



E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2024, Volume 4, Page No: 149-162

Available online at: <https://apsshs.com/>

Asian Journal of Individual and Organizational Behavior

The Role of Organizational Citizenship Behavior in Enhancing Employee Performance: A Quantitative Analysis in Ethiopian Banks

Fasika Endeshaw¹, Kassahun Tefera^{1*}, Netsanet Alemu¹

1. Department of Management, College of Business and Economics, Woldia University, Woldia, Ethiopia

Abstract

This research explores the role of Organizational Citizenship Behavior (OCB) in enhancing employee performance at the Commercial Bank of Ethiopia, Woldia District. Despite prior studies on OCB, there is limited evidence on how its various dimensions influence performance in the Ethiopian banking sector. To address this, a quantitative, descriptive-causal research design was employed, collecting data from 228 employees. Participants were selected using stratified sampling to group employees by job roles, followed by simple random sampling. Data analysis was conducted using correlation and multiple linear regression methods. The results show that OCB dimensions—helping behavior, sportsmanship, civic virtue, organizational loyalty, and individual initiative—positively and significantly impact employee performance. The study highlights the importance of fostering a collaborative culture, promoting individual initiative, and acknowledging exemplary citizenship behaviors to improve workplace effectiveness. The findings provide both theoretical contributions, by extending understanding of OCB in banking contexts, and practical guidance for enhancing employee performance and organizational outcomes.

Keywords: Commercial banks of Ethiopia, Employee performance, Organizational citizenship behavior, Organizational behavior, Regression analysis

How to cite this article: Endeshaw F, Tefera K, Alemu N. The Role of Organizational Citizenship Behavior in Enhancing Employee Performance: A Quantitative Analysis in Ethiopian Banks. Asian J Indiv Organ Behav. 2024;4:149-62. <https://doi.org/10.51847/G9ayYZOILv>

Received: 24 August 2024; **Revised:** 27 November 2024; **Accepted:** 01 December 2024

Corresponding author: Kassahun Tefera

E-mail ✉ kassahuntefera@gmail.com

Introduction

The effectiveness of an organization largely depends on the performance of its workforce, as employees play a central role in producing quality outputs and achieving organizational objectives [1]. High-performing employees not only fulfill their job responsibilities but often go beyond formal requirements to support the broader goals of the organization. This voluntary and proactive engagement is commonly recognized as Organizational Citizenship Behavior (OCB), which has been identified as a critical factor in enhancing overall organizational functioning and individual performance [2, 3].

OCB refers to discretionary actions undertaken by employees that are not formally rewarded but contribute positively to organizational efficiency and climate. Examples include offering assistance to colleagues, volunteering for additional responsibilities, and engaging in collaborative problem-solving. Evidence suggests that employees who exhibit OCB tend to report higher job satisfaction, greater organizational commitment, and improved individual performance outcomes [4, 5]. Moreover, OCB fosters reciprocal behaviors among employees, creating a cooperative and supportive workplace environment [6].

The positive influence of OCB on organizational performance has been widely acknowledged across industries [7-9]. In the banking sector, in particular, employees' engagement in citizenship behaviors enhances operational efficiency, strengthens



© 2024 The Author(s).

Copyright CC BY-NC-SA 4.0

teamwork, and promotes a culture of accountability and initiative [10]. By encouraging employees to voluntarily contribute to organizational objectives, OCB directly impacts performance, service quality, and overall organizational resilience.

OCB is often categorized into multiple dimensions, including helping behavior, sportsmanship, civic virtue, individual initiative, loyalty, and compliance, which collectively support organizational effectiveness without formal recognition [3, 11]. Prior research has shown that these dimensions are significantly associated with enhanced employee performance, emphasizing the importance of fostering citizenship behaviors within the workplace [12, 13].

Despite the growing recognition of OCB's role, limited research has examined its effect on employee performance in the Ethiopian banking sector—a critical component of the national economy [14]. While studies have explored organizational behavior in Ethiopian banks [15-22], few have investigated the direct relationship between OCB and employee performance. This research seeks to fill that gap by examining how various dimensions of OCB contribute to employee productivity and performance outcomes within the Commercial Bank of Ethiopia.

Furthermore, OCB expressions and their impact may vary across cultural and organizational contexts [23]. Empirical studies from other sectors and countries may not capture the unique dynamics of Ethiopian banks, where organizational structures, work practices, and employee motivations differ. By focusing specifically on this context, this study provides novel insights into the mechanisms by which OCB enhances employee performance, offering both theoretical and practical contributions for managers seeking to improve workforce effectiveness.

Fourth, earlier studies on the link between Organizational Citizenship Behavior (OCB) and employee performance in Ethiopia have predominantly focused on specific sectors [15-17, 22]. A major limitation of these studies is their narrow focus on only a few OCB dimensions, which may not reflect the full spectrum of behaviors that influence employee outcomes across different organizational settings. To address this gap, the current research considers six central OCB dimensions: individual initiative, sportsmanship, organizational loyalty, organizational compliance, civic virtue, and conscientiousness. By incorporating a broader array of dimensions, the study aims to provide a more holistic understanding of how OCB contributes to employee performance.

Fifth, findings on OCB's effect on employee performance in collectivist cultures such as Ethiopia remain inconsistent. Some studies, including those by Baeza *et al.* [24] and Kumari and Thapliyal [25], demonstrate that altruism, sportsmanship, and courtesy significantly enhance both OCB and performance. Similarly, Lim *et al.* [26] and Vasconcelos Furtado *et al.* [27] support these results. Conversely, research by Owoicho *et al.* [28] and Romaiha *et al.* [29] found negligible effects, highlighting variability in outcomes and emphasizing the need for further investigation. This inconsistency underscores the importance of examining how multiple dimensions of OCB influence employee performance, particularly in the Ethiopian banking sector.

Consequently, this study aims to provide a more comprehensive analysis of OCB's impact on employee performance by considering a wider range of dimensions and addressing gaps in prior research. The research specifically investigates employee performance at the Commercial Bank of Ethiopia, Woldia District, with the goal of uncovering nuanced insights into how OCB facilitates higher performance and contributes to organizational success.

Literature Review

Organizational Citizenship Behavior (OCB) encompasses voluntary behaviors that exceed formal job requirements and reflect an individual's willingness to support colleagues, comply with organizational norms, and contribute positively to the workplace [11, 30-32]. OCB reflects employees' discretionary effort beyond their formal roles, characterized by altruism, conscientiousness, civic-mindedness, and initiative [33-35]. Turnipseed and Wilson [36] highlight that these behaviors, though not formally rewarded, significantly enhance organizational effectiveness.

