skills of both employees and managers;
- Leads to commitment and problem solving;
- Improving the organization's level of efficiency and effectiveness;
- Reducing job turnover;
- Boost employee morale;
- These behaviors give their practitioners an advantage and a competitive edge.

Some studies and research on the importance of organizational citizenship behavior have presented a set of advantages that this behavior can achieve for the organization and employees, which allows for the formation of a competitive advantage for organizations to confront competitors. These advantages are crystallized in the following: (Jassim Muhammad & others, p07)

*** Benefits to the organization:** Begum believes that this behavior leads to an increase in available resources as well as a reduction in the need for costly control mechanisms. Somech pointed to the essential impact of organizational citizenship behavior on the success of the organization, as the organization is unable, through official job directives, to encompass a wide range of behaviors necessary and required to achieve organizational goals. In the same vein, Koopman's study confirmed that citizenship behavior enhances the work environment within an organization. Ladebo also indicated that citizenship behavior plays a role in reducing turnover and absenteeism rates, which leads to organizational stability, increased performance, improved productivity, increased organizational efficiency and effectiveness, enhanced mutual trust and job satisfaction among individuals, and reduced negative conflicts.

*** Benefits for employees:** He sees Bowler This behavior provides the ability to create and innovate by developing and strengthening the motivation to achieve and the sense of responsibility towards the organization. Also, employees demonstrating citizenship behaviors may lead to the creation of a type of emotional response and thus strengthening the existing relationships between the leader and the subordinate. (According to a study Koopman) This behavior has a positive impact on the performance of the group as a whole, as indicated by a study. Makeinize Which included 40A work group in a paper mill showed that the evaluation of members' organizational citizenship behaviors in relation to the overall performance of the group was higher than the performance of the individual worker, The results of this study also showed that high levels of citizenship behavior among group members were associated with high productivity for the group as a whole and fewer defects..

As a result of the multiple positive effects of citizenship, researchers have differed in setting specific dimensions through which we measure this variable. The following table shows the different dimensions of the organizational citizenship variable according to a group of researchers.

Table No. 01: Dimensions of organizational citizenship according to a group of researchers

Dimensions	Researchers	Year
Altruism and general commitment.	Smith ,Organ & Near	1982
After comprehensive monopoly.	Bateman &Organ	1983
Altruism and general commitment.	Organ & Konovsky	1989
Altruism and general commitment.	Farh ,Podsak off & Organ	1990
Altruism, awareness, kindness, sportsmanship and participation.	Mackenzie ,Podsakoff & Fetter	1991
Altruism and general commitment.	Williams & Anderson	1991
Altruism, awareness, kindness, sportsmanship and participation.	Neihof	1992
Altruism, awareness, kindness, sportsmanship and participation.	Moorman	1993
Altruism, sportsmanship and participation.	Mackenzie ,Podsak off &Fetter	1993

Altruism, awareness, kindness, sportsmanship and participation.	Moorman ,bladely & Organ	1993
Altruism, awareness, kindness, sportsmanship and participation.	Konovsky & Pugh	1994
Altruism, public commitment, sportsmanship and civilized behavior.	Netemyer	1997
Altruism, awareness, kindness, sportsmanship and participation.	Al-Amiri and Hamid	2003
Altruism, awareness, kindness, sportsmanship and participation.	Al-Fahdawi	2005
Altruism, awareness, kindness, sportsmanship and participation.	Al-Atwi	2007

Source: (Haroun, 2013/2014, p17)

From the previous table, it is clear that researchers and those interested in organizational citizenship behavior have approached this concept from different perspectives. Some see it as representing two basic dimensions, others see it as three, and others see it as including five main dimensions. The current study has relied on the five dimensions, which represent the basis upon which the concept of organizational citizenship behavior is based. The names of these dimensions may differ among some researchers, but they remain similar in essence. On the other hand, there is a near agreement among researchers recently that these five dimensions are the basic components of organizational citizenship behavior(Jassim Muhammad & others, p07). These five dimensions are: (Manasriya & Ben Khatou, 2015, p223)

- **altruism:** It is a voluntary behavior that an individual performs voluntarily to help his colleagues at work;
- **Fitness and kindness :**There are those who call it politeness, and it reflects the extent to which a person tries to prevent work-related problems, his awareness of the impact of behavior on others, his not exploiting the rights of others, and avoiding causing problems with them.
- **Sportsman ship:** It reflects the extent to which a person can bear any temporary or simple personal troubles without complaining or refusing, and saving the energy directed towards such things to complete the work.
- **civilized behavior:** It means constructive and responsible participation in managing the affairs of the institution and caring about the fate of the institution;
- **Consciousness of conscience:** It represents voluntary employee behavior that exceeds the minimum requirements of the job;

Since organizational citizenship is a voluntary behavior by individuals working in the organization, it is directly or indirectly linked to a set of personal, functional, and organizational determinants. These determinants can be summarized as follows: (Shalabi, 2015/2016, pp74-75)

