

Dimensions of organizational culture and its relationship to the development of organizational citizenship behavior (a field study)

أبعاد الثقافة التنظيمية وعلاقتها بتنمية سلوك المواطنة التنظيمية (دراسة ميدانية)

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Abstract:

This study aims to explore the relationship between the dimensions of organizational culture represented by the values of belonging, cooperation, respect, justice and the development of organizational citizenship behavior among employees at the headquarters of the Ain El Melh Municipality in the state of M'Sila. The research adopts the descriptive analytical approach and included a sample of 144 employees, who were selected through a comprehensive survey to represent all employees at the municipality headquarters. Two questionnaires were used, focusing on organizational culture and organizational citizenship, after verifying their validity and reliability. The results indicate the existence of a positive and strong correlation between the dimensions of organizational culture (values of belonging, values of cooperation, values of respect and values of justice) and the development of organizational citizenship behavior

Keywords: Organizational culture; organizational citizenship ; municipal headquarters; employees

ملخص:

تهدف هذه الدراسة إلى استكشاف العلاقة بين أبعاد الثقافة التنظيمية المتمثلة بقيم الانتماء والتعاون والاحترام والعدالة وتنمية سلوك المواطنة التنظيمية لدى العاملين بمقر بلدية عين الملح بولاية المسيلة. ويعتمد البحث المنهج الوصفي التحليلي، وشمل عينة مكونة من 144 موظفًا، تم اختيارهم من خلال المسح الشامل لتمثيل جميع الموظفين في مقر البلدية. وتم استخدام استبانتين، ركزت على الثقافة التنظيمية والمواطنة التنظيمية، بعد التحقق من صدقهما وثباتهما. وتشير النتائج إلى وجود علاقة ارتباط موجبة وقوية بين أبعاد الثقافة التنظيمية (قيم الانتماء، قيم التعاون، قيم الاحترام، قيم العدالة) وتنمية سلوك المواطنة التنظيمية.

الكلمات المفتاحية: الثقافة التنظيمية ; المواطنة التنظيمية; مقر البلدية; الموظفين.

- Introduction:

The culture within an organization is a foundational element that influences how individuals interact, collaborate, and contribute to collective goals. It encompasses shared beliefs, values, norms, and behaviors that shape the internal environment of the organization. Organizational culture serves as a guiding framework for employees, affecting their attitudes, decision-making processes, and overall commitment to the organization. Its multifaceted nature makes it a critical factor in determining the effectiveness and sustainability of organizational performance.

One key outcome influenced by organizational culture is organizational citizenship behavior (OCB), which refers to voluntary and non-obligatory actions performed by employees to benefit their workplace. These actions go beyond formal job duties and include behaviors like assisting colleagues, being proactive, and demonstrating loyalty to organizational objectives. While OCB is not explicitly rewarded or required, it significantly enhances teamwork, strengthens organizational cohesion, and supports long-term success.

The interplay between organizational culture and OCB has become a central focus in organizational research. A positive and supportive culture can inspire employees to exceed expectations, fostering trust, engagement, and shared purpose. On the other hand, a poorly aligned culture can hinder such behaviors, leading to disengagement, inefficiency, and even conflict. Understanding how the different dimensions of organizational culture contribute to the development of OCB is vital for organizations striving to achieve excellence in an increasingly competitive environment.

This study investigates the relationship between organizational culture and OCB, with an emphasis on how specific cultural dimensions, such as leadership style, communication practices, and shared values, influence employees' willingness to engage in behaviors that benefit the organization beyond their formal roles. By examining these relationships in a practical context, the study aims to uncover actionable insights that organizations can use to create a culture that encourages both individual and collective growth.