Podsakoff *et al.* [37] noted that although OCB can be assessed using multiple frameworks, the five dimensions proposed by Organ [11]—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—remain the most widely applied. Empirical studies have repeatedly linked OCB to improved employee performance. For instance, Triani *et al.* [38] established a positive association between OCB and performance outcomes, supported by findings from Abtahi and Esmaeili [39], Barsulai *et al.* [40], Basu *et al.* [41], and Mandiyasa *et al.* [42].

OCB's influence extends to environments integrating digital tools and technology. Adoption of platforms such as blockchain, AI, and the Social Internet of Things (SIoT) can create conditions that motivate employees to engage in extra-role behaviors, thereby enhancing organizational outcomes [43, 44]. In the education sector, similar results show that employees adopting technology demonstrate prosocial behaviors, which improve productivity and efficiency [43, 44]. This highlights that combining OCB cultivation with technological adoption can generate substantial performance gains.

Performance is defined as the combination of task-related outcomes and the behaviors that produce them [45]. For this study, performance metrics were drawn from Grant *et al.* [46] and Hakala [47], including quantity and quality of work, timeliness, cost-effectiveness, creativity, policy adherence, workplace etiquette, and personal presentation.

OCB and employee performance

A growing body of research demonstrates that OCB significantly enhances both individual and organizational performance. Ghafourniaa *et al.* [48] reported that employees who engage in OCB achieve better outcomes by fostering cooperation, reducing conflict, and building supportive team dynamics. Susanto *et al.* [49] observed that OCB strengthens collaboration and morale, resulting in higher productivity and efficiency. Similarly, Kang and Hwang [50] highlighted that employees practicing OCB contribute to improved team dynamics and organizational effectiveness.

Moreover, OCB contributes to broader organizational outcomes. Employees displaying OCB are often perceived as more valuable, leading to higher performance evaluations, promotions, and recognition, which further motivates continuous engagement in discretionary behaviors [51, 52]. The resulting positive workplace climate reduces stress and allows employees to focus on tasks, improving overall productivity and organizational success [53, 54].

Theoretical framework: Social exchange theory

This study uses Social Exchange Theory (SET) as its theoretical foundation. SET posits that social interactions are governed by reciprocal exchanges of benefits. OCB represents a form of voluntary contribution that employees provide in response to perceived organizational support or favorable treatment [55, 56]. Employees reciprocate organizational support by engaging in discretionary behaviors, which enhance performance outcomes [57, 58]. The conceptual framework for this study is structured around these SET principles (**Figure 1**).

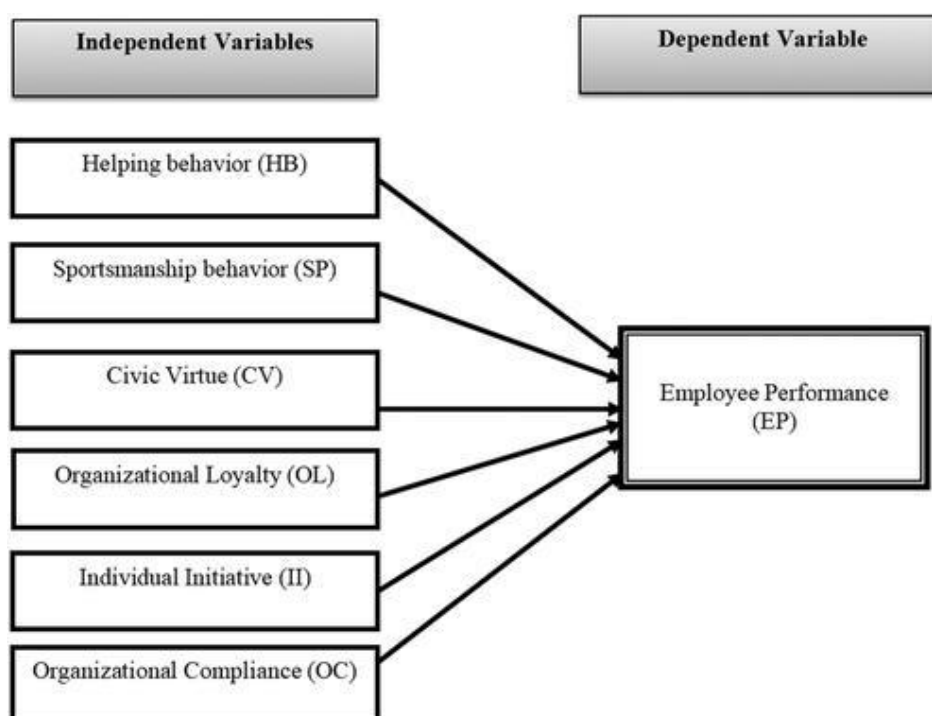


Figure 1. Conceptual framework of the study. *Source:* Adapted from Barsulai *et al.* [40]

Development of Hypotheses

Helping behavior (Altruism)

Helping behavior, often referred to as altruism, involves voluntarily assisting colleagues with work-related challenges or proactively preventing potential problems [3, 59]. Drawing on Social Exchange Theory (SET), such behaviors enhance workplace relationships by fostering trust and cooperation, thereby strengthening the organization's social capital. Employees engaging in helping behaviors tend to experience greater job satisfaction and a sense of purpose, which can reduce individual workload stress and allow for more focused task execution. These behaviors also encourage employees to go beyond formal job responsibilities, contributing to organizational citizenship behavior (OCB) and cultivating a collaborative work culture. Empirical studies have consistently demonstrated that helping behaviors positively affect employee performance [15, 16, 22, 40, 60, 61].

Ha1: Helping Behavior (HB) positively influences employee performance.

Sportsmanship

Sportsmanship refers to the ability to endure minor inconveniences or challenges without complaints, fostering a constructive and cooperative work environment [34]. From the perspective of SET, employees who exhibit sportsmanship cultivate a

climate of mutual trust and goodwill, promoting reciprocal supportive behaviors. By responding to workplace challenges with patience and respect, sportsmanlike employees enhance teamwork, morale, and overall organizational efficiency [62]. Prior studies indicate that sportsmanship significantly improves employee performance outcomes [22, 40, 60, 61].

Ha2: Sportsmanship behavior significantly impacts employee performance.

Civic virtue

Civic virtue entails active engagement and interest in the organization's governance, policies, and long-term welfare, even at personal inconvenience [3, 11, 61]. Employees demonstrating civic virtue voluntarily contribute beyond their formal duties, generating a supportive social exchange environment. According to SET, such proactive involvement fosters trust and goodwill among colleagues, eliciting reciprocal behaviors that enhance organizational collaboration and performance [62]. Research consistently supports the positive impact of civic virtue on employee performance [15, 22, 40, 60].

