



## Affective commitment and organizational citizenship behaviors: evidence from frontline employees in Algerian commercial banks

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### Abstract:

The study aims to identify the impact of affective commitment as defined by Mowday, Porter and Steers (1979) in predicting organization-oriented citizenship behaviors (sportsmanship and civic virtues) as defined by Organ (1988), using a randomly selected sample of two hundred five of frontline employees in commercial banks in Algiers. The results were calculated employing the SmartPLS program for structural equation modeling.

The results reveal the positive and consist impact of affective commitment on organization-oriented citizenship as one dimension and on civic virtues and sportsmanship as separated dimensions.

**Keywords:** affective commitment; organizational citizenship behaviors; civic virtues; sportsmanship; front line employees; Algerian commercial banks.

**JEL Classification Codes:** ...M120, ..., ...

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## **1. Introduction:**

The banking industry occupies a prominent position in Algeria's economic structure and it is still on perpetual evolution. The banks still rely on their human resources to gain competitive advantage, and that despite the digitalization of their operations. Furthermore, the frontline employees have an important role in enhancing the bank image and improving the service quality. Accordingly, the banks pay significant attention to the attitudes and behaviors of their frontlines employees, such as organizational commitment and citizenship behaviors.

Organizational commitment constitutes a major goal for the human resources management policies of any company aiming at success and sustainability in an ever-changing environment.

Organizational citizenship behaviors constitute an HR performance indicator of crucial importance for the success of organizations in this era of skilled workforce scarcity and increased competition. They are a good predictor of individual and collective effectiveness, job satisfaction and employee retention.

Our study starts from the observation made by par (Morrow, 2011) that the ideal employee is the committed employee who is loyal to his organization, has little absenteeism and is ready to adopt altruistic behaviors and make significant efforts to contribute to the success of his organization. Because, according to (Cormier, 2008, p. 2): "Supporting a colleague, protecting their organization and being willing to do additional tasks or even taking initiatives to advance a file are examples of behaviors that are essential for the success of an organization" (Boundenghan, 2014).

The current study combines the variables of organizational commitment and organizational citizenship behaviors by trying to answer the following question: **Is frontline employees' affective commitment a good predictor of organization-oriented citizenship behaviors ?**

The study aims, first, to present organizational commitment and affective commitment. Secondly, to expose organizational citizenship behaviors and their dimensionality. Finally, to detail the relationship between the study variables theoretically and empirically.

The importance of the study came as a response to the call of the researchers like (Paillé P., 2008/1) to to replicate empirical studies in another contexts outside America or Europe. Indeed, the study is complementary to previous studies on the relationship and the impact of organizational commitment on organizational citizenship behaviors (Agti, 2015), (2017, تيجاني و لوكيا, (Sewwadi & Dissanayake, 2019). It is the first study in Algeria which combine a specific type of organizational commitment to a specific type of citizenship behaviors (i.e affective commitment and organization-oriented behaviors).

## **2. Organizational commitment:**

Organizational commitment has attracted the attention of many authors on psychology, sociology and human resources management. (Mowday, Steers, & Porter, 1979) first conceptualized it as the strength of an individual to identify to a particular organization.

A rather new definition confirms that "organizational involvement is the reflection of a psychological state that characterizes the relationship between an employee and his organization and influences the decision to maintain or terminate this membership" (Meyer & Allen, 1996).

Lately, (Meyer J., Stanley, Herscovitch, & Topolnytsky, 2001) define commitment, a general concept, as a "force binding an individual to a line of conduct relevant to one or more targets". This definition encompasses the notion of consequences of the different targets of involvement

(employment, organization or work team), although other authors emphasize the relevance of distinguishing involvement from its background and consequences.

In other words, organizational commitment would be "a stabilizing force that makes it possible to explain that a person remains attached to his organization while orienting their behavior or forcing them to act in a certain way" (Meyer J. , Stanley, Herscovitch, & Topolnytsky, 2001).

Organizational commitment can be conceptualized as "the psychological state or attitude of the individual that reflects, on one hand, his emotional attachment to the organization, wherein he identifies shared values; on the other hand, it relates to his deliberate decision to persist in his allegiance, contingent upon the assessment he undertakes regarding the opportunity costs associated with departure or retention, and ultimately to the ethical obligation he perceives to uphold his fidelity and to execute his responsibilities until the end" (Durrieu & Roussel, 2002). This definition emphasizes the three components of attitude, namely: affective, continuance and normative attitude.

This study consider organizational commitment such as an attitude (not a behavior) with three components or facets presenting three reasons for staying with an organization: "I want to" (affective, I have to (continuance) and "I ought to" (normative) (Meyer & Allen, 1996).

We are dealing mainly with affective commitment, which will be detailed in the following section.

