The Impact of job Integration and its Role in Reshaping Organizational Citizenship Behavior within Contemporary Organizations

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Abstract:

This article aims to introduce the concept of job integration and its impact on organizational citizenship behavior (OCB). Functional integration is considered one of the modern approaches that organizations have adopted due to its significant importance for both the organization and the employee. Its effects on employees extend from physical to emotional dimensions, enhancing their behavior by fostering confidence in their organization and its administrators. It also promotes their participation in decision-making, grants them greater autonomy, and reduces excessive control, all of which influence organizational citizenship behavior both within and outside the organization. Moreover, job integration plays a crucial role in strengthening the relationship between individuals and their organizations, motivating them to pursue organizational goals while internalizing its values. In doing so, employees carry the organization's identity both inside and outside the workplace.

Keywords: *job integration; organizational citizenship behavior; organization; values; identity.*

1. INTRODUCTION

In today's environment, organizations are characterized by rapid changes driven by information and communication technology, as well as by

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intense competition. To ensure their position and continuity, they must keep pace with these changes. Within this context, the subject of this study is job integration, which has attracted increasing attention from researchers because of its crucial role in organizational life. Job integration is directly linked to employee performance and behavior, as it fosters positive attitudes that benefit both the organization and the individual. For organizations, it contributes to the achievement of their goals; for employees, it enhances organizational citizenship behavior by encouraging them to invest their energies and abilities at work, take pride in their roles, and embrace the values of their organization. This, in turn, leads to satisfaction, loyalty, and a genuine commitment to organizational objectives, pursued with passion and sincerity. Furthermore, job integration strengthens employees' cohesion with their organization and their embodiment of its culture—provided they find an environment that supports the growth of these positive behaviors. From this perspective, the present study seeks to shed light on the importance and role of job integration in fostering organizational citizenship behavior both inside and outside organizations. Accordingly, the central research question of this article is: What is the impact of job integration on organizational citizenship behavior within Contemporary Organizations?

Importance of the Study

- This study highlights the concept of job integration and its influence on enhancing organizational citizenship behavior within Contemporary Organizations.
- It emphasizes the role of job integration in strengthening the relationship between employees and their organization.
- It raises awareness of how job integration can bring about change by fostering higher levels of positive organizational behavior.

Objectives of the Study

- To investigate the impact of job integration on organizational citizenship behavior in achieving organizational goals.
- To promote stronger employee alignment with organizational values and identity, thereby increasing loyalty, commitment, and attachment to their organization.

- To encourage the development of positive employee behaviors that enhance performance and strengthen organizational cohesion.

2. Job Integration

2.1. Definition of Job Integration

The term employee integration first appeared in an article published in the Journal of the Academy of Management by Khan (1990), who is regarded as the father of the employee integration movement. (Belkhiri & Belkara, 2023, pp. 353- 368)

Defined job integration as the achievement and positivity associated with mental work, which lead to vitality, dedication, and engagement (Schaufeli, Bakker, & Salanova, 2006).

Similarly, described it as "commitment, passion, and energy that can be translated into high levels of effort and determination to complete the most difficult tasks, exceed expectations, and demonstrate initiative and innovation." (Abu Shaybah et al., 2021, pp. 27- 44)

The Gallup Institute for Management Consulting, Human Resources, and Statistical Research classifies employees according to their level of engagement:

- **Engaged Employees:** Emotionally attached to the organization, demonstrating strong loyalty and commitment.
- **Non-Engaged Employees:** Exhibit minimal effort, lack emotional attachment to the organization, and show high absenteeism and turnover rates.
- **Actively Disengaged Employees:** The most detrimental group, as they work against organizational goals, spread negativity, and limit their participation to mere physical presence. (Jawwal et al., 2020, pp. 73-90)

Similarly, in R. Sainsaulieu's classification of worker identity at work, the integrative worker model is characterized by solidarity and cooperation with colleagues belonging to the same occupational group and social affiliation. Integrated employees reflect positive behavior toward their organizations through strong emotional bonds and enthusiasm for their work. This results in greater loyalty, as they actively promote the reputation and

interests of their organization. In contrast, non-integrated employees are less invested, viewing the organization primarily as a source of salary, while negative employees openly oppose organizational goals and harm productivity.