The importance of this research lies in its ability to shed light on the factors that encourage employees to take initiative, support their peers, and contribute to a positive workplace environment. These behaviors not only improve

organizational effectiveness but also help to build a resilient, adaptable workforce. In an era marked by rapid technological changes and shifting employee expectations, fostering a culture that promotes OCB has become a critical priority for organizations aiming to remain competitive and innovative. Through a structured field study, this research explores the complex dynamics between culture and OCB, employing a combination of qualitative and quantitative methods to provide a deeper understanding of these interactions. The findings will contribute valuable knowledge to the field of organizational behavior, offering practical recommendations for cultivating a culture that aligns with strategic goals while empowering employees to perform at their best.

I -Research Problem:

The role of organizational culture has attracted significant attention from researchers, as it is regarded as the core of the administrative process where values and principles merge to influence the behavior of employees within organizations. Consequently, senior leaders aim to shape organizational culture in a way that fosters organizational citizenship behavior. This behavior arises from an individual's internal sense of responsibility, belonging, and loyalty to their organization, driving them to engage in positive and constructive actions that are not directly mandated by the organization (Al-Azam, 2015, p. 104). International organizations rely on this approach to ensure their success, growth, and continuity. In Algeria, organizations strive to enhance their competitiveness by leveraging organizational culture to encourage voluntary and cooperative behaviors, known as organizational citizenship behavior, among their members. However, Algerian organizations have a distinct cultural identity compared to international counterparts. Researchers like Khalifa Bouzidi (1992), Abdelhafid Moghaddam (1992), and Mohamed Boukhabza (1991), among others, have highlighted that the crisis in Algerian public institutions and their failure to achieve success can be attributed to the erosion of constructive work values and objective standards. Issues such as assigning responsibilities to unqualified individuals, rigid bureaucratic behavior, indifference, lack of professional integrity, discipline, and poor management further exacerbate these problems. As modern organizational challenges grow, especially those concerning human resources, organizations must address these issues to achieve their goals effectively and efficiently (Sahrawi, 2013, p. 2).

One of the key factors for achieving sustainable development within any organization is enhancing performance at the individual, collective, and organizational levels to ensure success and align with societal advancements. This is particularly grounded in the social sciences, which, with their various branches and tools, serve as a foundation for improving individual performance and fostering innovation as the core of the production process, ultimately leading to sustainable development. Researchers have given special attention to the role of organizational culture, as it serves as the foundation of the administrative process, where values and principles come together to shape the behavior of employees within organizations. Consequently, senior leaders aim to cultivate an organizational culture that encourages organizational citizenship behavior, driven by an individual's internal sense of responsibility, belonging, and loyalty to their organization. This intrinsic motivation propels them towards positive, self-initiated behaviors that are not imposed by the organization (Al-Azem, 2015, p. 104).

In this research, we aim to explore the relationship between the dimensions of organizational culture and the development of organizational citizenship behavior in its various forms. These dimensions include altruism, conscientiousness, sportsmanship, civility, and ethical behavior within public institutions. Our analysis of organizational culture is based on the assumption that it is a crucial factor in fostering organizational citizenship behavior. This is supported by data collection and analysis conducted at the municipality headquarters of Ain El Melh in the state of M'sila. The central research question seeks to address this relationship

I.1- General Question: Do the dimensions of organizational culture influence the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh, M'sila State?

From this main question, several sub-questions emerge:

I.2- Sub-questions: Based on the general question, the following sub-questions arise:

- Do the values of belonging influence the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh?

- Do the values of cooperation impact the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh?
- Do the values of respect affect the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh?
- Do the values of justice contribute to the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh?
- Do the dimensions of organizational culture (belonging, cooperation, respect, and justice) collectively affect the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh?

I.3- General Hypothesis:

The dimensions of organizational culture have an impact on the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.

I.4- Partial Hypotheses:

- The values of belonging influence the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.
- The values of cooperation impact the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.
- The values of respect affect the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.
- The values of justice contribute to the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.
- The dimensions of organizational culture (values of belonging, cooperation, respect, and justice) collectively influence the development of organizational citizenship behavior among the employees at the municipality headquarters of Ain El Melh.