### **3. Affective commitment:**

Affective commitment is the dimension we first think about when we talk about organizational commitment. It is conceptualized such "an affective or emotional attachment to the organization" (Allen & Porter, 1990). In addition, (Mowday, Steers, & Porter, 1979) conceptualized affective commitment such « the emotional attachment an employee has to an organization, characterized by a strong belief in and acceptance of its goals and values, a willingness to exert extra effort, and a strong desire to maintain membership ».

### **4. Organizational citizenship behaviors (OCBs)**

Organizational citizenship behavior is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward systems, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). This Organizational citizenship behaviors are characterized as spontaneous, modest and mundane behaviors for members of an organization, since these behaviors are not formally recognized by the organization's reward system (Organ, 1988). The same author insists that despite the absence of organizational citizenship behaviors, the smooth running of the organization is not disrupted although their presence improves its efficiency and effectiveness.

These behaviors are often internally motivated, that they stem from within and that they are supported by the intrinsic need of an individual to have a sense of accomplishment, competence, belonging or affiliation.

### **5. OCB dimensions**

Despite the increasing scholar's attention to OCBs, a comprehensive examination of the pertinent literature in this domain exposes a lack of agreement regarding the dimensionality of this construct (Podsakoff, Mackenzie, Paine, & Bachrach, 2000).

According to (Organ, 1988), we adopt the dimensionality with five types of OCBs:

**a. Altruism:** This behavior is at the heart of Organ's (1986) definition, because it is a behavior oriented towards collective interests rather than individual ones.

**b.** They consist of behaviors of assistance directed towards a person with a work-related problem (Podsakoff et al., 1993). It is also about the ability of an individual to be generous and helpful in his/her work relationships, freely and enthusiastically (Konovsky & Organ, 1996).

**c.** They are the most common form of citizenship. It has also met with the consensus of most specialists (Podsakoff et al., 2000; Chen and Francesco, 2003; Tepper et al., 2004; Van Scotter, 2000; Williams and Anderson, 1991). According to (Desrumaux, Léoni, Bernaud, & Dfrancq, 2012), mutual aid corresponds to a willingness to assist the members of one's organization when they are in difficulty, and would integrate according to » (Paillé P. , 2009) altruism, conciliation, courtesy, and comfort.

**d. Courtesy:** is a behavior by which the person prevents potential problems related to other colleagues (Podsakoff et al, 1993). It differs from altruism, which is an attitude that allows reducing the effect of an existing problem and not preventing it.

Courtesy also facilitates the constructive use of working time, by reducing, according to (Podsakoff, Mackenzie, Paine, & Bachrach, 2000) intergroup conflicts and thus decreasing the time spent in managing these conflicts. Some examples of courteous behavior: notice, reminders and communication of appropriate information.

**e. Conciliation:** refers to the individual intervention to reconcile between colleagues in case of the emergence of personal problems.

**f. Civic virtues:** The civic virtues also referred to the concept of "responsible participation" by Graham in 1986 and defines them as keeping oneself informed of events and problems related to the organization's ability to serve the interests of the members of the organization, to critically and constructively, evaluate the information received (Campoy & Neveu, 2007).

Civic virtue concern the degree of concern and interest in the more general areas of the organization, and is carried out in ways that promote the company's image, its reputation, its notoriety. They encompass the participation behaviors that the individual demonstrates towards the well-being of their organization (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) (Pigeon, Longre, & Boudrias, 2015).

Civism reflects according to (Organ, et al., 2006) the awareness of being part of a larger whole in the same way as a citizen is a member of a country and accepts the responsibilities that this entails (Moutte, 2013). They thus constitute a form of recognition of employees as part of the organization and acceptance of their responsibilities (Podsakoff, Mackenzie, Paine, & Bachrach, 2000).

Paillé (2008) adds that these behaviors could be manifested by assiduous and voluntary participation in events of all kinds ranging from work meetings (i.e seminars, etc.) to representation actions (i.e congresses, trade shows).

This fifth dimension is a set of behaviors practiced by an individual for the well-being of his organization (Podsakoff et al, 2000). For example, participate in events organized by the organization.

**g. Sportsmanship:** for (Organ, 1990) the willingness of a person not to complain by tolerating the inconveniences and inevitable abuses generated by work. It would correspond to a

positive attitude including abnegation, the relegation of personal interests in favor of those of the organization.

Some researchers such as (Podsakoff et al, 1993) use the concept of tolerance, which is the degree of tolerance or indulgence of an employee with regard to working conditions that leave something to be desired. It is, for example, an employee who maintains a positive attitude and does not complain, or does not repeat negative remarks, especially in the face of difficulties or failures.