Ha3: Civic Virtue (CV) has a positive effect on employee performance.

Organizational loyalty

Organizational loyalty reflects an employee's commitment to defending, promoting, and supporting the organization through challenging circumstances [3, 59]. Through SET, loyal employees contribute to a cooperative workplace climate, enhancing trust, collaboration, and mutual support. Such behaviors generate psychological and social rewards, including higher job satisfaction and stronger organizational commitment, which ultimately lead to improved performance [63]. Empirical evidence corroborates that organizational loyalty is associated with better employee performance [64-66].

Ha4: Organizational Loyalty (OL) positively influences employee performance.

Individual initiative

Individual initiative represents employees' proactive efforts to generate innovative solutions, assume additional responsibilities, and inspire others to contribute beyond formal requirements [3, 59]. By promoting collaboration, trust, and support within the workplace, individual initiative enhances the social exchange environment. Employees who demonstrate initiative experience psychological and social benefits, including greater job satisfaction, organizational commitment, and peer support, all of which drive superior performance [63]. Previous research consistently highlights the strong relationship between individual initiative and employee performance [32, 46, 60, 67-72].

Ha5: Individual Initiative (II) positively affects employee performance.

Organizational compliance

Organizational compliance occurs when employees voluntarily adhere to established organizational norms, policies, and procedures, even in the absence of supervision—a phenomenon often referred to as the “good soldier” behavior [3, 11]. This conduct fosters a supportive social exchange environment, characterized by cooperation, trust, and mutual assistance among colleagues. As noted by Cropanzano and Mitchell [63], such behaviors yield psychological and social benefits, including greater job satisfaction, organizational commitment, and support from supervisors and peers. By demonstrating compliance, employees communicate their dedication to organizational goals and values, contributing to a culture of accountability and trust. Consequently, employees exhibiting organizational compliance as a component of OCB are more likely to achieve higher performance, as they help create efficient, collaborative, and harmonious work settings that enhance overall organizational effectiveness. Prior studies have confirmed that organizational compliance positively influences employee performance [16, 60, 61].

Ha6: Organizational Compliance (OC) has a significant positive effect on employee performance.

Conceptual framework of the study

The conceptual model guiding this study, depicted in **Figure 1**, illustrates the hypothesized relationships between the six OCB dimensions—Helping Behavior, Sportsmanship, Civic Virtue, Organizational Loyalty, Individual Initiative, and Organizational Compliance—and employee performance. The framework draws upon Social Exchange Theory, highlighting how voluntary behaviors beyond formal job requirements contribute to organizational success.

Methods

Research design and approach

This study employed a cross-sectional descriptive causal research design to examine the cause-and-effect relationship between OCB dimensions and employee performance [73]. Such a design enables the transformation of collected data into a structured model illustrating the relationships between independent and dependent variables. A quantitative approach was adopted to systematically collect, analyze, interpret, and report numerical data to address the research hypotheses effectively [74]. Ethical

approval was secured from the Institutional Review Board (IRB) of the College of Business and Economics, Woldia University. Prior to participation, all respondents provided verbal consent and were informed that their responses would remain anonymous and be used exclusively for academic purposes.

Participants

The target population consisted of all 620 employees of the Commercial Bank of Ethiopia (CBE) in the Woldia district who were actively employed in 2023 (CBE HRM, June 2023). Using the Yamane [75] formula, the researcher determined a sample size of 243 respondents to ensure representativeness and adequate statistical power for hypothesis testing. Stratified and random sampling methods were subsequently applied to select participants across different job roles within the bank.

For this research, the confidence level is 95% ($e = 0.05$). This study's sample size can be computed as follows:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where; n = sample size

N = total population size

e = significance level

$$n = \frac{620}{1 + 620(0.05)^2} = \frac{620}{2.55} = 243.13 = 243 \text{ employees} \quad (2)$$

Sampling technique

The study employed a stratified proportionate sampling method to ensure representation across different employee positions within the bank branches. First, the total number of employees in each branch was used to determine the proportional sample size for each stratum. Subsequently, respondents were selected from each branch using simple random sampling to maintain fairness and reduce selection bias. The overall sample size for the study was set at 243 employees. Since the distribution of employees across branches was uneven, a proportional allocation formula was applied to accurately determine the number of participants from each branch, ensuring that the sample reflects the structure of the population.

$$n_i = n \left(\frac{p_i}{N} \right) \quad (3)$$

Where, n_i = sample size from each branch; n = total sample size (243); N = total target population (620); p_i = number of population in each branch.

Therefore, as shown in **Table 1**, the number of branches that were included in the sample from each branch with proportion is tabulated.

Table 1. Proportional sampling of every branch respondent.

Working position	Manager	Ass. Manager	CSM	SBBO	BBO	JL	Total	Proportion
List of branch								
Woldia	1	3	2	6	26	15	53	21
Adago	1	3	1	5	22	9	41	16
Aba Getye	1	–	1	–	5	4	11	4
Asketema	1	–	1	–	2	8	12	5
Ayina	1	–	1	1	3	12	18	7
Estayish	1	2	1	1	3	11	19	7
Gashena	1	2	1	1	1	6	12	5
Gobiye	1	–	1	1	2	6	11	4
Gubalafto	1	1	–	2	17	2	23	9
Hara	1	–	1	2	6	5	15	6
Hormat	1	–	1	2	4	7	15	6
Zewold	1	–	1	2	5	6	15	6
Sekota	1	3	1	8	10	16	39	15
Kone	1	–	1	2	3	6	13	5
Kobo	1	3	1	6	17	6	34	13
Kurba	1	–	1	2	2	11	17	7
Kalakorma	1	–	1	2	2	5	11	4
Ahutegegn	1	–	1	2	2	2	8	3
Muja	1	–	1	2	8	6	18	7
Meket	1	–	1	4	9	7	22	8
Lalibela	1	2	1	1	4	8	17	7
Lasta	1	–	1	2	3	5	12	5
Roha	1	3	1	2	4	4	15	6

Endeshaw <i>et al.</i>				Asian J Indiv Organ Behav, 2024 4:149-162				
Sanka	1	–	1	2	6	4	14	6
Mechare-meda	1	–	1	2	6	1	11	4
Alhijira	1	–	1	2	3	5	12	5
Mersa	1	3	1	5	8	7	25	10
Sirinka	1	–	1	2	–	5	9	4
Wurgesa	1	–	1	5	5	6	18	7
Yejugenet	1	–	1	2	12	1	17	7
District	1	10	51	–	–	–	63	24
Total	31	35	82	76	201	196	620/620	243

Source: CBE HRM of Woldia district, June 2023.