I.5- Objectives of the Study: This study aims to:

- Explore the relationship between the values of belonging and the development of organizational citizenship behavior, as well as the extent to which this dimension—one of the key components of organizational culture—impacts the voluntary efforts of individuals within the organization, and their willingness to sacrifice to ensure the achievement of the organization's goals.
- Investigate the relationship between the values of cooperation and the development of organizational citizenship behavior, and how this dimension—being a vital aspect of organizational culture—fosters a sense of mutual support among employees, encouraging them to offer assistance when needed and motivating them to continually make voluntary efforts toward achieving the organization's objectives.
- Examine the relationship between the values of respect and the development of organizational citizenship behavior, and how individuals, through voluntary actions, feel they are valued and an integral part of the organization.
- Analyze the relationship between the values of justice and the development of organizational citizenship behavior, focusing on how this dimension of organizational culture influences employees' willingness to contribute to the organization more efficiently and at a lower cost.
- Evaluate the combined impact of the dimensions of organizational culture, and how their interaction as independent variables affects the dependent variable (development of organizational citizenship behavior).
- Identify the differences in the development of organizational citizenship behavior attributed to variables such as gender, educational level, and professional experience among the employees of Ain El Melh municipality, and determine which of these factors has the most significant influence on the development of this voluntary behavior, as well as which group takes more initiative and makes greater sacrifices.

I.6- Importance of the Study: The significance of this study lies in its ability to identify the existing organizational culture, its various dimensions, and the

factors that influence it. This understanding will aid decision-makers in making informed choices to enhance the positive aspects of the culture, ultimately leading to increased employee satisfaction and improved performance and morale. This, in turn, encourages employees to adopt organizational citizenship behavior as a form of informal, creative expression, helping to address many of the challenges they face by fostering innovative work methods that move away from conventional approaches. This is especially crucial for service-oriented institutions that interact directly with citizens, where the creative behaviors arising from organizational citizenship are key drivers of organizational success.

I.7- Concepts of the Study:

I.7-1- Organizational Culture:

- **Language Definition:** It refers to intelligence, insight, quick understanding, and the ability to reconcile complexities (Bin Hamda, 1993, p. 12).
- **Idiomatically:** According to Al-Hawari (2002), organizational culture is defined as “the prevailing patterns of thought, behavior, habits, values, beliefs, and emotions among the workers in the organization, including common proverbs, tales of heroism, stories of martyrs, prohibitions, taboos, ceremonial rituals, political maneuvers, and organizational theatrics” (Ibid., p. 8).
- **Procedural Definition:** It comprises a set of established organizational ideas, beliefs, principles, and behaviors that employees at the municipality of Ain El Melh believe in, participate in, and defend, which reflects their level of adherence to the organizational culture.

I.7-2- Organizational Citizenship:

- **Language Definition:** As stated in *Lisan al-Arab*, citizenship in Arabic is derived from the concept of homeland, referring to the home where one resides, encompassing the individual's origin (Ibn Mansur, 1993, p. 338).
- **Idiomatically:** According to Organ et al. (1994), organizational citizenship behavior is defined as “voluntary individual behavior that falls outside the main functional roles and relies entirely on the cooperative aspects of individuals within the organization. It is not

incentivized by rewards and contributes to enhancing the overall effectiveness of organizational performance.”

- **Procedural Definition:** It encompasses the collective behaviors and voluntary actions of the employees at Ain El Melh municipality that reflect the spirit of cooperation, harmony, and collaboration within the municipality’s headquarters. This reflects the level of organizational citizenship behavior attained by employees in Ain El Melh.