According to Coleman and Borman (2000), sportsmanship represents the desire to "remain at the service of the organization despite difficult working conditions" (p. 34) (Paillé & Valéau, 2013) and emphasize the positive side of things rather than the negative side. This type of behavior increases, according to (Podsakoff and MacKenzie 1997) the morale of the working group and would subsequently reduce employee turnover.

## **6. Organization-oriented citizenship behaviors**

From the last five dimensions, we retain the civic virtues and sportsmanship behaviors, which are organization-oriented behaviors according to an approach of OCBs conceptualized by (Williams and Anderson, 1991) cited by (Moutte, 2013) which divides these behaviors according to whether they are oriented towards individuals (altruism, courtesy, conciliation) or towards the organization (professional conscience, civic virtues, organizational compliance, sportsmanship).

## **7. Literature review and hypotheses development**

The links between organizational commitment and organizational citizenship behaviors are well established (Meyer J. , Stanley, Herscovitch, & Topolnytsky, 2001).

Different authors have focused on the study of the relationship between organizational commitment and organizational citizenship behaviors, or the contribution of organizational commitment in OCBs prediction. Actually, affective commitment is the most significant predictor of OCBs (Organ, 1988). For instance, the average correlations obtained between organizational citizenship and affective commitment is positive and significant ( $r = 0.32$ ) (Podsakoff, Mackenzie, Paine, & Bachrach, 2000) and the correlation between organizational commitment and sportsmanship, civic virtues and altruism is also positive in the study of (Paillé P. , 2008/1). In a meta-analysis of 111 studies, (Ricketta, 2002) found a significant corrected mean ( $r=0.25$ ). Even, the study of (Sewwadi & Dissanayake, 2019) shows a positive and significant influence of affective commitment on OCBs with a coefficient (0.557). (Agti, 2015) confirmed that influence again (with  $\beta$  coefficient = 0.254;  $t = 5.301$ ).

In this vein, the study attempts to address the following questions:

- a) What is the impact of frontline employees' affective commitment on organization-oriented citizenship behaviors?
- b) What is the impact of frontline employees' affective commitment on civic virtues behaviors?
- c) What is the impact of frontline employees' affective commitment on sportsmanship behaviors?

Conferring with the literature above, the hypotheses developed by the study are:

**Main hypothesis:** frontline employees' affective commitment has a significant influence on organization-oriented citizenship behaviors.

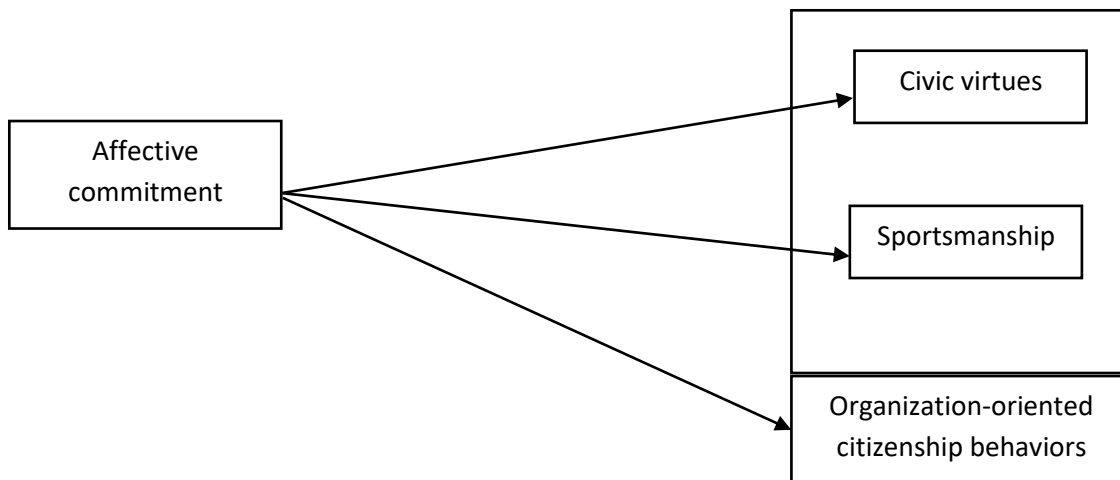
**Hypothesis 1:** frontline employees' affective commitment has a significant influence on civic virtues behaviors.

**Hypothesis 2:** frontline employees' affective commitment has a significant influence on sportsmanship behaviors.

The study adopt the model shown in the figure below and the following variables:

- Independent (predictive) variable: affective commitment.
- Dependent variable: organization-oriented behaviors (civic virtues and sportsmanship).

**Figure 1. The study model.**



**Source: realized by the author.**

## **8. Methods**

The study belongs to positivist paradigm and it follows a deductive approach, which starts with an exploring of theoretical researches and examining of existing empirical studies in the research area. This results in developing the hypotheses study, which can be tested empirically. So that the methodological approach is quantitative based in collecting data randomly from the population study (frontline employees in commercial banks in Algiers).