- **Job satisfaction:** In general, it refers to the positive emotional state resulting from an individual changing his job, whether it is a change in the benefits he receives, the style of supervision and leadership, or his work colleagues....etc. Most studies that investigated the relationship between the two variables showed a positive relationship, indicating that job satisfaction is one of the basic determinants of organizational citizenship behavior.
- **Organizational justice:** The concept of organizational citizenship consists of three dimensions: "Distributive justice, procedural justice, transactional justice, and many studies have revealed a direct relationship between the two variables. This results from the employee's sense of equality and fairness, which makes them feel responsible towards their organization and thus engage in a lot of voluntary work.
- **Administrative leadership:** Which It is one of the factors influencing the organizational environment and the construction of a policy based on cultural foundations that allow for the embodiment of voluntary administrative behaviors at various organizational levels. There is no doubt that the organizational citizenship behavior of administrative leaders is reflected in the practices of subordinates who draw guidance and direction from their superiors.
- **Employee's age:** Many behavioral studies show that an employee's age plays a significant role in determining organizational citizenship behavior. It has been shown that younger employees exhibit more volunteer behavior than older employees. An employee's age determines his or her view of work. Therefore, we find that older employees have a lower need for achievement, self-realization, social belonging, and building human relationships. Therefore, we can say that the personal factors determining organizational citizenship behavior differ according to the age of employees.
- **Intrinsic motivation:** It refers to the individual's internal needs for achievement and self-realization, which work to activate the latent forces and psychological processes that determine human behavior. It is the drive for the individual to perform a specific work without expecting to obtain external material incentives. Intrinsic motivations are linked to organizational citizenship behavior through the employee's involvement in voluntary work outside the role officially described to him in his organization. Therefore, the employee who possesses high intrinsic motivations is more inclined than others to voluntary practices.

Knowing these determinants is a measure of the level of citizenship in the organization, meaning that knowing the determinants is a necessary process for the organization, through which it realizes whether citizenship exists within it or not, and what is the reason for withholding it from its employees..Among the reasons for employees not contributing to administrative institutions with extra-role behaviors is the presence of a group of obstacles that stand in the way of achieving organizational citizenship. Among these reasons we mention the following: (Hassani Alaa, 2006, p31)

- Lack of employee participation in the organization's decisions, as well as the lack of strengthening their positive attitudes towards them;
- The organization's culture and values are unable to alleviate work pressures. Excessive pressure affects employees' efficiency and positive additional behaviors, which negatively impacts their outstanding performance;
- Not giving employees the opportunity to express their opinions and dissatisfaction with their jobs, which prevents them from engaging in reckless behavior;
- Most organizations lack organizational justice, which, if present, is a strong incentive for organizational citizenship behavior.

Based on what was previously mentioned, it becomes clear that organizational citizenship, although it is a voluntary behavior and not officially announced by the organization, is an urgent necessity.-For its continuity and excellence-It is imposed by the continuous changes and developments in the work environment and the organization can rely on it to improve its performance.

B. Institutional performance (Organizational):

The continuous change in ideas, technology, tastes, products, services, etc. is considered one of the biggest challenges facing organizations. If survival, continuity, and profitability represent the main goals of any organization, then confronting change, keeping pace with progress, and adapting to the environment represent the necessary conditions for that, and improving organizational performance is an urgent necessity to achieve these goals combined.

The origin of the term performance is Latin. ""performance ,But it is the English language that gave it a clear and specific meaning .to perform Meaning confirmation of an action, completion of an activity, or execution of a task. (Idris, 2003, p08)

The researchers know *Wierseman et Robbin* Performance is the ability of an organization to achieve its long-term goals (Al-Hussaini, 2000, p231), so they focused on long-term goals, which most researchers agree are survival and growth.

As for the researchers *Miller et Bromuly* They defined performance as a reflection of how an organization uses and exploits its material and human resources efficiently and effectively in a way that enables it to achieve its goals (Al-Hussaini, 2000, p231). In their definition of performance, they focused on the ways in which an organization achieves its goals and objectives, represented by the methods and formulas it adopts in exploiting available resources, and the extent of the organization's success in this exploitation.

Issa Hirsh defines it as the ability to accomplish tasks or achieve a certain result, i.e. looking at performance from the perspective of the dimensions of efficiency and effectiveness. Effectiveness means the extent to which goals are achieved, i.e. the relationship between the achieved results and the expected goals, while efficiency is the relationship between the achieved results and the means used (Hairish, 2002). This definition looks at performance from the perspective of efficiency and effectiveness.

and the performance of the institution depends on the extent to which the objectives are achieved.(Effectiveness)On the one hand, the ability to make optimal use of resources without compromising the set objectives.(Efficiency) On the other hand. This explains The broad concept of performance, therefore, is characterized by several characteristics that can be summarized as follows: (kouadria, 2022, p 418)

- Performance is a broad concept that varies according to its use. Some view it from the perspective of goals and others of results.(Efficiency and effectiveness);
- Performance is an evolving concept. It varies from one period to another. The old view looked at it on the basis of profitability, and now it is looked at strategically.
- Performance is a comprehensive concept because it includes in its standard indicators all of the material, financial and human resources;

- Performance has a retroactive effect on the organization through the achieved results, whether the goals were achieved or not. In the event of non-achievement, planning is resumed again, which explains the retroactivity.