II– Methodological Framework of the Study:

II .1. Study Methodology:

Given the nature of this research topic, the required information, and the questions to be answered, this study seeks to explore the link between the elements of organizational culture and the enhancement of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters in the state of M’sila. To achieve this, the study adopts a descriptive-analytical approach. According to Lamouro (1995), this method allows for an accurate representation of the phenomenon as it appears in reality, while also helping to identify the interconnections between its different components. It goes beyond data collection by analyzing these elements to uncover hidden relationships, offering insights that can contribute to practical improvements and developments. (Maamari & Bin Zahi, 2014, p. 50)

This methodology offers a structured approach to examining current facts concerning individuals, events, or situations, aiming to uncover new insights or validate previous findings. Additionally, it examines the effects of these elements and the relationships governing them. (Saltani & Al-Jilani, 2014, p. 141)

The following procedural steps were taken as part of this research:

- Identifying and understanding the research problem.
- Defining the problem clearly and framing it as one or more specific research questions.
- Developing the theoretical framework that guides the research process.
- Selecting a sample for the study, detailing both its size and the method of selection.

- Choosing appropriate research tools and assessing their reliability and validity.
- Systematically gathering and organizing data.
- Processing, organizing, and categorizing the findings.
- Analyzing the results, drawing conclusions, and disseminating the findings. (Turki, 1984, p. 129)

II .2. Basic Study Limits:

A. Human Limits:

The research focused on employees at the Ain El Melh municipality in the state of M'sila, involving a total of 144 participants.

B. Time Limits:

The fieldwork was conducted during the 2017/2018 academic year, specifically from November 2017 to June 2018.

C. Spatial Boundaries:

The study was carried out at the main office of the Ain El Melh municipality, along with its surrounding areas within the state of M'sila.

II .3- Study Population and Sample:

The target population for this study included all employees and workers at the Ain El Melh municipality headquarters, located in the state of M'sila. The employees selected work regular shifts, ensuring interaction and professional relationships among themselves, department heads, and municipal officials. A comprehensive survey approach was applied to select the sample, encompassing all 144 employees working at the headquarters.

II .4- Design of Study Scales:

II .4-1- Organizational Culture Scale:

In developing the organizational culture scale, we adapted an instrument initially created by Nassima Boumaraf (2014) in her doctoral dissertation on the role of organizational culture in workers' psychosocial adjustment. The original scale comprised 40 statements organized across several dimensions of organizational culture, with each dimension containing multiple items. The questions were structured according to a three-point Likert scale, offering the following response options: Rarely, Sometimes, and Always, with corresponding scores from 1 to 3 points.

For the purposes of this study, we modified the original instrument by rephrasing some questions and eliminating two dimensions (criteria and rules) to

better align with our research objectives. As a result, the revised scale consists of 24 statements, grouped under four dimensions:

- Affiliation Values
- Cooperation Values
- Respect Values
- Justice Values

The following scoring system was applied for responses:

- Rarely = 1 point
- Sometimes = 2 points
- Always = 3 points

All items in the scale were framed positively. The midpoint, which distinguishes between positive and negative levels of organizational culture, was set at 48 points (24 items $\times$ 2).

Table No. (1): It shows the degrees of employees' responses to the phrases of the organizational culture scale

alternatives	Always	sometimes	Scarcely
grades	3	2	1

II .4-2- Organizational Citizenship Scale:

For this study, we adapted a scale originally designed to measure the “perception of organizational justice and its relationship with organizational citizenship behavior among secondary education teachers”.

All items on the scale were framed positively, and the responses were evaluated using the following scoring system:

- Rarely = 1 point
- Sometimes = 2 points
- Always = 3 points

II .5- Statistical Analysis and Treatment Methods:

Once the data collection phase was complete, the study tool was processed using statistical software (SPSS, version 23) to conduct both descriptive and inferential analyses. The key statistical techniques employed are summarized below:

▪ Descriptive Statistics:

- **Frequencies and Percentages:** Used to analyze personal and professional characteristics of the participants.

