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تقييم سلوك المواطنة التنظيمية للعاملين الصحيين في إحدى المؤسسات الصحية بمكة المكرمة,
السعودية

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Abstract:

Positive Organizational Behavior has a wide reach, from the organization's past buried in by business ideology, through the present with urgent needs and emerging opportunities. Organizational citizenship behavior is one of the most important factors in boosting employee performance. This quantitative descriptive research aims to identify the degree of employee engagement in organizational citizenship behavior using cross sectional design through a questionnaire as a data collection tool among 189 healthcare workers in healthcare institution at Makkah, Saudi Arabia. The result showed overall agreement from the participants on the presence of the characteristics that reflects their organizational citizenship behaviors. overall weighted mean was 2.80. The highest factor that indicates OBC was organizational compliance.

الفصل الأول

Introduction

Positive Organizational Behavior has a wide reach, from the organization's past buried in by business ideology, through the present with urgent needs and emerging opportunities (Guslina, 2023). Based on work requirements and signed job description, workers are expected to perform certain roles and responsibilities. However sometimes individuals perform certain tasks or exhibits certain behavior above and beyond his call of duty. There is large number of instances in organizations when employees assist their fellow employees which are not part of their job duties. This assistance is spontaneous and does not result in any formal reward. Such 'extra role behavior' is termed as organizational citizenship behavior.

Organizational citizenship behavior was derived by Organ (1988) and defined it as “individuals' behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.” According to Tuliao, Chen, & WU (2020) Organizational citizenship behavior considered as positive work indicator that partially departs from norms since it is voluntarily done to facilitate organizational performance but not regularly exhibited by employees.

Research problem:

Experiencing a lot of work pressure and the existing culture of poor work-life balance lead employees to be highly disappointed with their jobs. In return, their extra-role behavior also diminishes (Seman, Ahmed, Refera, Made, Thomran, & Ahmed,. 2022). Organizational citizenship behavior is one of the most important factors in boosting employee performance. Employees will be more committed to the company and engage in extra-role behavior if they are comfortable in their work environment and there is no conflict between their personal and professional interests. Healthcare workers exhibit high turnover rate and less retention due to work overload. While organizational citizenship behavior shows negative relationship with turnover was more pronounced in high complexity jobs (Becton, Carr, Mossholder, & Walker,. 2017).

The importance of the research:

Organizational Citizenship behavior is of great importance to managers because they can use the concepts and the findings in OCB studies to help them better manage employees. As a result, if a manager could inspire employees to exhibit OCBs, it could lead to improving the job performance of the employee, the effectiveness of the group the employee belongs to, as well as the overall effectiveness of the organization. Studies have shown that employees who exhibit OCBs are more likely to have higher productivity and receive higher performance appraisals (Noble, 2006). Studies have also shown that employees who have a better relationship with their supervisor are more likely to exhibit OCBs and as a result, are more likely to have a higher work performance (Kernodle, 2007).

Research objectives:

- To identify the degree of employee engagement in organizational citizenship behavior.

Research question:

- What is the degree of employee engagement in organizational citizenship behavior?

Literature review:

The concept of OCB has been laid to provide a clear-cut understanding of the construct stated as 'extra-role behavior that is intended to benefit the organization, which is discretionary and goes beyond existing role expectations (Van Dyne, Graham, & Dienesch., 1994). In another words, organizational citizenship behavior (OCB) refers to employee behavior that is relatively discretionary and contributes to the effective functioning of organizations (Organ, Podsakoff, & MacKenzie, 2006). Organ (1988) identified five key types of OCB, including conscientiousness (e.g., working hard), sportsmanship (e.g., being positive at work even when times are tough), civic virtue (e.g., engaging in the life of the organization), courtesy (e.g., respecting the rights of coworkers), and altruism (e.g., helping others).

In fact, according to N. P. Podsakoff, Podsakoff, MacKenzie, Maynes, and Spoelma (2014), more than 2,100 articles on OCB have been published, with over half appearing since 2010, making it one of the most widely investigated variables in the organizational sciences.