The multiplicity of these characteristics is due to the difference in the types and standards specified for performance, because the classification of performance and the determination of its types raises the problem of choosing the precise and practical standard that can be relied upon to determine the different types. And since performance means the accomplishment of work or the manner in which goals are achieved, the standards adopted in the classification of the latter can be transferred and used in the classification and determination of its types as the standard of comprehensiveness, the standard of duration, and the standard of nature.

- ✓ **According to the comprehensiveness criterion:** According to this criterion, performance can be divided into: Full performance and partial performance as follows:

***Overall performance:** It is embodied through the achievements that all the elements, functions, or subsystems of the organization contributed to achieving. We point out that the overall performance of the organization is the result of the interaction of the performances of its subsystems (performance of the production function, marketing function, etc);

***Partial performance:** It is achieved at the subsystems level. For the institution It is divided into several types that differ according to the standard used to evaluate the elements. The institution Where it can be divided according to the functional standard into the performance of the financial function, the performance of the personnel function, the performance of the supply function, the performance of the production function and the performance of the marketing function;

- ✓ **According to the standard of nature:** Performance is divided according to this criterion into economic, social, political, technological and technical performance. This performance is achieved based on the objectives set by...The institution To achieve it in various economic and social fields, economic performance aims to maximize outcomes and reduce the use of resources, while social performance is a commitment The institution With all of its internal community (Its members)And its external community, in addition to social and economic performance, can talk about technical, cultural or political performance. For the institution, when she sets goals for herself like this. (Mazhouda, 2001, p50)

- ✓ **According to the source:** According to this criterion, performance is divided into internal performance, which results from the interaction of the various performances of the organization's subsystems, i.e., the various partial performances represented by the performance of human resources and the technical performance related to the investment aspect, and the financial performance related to the financial and used capabilities. Performance may also be external, i.e., it results from a group of external developments. (Khan, 2003/2004, p50)

It consists of The institution From a group of components: Human, financial, material, and organizational, all of which contribute to performance to varying degrees, without forgetting the impact of the external environment on performance. The institution There fore, the previous elements constitute a source of performance according to the following division:

***apparent performance:** Which is represented by the opportunities provided by the external environment For the institution, By realizing and exploiting these opportunities, the organization achieves the required performance. Among these opportunities we mention::The opening of promising new markets, patents being invested in, crises suffered by competing institutions, the emergence of supportive government laws, these opportunities, although they cannot be attributed primarily to the institution's performance(Internal performance)However, by discovering these opportunities and

exploiting them by the organization, it indicates that it is internal performance.(Self(As for the ability The institution Avoiding threats that appear in the external environment indicates internal performance due to the work that the institution does to confront them..

***Self-performance:** It is represented by the performance of the institution as a whole due to the efforts made by administrative leaders and subordinates at work, which results from a combination of the following performances:

***Financial performance:** Describes how effective and efficient The institution In mobilizing and employing financial resources, financial analysis ratios and the financial balance index are considered among the most prominent indicators of financial performance.

***commercial performance:** Describes the effectiveness and efficiency of the commercial and marketing function in achieving sales and customer satisfaction objectives and is considered: Business turnover, profitability, number of customers, and purchase rate are among its most prominent indicators. For the institution;

***Technical performance:** It is the ability The institution On the use and utilization of production equipment in the production process, as well as its maintenance. The quantity of production and production capacity are considered among its most prominent indicators. For the institution;

***Supply performance:** It represents the effectiveness and efficiency of the functions of purchasing, transportation, and storage to supply The institution With raw materials, equipment, and production facilities of the appropriate quality, quantity, and time;

***human performance:** It represents the performance of the organization's employees, regardless of their position or job level.(Senior management, middle management, supervisors, implementers)It is one of the most important sources of performance, as it primarily determines all previous levels of performance, such that we cannot imagine any performance without individuals..

Some researchers believe that there are four main factors that affect institutional performance, which can be summarized as follows:

*The accuracy of the information on which many transfer and promotion decisions are based;

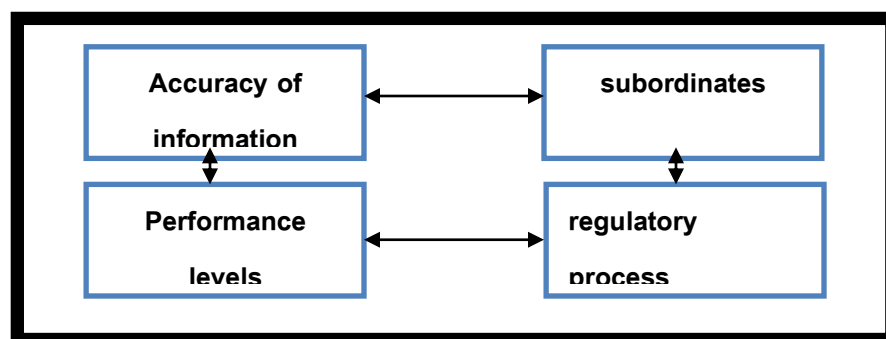
*Subordinates' behavior by reconsidering their actions because they are the cornerstone For the institution The active part in evaluating institutional performance;

*Activating the organizational process through which work plans and systems can be reviewed;

*Improving and developing performance levels At the institution On the basis of which and depending on its results, its overall performance is evaluated.