Accordingly, job integration may be described as the process through which an employee immerses themselves in their work and internalizes organizational values. Such employees assume responsibility for both personal and organizational goals, channeling their maximum efforts and abilities into their tasks. Integration strengthens the employee's connection with the organization both physically—by investing their energy and adapting to job demands—and emotionally—by aligning with organizational culture and desiring long-term affiliation. As a result, integration enhances vitality, dedication, engagement, commitment, and loyalty. It also reduces the need for direct external supervision, replacing it with self-regulation, which increases supervisors' trust, boosts morale, and improves productivity.

In summary, definitions of job integration converge on the idea that it represents the fusion of the employee with organizational values, translating into high performance and sustained effort to achieve established goals. This integration manifests in improved abilities, stronger motivation, greater loyalty, and deeper commitment, ultimately contributing to higher organizational productivity and building a positive reputation that attracts potential employees from outside the organization.

2.2. Characteristics of Job Integration:

One of the most significant advantages of job integration is its ability to foster positive employee behavior toward the organization. This is reflected in several key characteristics:

- It represents a psychological connection between the individual and the organization.
- It embodies commitment, behavioral alignment, and responsiveness to the values and goals of the organization.
- It serves as a process through which the organization seeks to strengthen its relationship with its members.
- It includes two dimensions: integration with the work group and

integration with the organization as a whole. (Al-Shammari & Al-Ziyadi, 2016, pp. 641- 667)

Accordingly, integrated employees are distinguished by the following positive behavioral attributes:

- They maintain and project a positive image of their organizations both internally and externally.
- They develop a strong emotional bond with their organizations, taking pride in their affiliation, which enhances loyalty and commitment.
- They consistently exert voluntary efforts to perform their tasks effectively.
- They display self-regulation, which fosters trust from superiors, boosts morale, and increases productivity.
- They demonstrate higher motivation at work.
- By prioritizing employees, organizations enhance their ability to compete, develop, and ensure long-term sustainability.

2.3. Importance of Job Integration

The importance of job integration lies in its impact on both organizational outcomes and individual employee behavior. Its significance can be summarized as follows:

- Harnessing employees' maximum efforts and abilities to improve performance.
- Enhancing job satisfaction and strengthening loyalty to the organization.
- Encouraging creativity and innovation among employees.
- Facilitating the achievement of organizational goals by aligning them with employee behaviors.
- Retaining competent employees by providing supportive and enabling environments.
- Improving employees' health and well-being through positive engagement.
- Strengthening the bond between the employee and the organization, which fuels creativity and raises productivity.
- Instilling positive behaviors toward the organization.

- Providing an appropriate organizational climate that nurtures positive attitudes.
- Enhancing both the quantity and quality of production.
- Developing social bonds and constructive human relations within work groups, which are vital for organizational success. (Rashdi & Ti, 2023, pp. 431-446)

Durkheim highlighted that the division of labor in modern societies fosters reciprocal and interactive relations among individuals, serving as a fundamental factor in promoting social cohesion. (Touati, Enterprise culture and professional integration of Algerian workers within the framework of foreign partnership (PhD thesis)., 2016- 2017, p. 89)

2.4. Elements of a Positive Organizational Climate:

Any organization that seeks to ensure a stable and stimulating environment and improve overall performance and productivity, and must realize that this can only be achieved by achieving several requirements or components that help maintain talents and strengthen the relationship with them by instilling behaviors that encourage the job integration of its workers, including the following:

- It achieves the principles and components of organizational justice.
- Supports mutual trust between all employees and the organization.
- Promotes loyalty and organizational commitment.
- It strengthens the bonds of cooperation and openness among the members of the organization.
- Supports the internal motivation of the organization's members.
- Reinforcing the spirit of challenge and integration into the performance of work.
- Developing a spirit of independence in the performance of work.
- Encouraging the culture and principles of learning in a way that builds the learning organization.
- Establishing the culture and components of the work teams. (Zozo & Bouras, 2013, pp. 96- 122)

Organizational culture is embodied in those values, standards and rules

of conduct that guide and restrict behavior in order to serve the goals of the organization, which result through interactions, integration and compatibility of workers in work groups, and thus become active members of this culture. (Mansoul & Tabal, 2021, pp. 383-396)

At the level of the work environment, we find that the degree of adaptation of the individual to the work environment increases in harmony with his values and attitudes and meets his needs and desires, while the gap between the employee and the job widens whenever the job or the content of the work environment is far from or in conflict with his values and attitudes.