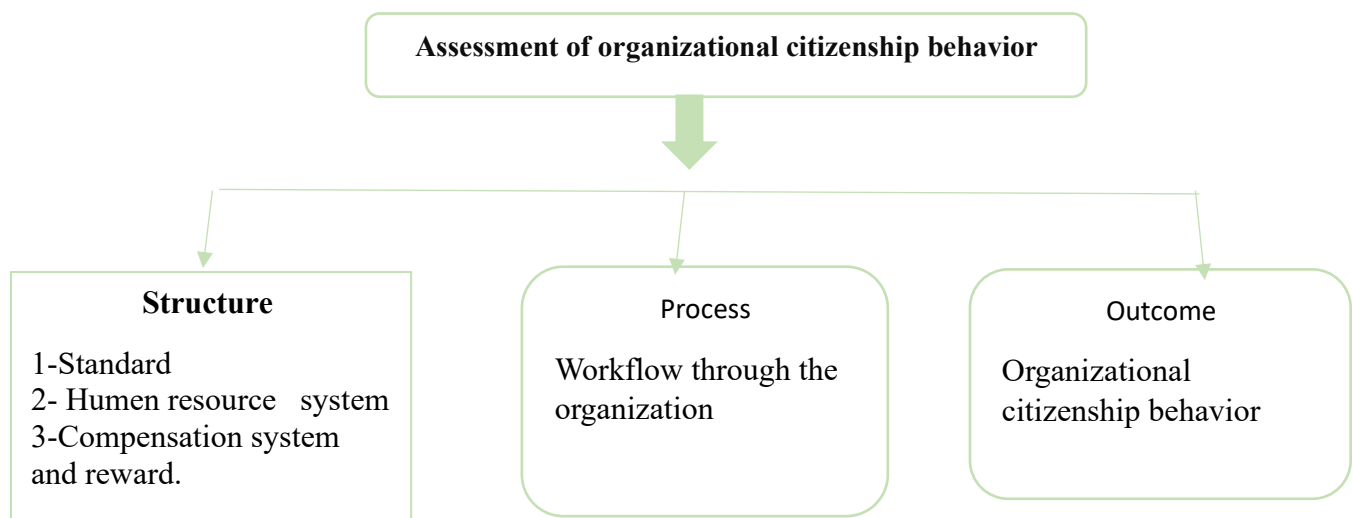
Researchers conceptualize and operationalize OCB in different ways. In some studies, researchers measure all of the dimensions in a given OCB scale and examine each one independently while In other studies, researchers focus on one specific type of OCB.

While OCB is generally an individual behavior, it does have an impact on other factors. OCB could be incorporated into various group factors as well. Two of the more important group factors are teamwork and leadership. Individual behaviors could be aggregated to the group level. If two members of a team exhibit different amounts of OCBs, the cohesiveness, as well as the overall group performance could be affected. Although individuals are leaders, the topic of leadership is often a group factor because a leader needs followers. Studies have shown a positive relationship between Leader-Member Exchange (LMX), which is the relationship a leader has with his or her subordinate, and the amount of OCBs that subordinate exhibits (Kernodle, 2007). This is an important concept for business students who plan to become managers. If they can be aware and focus on developing and maintaining a strong, positive relationship with their subordinates, there is a greater chance of the subordinates exhibiting OCBs.

Many studies have been conducted to identify the factors that influence OCB such as organizational culture, personality, job satisfaction, and other variables (Sya'bania & Churiyah,. 2022). A broad study in west Nigeria by Bello & Ologbenla (2022) aims to investigate the relationship between human resource management practices and components of organizational citizenship behavior in the wire and cable industry. The results showed seven types of HRM practices in the wire and cable industry, and they were rated by the employees as follows: Compensation Management (95%), Conflict Management (84%), Employee Empowerment (81%), Welfare Program and Performance Appraisal (80%), Recruitment and Selection (76%), Career Development (70%). The results revealed that there were four prominent organizational citizenship behaviors (OCB) component in the selected industry.

Theoretical Framework

The Donabedian Model will be utilized within this study by considering the system, roles that has been stabilized by the organization represent the structure, process is the workflow, benefit and loyalty factors. While the outcomes are the corresponding citizenship behavior that perceived by the healthcare workers in the studied healthcare institution at Makkah, Saudi Arabia



Research methodology:

Study design:

The present study is quantitative descriptive research using cross sectional design through a questionnaire as a data collection tool.