### **8.1 The study sample**

As detailed above, our population study is composed from frontlines employees in commercial banks. The specific size could not be given by the banks we visited, so that we used a convenience sample from some banks such as BNA, BEA, BADR, EL BARAKA, BDL, AGB and TRUST Bank with collecting data directly from commercial agencies situated mainly in Algiers.

Three hundred (300) questionnaires were distributed, seventy-three (73) questionnaires were not returned and twenty-two (22) were uncompleted. The final sample contained 205 questionnaires or 68% response rate, which is accepted.

### **8.2 Measures and tests**

MS Excel and IBM SPSS 25 were used to create the demographic analysis and graphical representations. Variance-based modeling PLS-SEM was used to test the hypotheses. Variance-based modeling is a tested approach to investigate association among latent variables, especially with complex structures with multiple indicators. PLS-SEM (structural equation modelling) can run non-normal data better than other covariance-based approaches (Cho & Choi, 2020). Smart PLS 4 is a

well-known software for testing and running PLS-SEM. Through CFA (confirmatory factors analysis), path assessment, validity, reliability, and other measures, Smart PLS was employed to evaluate the hypotheses.

### **8.3 The variables measurement**

A short personalized letter of introduction, which specified the objectives of the study and ensured the confidentiality of the respondent, accompanied the questionnaire. It is composed of three essential parts:

- The first part takes up the instrument for measuring organizational involvement "OCQ: Organizational Commitment Questionnaire" developed by Mowday, Porter and Steers in 1974, which we found in the article by Nathalie Commeiras (Commeiras, 1998). So that, eight items were chosen to measure affective commitment.
- The second part concerns the instrument for measuring organizational citizenship behaviors inspired by the scale of Podsakoff and MacKenzie (1994), with three items measuring civic virtues and four items measuring sportsmanship.
- The third part concerns the signage of the employees interviewed: their age, their gender, their seniority in the position held and in the company in which they work.

We recall that the items on both scales were scattered and not organized to avoid the halo effect, and some of them were negatively formulated to prevent the respondent from constantly choosing the same degree of scale.

### **8.4 The reliability and the validity of measurement instrument**

Before proceeding to evaluate the structural model, we must first assess the measurement model, so we use indicators of convergent validity, check for multicollinearity issues, and assess discriminant validity.

The validity (accuracy) checks that the questionnaire measures what it is supposed to measure. The reliability (consistency) guarantees consistent outcomes over time and across various administrations

This study assessed the reliability and validity of the model using the Composite Reliability (CR) and Average Variance Extracted (AVE). To calculate the CR and AVE, the study utilized Smart PLS version 4. Factor loadings were used to examine the convergent validity. Loadings higher than 0.700 indicate sufficient convergent validity. Cronbach's Alpha (CA) was calculated to assess internal consistency among items within the variable. CA greater than 0.700 points a good reliability for the construct. Composite Reliability (CR) evaluates the reliability of the latent variables. CR greater than 0.700 demonstrates high reliability. AVE metric evaluates the amount of variance apprehended by the items in the construct. AVE higher than 0.500 shows good validity. Additionally, the CR value of each latent variable was between the threshold ranges of 0.700-0.950, (Cho & Choi, 2020). Finally, the AVE of all the latent variables also showed favorable results within the reference value 0.500.

**Table 1 Realibility and validity of measurement instrument**

| Variable                                           | Factors       | Item    | FL    | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) | VIF   |
|----------------------------------------------------|---------------|---------|-------|------------------|-------------------------------|-------------------------------|----------------------------------|-------|
| <b>Affective commitment</b>                        |               | ITEM 1  | 0.877 | 0.933            | 0.936                         | 0.945                         | 0.683                            | 4.897 |
|                                                    |               | ITEM 2  | 0.845 |                  |                               |                               |                                  | 2.994 |
|                                                    |               | ITEM 3  | 0.847 |                  |                               |                               |                                  | 3.933 |
|                                                    |               | ITEM 4  | 0.889 |                  |                               |                               |                                  | 4.402 |
|                                                    |               | ITEM 5  | 0.735 |                  |                               |                               |                                  | 2.235 |
|                                                    |               | ITEM 6  | 0.807 |                  |                               |                               |                                  | 3.447 |
|                                                    |               | ITEM 7  | 0.829 |                  |                               |                               |                                  | 2.739 |
|                                                    |               | ITEM 8  | 0.770 |                  |                               |                               |                                  | 3.582 |
| <b>Organization-oriented citizenship behaviors</b> | Civic virtues | ITEM 9  | 0.911 | 0.874            | 0.884                         | 0.922                         | 0.798                            | 2.686 |
|                                                    |               | ITEM 10 | 0.852 |                  |                               |                               |                                  | 1.992 |
|                                                    |               | ITEM 11 | 0.917 |                  |                               |                               |                                  | 2.708 |
|                                                    | Sportsmanship | ITEM 12 | 0.916 | 0.943            | 0.943                         | 0.959                         | 0.855                            | 3.699 |
|                                                    |               | ITEM 13 | 0.938 |                  |                               |                               |                                  | 4.980 |
|                                                    |               | ITEM 14 | 0.915 |                  |                               |                               |                                  | 3.607 |
|                                                    |               | ITEM 15 | 0.928 |                  |                               |                               |                                  | 4.312 |