Of course, compatibility cannot be achieved without personal values merging with organizational values and adapting to them, because the outcome of leadership behavior resulting from this interaction significantly limits the viability of the value system as a whole. (Boualem & Sabaoun, 2020, pp. 155-173)

Accordingly, job integration is considered one of the main pillars of building a positive organizational climate, because it enhances alignment and trust between the employee and the organization, and increases the level of cooperation and active participation instead of merely complying with formal job requirements, and this is considered one of the components of a positive climate, and the latter raises the employees' sense of belonging and responsibility, and also reduces conflicts within the organization, and all of this is reflected in the creation of a group spirit that contributes to the emergence of positive voluntary behaviors (organizational citizenship behavior) and consolidates them in the organization because it is considered as a result In the same context, it can be said that job integration is a mechanism to reshape social relations between workers and between the worker and the organization, as it is reflected in the promotion of professional identity and the consolidation of a sense of belonging to the professional community, thus the values and culture of the organization become part of the formation of individuals' identities, and from this the behavior of Organizational citizenship behavior goes beyond voluntary behavior to a social obligation, which ensures its continuity and effectiveness in enhancing organizational performance and achieving social cohesion within the organization.

3. Organizational Citizenship Behavior:

3.1. Organizational Citizenship Behavior:

Dennis Organ was among the first to introduce the term organizational citizenship behavior (OCB) to describe the positive, voluntary behaviors that employees perform beyond their formal job roles. (Ammam, 2019, pp. 223–242).Organ (1977) defined OCB as voluntary individual behavior that extends beyond assigned duties, relies on cooperation among individuals within the organization, and is not tied to rewards or incentives. Nevertheless, such behavior contributes significantly to enhancing the effectiveness of organizational performance. (Qitaf & Zerroukhi, 2020, pp. 153–161)

Similarly, Smith viewed OCB as an activity outside of assigned tasks, carried out voluntarily, which both assists colleagues and supports the broader organization. (Saadoun et al., 2017, pp. 188–204).In light of these definitions, OCB can be understood as a discretionary behavior performed without direct orders or expectations of material rewards. It represents an employee's voluntary contribution outside formal responsibilities, which improves performance, enhances productivity, and fosters the pursuit of shared organizational goals.

3.2. The Importance of Organizational Citizenship Behavior

Organizational citizenship behavior plays a vital role in strengthening the employee–organization relationship and contributes to overall performance by:

- Enhancing organizational effectiveness through improved relationship management and performance stability.
- Improving communication and coordination among individuals and units, thereby raising morale.
- Providing flexibility in operations and maintaining internal balance within the organization.
- Fostering an ideal organizational environment that strengthens ties between employees and managers.
- Distributing workloads and responsibilities in a way that matches

employees' abilities and levels, enhancing performance stability. (Lamouri & Abbasi, 2022, pp. 225–242)

- Increasing organizational attractiveness and the ability to retain talented employees.
- Reducing reliance on formal, costly monitoring systems by encouraging self-driven, regenerative behaviors. (Dorra, 2008, p. 157)

Modern organizations, faced with rapid technological change and intense competition, have increasingly recognized the importance of the human dimension. Providing employees with a supportive environment and ensuring their stability within the organization is critical to retaining efficient talent. Human resources, therefore, are central to organizational success, as they foster positive behaviors that elevate morale, enhance motivation, and strengthen the bonds between employees and the organization.