Population and sample:

The targeted population within this study are healthcare workers within the organization regardless to the nationalities (Saudi- Non-Saudi) who have been working within the organization for one year or more.

Simple random sampling will be used so everyone is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. Total employees within the organization who met the inclusion criteria are 364. The representative sample (189) was calculated using the G power method. As per ethical approval the human resource department provided the required communication methods of the employees (email address- telephone number).

Ethical consideration:

Ethical codes of research conduct will strictly adhered to at all stages of the study. The research proposal will be presented to the ethical committee at the health organization. The principle of **voluntary participation** regarding research ethics requires that people not be forced into participating in research by obtaining an **informed consent**. Confidentiality is important when collecting information and observing people. It is an ethical responsibility of the researcher to ensure that this information will be used for the purpose of the study.

Data collection:

The questionnaire (Organizational Citizenship Behavior Scale) that has been modified by Sharma & Jain (2014) will be used as data collection methods to assess the organizational Citizenship behavior of

healthcare workers in healthcare institution at Makkah, Saudi Arabia. The OCB scale represents four factors that represents organizational citizenship behaviors, those factors are altruism, organizational compliance, sportsmanship, and loyalty. Those factors are assessed using 35 items as statements through Likert scale from (1-4) as one indicates strongly disagree, while 4 indicate strongly agree.

Validity and reliability:

The reliability of an instrument is its ability to produce consistent results each time. There are external and internal consistency procedures for determining reliability. The present research considers the internal consistency of the scale is 0.89. Regarding validity, the scale has high content validity. It is evident from the assessment and ratings of the judges/experts that items of the scale are directly related to the concept of organizational citizenship behavior. In order to find out the validity from the coefficient of reliability (Garrett, 1981), the reliability index was calculated, which indicated high validity on account of being 0.94

Data Analysis:

Data will be manually transferring, as the responses from the questionnaires into a spreadsheet. Putting each question number as a column heading, and then using one row for each person's answers. Then assign each possible answer a number or 'code'. Then by going through each respondent's questionnaire in turn and adding in the codes. Entering this data into a spreadsheet. Data will be coded and transferred into specially designed formats for data entry then data will be analyzed and computed by using Statistical Package for Social Sciences (SPSS) program version 18.0. Descriptive analysis method used to present Data which the researcher frequencies and percentage of variables.

Results:

Demographic data analysis:

The result shows that the highest percentage of the study sample distribution according to the gender was (31.9%) for male participants while female participants represent the majority with (68.1%). The distribution of

Saudi nurses were only 39.8% compared to 60.2% for non-Saudi. Most health workers hold bachelor's degrees (75.9%), while only (8.6%) hold master's degree. Analyzing the studied age group indicates that the highest age group within the study is from 30-41 years with percentage of (43.7%).

Descriptive Statistics for Questions in the form of Likert Scale

The responses to the statements of the Sections are in the form of fourth scaled Likert's measure. We need to calculate the weighted mean of the responses to the statements of each Section. The calculation of the weighted mean needs to give each response a specific weight reflecting its importance. Thus, responses of each statement take a weight as follows (Table 1). The below procedure determines to which class the responses of each statement belong. According to the value of the resulted weighted mean, one can specify the overall response (in mean) of each statement. The following table states the criterion.

Table (1)

Response weight of Organization citizenship behavior scale		
Response	Weight	Weight Mean
Strongly Disagree	1	From 1.00 to less than 1.75
Disagree	2	From 1.75 to less than 2.50
Agree	3	From 2.50 to less than 3.25
Strongly Agree	4	From 3.25 to less than 4.00

To study the importance of each statement we classify the responses in the following tables and calculated the degree of importance, the weighted mean by value, and gives each statement a rank priority according to its importance.