Through the above, we can clarify the factors determining institutional performance in the following figure:

Figure No.02): Determinants of institutional performance



Source: Prepared by the researcher based on: (Pinto, 2003, p11)

C. The relationship between organizational citizenship behavior and institutional performance

Organizational citizenship behavior is one of the most important modern concepts that has attracted the attention of researchers in the field of organizational behavior. Due to this increasing importance, multiple trends have emerged that have tried, in one way or another, to develop a concept based on principles and theories through which the behavior of individuals within modern organizations can be understood. This is because organizational citizenship is not limited to the benefit of managers and work organizations only, but it allows workers to understand human behavior within institutions in a more comprehensive manner. This understanding contributes to strengthening and improving organizational performance, which comes as a result of social relations between employees on the one hand and workers and management on the other hand. (Mammeri, 2014, p53)

Because institutional performance requires the availability of basic factors, which are: Focusing on encouraging and motivating individuals to join and continue in the organization, and the necessity for individuals to perform the requirements of basic roles in the work correctly, in addition to encouraging and assisting individuals to carry out some activities that fall outside the scope of the job duties that the system officially defines for them (bin Abdullah, 22-23), including, of course, organizational citizenship.

Accordingly, organizational citizenship can contribute to improving organizational performance, through the contribution of organizational citizenship dimensions: Altruism, decency, kindness, sportsmanship, civilized behavior, and conscientiousness) In improving institutional performance.

C.1 The contribution of altruism to improving institutional performance: An employee's possession of altruistic characteristics can contribute to improving performance through:

- An employee helps his colleagues solve their work-related problems, such as assistance when a production machine breaks down, or when there is a work accident, or when relations become tense between employees, such as conflicts, or between the employee and the employer.
- Helping new employees learn the methods and ways of accomplishing their tasks, by facilitating the process of performing their jobs, and how to perform them in the least amount of time, effort, and cost. It also helps them learn about the prevailing organizational climate and culture of the organization and how to quickly adapt to it.
- Helping colleagues complete their workload due to absence, by redistributing tasks, sharing them with each other, and working overtime.

C.2 The contribution of fitness and kindness to improving organizational performance: The employee's possession of the characteristic of courtesy and kindness in dealing with others can contribute to improving organizational performance through: (Manasriya & Ben Khatou, 2015, p223)

- The extent to which a person tries to prevent work-related problems from occurring;
- His awareness of the impact of behavior on others;
- Not exploiting the rights of others and avoiding causing problems with them.

This component also reflects the individual's desire to take the initiative to contact others before making any decisions that affect their work, or at least inform them in advance of those

decisions. The importance of this component is clear in cases that require coordination between a group of individuals or different work groups, and the resulting strengthening of the spirit of construction instead of getting immersed in useless argumentative discussions. Examples of this component include not getting angry when others try to provoke this. (Jassim Muhammad & others, p07)

C.3. The contribution of sportsmanship to improving institutional performance: A working individual's sporting spirit when dealing with others within the organization can contribute to improving performance, through:

- The extent to which a person can tolerate any temporary or minor personal troubles without complaining, refusing, or the like;
- Saving energy directed towards such work to be done;

An individual's willingness to accept some broad organizational frustrations and annoyances without resentment or complaint. These organizational frustrations often appear as a result of the interaction of employees within a single organization or working within a group. Other examples include accepting work under less than normal conditions, making excuses for the organization, and not trying to show its shortcomings. It is clear that an individual's acceptance of these job frustrations without grumbling or complaining can reduce the workload on the direct supervisor and lead to both the supervisor and the subordinate being free to solve real work problems. (Jassim Muhammad & others, p07)

C.4. The contribution of civilized behavior to improving institutional performance: The working individual's possession of civilized behavior in dealing with others can contribute to improving performance, through: (Manasriya & Ben Khatou, 2015, p223)

- Constructive and responsible participation in managing the affairs of the institution and concern for the fate of the institution;
- Attend important informal meetings;
- Maintaining change;
- Read the organization's memoirs and announcements;
- Performing work in a manner that preserves the reputation of the institution;
- Caring about the life of the institution and participating responsibly in its affairs, placing it above individual goals;
- Serious and constructive integration into all activities and events of the informal institution (Jassim Muhammad & others, p08);

C.5. Contribution of conscience awareness to improving institutional performance: Having a conscientious individual in dealing with others can contribute to improving performance, through: (Manasriya & Ben Khatou, 2015, p223)

- the audience;
- Respect for rules and regulations;
- Work hard to develop skills and constantly strive to improve work results as much as possible;
- And stay away from personal business during official work hours;

- The employee's keenness to maximize the investment of work time and his keenness to adhere to work restrictions and laws;
- Voluntary acceptance of the rules and procedures of the organization even in the absence of the supervisor (Jassim Muhammad & others, p08).