3.3. Characteristics of Organizational Citizenship Behavior

Organizational citizenship behavior is distinguished from other types of workplace behavior by several key characteristics:

- It is voluntary in nature.
- It goes beyond the activities formally outlined in organizational regulations.
- It is not directly linked to rewards or recognition in official incentive systems.
- It does not fall under formal job descriptions or contractual obligations.
- While not part of formal performance measures, it enhances organizational effectiveness and contributes to the achievement of broader goals. (Makdood et al., 2021, pp. 377–394)

3.4. Dimensions of Organizational Citizenship Behavior

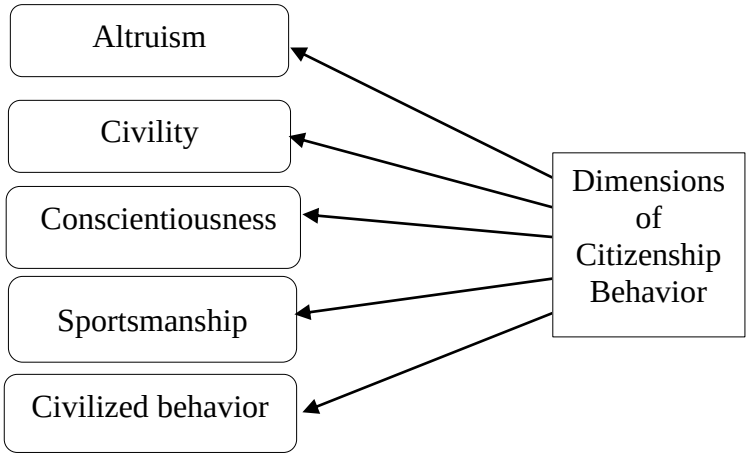
Achieving OCB requires several dimensions that contribute to organizational stability, excellence, and goal attainment. The most prominent dimensions include:

- Altruism: Helping behaviors directed toward colleagues, either directly or indirectly, to solve work-related problems.
- Courtesy: Proactive behaviors aimed at preventing problems, avoiding conflict, and maintaining harmonious relationships. (Rigi & Maamari,

2022, pp. 298–316)

- Conscientiousness: Going beyond minimum role requirements, such as arriving early, staying late, or working diligently without supervision.
- Sportsmanship: Demonstrating resilience in difficult circumstances, avoiding complaints, and tolerating challenging conditions.
- Civic Virtue: Responsible participation in the organization's political and social life, such as defending its reputation in the wider community. (Al-Hamdan et al., 2021, pp. 329–349)

Fig N^0 (1): Dimensions of Organizational Citizenship Behavior



Source： Prepared by the researchers.

These dimensions, widely recognized in the literature, reflect the various aspects of OCB. They encompass cooperation among employees, efforts to prevent and resolve problems, adherence to organizational norms, and commitment that extends beyond formal working hours. Ultimately, employees who embody OCB internalize organizational values and responsibilities, carrying them both within and outside the workplace.

3.5. Determinants of Organizational Citizenship Behavior:

The adoption of organizational citizenship behavior (OCB) in organizations is influenced by several determinants that explain why such behaviors emerge. These factors highlight the conditions under which

employees are more likely to engage in OCB:

1. **Job Satisfaction** :Job satisfaction is among the most studied determinants of employee behavior, as it directly affects the psychological, professional, and even physical well-being of workers. It refers to the feelings an individual expresses toward their work, shaped by the perceived balance between what the job offers and what the individual expects in return. The smaller this gap, the higher the level of satisfaction. According to Herzberg, job satisfaction is linked to feelings of accomplishment, recognition, and responsibility associated with the work itself. (Ben Kihoul & Alouti, 2018, pp. 43–68)
2. **Organizational Loyalty:** Loyalty refers to the extent to which employees support and defend their organization. It emerges when employees perceive that their organization provides reciprocal support. George and Joues argue that loyalty encompasses employees' beliefs and emotional attachments to their organization and its mission. (Shtatah, 2018, pp. 206–219)
3. **Organizational Justice**: Organizational justice plays a crucial role in shaping employee attitudes and behaviors. It reflects the fairness perceived in managerial decision-making and interpersonal treatment. Organ and Konoveskie (1989) emphasized that fair treatment fosters OCB by motivating employees to exert efforts beyond formal requirements. Conversely, perceived injustice often discourages discretionary contributions. (Arifi & Bouloudani, 2023, pp. 543–557)
4. **Leadership** :Leadership significantly influences the organizational environment by shaping values, principles, and culture. Effective leadership fosters positive employee behaviors across different management levels, thereby creating conditions conducive to OCB. (Aywaz & Boubedi, 2022, pp. 91–106)