Analysis of organizational citizenship behaviours:

Standard deviations and Means were evaluated for a separate concept and correlated items; Organizational citizenship behaviour's factors were then classified in downward order bestowing to the subsequent scale (**Table 2**)

The results analysis of the Organizational citizenship behavior showed overall agreement from the participants on the presence of the characteristics that reflects their organizational citizenship behaviors. overall weighted mean was 2.80 which means that the respondents agreed about the characteristics of organizational citizenship behaviors. As the mean of the four factors of OCB are above the mid-point (2.50) this make it favorable organization. Based on the highest weighted mean, the health workers gave the highest agreement for the presence of the characteristic of their organizational citizenship behaviors that reflects organizational compliance (2.95). While the lowest weighted mean was (2.61) which indicate that the studied sample reflects to the presence of the factors that indicate loyalty with lowest agreement.

Table (2)
Frequency distribution, the weighted mean, Std. deviation,
overall response and priority of the statements of Organizational citizenship behavior

Factors: F	Strongly Agree		Agree		Disagree		Strongly disagree		Weighted Mean	Std. Deviation	Overall Response (in Mean)	Priority
	f	%	f	%	f	%	f	%				
Altruism	638	9.3	1980	29.1	1012	14.9	528	7.8	2.67	0.52	Agree	3
Organizational Compliance	135	1.9	450	6.6	210	3.0	150	2.2	2.95	0.37	Agree	1
Sportsmanship	198	3.0	552	8.1	264	3.9	120	1.8	2.70	0.59	Agree	2
loyalty	105	1.5	273	4.0	123	1.8	66	1.0	2.61	0.65	Agree	4
Total	1076	15.7	3255	47.8	1609	23.6	864	12.8	2.80	0.42	Agree	

The overall response for the Factors and for Section1 is " agree ", which means that the respondents "agree" about the **Organizational citizenship behavior**

Discussion:

Organizational citizenship behaviors (OCBs) are voluntary behaviors of organization members, going beyond their job descriptions, could be found in non-profit organization or even private sector. The current study finding is consistent with study has been run in Poland by Glińska-Neweś & Szostek (2018) to verify the hypothesis that employees of for-profit private organizations engage in OCBs more frequently than employees of the public sector. The result showed that employees of the public sector organizations perform OCB more frequently than employees of the private sector.

The current study showed that healthcare workers agreed on the presence of factors that reflects organizational citizenship behaviors, the possible explanation for these results might related to the presence of qualified leadership and competence of the administration. This result is consistent with a study has been developed by Sururiyah (2023) aims to analyze how organizational citizenship behavior is affected by transformational leadership. The result showed that transformational leadership has a positive significant influence on Organizational Citizenship Behavior. Another study by (Jun, Hu, & Lee, 2023) founds that authentic leadership can effectively drive follower identification, fostering beneficial outcomes, such as hope and OCB. On the other hand, the result of current study suggests that the organization use the emotional intelligence to promote OCB with the employees as it has been examined in Colombia by Santa, Moros, Morante, Rodríguez, & Scavarda (2023) the researcher examined the influence of emotional intelligence on organizational citizenship behavior and the result showed that Emotional intelligence has a strong and positive impact on operational effectiveness when mediated by organizational citizenship behavior.

Summary

This study aims to assess the organizational citizenship behaviors among healthcare workers at healthcare institution at Makkah, Saudi Arabia using descriptive quantitative approach through questionnaire as data collection tool. The results show that the studied employees agree to have the factors that maintained organizational citizenship behaviors as overall weighted mean 2.80 among the four factors that represents OCB. The highest factor that indicates OCB was organizational compliance.

Recommendation of Implication for administration and research:

The current study can provide further research investigation to explore organizational citizenship behaviors and relate the factors to organizational and employee outcomes such as retention and

satisfaction. Another area for investigation could include analyzing the organizational behaviors of the organization prior to analyze citizenship behaviors.

Limitation:

This study has limitations as it includes only healthcare workers from one institution which limit the generalization of the results. In addition, the study should have covered the structural components and the process to measure the related outcome (Organizational citizenship behaviors) which this study is going to assess. Finally, the study covered the quantitative approach only. At the same time, it may need to examine the issues of the organizational citizenship behaviors through further exploration of studies that use different methodological approaches.

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**Assessment of organizational Citizenship behavior among the healthcare workers in
healthcare institution in Makkah, Saudi Arabia**

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