- **Measures of Central Tendency:** Arithmetic means and standard deviations were used to examine data distribution and provide an overview of the dataset's symmetry and balance.
- **Reliability Testing:**
 - **Cronbach's Alpha:** Applied to assess the reliability of both study tools.
 - **Spearman-Brown Formula:** Used to determine the split-half reliability of the study instruments.
- **Regression Analysis:**
 - **Simple Linear Regression:** Measures the impact of a single independent variable on a dependent variable.
 - **Progressive Multiple Linear Regression:** Identifies the independent variables with the most significant influence on the dependent variable.

III - Presentation and Analysis of Study Results:

This chapter outlines the relationships between the study variables, focusing on both the correlation and influence of the independent variable's dimensions on the dependent variable.

III .1- Tests of Influence Relationships Among Study Variables:

The analysis employs simple linear regression to determine how the study's main and sub-variables relate to each other. This helps measure the extent to which the independent variable affects the dependent variable.

III.1.1- Examining the Impact of Organizational Culture Dimensions on the Development of Organizational Citizenship Behavior:

The core hypothesis for this section is as follows:

- The dimensions of organizational culture influence the development of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters in M'Sila State.

This main hypothesis is broken down into four specific sub-hypotheses.

A - Testing the First Sub-Hypothesis:

The first sub-hypothesis states:

- Affiliation values impact the development of organizational citizenship behavior among employees of the Ain El Melh municipality headquarters in M'Sila State.

Table 2: Results of Simple Linear Regression Analysis for the Effect of Affiliation Values on the Development of Organizational Citizenship Behavior

independent variable	B	(T) value computed	Correlation (R)	Coefficient of Determination(R ²)	Signal Level (Sig)	The presence of the effect
Constant	60.252	17.945	/	/	0.00	/
After the values of affiliation	0.439	2.083	0.172	0.030	0.039	There is a trace
The equation	$Y = 60.252 + 0.439 X$					

Source: Student's preparation based on spss outputs

From Table 2, it is clear that the affiliation values dimension has a statistically significant influence on the development of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters. The significance value for the affiliation values dimension (Sig = 0.039) is less than the accepted significance threshold of 0.05. The correlation coefficient (R = 0.172) indicates a weak positive relationship between the two variables, and the coefficient of determination (R² = 0.030) suggests that affiliation values account for only 3% of the variance in the development of organizational citizenship behavior.

The value of the regression coefficient (B) is 0.439, meaning that a one-unit increase in the affiliation values dimension results in a 0.439-unit increase in the development of organizational citizenship behavior.

Based on these findings, we accept the first partial hypothesis, which asserts that affiliation values significantly impact the development of organizational citizenship behavior at the 0.05 significance level, despite the independent variable explaining only 3% of the variance in the dependent variable.

B - Testing the Second Partial Hypothesis:

The second partial hypothesis posits that cooperation values influence the development of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters in M'Sila State.

Table 3: Results of Simple Regression Analysis for the Effect of Cooperation Values on the Development of Organizational Citizenship Behavior

independent variable	B	(T) value computed	Correlation (R)	Coefficient of Determination (R ²)	Signal Level (Sig)	The presence of the effect
Constant	59.088	16.324	/	/	0.00	/
After the values of cooperation	0.776	2.253	0.186	0.035	0.026	There is a trace
The equation	$Y = 59.088 + 0.776 X$					

Source: Student's preparation based on spss outputs

As shown in Table 3, cooperation values also have a statistically significant effect on the development of organizational citizenship behavior. The significance level for cooperation values (Sig = 0.026) is below the 0.05 threshold. The correlation coefficient (R = 0.186) reveals a weak positive relationship between cooperation values and organizational citizenship behavior, with the dimension explaining only 3.5% of the variance (R² = 0.035) in the dependent variable.

The value of the regression coefficient (B = 0.776) indicates that a one-unit increase in cooperation values results in a 0.776-unit increase in the development of organizational citizenship behavior.