**Source: prepared by the researcher based on Smart PLS 4.**

The results displayed in Table (2) demonstrate that the measurement model meets the essential psychometric criteria of convergent validity, internal consistency reliability, and absence of multicollinearity among the constructs. All factor loadings (FL) exceed the recommended threshold of 0.70, indicating that the observed indicators are strongly correlated with their corresponding latent constructs and thus adequately represent the underlying theoretical dimensions.

Regarding model reliability, the Cronbach's alpha coefficients are above the conventional cut-off value of 0.70 for all constructs (0.874, 0.933, and 0.943). Furthermore, the composite reliability indices (rho\_a and rho\_c) also exceeded the minimum acceptable value of 0.70, with rho\_c values reaching 0.945, 0.922, and 0.959 respectively, reinforcing the internal stability and coherence of the measurement model. The Average Variance Extracted (AVE) values, 0.683 for affective commitment, 0.798 for civic virtues, and 0.855 for sportsmanship, are all well above the critical threshold of 0.50, which indicates that a substantial portion of variance in the indicators is captured by the latent constructs rather than by measurement error. These findings collectively establish the convergent validity of the model, as the items effectively converge to measure their respective theoretical dimensions.

For the multicollinearity check, the Variance Inflation Factor (VIF) values for all indicators range between 1.992 and 4.980, remaining below the conservative threshold of 5. This confirms the absence of serious multicollinearity problems among the predictors and ensures that the relationships estimated within the structural model are not distorted by high intercorrelations among the independent variables.

### 8.5 Discriminant Validity:

Here, we assess the distinctiveness of the variables. According to Fornell-Larcker criteria, the relationship value between a variable and itself should be greater than its relationship with any other variable to confirm that the dimensions are independent (Hair, Hult, Ringle, & Sarstedt, 2017).

**Table 2 Discriminant validity**

|                      | Affective Commitment | Civic Virtues | Sportsmanship |
|----------------------|----------------------|---------------|---------------|
| Affective Commitment | 0.826                |               |               |
| Civic Virtues        | 0.522                | 0.893         |               |
| Sportsmanship        | 0.337                | 0.344         | 0.925         |

**Source: prepared by the researcher based on Smart PLS 4.**

The results presented in Table (2) confirm that the measurement model demonstrates satisfactory discriminant validity according to the Fornell-Larcker criterion, which assesses the distinctiveness and independence of latent constructs. As shown, the square roots of the Average Variance Extracted (AVE) values, represented along the diagonal, are greater than the inter-construct correlations in the corresponding rows and columns. Specifically, the square root of the AVE for affective commitment is 0.826, which exceeds its correlations with civic virtues (0.522) and sportsmanship (0.337). Similarly, civic virtues have a square root of AVE of 0.893, which is higher than its correlations with affective commitment (0.522) and sportsmanship (0.344). The same pattern holds for sportsmanship, whose square root of AVE (0.925) is clearly greater than its correlations with affective commitment (0.337) and civic virtues (0.344).

These results provide strong evidence that each construct captures a unique aspect of the theoretical framework and that there is no substantial overlap among the latent variables. In other words, while the constructs are conceptually related as expected in behavioral and organizational research, they remain empirically distinct. The moderate correlation values indicate that the constructs share some degree of theoretical association, consistent with their conceptual proximity within the broader model of organizational commitment and citizenship behaviors, yet maintain adequate independence to justify their separate measurement.

Therefore, the results affirm that the model possesses good discriminant validity, ensuring that affective commitment, civic virtues, and sportsmanship represent distinct but related constructs within the organizational context. This finding strengthens the overall validity of the measurement model and supports the robustness of subsequent structural analyses aimed at exploring the relationships among these variables in the context of frontline employees in Algerian banks.

### **8.6 The coefficient of determination:**

According to (Hair, Hult, Ringle, & Sarstedt, 2017), the coefficient of determination must be calculated. This coefficient ( $R^2$ ) serves as a pivotal metric for evaluating the predictive efficacy of the model, derived from the square of the correlation coefficient between the actual values of the dependent variable and the predicted values of the endogenous construct. The  $R^2$  value reflects the total effects of the external latent variables on the internal latent variable, meaning it represents the amount of variance in the internal constructs explained by all associated external constructs. Since  $R^2$  is the square of the correlation between the actual and predicted values, it includes all the data used in estimating the model to judge its predictive power.