3.6. Obstacles to Organizational Citizenship Behavior:

Despite its positive impact, OCB adoption is not without challenges. Several obstacles can hinder the emergence of such behaviors, including:

- Excluding employees from organizational decision-making.
- Work pressure that is not mitigated by organizational culture or values, reducing efficiency and positive discretionary behaviors.

- Lack of opportunity for employees to express dissatisfaction or provide feedback.
- Absence of organizational justice, which discourages extra-role contributions.
- Loss of trust between employees and supervisors, resulting in apathy, alienation, and reduced motivation.
- Broader socio-economic challenges such as wage structures, instability, and administrative inefficiency. (Karsana & Bouatit, 2021, pp. 132–144)

4. The Reflection of Job Integration on Organizational Citizenship Behavior:

In Sainsaulieu's conception, the organization is a space for changing individual identity and creating a collective identity based on a professional identity, where it acquires rules, values and representations that structure the forms of solidarity between the members of the Foundation and their relationships at work.

...This is what sociologists such as Michel Crozier have approached, as they see the institution not only as legal rules, internal bodies, and management models, but as a field of social relations that promote social stability that organizational culture encourages to coordinate and cooperate permanently among the members of the organization by encouraging a sense of common identity and commitment (Badran, 2017, pp. 115–135)

Through the results of Tarek Touati's study entitled "Enterprise Culture and the Professional Integration of Algerian Workers within the Framework of Foreign Partnership", which concluded that the culture of the institution under study could not guide the organizational behavior of Algerian workers, because Algeria deliberately built a number of industrial enterprises at the beginning of Algeria's independence, these enterprises that carry advanced work technologies, the aim of which was to keep pace with the development of the world in the field of industrialization, but the problem of incompatibility between the competencies of workers and the technologies of factories, the situation of public institutions In a critical situation, many of

them have been unable to practice their work and the obsolescence of work technologies that were not exploited at the time, which the Algerian public institution experienced within the framework of the socialist management system, and its negative effects on the socialization/training of Algerian workers in work principles.... It also brought in an organizational framework that seeks to manage the workforce in light of multicultural context. (Touati, Same previous reference, 2016- 2017, p. 303) said that the low level of job integration among workers leads to their isolation, marginalization, and a sense of job insecurity due to organizational alienation in the organization, which is reflected in their negative attitudes behaviors towards the organization through as reflected in reduced performance and organizational loyalty.

The study by of Rashidi Naima and Ti. Ahmed, entitled The Impact of Organizational Culture on the Employees Job Integration (2023), which showed that organizational culture is an important organizational determinant of employee job integration because it has an important impact on the behavior of employees, and also the presence of a positive organizational culture in the organization, which helps align employees' behaviors, which strengthens a shared identity among them, enhances employees' sense of belonging and strong job integration from employee who embrace this culture, and thus promotes organizational stability.

The findings of the study were by Passion Salima and Amor Mohammed, entitled on the role of organizational citizenship values in promoting job integration (2024), the study concluded that organizational citizenship values are considered one of the most important organizational factors that enable the organization to deliver its services effectively , and that organizational citizenship values contribute significantly to enhancing job integration in the organization, and this makes the organization an environment that instills motivation in employees that pushes them to exert self-initiative and positive behaviors toward their work and organization.

Many researchers have emphasized the strong relationship between management and organizational culture, as any management style depends primarily on individual in the organization, and when the individual is influenced by a culture that is contradictory to the organizational culture that

exists in the organization, this may ultimately lead to organizational disorder and the organizational failure of achieve its goals.