Measures

The primary data for this study were collected through structured questionnaires administered to employees. To ensure validity and reliability, the researcher adopted and adapted standardized Organizational Citizenship Behavior (OCB) instruments from prior studies, including Podsakoff *et al.* [3, 76], Spector *et al.* [77], and Swaminathan and Jawahar [78]. Respondents indicated their agreement with statements using a five-point Likert scale, where 1 represented “strongly disagree” and 5 represented “strongly agree.” To assess employee performance, eight items were adapted from Dinka [16], Pradhan and Jena [79], and Rizaie *et al.* [1]. The questionnaire items were refined to improve clarity and ensure respondents’ comprehension. Descriptive statistics (frequency distribution, mean, and standard deviation) and inferential **statistics** (correlation analysis and multiple linear regression) were employed to analyze the collected data.

Data collection

Data were gathered using the adapted standardized questionnaire, structured with a five-point Likert scale, to assess OCB dimensions, including Helping Behavior, Sportsmanship, Civic Virtue, Individual Initiative, Organizational Loyalty, and Organizational Compliance, alongside key indicators of employee performance. Questionnaires were distributed in person, and verbal informed consent was obtained from all participants before data collection. Respondent confidentiality was strictly maintained, and ethical research practices were observed to prevent any form of plagiarism or misuse of data.

Model specification

Following Kothari [73], multiple linear regression was used to examine the relationships between a single dependent variable—employee performance—and multiple independent variables representing OCB dimensions. This approach allows the identification of the degree to which each OCB dimension predicts employee performance while simultaneously controlling for the influence of other variables.

the independent variables (civic virtue, helping behavior, sportsmanship, organizational loyalty, individual initiatives, and organizational compliance) and the dependent variable (employee performance). Consequently, the following mathematical basis for this study is presented:

$$EP_i = \beta_0 + \beta_1 HB_i + \beta_2 SSP_i + \beta_3 CV_i + \beta_4 OL_i + \beta_5 II_i + \beta_6 OC_i + \mu_i \quad (4)$$

Where:

EP = employees performance; HB = helping behavior; SSP = sportsmanship; CV = civic virtue; OL = organizational loyalty; II = individual initiative; OC = organizational compliance; μ = stochastic disturbance; i = time period.

Data Analysis and Results

Response rate

Out of the 243 questionnaires distributed, 228 were correctly completed and returned, while the remaining 15 were excluded due to incompleteness. This represents a response rate of 93.82%, which is considered excellent for generalizing findings, as Sekaran and Bougie [80] suggest that a response rate above 75% is sufficient for robust data analysis. Accordingly, the study treats the 228 respondents as fully representative of the intended sample.

Demographic profile of respondents

Table 2 presents the gender distribution of respondents, with 171 (75%) males and 57 (25%) females. Age-wise distribution (**Table 3**) shows that 53 respondents (23.2%) were below 30 years old, 118 respondents (51.8%) were between 31 and 40 years, and 57 respondents (25%) were above 41 years.

Regarding educational qualifications, the majority held a first degree (160 respondents, 70.2%), while 68 respondents (29.8%) possessed a second degree.

In terms of job positions, the respondents were distributed as follows: 28 (12.3%) Managers, 24 (10.5%) Assistant Managers, 36 (15.8%) Customer Service Managers (CSM), 37 (16.2%) Senior Branch Banking Officers (SBBO), 84 (36.8%) Branch Banking Officers (BBO), and 19 (8.3%) Junior Level employees (JL).

Table 2. Demographic information of the respondents.

Variables		Frequency	Percent
Gender	Male	171	75.0
	Female	57	25.0
	Total	228	100.0
Age	Below 30	53	23.2
	31–40	118	51.8
	Above 41	57	25.0
	Total	228	100.0
Educational status	First degree	160	70.2
	Second degree	68	29.8
	Total	228	100.0
Working position	Manager	28	12.3
	Ass. Manager	24	10.5
	CSM	36	15.8
	SBBO	37	16.2
	BBO	84	36.8
	JL	19	8.3
	Total	228	100.0
Work experience	Below 5 years	142	62.3
	Above 5 years	86	37.7
	Total	228	100.0

Source: Own Survey (2023)

Table 3. Reliability test.

Variables of the study	No. items	Alpha value
Helping behavior (HB)	6	.822
Sportsmanship (SSP)	5	.721
Civic virtue (CV)	5	.733
Organizational loyalty (OL)	4	.853
Individual initiative (II)	4	.807
Organizational compliance (OC)	4	.784
Employees performance (EP)	8	.814

Source: Own Survey (2023)

Reliability test statistics

Reliability testing was conducted to assess the stability and consistency of the collected data. According to Zikmund [81], scales with Cronbach's alpha values between 0.8 and 0.95 indicate excellent reliability, values between 0.7 and 0.8 indicate good reliability, and values between 0.6 and 0.7 indicate acceptable reliability. The results of this study show that all variables had alpha values exceeding 0.7, thereby meeting the acceptable threshold for internal consistency. **Table 3** presents the detailed reliability results for each study variable.

Descriptive summary

A descriptive statistical analysis was performed to summarize the study variables, as shown in **Table 4**. The mean values were examined to determine the respondents' level of agreement with the measured items, providing an initial indication of whether participants generally strongly agreed, agreed, or disagreed with the statements. This analysis offers a foundational overview of the trends and central tendencies within the data, serving as a precursor to the inferential statistical tests.

Table 4. Descriptive summary statistics.

Variables	Mean	Std. deviation	Extent of the highest mean score	Response decision
Helping behavior	3.8107	.70179	5th	Agree
Sportsmanship	3.9096	.79408	3rd	Agree
Civic virtue	4.1772	.61537	1st	Agree
Organizational loyalty	3.9265	.79945	2nd	Agree
Individual initiative	3.7774	.91912	6th	Agree

Endeshaw <i>et al.</i>			Asian J Indiv Organ Behav, 2024 4:149-162	
Organizational compliance	3.8257	.87269	4th	Agree
Employees performance	4.2451	.60551		Agree

Source: Own Survey (2023)

Descriptive analysis

For the descriptive analysis, the study utilized mean and standard deviation as the optimal measurement indicators, following the guidelines of Al-Sayaad *et al.* [82]. The Likert scale interpretations were standardized as follows: 1.00–1.80 = strongly disagree, 1.81–2.60 = disagree, 2.61–3.40 = neutral, 3.41–4.20 = agree, and 4.21–5.00 = strongly agree. The results indicate that the mean values for all examined variables ranged from 3.71 to 4.24, while the standard deviations were all below one. These findings suggest that respondents generally agreed or strongly agreed with the items, reflecting a consensus toward the measured constructs.