The ( $R^2$ ) in this study is 0.521 and ( $R^2$ ) adjusted is 0.432. This means that approximately 25.1% of the variance in organizational citizenship behaviors among frontline employees in Algerian banks can be explained by the exogenous latent variable, affective commitment. According to the guidelines proposed by Cohen (1988) and Hair et al. (2019),  $R^2$  values of 0.25, 0.50, and 0.75 can be interpreted as weak, moderate, and substantial levels of predictive power, respectively. Thus, the  $R^2$  value obtained in this study suggests a weak to moderate explanatory power, indicating that while affective commitment contributes meaningfully to explaining variations in employees' organizational citizenship behaviors, other unmeasured factors may also influence this outcome.

This finding suggests that employees' affective commitment have a significant yet not exclusive influence on organization citizenship behaviors. In essence, while affective commitment exerts a positive influence on employees' propensity to demonstrate citizenship behaviors—such as assisting colleagues, participating in organizational initiatives, or maintaining a constructive outlook towards the workplace—additional organizational or individual factors—such as leadership style, job satisfaction or perceived organizational support—may further enhance these behaviors.

### **8.7 The effect size:**

Then, the effect size was calculated, in order to understand the practical importance of a finding, which statistical significance alone does not provide. So, the ( $f^2$ ) for the path from affective commitment to organization-oriented citizenship behaviors is 0.335, which explain that affective have a significant effect size on organization-oriented citizenship behaviors among frontline employees in Algerian banks; because according to (Cohen, 1988),  $f^2$  values of 0.02, 0.15, and 0.35 correspond to small, medium, and large effect sizes, respectively.

### **8.8 The GoF:**

To further validate the model's quality and its potential for future application, we calculated the Goodness of Fit (GoF). It is used to determine whether the study model is valid based on specific GoF benchmarks (less than 0.1 = poor fit, 0.1 to 0.25 = small fit, 0.25 to 0.36 = medium fit, greater than 0.36 = large fit). The GoF is calculated using the following formula:

$$GOF = \sqrt{(\overline{R^2} \times AVE)}$$

In this study, the GoF value was 0.442, indicating that the study model has a large fit.

## **9. Socio demographic description of the sample:**

This section give global description about the respondents (gender, age, seniority in the bank and in the position). The table reports the whole information.

**Table 3 Socio demographic description of the sample study**  
**Sociodemographic Data**

| <b>Sociodemographic Data</b>     |                     | <b>Frequency</b> | <b>Percent</b> |
|----------------------------------|---------------------|------------------|----------------|
| <b>Seniority in the bank</b>     | 0 to 5 years        | 78               | 38,0           |
|                                  | 6 to 10 years       | 38               | 18,5           |
|                                  | 11 to 20 years      | 63               | 30,7           |
|                                  | 21 to 30 years      | 25               | 12,2           |
|                                  | 31 to 50 years      | 1                | 0,5            |
|                                  | Total               | 205              | 100,0          |
| <b>Seniority in the position</b> | 0 to 5 years        | 103              | 50,2           |
|                                  | 6 to 10 years       | 58               | 28,3           |
|                                  | 11 to 20 years      | 33               | 16,1           |
|                                  | 21 to 30 years      | 10               | 4,9            |
|                                  | 31 to 50 years      | 1                | 0,5            |
|                                  | Total               | 205              | 100,0          |
| <b>Age</b>                       | Under 25 years      | 24               | 11,7           |
|                                  | From 26 to 30 years | 46               | 22,4           |
|                                  | From 31 to 40 years | 85               | 41,5           |
|                                  | From 41 to 50 years | 36               | 17,6           |
|                                  | Over 50 years       | 14               | 6,8            |
|                                  | Total               | 205              | 100,0          |
| <b>Gender</b>                    | Female              | 119              | 58,0           |
|                                  | Male                | 86               | 42,0           |
|                                  | Total               | 205              | 100,0          |

**Source: based on SPSS analysis.**

Survey data reveals that 119 of the 205 respondents are female (58%). The age of the respondents is well extended between all categories. 103 respondents (above 50%) have 0-5 years seniority or experience in the position, while the most important experience in the bank is devised between 0-5 years and 11-20 years (38% and 30% respectively).

### **10. Hypotheses testing:**

The hypotheses of this investigation were tested using the Smart PLS SEM modeling. The results are shown in the table below.