Based on these outcomes, we accept the second partial hypothesis, which suggests that cooperation values have a statistically significant effect at the 0.05

level, despite accounting for only 3.5% of the variance in the dependent variable.

C - Testing the Third Partial Hypothesis

The third partial hypothesis suggests that respect values influence the development of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters in M'Sila State.

Table 4: Results of Simple Regression Analysis for the Impact of Respect Values on Organizational Citizenship Behavior Development.

independent variable	B	(T) value computed	Correlation (R)	Coefficient of Determination(R ²)	Signal Level (Sig)	The presence of the effect
Constant	53.907	16.879	/	/	0.00	/
After values of respect	1.030	4.229	0.334	0.112	0.00	There is a trace
The equation	$Y = 53.907 + 1.030 X$					

Source: Student's preparation based on spss outputs

Table 4 demonstrates that respect values have a statistically significant impact on the development of organizational citizenship behavior. The significance level (Sig = 0.00) is below the 0.05 threshold, confirming the statistical significance. The correlation coefficient (R = 0.334) indicates a moderate positive relationship between respect values and organizational citizenship behavior. Furthermore, the coefficient of determination (R² = 0.112) shows that 11.2% of the variance in organizational citizenship behavior can be explained by respect values.

The regression coefficient (B = 1.030) indicates that a one-unit increase in respect values will result in a 1.030-unit increase in the development of organizational citizenship behavior.

Based on these results, we accept the third partial hypothesis, affirming a statistically significant relationship between respect values and the development

of organizational citizenship behavior, with the independent variable explaining 11.2% of the variance in the dependent variable.

D - Testing the Fourth Partial Hypothesis

The fourth partial hypothesis proposes that **justice values influence the development of organizational citizenship behavior** among employees of the Ain El Melh municipality headquarters.

Table 5: Results of Simple Regression Analysis for the Impact of Justice Values on Organizational Citizenship Behavior Development

independent variable	B	(T) value computed	Correlation (R)	Coefficient of Determination(R ²)	Signal Level (Sig)	The presence of the effect
Constant	49.250	11.869	/	/	0.00	/
After the values of justice	1.631	4.359	0.344	0.112	0.00	There is a trace
The equation	Y = 49.250 + 1.631 X					

Source: Student's preparation based on spss outputs

From Table 5, it is evident that justice values significantly impact the development of organizational citizenship behavior, with a significance level (Sig = 0.00) well below the threshold of 0.05. The correlation coefficient (R = 0.344) indicates a moderate positive relationship between justice values and citizenship behavior. The coefficient of determination (R² = 0.112) shows that justice values explain 11.2% of the variance in the dependent variable.

The regression coefficient (B = 1.631) suggests that a one-unit increase in justice values will result in a 1.631-unit increase in the development of organizational citizenship behavior.

Based on these findings, we accept the fourth partial hypothesis, confirming a statistically significant relationship between justice values and the development of organizational citizenship behavior, with the independent variable accounting for 11.2% of the variance in the dependent variable.

E - Testing the Fifth Hypothesis

The fifth partial hypothesis asserts that the combined dimensions of organizational culture—affiliation values, cooperation values, respect values, and justice values—collectively influence the development of organizational citizenship behavior among employees at the Ain El Melh municipality headquarters in M'Sila State.

- Testing the Fifth Hypothesis: Combined Impact of Organizational Culture Dimensions on Organizational Citizenship Behavior

The fifth hypothesis posits that the combined dimensions of organizational culture—affiliation values, cooperation values, respect values, and justice values—impact the development of organizational citizenship behavior among employees at Ain El Melh municipality headquarters, M'Sila State.