Correlation analysis

Correlation analysis was performed to assess the linear relationship between the study variables. The Pearson product-moment correlation coefficient (r) was employed to quantify the strength and direction of these relationships [83]. According to standard interpretations [83-85], correlation values of ± 0.1 , ± 0.3 , and ± 0.5 denote weak, moderate, and strong relationships, respectively.

Table 5 presents the correlation results. Employee performance demonstrated a strong positive correlation with sportsmanship ($r=0.545$) and individual initiative ($r=0.616$). The remaining variables—helping behavior ($r=0.482$), civic virtue ($r=0.473$), organizational loyalty ($r = 0.406$), and organizational compliance ($r=0.319$)—showed moderate positive correlations with employee performance. These results indicate that all dimensions of Organizational Citizenship Behavior are positively associated with employee performance, with some dimensions exerting a stronger influence than others.

Table 5. Correlation analysis.

	EP	HB	SPS	CV	OL	II	C
EP	1.000						
HB	.482	1.000					
SPS	.545	.476	1.000				
CV	.473	.150	.228	1.000			
OL	.406	.237	.214	.211	1.000		
II	.616	.470	.593	.109	.310	1.000	
OC	.319	.252	.335	.058	.547	.345	1.000

Source: Own Survey (2023)

Regression analysis

Table 6 presents the results of the multiple regression analysis, which examined the combined effect of the six dimensions of Organizational Citizenship Behavior (OCB)—Helping Behavior (HB), Sportsmanship (SPS), Civic Virtue (CV), Organizational Loyalty (OL), Individual Initiative (II), and Organizational Compliance (OC)—on employee performance (EP). The correlation coefficient ($r = 0.778$) indicates a strong positive relationship between employee performance and the set of independent variables.

The coefficient of determination (R^2), representing the proportion of variance in employee performance explained by the model, was 0.606, indicating that 60.6% of the variance in employee performance among employees of the Commercial Bank of Ethiopia (Woldia District) can be accounted for by HB, SPS, CV, OL, and II. This suggests that these OCB dimensions collectively serve as significant predictors of employee performance.

Conversely, 39.4% of the variance in employee performance remains unexplained by the model, implying that other unexamined factors—such as leadership style, organizational culture, or employee motivation—may also influence performance outcomes. These findings highlight the importance of OCB in shaping employee performance while also providing a pathway for future research to explore additional variables that contribute to performance in the banking sector.

Table 6. Model summary.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.778 ^a	.606	.595	.38522	1.732

Source: Own Survey (2023).

a Predictors: (Constant), OC, CV, HB, II, OL, SPS.

Based on **Table 7**, the ANOVA results indicate that the overall regression model is statistically significant. Specifically, the calculated F-statistic of 56.643 with 6 and 221 degrees of freedom exceeds the critical F-value of 2.19 at $\alpha = 0.05$, confirming

that the model reliably predicts employee performance. Additionally, the associated *p*-value (<0.05) supports the conclusion that the relationship between the independent variables and employee performance is significant at the 95% confidence level. These results imply that all six dimensions of Organizational Citizenship Behavior—Helping Behavior (HB), Sportsmanship (SPS), Civic Virtue (CV), Organizational Loyalty (OL), Individual Initiative (II), and Organizational Compliance (OC)—have a significant impact on employee performance, and all proposed hypotheses are supported, indicating that the overall model is a good fit.

Table 7. ANOVA^a (analysis of variance).

	Model	Sum of squares	<i>df</i>	Mean square	<i>F</i>	Sig
1	Regression	50.433	6	8.406	56.643	.000 ^b
	Residual	32.795	221	.148		
	Total	83.229	227			

Source: Own Survey (2023).

^aDependent variable: EP.

^bPredictors: (Constant), OC, CV, HB, II, OL, SPS.

Based on **Table 8**, taking into account the result of the regression coefficient, the following equation is formed.

$$EP = .525 + .130 HB + .103SPS + .341CV + .112OL + .251.II \quad (5)$$

Table 8. Estimated results of multiple linear regressions.

Model	Unstandardized coefficients		Standardized coefficients	<i>T</i>	Sig	Collinearity statistics	
	<i>B</i>	Std. error	Beta			Tolerance	VIF
(Constant)	.525	.227		2.318	.021		
HB	.130	.043	.151	3.008	.003	.710	1.408
SPS	.103	.043	.136	2.401	.017	.559	1.790
CV	.341	.044	.347	7.787	.000	.899	1.112
OL	.112	.040	.148	2.817	.005	.647	1.547
II	.251	.037	.380	6.810	.000	.572	1.750
OC	.002	.037	.003	.058	.954	.636	1.572

a Source: Own Survey (2023).

Dependent variable: EP.

The regression analysis revealed that most predictor variables significantly contribute to explaining employee performance, with standardized beta coefficients (β) differing from zero. Specifically, Helping Behavior (HB, $\beta_1 = 0.130$), Sportsmanship (SPS, $\beta_2 = 0.103$), Civic Virtue (CV, $\beta_3 = 0.341$), Organizational Loyalty (OL, $\beta_4 = 0.112$), and Individual Initiative (II, $\beta_5 = 0.251$) were statistically significant predictors of employee performance among Woldia district employees. Conversely, Organizational Compliance (OC, $\beta_6 = 0.002$) was not statistically significant ($p > 0.05$), indicating it does not meaningfully influence employee performance in this context. Among the variables, Civic Virtue exhibited the strongest effect, with a beta value of 0.341 and a *t*-value of 7.787. This suggests that a one-unit increase in Helping Behavior, Sportsmanship, Civic Virtue, Organizational Loyalty, and Individual Initiative corresponds to increases in employee performance by 13.0%, 10.3%, 34.1%, 11.2%, and 25.1%, respectively, while Organizational Compliance does not show a significant effect.

Hypothesis testing

The study tested the proposed hypotheses using the standardized beta coefficients at a 95% confidence level and associated *p*-values. Following Pallant [86], a hypothesis is accepted if $p < 0.05$ and rejected if $p > 0.05$. Based on this criterion, all hypotheses, except for Organizational Compliance, were supported (**Table 9**).