Table 4 Hypotheses testing

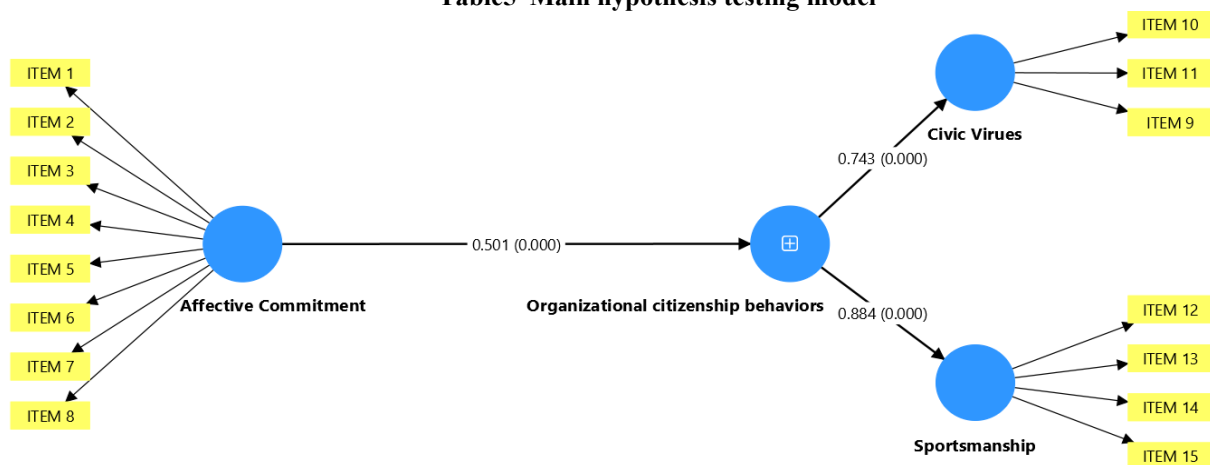
| Variables                             | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values | results   |
|---------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|-----------|
| Affective Commitment -> OCBs          | 0.501               | 0.502           | 0.089                      | 5.606                    | 0.000    | Supported |
| Affective Commitment -> Civic Virtues | 0.530               | 0.538           | 0.082                      | 6.494                    | 0.000    | Supported |
| Affective Commitment -> Sportsmanship | 0.338               | 0.340           | 0.102                      | 3.317                    | 0.001    | Supported |

Source: Based on SMART PLS 4

**The main hypothesis:** The results presented in Table (4) provide empirical support for the first main hypothesis, which posits that frontline employees' affective commitment has a significant influence on organization-oriented citizenship behaviors. The path coefficient is 0.501, indicating a positive and moderately strong relationship. This value suggests that higher levels of affective commitment to the organization is associated with a greater tendency among employees to engage in voluntary, organization-supportive behaviors that go beyond their formal job requirements.

The t-statistic of 5.606 exceeds the critical value of 1.96 at a 0.05 significance level, and the p-value of 0.000 ( $p < 0.001$ ) confirms that the relationship is highly significant statistically. This means the observed effect is unlikely to have occurred by chance and that affective commitment is a meaningful predictor of organizational citizenship behaviors. The relatively small standard deviation (0.089) and close proximity between the original sample (0.501) and sample mean (0.502) further indicate that the estimates are stable and consistent across subsamples, reinforcing the robustness of the model's results.

Table5 Main hypothesis testing model

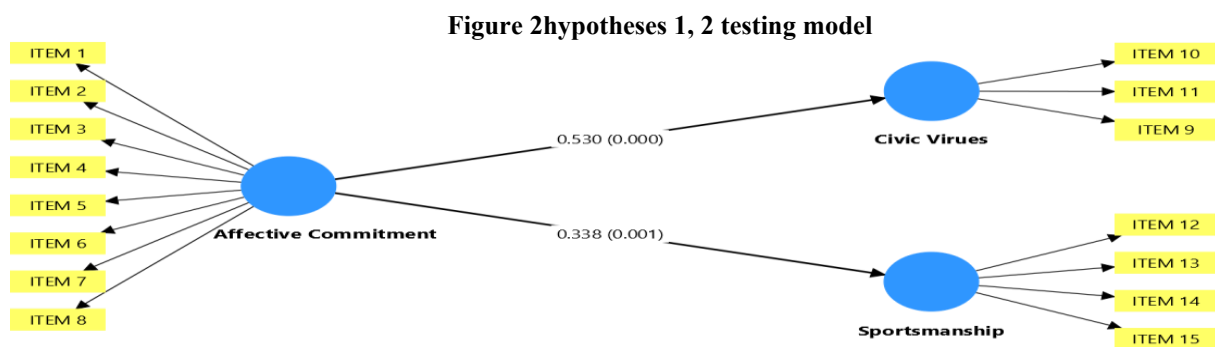


Source: Based on SMART PLS 4

**Hypothesis 1:** For Hypothesis 1, the path coefficient between affective commitment and civic virtues is 0.530, with a t-statistic of 6.494 and a p-value of 0.000 ( $p < 0.001$ ), indicating a highly significant

and positive relationship. This finding suggests that employees who are emotionally attached to their organization tend to show stronger civic virtues behaviors. The relatively small standard deviation (0.082) and the close match between the original sample (0.530) and sample mean (0.538) further confirm the stability and reliability of the estimates. This result implies that affective commitment serves as a key motivational factor that encourages employees to be more involved and proactive in organizational life, reflecting a deep sense of loyalty and engagement.