Table 6: Progressive Multiple Regression Analysis for the Combined Impact of Organizational Culture Dimensions on Organizational Citizenship Behavior

independent variable	B	(T) value computed	Correlation (R)	Coefficient of Determination(R ²)	Signal Level (Sig)	The presence of the effect
Constant	42.411	8.209	/	/	0.00	/
After the values of affiliation	0.164	0.731	0.410	0.168	0.466	No trace
After the values of cooperation	0.149	0.391			0.679	No trace
After values of respect	0.592	2.034			0.044	There is a trace
After the values of justice	1.19	2.942			0.004	There is a trace
The equation	Y = 42.411 + 0.044 X ₃ +0.004 X ₄					

Source: Student's preparation based on spss outputs

The results in Table 6 indicate that two dimensions—respect values and justice values—have a statistically significant effect on the development of organizational citizenship behavior.

- The significance level (Sig) for respect values is 0.044, and for justice values it is 0.004, both of which are below the threshold of 0.05, indicating a significant impact.
- Conversely, the affiliation values (Sig = 0.466) and cooperation values (Sig = 0.679) do not have a significant impact, as their significance levels exceed 0.05.

The correlation coefficient ($R = 0.410$) indicates a moderate positive relationship between the combined organizational culture dimensions and the development of organizational citizenship behavior. The coefficient of determination ($R^2 = 0.168$) reveals that the combined dimensions of organizational culture explain 16.8% of the variance in organizational citizenship behavior. The remaining variance may be attributed to other independent variables not included in this model or to random errors.

Impact of Key Dimensions

- The regression coefficient for respect values ($B = 0.592$) implies that a one-unit increase in respect values results in a 0.592-unit increase in organizational citizenship behavior.
- Similarly, the regression coefficient for justice values ($B = 1.19$) suggests that a one-unit increase in justice values leads to a 1.19-unit increase in citizenship behavior.

- Conclusion of the Fifth Hypothesis

Based on these results, we accept the fifth hypothesis, confirming that the dimensions of organizational culture—affiliation, cooperation, respect, and justice values—collectively influence the development of organizational citizenship behavior, with justice values and respect values having the most significant impact.

- Discussion of the Results

From the analysis, the following insights emerge regarding the impact of organizational culture dimensions on organizational citizenship behavior:

- Justice values exhibit the strongest influence, with a correlation coefficient of $R = 0.344$ and 11.2% variance explained.

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- Respect values follow closely, with a correlation coefficient of $R = 0.334$ and also explaining 11.2% of the variance.
- Cooperation values rank third, with a weaker correlation of $R = 0.186$ and explaining 3.5% of the variance.
- Affiliation values rank fourth, with $R = 0.172$ and 3% variance explained.

- **Order of Influence on Organizational Citizenship Behavior**

The most influential dimensions, according to the multiple linear regression analysis, are:

1. Justice values – strongest impact on citizenship behavior.
2. Respect values – second strongest impact.

This hierarchy suggests that justice and respect values play a more significant role in fostering positive citizenship behavior compared to affiliation and cooperation values. The interaction between the independent variables and their combined effect also contributes to these outcomes.

- **Summary and Conclusion**

The results of the simple and multiple regression analyses confirm the existence of a statistically significant impact between the dimensions of organizational culture (affiliation, cooperation, respect, and justice) and the development of organizational citizenship behavior. The study confirms that:

- All dimensions, individually and collectively, influence the development of citizenship behavior across its various aspects (altruism, conscience awareness, sportsmanship, civility, and civilized behavior).
- Justice and respect values stand out as the most impactful dimensions.

These findings underscore the importance of cultivating justice and respect within the organizational culture to enhance citizenship behavior among employees at the Ain El Melh municipality headquarters.

III. 3. Interpretation and Discussion of Results

✓ **Hypothesis on Affiliation Values:**

The analysis confirmed that affiliation values positively influence OCB development ($\text{Sig} = 0.039 < 0.05$). This suggests that employees who feel a sense of belonging to the organization are more likely to engage in voluntary behavior beyond their job descriptions.

✓ **Hypothesis on Cooperation Values:**

Cooperation values were found to positively influence OCB (Sig = 0.026 < 0.05), although the correlation was weak (R = 0.186). Cooperation enhances teamwork and contributes to the development of voluntary behavior aligned with organizational goals.