Table 9. Hypothesis testing result

Proposed research hypothesis	<i>p</i> -Value	Significance/beta value	Result
Ha1: Helping Behavior (HB) has a statistically significant effect on employee performance.	.003 < 0.05	Significant	Ha1; is supported
Ha2: Sportsmanship (SPR) has a statistically significant effect on employee performance.	.017 < 0.05	Significant	Ha2; is supported
Ha3:Civic Virtue (CV) has a statistically significant effect on employee performance.	.000 < 0.05	Significant	Ha3; is supported
Ha4: Organizational Loyalty (OL) has a statistically significant effect on employee performance.	.005 < 0.05	Significant	Ha4; is supported

Ha5: Individual initiative (II) has a statistically significant effect on employee performance.	.000 < 0.05	Significant	Ha5; is supported
Ha6: Organizational compliance (OC) has a statistically significant effect on employee performance.	.954 > .05	Insignificant	Ha6; is not supported

Source: Own Survey (2023)

Discussion

This research highlights the significant influence of specific Organizational Citizenship Behavior (OCB) dimensions on employee performance in the Ethiopian banking sector. Helping behavior was identified as an important contributor, suggesting that employees who voluntarily assist colleagues or address potential issues proactively can improve overall performance by approximately 13%. Such actions foster collaboration, reduce work friction, and create an environment where employees feel valued and supported, promoting both individual and team efficiency.

Sportsmanship also showed a positive, albeit smaller, impact on performance. Employees demonstrating tolerance toward minor inconveniences, maintaining a constructive attitude, and avoiding complaints contributed to a more cooperative and productive workplace, resulting in a measurable 10.3% improvement in performance. These findings reinforce the notion that interpersonal attitudes in the workplace significantly shape organizational outcomes.

Among all the examined dimensions, civic virtue exhibited the most pronounced effect, with a 34.1% performance increase linked to employees' proactive involvement in organizational affairs. This suggests that employees who actively participate in organizational initiatives, policy discussions, and governance-related activities are more motivated and contribute more meaningfully to the organization's objectives.

Organizational loyalty and individual initiative were also shown to positively influence employee performance, reflecting that employees who advocate for their organization and demonstrate self-driven efforts to tackle tasks beyond formal responsibilities can significantly enhance productivity and outcomes. Interestingly, organizational compliance, despite being a traditional OCB dimension, did not present a statistically significant effect, indicating that merely following rules without discretionary effort may not be sufficient to impact performance in this context.

Collectively, these findings underscore the importance of nurturing proactive, cooperative, and organization-focused behaviors among employees to maximize performance outcomes.

Conclusion

The study concludes that employee performance at the Commercial Bank of Ethiopia, Woldia District, is strongly influenced by several OCB dimensions, particularly civic virtue, individual initiative, helping behavior, organizational loyalty, and sportsmanship. Civic virtue emerged as the strongest predictor, emphasizing the value of employee engagement in organizational matters beyond formal duties. The results suggest that encouraging discretionary and collaborative behaviors is essential to enhancing employee productivity and organizational effectiveness.

Practical implications

The results offer actionable guidance for human resource managers and organizational leaders. By fostering an environment that encourages helping behaviors, sportsmanship, civic engagement, loyalty, and initiative, organizations can create a more motivated and productive workforce. Initiatives could include recognition programs, collaborative team-building exercises, and opportunities for employees to participate in organizational decision-making. Regular monitoring of these behaviors can ensure alignment with organizational goals and sustain a culture of proactive engagement.

Theoretical implications

This study contributes to the literature by examining OCB effects within the Ethiopian banking sector, providing insights distinct from prior research in developed countries. It highlights which OCB dimensions are most impactful in enhancing employee performance in a collectivist and emerging-economy context. The findings expand theoretical understanding of OCB by emphasizing the differential impact of its dimensions on workplace productivity.

Managerial implications

Policymakers and bank executives should incorporate OCB-focused strategies into performance management systems. Emphasizing civic virtue, helping behavior, sportsmanship, loyalty, and initiative within policies and evaluation criteria can foster a committed and high-performing workforce. Continuous assessment of employee engagement in these behaviors ensures that organizational practices are effective, aligning individual contributions with broader institutional goals.

Originality and contribution

This study addresses a significant gap in the literature regarding the influence of Organizational Citizenship Behavior (OCB) on employee performance within the Ethiopian banking sector. Unlike prior research, which often focused narrowly on select dimensions or on organizations outside Ethiopia, this investigation provides a comprehensive analysis of six key OCB dimensions—helping behavior, sportsmanship, civic virtue, individual initiative, organizational loyalty, and organizational compliance—and their collective impact on employee productivity. By situating the analysis in the Ethiopian banking context, the study uncovers previously unexplored relationships between OCB and organizational effectiveness, offering novel insights into how discretionary employee behaviors enhance performance. The findings contribute to both theory and practice, bridging geographical and sectoral gaps, expanding scholarly understanding of OCB dynamics, and providing actionable recommendations to foster a culture of citizenship and high performance in Ethiopian banks.

Directions for future research

Despite its contributions, this study has certain limitations that open avenues for further investigation. First, the research focused on only six dimensions of OCB; future studies could explore additional dimensions or other behavioral constructs to capture a more complete picture of employee performance drivers. Second, the study was restricted to the Woldia district, limiting generalizability across Ethiopia. Expanding the geographic scope to include multiple regions could provide a more representative understanding of OCB effects nationwide. Finally, this research examined only a public banking institution (CBE); future research could compare public and private banks to identify sector-specific differences in the role of OCB, offering a richer perspective on its influence across diverse organizational environments.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

References

1. Rizaie ME, Horsey EM, Ge Z, Ahmad N. The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance. *Front Psychol.* 2022;13:997643.
2. Organ DW, Ryan K. A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior: *Pers Psychol*; 1995. 775-802 p.
3. Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *J Manag.* 2000;26(3):513-63.
4. Bolino MC, Turnley WH. The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *J Appl Psychol.* 2005;90(4):740-8.
5. Sumarsi S, Rizal A. The effect of competence and quality of work life on organizational citizenship behavior (OCB) with organizational commitment mediation. *Int J Soc Manag Stud.* 2022;2:69-88.
6. Bolino MC, Klotz AC, Turnley WH, Harvey J. Exploring the dark side of organizational citizenship behavior. *J Organ Behav.* 2013;34(4):542-59.
7. Deery S, Rayton B, Walsh J, Kinnie N. The costs of exhibiting organizational citizenship behavior. *Hum Resour Manag.* 2017;56(6):1039-49.
8. Purwanto A. The role of transformational leadership and organizational citizenship behavior on SMEs employee performance. *J Ind Eng Manag Res.* 2022;3(5):39-45.
9. Santoso PB, Asbari M, Siswanto E, Fahmi K. The role of job satisfaction and organizational citizenship behavior on performance: Evidence from Indonesian teachers. *Int J Soc Manag Stud.* 2020;1(1):22-31.
10. Arora S, Khatri B. Impact of organizational citizenship behavior (OCB) measurements on employees job performance—A study of bank employees. *Resmilitaris.* 2022;12(4):1318-30.
11. Organ DW. Organizational citizenship behavior: The good soldier syndrome: Lexington Books/DC Heath and Com; 1988.
12. Hidayah S, Harnoto H. Role of organizational citizenship behavior (OCB), perception of justice and job satisfaction on employee performance. *J Dinamika Manajemen.* 2018;9(2):170-8.
13. Qalati SA, Zafar Z, Fan M, Limón MLS, Khaskheli MB. Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon.* 2022;8(11):e11374.
14. Iqbal A, Subhan M. The role of Bank Syariah Indonesia microfinance in financing small-scale businesses. *Hanifiya: Jurnal Studi Agama-Agama.* 2022;5(2):1-11.