**Hypothesis 2:** the path coefficient between affective commitment and sportsmanship is 0.338, with a t-statistic of 3.317 and a p-value of 0.001 ( $p < 0.01$ ), confirming a significant and positive relationship as well. Although the magnitude of this effect is lower than that observed for civic virtues, it remains meaningful, indicating that affective commitment also contributes to the development of sportsmanship behaviors among employees. The figure below illustrate the respective influence of affective commitment on civic virtues and sportsmanship.



Source: Based on SMART PLS 4

## 11. Discussion of the findings:

The protruding objective of this research is to investigate the effect of affective commitment on organization-oriented behaviors. The findings confirm the influence of affective commitment on organization-oriented behaviors at the whole or separately, which is consistent with the previous studies in U.S., European or even Asian contexts (Podsakoff, Mackenzie, Paine, & Bachrach, 2000), (Paillé P., 2008/1), (Sewwadi & Dissanayake, 2019). Comparatly to Algerian context, the results fit perfectly with the existing studies such (لوکيا & تيجاني, 2017).

That aligns with theoretical perspectives in organizational behaviors, particularly social exchange theory and affective commitment theory, which suggest that when employees develop strong emotional ties and a sense of belonging toward their organization, they tend to reciprocate through behaviors that benefit the organization. In this context, emotionally committed employees are more likely to attend non-mandatory meetings, contribute to the organization's positive image, support colleagues, and maintain a cooperative attitude, all of which enhance organizational performance and cohesion.

The most important limit of the study was the size of the sample, so that, upcoming surveys should improve this point.

## 12. Conclusion and future researches

The initial idea of the study was to investigate the influence of one dimension of organizational commitment (affective) on one dimension of organizational citizenship behaviors those oriented among the organization. Three hypotheses were developed considering several issues in the previous research. A structural equation model was drawn based on the hypotheses. The first sight in the study variables let think that are confused or overlapped, but the findings infirm that.

The findings highlight that affective commitment is a crucial driver of organizational citizenship behaviors in the studied context. . It underscores the importance for bank management to strengthen employees' emotional bonds through supportive leadership, recognition systems, and participative work environments that foster identification with organizational goals. By reinforcing affective commitment, organizations can effectively promote higher levels of citizenship behaviors, thereby enhancing productivity and long-term organizational success.

Another thought-provoking insight that the survey discovered was that the commercial banks hire among their frontline employees many young people (table 3) who are emotionally committed to their banks and very engaged in organization-oriented behaviors. That demonstrate that the banks have understood the importance of the employees' behaviors in face of clients in the commercial agencies, as result, they give a good image they trust their bank (organization), the clients in return, will trust the bank for another services.

Future researches should integrate other explanatory variables that may enhance the overall predictive capacity of the model and provide a more comprehensive understanding of the determinants of organizational citizenship behaviors in the Algerian banking context (because  $R^2$  was moderate).

Indeed, further researchers should integrate the three components of organizational commitment (or even use the commitment profile) to predict organizational citizenship behaviors.

Finally, longitudinal studies of the impact of organizational commitment on organizational citizenship behaviors.

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## 14. Appendices

### The questionnaire

- 1- I am willing to put a great deal of effort beyond that normally expected in order to help the organization be successful.
- 2- I talk of this organization to my friends as a great organization to work for.
- 3- I find that my values and the organization's values are very similar.
- 4- I am proud to tell others that I am part of this organization.
- 5- This organization inspires the very best in me in the way of job performance.
- 6- I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- 7- I really care about the fate of this organization.
- 8- For me this is the best of all possible organization for which to work.
- 9- I attend functions that are not required but help the organization's image.
- 10- I attend meetings that are not mandatory, but important.
- 11- I actively participate in any event that concerns the organization directly or indirectly.
- 12- I spend too much time on tasks that seem professionally insignificant to me. (R)
- 13- I always find fault with what the organization is doing. (R)
- 14- I always focus on what is wrong with the organization, rather than the positive side. (R)
- 15- I tend to make "Mountains out of molehills". (R)
- 16- Seniority in the organization (the bank).
- 17- Seniority in the position.
- 18- Age
- 19- Gender