... It can be concluded that the organization has a distinct social structure and that this social structure is the product of the social relationships among the individuals within it, these actors are governed by their own norms, standards, values, and strategies in their interactions with one another. (Saud & Jaghlouli, 2017, pp. 146-167) is a place to inculcate values and standards that ultimately shape the worker's personal and social identity, i.e., develop a sense of belonging to a particular group, as Claude Dubar argues in his book "Socialization and the Construction of Social and Professional Identities". (bin Al-Tahir, 2019, pp. 521-541)

Organizational Citizenship Behavior (OCB) plays an important role in maintaining and improving a positive work climate, both socially and psychologically. Effective employee work engagement, which is influenced by employee's organizational commitment, is a key factor in encouraging organizational citizenship behaviors. As illustrated in research on job integration and organizational citizenship behavior conducted by Handayani, 2016, the results of the study showed a positive and statistically significant relationship between job integration and organizational citizenship behavior. (Rifki & Firmansyah, 2025, pp. 1- 11)

The process of job integration is by internalizing the organization's values and his attachment to his work by increasing his efforts to achieve his personal benefits and the goals of the organization, and channeling his energies and physical and psychological resources in performance through his interest in his work, and this can only be achieved by immersing himself in his work, as all this is reflected in the employee's behaviors towards his work and his organization in a positive way on his performance, organizational commitment and organizational citizenship behaviors, and he have a positive impact on the organization so that his efforts become an impact on the work of the organization, and reflect the organization's values in the This cannot be achieved the employee's efforts alone, but also requires the organization's contribution in using the strategy of attracting and retaining employees, and also depends on the management and leadership of it through

management practices in the direction of enhancing employee' job integration , instilling these values in them and achieving the requirements for job integration for them, from providing an organizational climate that works to enhance their level job integration and participation in decision-making to carry the goals of the organization, and their job integration is reflected in their behaviors inside and Outside the organization, this was confirmed by the results of the study by Rashidi Naima and T Ahmed, and the study by Pashen Salima and Amor Mohammed.

Thus, the role of job integration cannot be reduced to raising performance and achieving the goals of the organization only, but it extends to changing the way that employees perceive and their organization, as the engaged employee aligns the organization's goals with his own goals, and that the success of the organization reflects his success, and his internalization of this perspective that moves him beyond merely performing formal job duties to taking the initiative to create an atmosphere of cooperation and active participation and providing assistance to his colleagues, and thus job integration reshapes employees' motivations of employees, rather than their behavior being driven by formal job duties and financial rewards, they stem from their sense of belonging and commitment, and preserving organization resources, and from job duties to behaviors that employee perceive as part of their professional role, and thus job integration does not only increase organizational citizenship behavior within the work environment, but also redefines it on the basis of intrinsic conviction and collective awareness, which makes the behavior more sustainable and supports organizational effectiveness stability.

5. CONCLUSION:

Job integration is one of the most significant contemporary issues in organizational research due to its strong influence on OCB. engaged employees become active carriers of organizational values and identity, becoming deeply immersed in their work to the extent that achieving organizational goals becomes a personal priority. In doing so, they direct their energies toward performance, loyalty, and positive discretionary behaviors.

Organizations that invest in creating the right environment for job

integration—through fair treatment, participation, recognition, and supportive leadership—enable employees to engage, internalize organizational values, and strengthen their sense of belonging. Despite the obstacles, such efforts ultimately lead to higher productivity, stronger loyalty, and the cultivation of OCB, which is indispensable for organizational success in a competitive and dynamic environment.

6. Recommendations:

1. Providing the appropriate organizational climate to promote positive behaviors.
2. Strengthen trust between the employee and management to increase employee creativity and improve their performance, which increases productivity.
3. Promote organizational citizenship behavior.
4. Encourage a spirit of challenge among employees.
5. Expand employee' participation in decision-making.
6. Link human resource management (HRM) policies with the achievement of the organizational and employees' goals.
7. Adopt an incentive system to encourage employees and their job integration.
8. Pay attention to employee development through the training strategies and raising their skills.

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