15. Abdu E. Effects of organizational citizenship behavior on service quality at Ethiopian airlines: St. Mary's University; 2018.
16. Dinka DD. Organizational citizenship behaviour and employees' performance assessment: the case of Dire Dawa University. *Am J Theor Appl Bus.* 2018;4(1):15-26.
17. Emirie TB, Gebremeskel MM. How do primary school teachers practice organisational citizenship behaviour in Amhara regional state, Ethiopia? The case of Bahir Dar city. *Educ 3-13.* 2022;50(3):1-15.
18. Gebretsadik S. Interplay of organizational culture, job satisfaction, organizational citizenship behavior and organizational performance in the Ethiopian public sector. *Afr J Leadersh Dev.* 2022;7(2):1-16.
19. Getahun DA. Confirmatory factor analysis in studying emotional intelligence and organizational citizenship behavior in Commercial Bank of Ethiopia, Gondar city branches. *Eur Online J Nat Soc Sci.* 2021;10(3):463-76.
20. Mekonnen M, Zewude S. Effect of strategic human resource management practice on organization citizenship behaviors: Study on Commercial Bank of Ethiopia Jimma District. *Int J Innov Sci Res Technol.* 2021;6(3):7-30.
21. Seman AA, Ahmed H, Refera MK, Amde SJ, Thomran M, Ahmed YA. Assessing the effect of work-life balance initiatives on organizational citizenship behaviour. *Mark Manag Innov.* 2022;13(4):207-17.
22. Solomon M, Bezabih M. Organizational citizenship behaviors and organizational performance in Ethiopian private higher education institutions: An empirical evidence. *I-Manag J Educ Psychol.* 2022;16(2):38.
23. Farh JL, Zhong CB, Organ DW. Organizational citizenship behavior in the People's Republic of China. *Organ Sci.* 2004;15(2):241-53.
24. Baeza MA, Gonzalez J, Chapa O, Rodriguez RA. Collectivistic norms, beliefs and Mexican OCBs: Gender and generation differences. *Cross Cult Strat Manag.* 2022;29(2):349-78.
25. Kumari P, Thapliyal S. Studying the impact of organizational citizenship behavior on organizational effectiveness. *Hum Resour Manag.* 2017;4(1):9-21.
26. Lim AF, Lee VH, Ooi KB, Foo PY, Tan GWH. Enhancing organizational citizenship behaviour: Role of collectivism in soft total quality management. *Manag Decis.* 2024;62(3):765-87.
27. Vasconcelos Furtado J, Moreira AC, Rodrigues RG, Mota JF. Influence factors of organizational citizenship behaviors in Latin American countries: A Brazilian case study. *Manag Res J Iberoam Acad Manag.* 2024.
28. Owoicho M, Tsetim JT, Enatto H, Agbanu, II. Effect of organizational citizenship behavior on performance of nurses in tertiary healthcare facilities in Benue state, Nigeria. 2023.
29. Romaiha NR, Maulud FSF, Ismail W, Jahya A, Fahana N, Harun A. The determinants of organizational citizenship behaviour (OCB). *Int J Acad Res Bus Soc Sci.* 2019;9(8):124-33.
30. Kumari K, Abbas J, Hwang J, Cioca LI. Does servant leadership promote emotional intelligence and organizational citizenship behavior among employees? A structural analysis. *Sustainability.* 2022;14(9):5231.
31. Purwanto A. Effect of organizational citizenship behavior, work satisfaction and organizational commitment toward Indonesian school performance. *Syst Rev Pharm.* 2020;11(9):962-71.
32. Widarko A, Anwarodin MK. Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio Hum Resour Manag.* 2022;2(2):123-38.
33. Hall AT, Zinko R, Perryman AA, Ferris GR. Organizational citizenship behavior and reputation: Mediators in the relationships between accountability and job performance and satisfaction. *J Leadersh Organ Stud.* 2009;15(4):381-92.
34. Organ P, Podsakoff PM. Organizational citizenship behavior: Its nature, antecedents, and consequences 2006. 43-4 p.
35. Robbins SP, Judge TA. Organizational behavior: Pearson; 2017.
36. Turnipseed DL, Wilson GL. From discretionary to required: The migration of organizational citizenship behavior. *J Leadersh Organ Stud.* 2009;15(3):201-16.
37. Podsakoff NP, Whiting SW, Podsakoff PM, Blume BD. Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *J Appl Psychol.* 2009;94(1):122-41.
38. Triani F, Halin H, Wadud M. Effect of organizational citizenship behavior on employee performance at PT Surya Dermato Medica Palembang. *Int J Community Serv Engagement.* 2020;1(1):11-8.
39. Abtahi MS, Esmaceli S. The relationship between organizational citizenship behavior and performance of the staff of Qazvin University of Medical Sciences and Health Services. *Int J Acad Res Bus Soc Sci.* 2013;3(9):534.
40. Barsulai S, Makopondo R, Fwaya E. The effect of organizational citizenship behavior on employee productivity in star rated hotels in Kenya. 2019.
41. Basu E, Pradhan RK, Tewari HR. Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *Int J Prod Perform Manag.* 2017;66(6):780-96.
42. Mandiyasa IKS, Riana IG, Dewi I, Surya IK. The nexus between creative leadership, job satisfaction, organizational citizenship behaviour, and employee performance moderation through transparency. *Calitatea.* 2022;23(190):399-406.
43. Khan M, Parvaiz GS, Bashir N, Imtiaz S, Bae J. Students' key determinant structure towards educational technology acceptance at universities, during COVID 19 lockdown: Pakistani perspective. *Cogent Educ.* 2022;9(1):2039088.