2. PREVIOUS STUDIES:

-Study (Rashid Manasriya, Farid Ben Khatou , 2015) : Organizational Citizenship Behavior and its Importance in Improving Employee Performance, Case Study of Mobilis Mobile Phone Company.

This study aimed to determine the extent to which organizational citizenship behaviors affect employee performance at the Mobilis mobile phone company, Ouargla unit. After conducting a desk survey of previous studies on the subject, as well as exposing some of its theoretical aspects, the field study was moved on by obtaining official documents related to the study, personal interviews with some human resources managers, the questionnaire, and its statistical processing. the most important results of the study were the presence of organizational citizenship behaviors and high employee performance, with a medium impact of organizational citizenship behaviors on employee performance at the Mobilis Mobile Communications Company, Ouargla Unit.

-Study (Khuzaini, Zainul, M., & Zamrudi, Z. ;2019). Organizational Citizenship and Employee Performance: The Role of Spirituality.

study investigates the role of organizational citizenship behaviour in mediating the spirituality on employee performance. Organizational citizenship behaviour is measured by using four indicators of altruism, courtesy, civic virtue, sportsmanship, and seriousness. The study employed survey design using sample of 180 respondents. The data was analysed using GSCA-SEM (Generalized Structured Component Analysis) and confirmatory factor analysis to measure construct interaction. The results indicate significant direct effect on employee performance by organizational citizenship behaviour. Though the direct effect of spirituality on employee performance shows non-significance effect, the indirect effect mediated by organizational citizenship behaviour shows a significant relationship. The study point out that the spirituality could affect the organizational citizenship behaviour resulting in a significant effect on employee performance indirectly.

- Study (Hermawan, SUSILO, Priyo ,2020): Organizational Citizenship Behavior and Performance: The Role of Employee Engagement.

This study aims to analyze the relationship between OCB and EE on Employee Performance (EP) in the manufacturing industry in Tangerang. This study is conducted using a quantitative method with 200 respondents. The data is collected by distributing questionnaires to respondents, which is then analyzed using Structural Equation Modeling (SEM) with AMOS 23 software. The result of this study indicates that OCB has a significant effect on EE and EP. This study also finds that employee engagement has a significant effect on employee performance and can mediate the relationship between OCB and EP. From these results, the implication that can be taken is that the manufacturing industry in Tangerang must pay attention to their employees for them to develop OCB and EE, and eventually increase their performance towards the organization.

-Stady (Yaraqi Hussein, Bin Awda Mustafa, 2023): An analytical study of organizational citizenship behaviors and their relationship to certain organizational variables.

This study sought to trying analyze the notion of organizational citizenship behavior, and showing the importance of studying it, its dimensions and different impacts. As well tracing the most important factors that influences it's appearance or disappearance. Through defining the important organizational variables that determines the organizational citizenship behaviors and the nature of the relationship between the various variables that leads to the rising or vanishing of this phenomenon in organizations. The results of the analytical study indicated a positive and direct relationship between organizational justice and organizational citizenship behavior in general. On

the other hand, the analytical study demonstrated a positive and significant relationship between procedural justice, distributive justice, and transactional justice and organizational citizenship behavior.

- Study (Muhammad Khan and all, 2025): Investigating the impact of Organizational Citizenship Behavior on Supply Chain Performance and Corporate Sustainability: an empirical study.

This study empirically examines the influence of six dimensions of Organizational Citizenship Behavior (OCB) on Supply Chain Performance (SCP) and subsequently, Corporate Sustainability (CS). Anchored in social exchange theory, it proposes a conceptual model delineating how six OCB dimensions – Civic Virtue, Organizational Loyalty, Courtesy, Helping Behavior, Sportsmanship and Conscientiousness – independently affect SCP and mediate CS outcomes. Utilizing partial least squares structural equation modeling (PLS-SEM) via SmartPLS version 3.3.6 software, data from 441 SC professionals across diverse industries were analyzed through snowball sampling. Results show that each OCB dimension significantly enhances SCP; Civic Virtue, Organizational Loyalty and Courtesy notably boost team work and productivity; Helping Behavior and Sportsmanship foster a supportive SC environment; Conscientiousness ensures operational reliability. Moreover, SCP positively influences CS, confirming its mediating role between OCB dimensions and CS achievements. The study underscores the importance for companies to foster OCB elements to augment SCP for achieving CS objectives. This work contributes novel empirical insights into the substantial influence of OCB on SCP with cascading effects on CS – an area previously unexplored empirically.