✓ **Hypothesis on Respect Values:**

Respect values significantly impact OCB development (Sig = 0.00 < 0.05, R = 0.334). Mutual respect among employees fosters trust and commitment, which enhances positive behaviors beyond formal job expectations.

✓ **Hypothesis on Justice Values:**

Justice values also significantly affect OCB (Sig = 0.00 < 0.05, R = 0.334). Employees who perceive fairness in rewards, decision-making, and treatment are more likely to demonstrate higher levels of commitment and voluntary behavior.

✓ **Combined Impact of Organizational Culture Dimensions:**

The collective dimensions of organizational culture (affiliation, cooperation, respect, and justice) significantly influence OCB development, with respect and justice values having the strongest impact. However, affiliation and cooperation values were not significant individually.

IV. General conclusion

The findings confirm that the development of OCB is primarily driven by specific cultural values, particularly respect and justice. While differences in personal and professional characteristics do not impact employees' views on OCB, the alignment with organizational culture plays a crucial role in fostering voluntary behavior. These results highlight the importance of cultivating justice and respect within the organization to promote higher levels of commitment, performance, and positive workplace behavior.

V. Study Suggestions

Based on the findings from the study, the following suggestions are proposed to enhance organizational citizenship behavior (OCB) within organizations:

✓ **Encourage Organizational Citizenship Behaviors:**

Organizations should actively promote and develop OCB among their members. This can be achieved by creating an environment that recognizes and rewards such behaviors, thereby enhancing overall workplace morale and commitment.

✓ **Develop Mechanisms for Values Enhancement:**

Implement programs and mechanisms designed to elevate organizational values. These initiatives should focus on translating values into tangible actions, ensuring that they are not just theoretical concepts but actively practiced within the organization.

✓ **Cultivate Organizational Culture:**

Emphasizing the importance of a strong organizational culture is crucial for achieving organizational goals. This involves:

✓ **Fostering Cooperation:** Encourage information sharing, teamwork, and trust among employees. Promoting a sense of community where employees view each other as part of a family can enhance collaboration.

✓ **Promoting Justice:**

Ensure fairness and integrity in the distribution of rights and responsibilities. This includes clear communication regarding roles and expectations, and equitable treatment of all employees.

✓ **Encouraging Freedom:**

Provide employees with the autonomy to make decisions and perform their tasks without undue pressure. This empowerment can lead to increased job satisfaction and innovation.

✓ **Nurturing Respect:**

Address employees' human needs, focusing on self-respect and self-esteem. Recognizing individual contributions and valuing employee well-being can foster a culture of respect.

✓ **Allow Flexibility in Job Descriptions:**

Organizations should refrain from rigidly adhering to job descriptions, allowing employees the freedom to express creativity and showcase their talents. This flexibility can lead to enhanced job satisfaction and increased motivation.

✓ **Leverage Employee Experience:**

Value the professional experience of all employees, regardless of their academic qualifications. Create opportunities for consultation and collaboration, highlighting the significance of each individual's contributions. In municipalities, consider periodic rotations of officials every five years to promote a dynamic environment and engage employees in their roles.

✓ **Foster a Sense of Responsibility:**

Help employees recognize their vital role within the organization, regardless of the leadership structure. Cultivating a sense of ownership and accountability can lead to greater engagement and commitment to the organization's success.

-Conclusion

The study emphasizes the significant role of organizational culture in developing organizational citizenship behavior among members. As a critical component of the internal environment, organizational culture influences employee loyalty and voluntary behaviors. By fostering a culture that prioritizes shared values and beliefs, organizations can motivate their members to work towards common goals, ultimately enhancing professional satisfaction, compliance with work requirements, and overall performance. The norms, customs, and traditions shaped by belonging to an organization significantly contribute to the success of the organization and its objectives.

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