44. Khan M, Parvaiz GS, Dedahanov AT, Abdurazzakov OS, Rakhmonov DA. The impact of technologies of traceability and transparency in supply chains. *Sustainability*. 2022;14(24):16336.
45. Carlson M. *Performance: A critical introduction*: Routledge; 2013.
46. Grant AM, Nurmohamed S, Ashford SJ, Dekas K. The performance implications of ambivalent initiative: The interplay of autonomous and controlled motivations. *Organ Behav Hum Decis Process*. 2011;116(2):241-51.
47. Hakala D. How to measure employee performance, 16 ways. *HR World Newsletter*. 2008;4:15-9.
48. Ghafourniaa M, Khorshidib S, Mansouria H. Investigating the effect of organizational citizenship behavior on employee performance using the system dynamics approach (case study: Yasuj municipality). *Thinking*. 2024;3(2):136-61.
49. Susanto AB, Prajitiasari E, Awwaliyah IN, Titisari P, Agustin DN. The effect of work rotation, organizational citizenship behavior (OCB), and physical work environment on hospital employee performance. *Calitatea*. 2023;24(196):215-20.
50. Kang E, Hwang H. How to enhance an employee's organizational citizenship behavior (OCB) as a corporate strategy. *J Ind Distrib Bus*. 2023;14:29-37.
51. Arefin MS, Faroque O, Zhang J, Long L. High-performance work systems and organizational citizenship behavior: The role of goal congruence and servant leadership. *Int J Emerg Markets*. 2023;18(11):5432-53.
52. Zaman Z. Examining the impact of OCB on individual career development and advancement, exploring potential moderating effects of job self-efficacy. *Voyage J Econ Bus Res*. 2023;2(2):53.
53. Rahman MHA, Karim DN. Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Heliyon*. 2022;8(5):e09450.
54. Syah A, Safrida S. The mediating role of organizational citizenship behavior (OCB) on employee performance: Locus of control and self-efficacy. *Qubahan Acad J*. 2024;4(1):101-12.
55. Cropanzano R, Anthony EL, Daniels SR, Hall AV. Social exchange theory: A critical review with theoretical remedies. *Acad Manag Ann*. 2017;11(1):479-516.
56. Farh JL, Podsakoff PM, Organ DW. Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *J Manag*. 1990;16(4):705-21.
57. Korsgaard MA, Meglino BM, Lester SW, Jeong SS. Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. *J Appl Psychol*. 2010;95(2):277-90.
58. Lester SW, Meglino BM, Korsgaard MA. The role of other orientation in organizational citizenship behavior. *J Organ Behav*. 2008;29(6):829-41.
59. Oplatka I. Organizational citizenship behavior in teaching: The consequences for teachers, pupils, and the school: *Int J Educ Manag*; 2009. 375-89 p.
60. Nguyen PND, Tran VD, Le DNT. Does organizational citizenship behavior predict organizational commitment of employees in higher educational institutions? *Front Educ*. 2022;7:909263.
61. Nyarieko AM. Influence of organizational citizenship behaviour on performance of casual employees in public universities in Kenya. *JKUAT-COHRED*. 2018.
62. Blau PM. Justice in social exchange. *Sociol Inq*. 1964;34(2):193-206.
63. Cropanzano R, Mitchell MS. Social exchange theory: An interdisciplinary review. *J Manag*. 2005;31(6):874-900.
64. Alrawabdeh W. How employees' loyalty programs impact organizational performance within Jordanian banks? *Int Bus Res*. 2014;7(9):119.
65. Brown S, McHardy J, McNabb R, Taylor K. Workplace performance, worker commitment, and loyalty. *J Econ Manag Strategy*. 2011;20(3):925-55.
66. Yee RW, Yeung AC, Cheng TE. An empirical study of employee loyalty, service quality and firm performance in the service industry. *Int J Prod Econ*. 2010;124(1):109-20.
67. Bakker AB, Hetland J, Olsen OK, Espevik R. Daily transformational leadership: A source of inspiration for follower performance? *Eur Manag J*. 2023;41(5):700-8.
68. Belschak FD, Den Hartog DN. Pro-self, prosocial, and pro-organizational foci of proactive behaviour: Differential antecedents and consequences. *J Occup Organ Psychol*. 2010;83(2):475-98.
69. Choi J, Sohn YW, Lee S. The effect of corporate social responsibility on employees' organizational citizenship behavior: A moderated mediation model of grit and meaning orientation. *Sustainability*. 2020;12(13):5411.
70. De Dreu CK, Nauta A. Self-interest and other-orientation in organizational behavior: Implications for job performance, prosocial behavior, and personal initiative. *J Appl Psychol*. 2009;94(4):913-26.
71. Eissa G. Individual initiative and burnout as antecedents of employee expediency and the moderating role of conscientiousness. *J Bus Res*. 2020;110:202-12.
72. Fuller JB, Jr., Marler LE, Hester K. Bridge building within the province of proactivity. *J Organ Behav*. 2012;33(8):1053-70.
73. Kothari CR. *Research methodology: Methods and techniques*: New Age International; 2004.
74. Creswell JW. *Revisiting mixed methods and advancing scientific practices* 2015.

75. Yamane T. Statistics: An introductory analysis 1973.
76. Podsakoff PM, MacKenzie SB, Moorman RH, Fetter R. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadersh Q.* 1990;1(2):107-42.
77. Spector PE, Bauer JA, Fox S. Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *J Appl Psychol.* 2010;95(4):781-90.
78. Swaminathan S, Jawahar PD. Job satisfaction as a predictor of organizational citizenship behavior: An empirical study. *Glob J Bus Res.* 2013;7(1):71-80.
79. Pradhan RK, Jena LK. Employee performance at workplace: Conceptual model and empirical validation. *Bus Perspect Res.* 2017;5(1):69-85.
80. Sekaran U, Bougie R. Research methods for business: A skill building approach: John Wiley & Sons; 2016.
81. Zikmund B. Business research method: South Western Cengage Learning; 2010.
82. Al-Sayaad J, Rabea A, Samrah A. Statistics for economics and administration studies: Dar Hafez; 2006.
83. Schober P, Boer C, Schwarte LA. Correlation coefficients: Appropriate use and interpretation. *Anesth Analg.* 2018;126(5):1763-8.
84. Akoglu H. User's guide to correlation coefficients. *Turk J Emerg Med.* 2018;18(3):91-3.
85. Cohen J. Statistical power analysis for the behavioral sciences: Academic Press; 2013.
86. Pallant J. SPSS survival manual: A step by step guide to data analysis using IBM SPSS: McGraw-Hill Education (UK); 2020.