Thus, through our previous presentation, it became clear to us that previous studies were interested in studying organizational citizenship behavior and its relationship to employee performance, such as the study of (Rashid Manasriya, Farid Ben Khatou) and study (**Khuzaini, Zainul, M., & Zamrudi, Z.**) and study (**Hermawan , Susilo, Priyo**), Some have linked it to supply chain performance and corporate sustainability such as the study (**Muhammad Khan and all**), as for (**Yaraqi Hussein, Bin Awda Mustafa**) he conducted an analytical study of organizational citizenship behaviors and their relationship to some organizational variables. Therefore, our study is one of the few studies that addressed the variable of organizational citizenship and its link to the institution's performance. It is also one of the studies that came to clarify the reality of organizational citizenship behavior in the cable industry institution, General Cable branch, Biskra, and its relationship to institutional performance.

III. METHOD AND PROCEDURES:

Work on the electrical cable manufacturing unit project in Biskra began in February.(1980)This is an application of the four-year plan.(80-1984)Several national and international institutions participated in these works, and the electrical cables unit was established in Biskra. "The entity was headquartered in the capital and then separated from it in the year(1998)To become "Cable Industry Corporation of Biskra" Within the framework of privatizing Algerian institutions, work was done to bring in one of the giants of the cable industry to participate. GENIRAL CABLE year(2008)It is a Spanish-American institution.(70%)Which made her name change to become "General Cable Company of Biskra" The area of the institution is 42 Hectares of it 12 As for the production capabilities of the institution, it manufactures Electrical cables of all kinds Their number is approximately 440 type.

A. Data collection tool: In this study, data were obtained through a questionnaire as a tool to measure the study variables, and distributed to the study's researchers, then using the statistical

program. SPSS .(Statistical Package For Social Sciences In converting data into numbers and analyzing this data, the questionnaire included the following topics:

- *axis the contribution of altruism to improving institutional performance;
- *axis the contribution of fitness and kindness to improving organizational performance;
- * axis the contribution of sportsmanship to improving institutional performance;
- * axis the contribution of civilized behavior to improving institutional performance;
- * axis the contribution of conscience awareness to improving institutional performance.

Appropriate statistical methods were used to reach valuable indications and indicators that support the topic. These methods are:

- Cronbach's alpha test** (Cronbach's Coefficient Alpha):This is to determine the validity and reliability of the questionnaire statements.
- Percentages and frequency distribution**: This is to evaluate and describe the data obtained from the study's researchers.
- Weighted arithmetic mean**: This average was used to determine the study respondents' evaluation of each statement and each axis of the study.
- Standard deviation**: This scale is used to determine the extent of deviation or dispersion of the study respondents' answers to each statement of the study variables and to each of the study axes from their arithmetic mean.
- Range**: To determine the length of the five-point Likert scale categories used in the questionnaire, the lower and upper limits of this scale were calculated with the aim of knowing the direction of the answers of the members of the study community regarding each statement of the study and each axis of the study. Table No. (02) Shows Length of each five-point Likert scale category and answer direction.

Table No.02: Length Five-point Likert scale categories and response direction.

Degree	Arithmetic average	Answer direction
1	From 1 to 1.79	Strongly disagree.
2	From 1.80 to 2.59	Disagree.
3	From 2.60 to 3.39	neutral.
4	From 3.40 to 4.19	OK.
5	From 4.20 to 5	Strongly agree.

Source: Soulah Samah, The Role of Human Capital Management in Achieving Excellence for the Learning Institution: A Field Study on Scientific Research Centers in Algeria, PhD Thesis(Unpublished), Economics major, Faculty of Economics, Business and Management Sciences, University of Mohamed Khider Biskra,2012/2013, p170.

B. Study population and sample:The study population consists of workers in"Cable Industry

Corporation-General Cable Branch Biskra"A purposive sample was taken consisting of:(49)A worker, and the questionnaire was distributed to them through field visits, and the response was(45)factor.

C. Testing the validity and reliability of the measuring instrument

C.1. Test of honesty: We mean by it verifying that the measuring tool is valid for measuring what it aims to measure, as the square root of Cronbach's alpha coefficient was taken to ensure the extent to which the questionnaire phrases express the study's axes appropriately. The questionnaire's validity coefficient was found.(0.89) It is a high value that is appropriate for the study's objectives. The validity coefficient for the study's axes is also large and appropriate for the study's objectives, as shown in Table No.(03)Therefore, the study tool is valid for measuring what it was designed for..

C.2. Stability test: To check the degree of the measuring instrument (questionnaire)We extracted Cronbach's alpha coefficient to ensure that the same results are given when the questionnaire is redistributed. It also measures the degree of its inconsistency with itself..Table No.03Stability test shows Validity of study variables. From the results shown in the table, it became clear to us that the questionnaire phrases as a whole were consistent to an acceptable degree..

Table No.03: Test The reliability and validity of the study variables and the questionnaire as a whole

Axes	Number of phrases	Stability coefficient.	Reliability coefficient (*).
First axis	04	0.63	0.79
The second axis	04	0.66	0.81
The third axis	05	0.75	0.86
The fourth axis	05	0.69	0.83
Fifth axis	04	0.71	0.84
The questionnaire as a whole	22	0.80	0.89

Source: Prepared by the researcher based on the program outputs SPSS.

From the table we note that the stability coefficient of the entire questionnaire is (0.80)It is greater than the required rate.(0.6)This means that the questionnaire statements are internally consistent, and we found the reliability coefficient.(0.89)This means that the questionnaire measures what it was designed to measure and is valid for analyzing the results.

IV.STUDY RESULTS (ANALYSIS AND DISCUSSION) :

A: First axis: The contribution of altruism to improving institutional performance: Table No. (04) shows the results obtained on the statements that measure the relationship between the first variable and the independent variable (altruism) The dependent variable is institutional performance.

Table No. 04: Altruism and improving institutional performance

Phrases	arithmetic mean	Standard deviation	Answer direction
I am keen to help my colleagues without compensation for that	4.36	0.86	Strongly agree
I encourage my colleagues to do their work effectively.	4.49	0.58	Strongly agree
When my colleagues are away, I volunteer to do some of their chores.	4.27	0.49	Strongly agree
I help my new colleagues to adapt and facilitate their tasks.	4.53	0.48	Strongly agree
Total	4.41	0.42	Strongly agree

Source: Prepared by the researcher based on the program outputs SPSS.

It is clear from the previous table that the overall arithmetic mean of the paragraphs related to the first axis "**The contribution of altruism to improving institutional performance** "It is estimated at **4.41** It is a value that belongs to the strongly agree range, and the standard deviation is(0.42)Which indicates that altruistic behavior is high among the study sample members and contributes to institutional performance. This axis was measured through four statements, and we note that the arithmetic averages of the study sample members' answers regarding these statements range between (4.27)and(4.53)Its standard deviations ranged between(0.48)and(0.86)The trend of the study's researchers' answers is all towards "Strongly agree "This indicates that the study sample members are keen to help their colleagues without compensation, and encourage them to do their work effectively. They also volunteer to do some of their colleagues' work in their absence, in addition to helping new colleagues to adapt and facilitate the performance of their tasks..

B. The second axis: The contribution of fitness and kindness to improving organizational performance: Table No.(05) shows the results obtained on the statements that measure the relationship between the second variable and the independent variable (Fitness and kindness) The dependent variable is institutional performance.

Table No. 05: Fitness, kindness, and corporate performance

Phrases	arithmetic mean	Standard deviation	Answer direction
I take the initiative to contact others before making any decisions that affect their business.	3.33	1.02	neutral
I respect the rights of my colleagues at work.	4.50	0.58	Strongly agree

I avoid causing problems with my colleagues and contribute to solving problems.	4.41	0.49	Strongly agree
I avoid hurting my colleagues' feelings at work.	3.42	0.86	OK
Total	3.91	0.95	OK

Source: Prepared by the researcher based on the program outputs SPSS.

We note from the previous table that the overall arithmetic mean that measures the “The contribution of fitness and kindness to improving organizational performance ”Has reached(3.91)It is a value that belongs to the range of agreement, and the standard deviation for this axis has reached(0.95)This axis was measured through four statements, where the arithmetic mean ranged between(3.33)and(4.50)The standard deviation ranged between(0.49)and(1.02)Which indicates that the behavior of courtesy and kindness is high among the individuals of the study sample. It contributes to institutional performance. This was evident from their answers, which showed that the study sample members respect the rights of their colleagues at work and avoid causing problems with them, in addition to helping them solve problems with them and avoiding hurting their feelings at work. Although the behavior of politeness and kindness is high, the first statement related to "I take the initiative to contact others before making any decisions that affect their business."The direction of the answer was towards "neutral"

C. The third axis: The contribution of sportsmanship to improving institutional performance: Table No(06) shows the results obtained on the statements that measure the relationship between the third variable and the independent variable (sportsmanship) The dependent variable is institutional performance.

Table No. 06: Sportsmanship and institutional performance

Phrases	arithmetic mean	Standard deviation	Answer direction
I bear any temporary or minor personal troubles without complaint or rejection.	4.04	0.95	OK
I accept any criticism from my colleagues with open arms.	3.95	0.77	OK
I am willing to accept some broad organizational frustrations and annoyances without resentment or complaint.	4.18	1.06	OK
I avoid blaming others for the problems I face.	4.35	0.71	Strongly agree
I accept changes at work easily.	3.22	1.28	neutral

Total	3.94	0.80	OK
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Source: Prepared by the researcher based on the program outputs SPSS.

We note from the previous table that the arithmetic mean of the “**The contribution of sportsmanship to improving institutional performance**” has achieved (3.94) It belongs to the domain of agreement, and standard deviation (0.80), Indicating that sportsmanship behavior is high in the institution under study. It contributes to institutional performance. This was evident from the answers of the study sample members, as this dimension was measured through five statements. It became clear that: Employees in the organization tolerate any temporary or minor personal troubles without complaint or resentment. They also tolerate any criticism from their colleagues and are willing to accept some frustrations and broad organizational annoyances without resentment or complaint, and avoid blaming others for the problems they face. However, the last statement, "I accept changes at work easily," resulted in a "neutral" response.

D. The fourth axis: The contribution of civilized behavior to improving institutional performance: Table No.(07) shows the results obtained on the statements that measure the relationship between the fourth variable and the independent variable(civilized behavior)The dependent variable is institutional performance.

Table No. 07: Civilized behavior and institutional performance.

Phrases	arithmetic mean	standard deviation	Answer direction
I participate constructively and responsibly in managing the affairs of the institution and taking care of its destiny.	4.38	0.80	Strongly agree
Make sure to attend important informal meetings.	3.82	0.77	OK
I perform my work in a manner that preserves the reputation of the organization.	3.96	0.70	OK
Involve yourself in all the activities and events of the informal organization.	4.04	1.29	OK
I care about the life of the institution and participate responsibly in its affairs, placing it above individual goals.	4.30	0.42	Strongly agree
Total	4.10	0.88	OK

Source: Prepared by the researcher based on the program outputs SPSS.

It is clear from the previous table that the overall arithmetic mean that measures the “axis ”**The contribution of civilized behavior to improving institutional performance**” It has achieved a value of (4.10) It belongs to the domain of approval, and the standard deviation has reached(0.88)Which indicates that the level of civilized behavior in the institution under study is high. It contributes to institutional performance. This axis was measured through five statements, and the arithmetic mean of these statements ranged between (3.82) and (4.38) The standard deviation of these statements ranged between (0.42) and (1.29) The study’s respondents’ answers indicated that there is constructive and responsible participation in managing the organization’s affairs and taking care of its fate, in addition to the workers’ keenness to attend important informal meetings, also performing work in a way that preserves the organization’s reputation and integration into all the organization’s informal activities and events, and finally, taking care of the

organization's life and responsible participation in its affairs and making it above the individual's goals.

E. Fifth axis: Contribution of conscience awareness to improving institutional performance:
Table No (08) shows the results obtained on the statements that measure the relationship between the fifth variable and the independent variable (Consciousness of conscience) The dependent variable is institutional performance.

Table No. 08: Conscience awareness and institutional performance.

Phrases	arithmetic mean	Standard deviation	Answer direction
I adhere to the specified working hours.	3.32	1.12	neutral
I respect rules and regulations, and work hard to develop skills and strive to improve work results.	4.10	0.85	OK
Stay away from personal business during official business hours.	4.22	0.92	Strongly agree
I adhere to the rules and procedures of the organization even when the supervisor is not present.	3.82	0.35	OK
Total	3.86	0.46	OK

Source: Prepared by the researcher based on the program outputs SPSS.

It is clear from the previous table that the overall arithmetic mean for the axis "**Contribution of conscience awareness to improving institutional performance**" Has reached (3.86) It is a value that belongs to the range of agreement, and it achieved a standard deviation of (0.46) Which indicates that the level of conscience awareness is high in the institution under study. It contributes to institutional performance. This dimension was measured through four statements, and their arithmetic means ranged between (3.32) and (4.22) The standard deviation ranged between (0.35) and (1.12) The answers of the study sample members showed that the workers adhere to the specified work hours, also respect the rules and regulations, work hard to develop skills and strive to improve work results, and stay away from personal work during official work hours, in addition to adhering to the rules and procedures of the institution even in the absence of the supervisor.

V.CONCLUSION:

Organizational citizenship behavior relates to the positive contributions of employees and the avoidance of harmful behaviors that cause harm and transgression against colleagues as well as other stakeholders in the organization. Accordingly, organizations cannot continue and flourish if their members do not act as good citizens by engaging in all types of positive organizational behavior. The additional role played by the employee contributes to achieving the organization's goals as well as increasing the ability of employees and managers to perform their jobs effectively.

A. Results

Based on what was reached through the field study that we conducted at the Cable Industry Corporation, General Cable Branch, Biskra, it became clear to us that:

*Altruism contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Courtesy and kindness contribute to improved corporate performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Sportsmanship contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Civilized behavior contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra;

*Conscientious awareness contributes to improving institutional performance. At the Cable Industry Corporation, General Cable branch, Biskra.

B. Suggestions

Based on the results obtained, it was found appropriate to present a set of proposals that help and enhance the adoption of organizational citizenship in a way that ensures its position and success in institutions. These proposals are as follows:

- Considering organizational citizenship as one of the basic pillars of the institution's mission, based on the fact that organizational citizenship is the guide for all organizational activities. Whenever it is taken away, the institution becomes at risk, which requires an attempt to translate it into policies and programs to overcome the obstacles that hinder organizational citizenship;
- Encouraging institutions to increase their interest in organizational citizenship behaviors and to enhance them among employees by providing a material and moral climate that encourages them to engage in organizational citizenship behavior;
- Trying to spread the culture of organizational citizenship in institutions, which creates responsibility, self-control, and high performance;
- Involving the organization's employees in special training courses to develop organizational citizenship behavior and familiarize them with its advantages and how to work with it.

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