



# The Organizational Citizenship Behavior in The Algerian Public Institutions Manufacturing Fertilizers, Agricultural Medicines, and Their Derivatives: A field study at Fertial Annaba Company

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## Abstract

This study aimed to identify the level of organizational citizenship behavior in the Algerian Public Institution for the Manufacture of Fertilizers, Agricultural Medicines and their Derivatives. "A field study at Fertial Annaba Institution." To achieve the study objectives, the researcher used the descriptive approach and the questionnaire as a primary tool and its psychometric properties (validity and reliability) were verified. Our study sample consisted of (15) male and female employees at "Fertial Annaba" Institution, selected through a comprehensive survey method. The Statistical Package for the Social Sciences (SPSS22) was also used to extract and process the data. After statistical analysis, the study reached the following results:

- The level of organizational citizenship behavior among the research sample at Fertial Annaba is average.
- The level of empowerment among the research sample does not vary based on personal and organizational characteristics. Based on these results, the study concludes with a set of recommendations and proposals.

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## Introduction:

Today's societies witness development in various fields. This changed their orientations, their demands, needs and their interests. Being part of these societies, most organizations and institutions are impacted too. Algerian organizations, like their counterparts around the world, must keep pace with these changes to provide the highest quality services that enable them to advance, maintain their standing, and determine their future destiny, ensuring their continuity and survival. The magnitude of the responsibility and multitude of the tasks assigned to leaders, heads, and supervisors has necessitated the consideration of new mechanisms that would reduce the burden of authority on them.

When all the conditions to implement the principles of "organizational citizenship behavior" is developed. This behavior is considered an informal, non-profit behavior, not subject to any form of organizational incentives. It stems from self-initiative that goes beyond commitment to established norms. To foster this behavior, organizations must provide a suitable work environment, both material and psychological. This would positively impact and motivate employees to perform volunteer work without expecting praise or compensation. And this is what we seek to explore through this study.

Thus, through this research paper, we will attempt to shed light on one concepts of great importance in the development of Algerian institutions: organizational citizenship behavior.

#### **–The Problematic of the Study:**

Today's world faces a true revolution in various fields. Trends have changed; demands and needs have multiplied, requiring most organizations to keep pace with these changes to deliver the highest quality products based on optimal utilization of inputs. Given the increasing responsibilities of the upper and middle classes, organizations have been forced to consider new mechanisms aimed at reducing the burden of authority and responsibility for the benefit of subordinates. the view of many researchers and scholars since today's organizations seek to manage and administer their human resources and to stimulate and target their pent-up capabilities and talents.

The Algerian institutions are in dire need to create a climate that supports their employees to work and be more productive, and motivates them to be more loyal and committed to their institutions and their job. This has contributed to the emergence of a behavior known as organizational citizenship behavior which stems from the need to create an organizational climate that maximizes the importance of the human element and increases its effectiveness in the performance of their organizations.

The concept of organizational citizenship behavior or what is known as voluntary behavior, is another administrative issue that has begun to permeate the literature of contemporary management thought. This behavior does not appear in the formal, contractual relationship directly related to job requirements. Rather, it works to transform dormant energies into active, capable, and productive energies, maintaining a state of balance in the organization's development process in an automatic and self-directed manner, which positively impacts performance.

This is done by the level of organizational citizenship behavior at Fertial Annaba. It also attempts to determine whether the level of organizational citizenship behavior varies among the research sample based on personal and organizational characteristics. The study's questions were as follows:

1. What is the level of organizational citizenship behavior among the research sample at Fertial Annaba?
2. Does the level of organizational citizenship behavior among the research sample vary based on personal and organizational characteristics? This main question leads to the following sub-questions:

- A. Does the level of organizational citizenship behavior among the research sample vary due to age differences?
- B. Does the level of organizational citizenship behavior among the research sample differ based on gender (male - female)?
- C. Does the level of organizational citizenship behavior among the research sample differ based on years of experience ?

#### **1) Main Hypothesis of the Study:**

1. The level of organizational citizenship behavior among the research sample at Fertial Annaba is high.
2. The level of organizational citizenship behavior among the research sample varies depending on personal and organizational characteristics.

This hypothesis leads to the following two hypotheses:

- A. The level of organizational citizenship behavior among the research sample varies due to age difference.
- B. The level of organizational citizenship behavior among the research sample varies due to gender difference (male - female).
- C. The level of organizational citizenship behavior among the research sample varies due to work experience.

#### **2) Importance of the Study:** The importance of the study lies in the following:

- ❖ To arrive at field results regarding the true level of organizational citizenship behavior prevailing in the "Fertial Annaba" institution, which will provide recommendations and alternatives to reinforce areas of strengths and address weaknesses, improving the reality of organizational citizenship behavior and activating them within this institution.
- ❖ To explore the reality of organizational citizenship behavior within the institution, which will help managers and supervisors within this institution benefit from the results of this study and employ its recommendations to improve the desired outcomes of organizational citizenship.

In addition, the study can pave the way for a number of research studies and studies, allowing it to add more variables that may impact the same topic, thus contributing to the accumulation of knowledge.

**3) Objectives of the Study:** The study aims to achieve the following objectives:

- ❖ To identify the level of organizational citizenship behavior within "Fertial Annaba" institution.
- ❖ To provide a set of conclusions and recommendations that contributes to raising the level of organizational citizenship behavior and improving its reality in the Public Corporation for the Manufacture of Fertilizers and Agricultural Medicines.

**4) Operational Definitions:**

❖ **Definition of organizational citizenship behavior:**

This refers to the sum of the scores obtained through the responses of employees at the Public Institution for the Manufacture of Fertilizers and Agricultural Medicines, "Fertial Annaba" (Human Resources Department, Chemistry Department) on the organizational citizenship behavior scale prepared for this study. It was scored on a five-point Likert scale, and its levels were determined as follows:

- Low level [1 - 1.33] - Medium level [1.34 - 2.67] - High level [2.68 - 4.01]

❖ **The Public Institution for the Manufacture of Fertilizers and Agricultural Medicines:**

These are state-owned institutions that provide services in the agricultural sector and are managed by individuals selected by the relevant authorities. In our study, this is represented by the "Public Institution for the Manufacture of Fertilizers and Agricultural Medicines" Fertial Annaba (**Human Resources Department and Chemistry Department**).

**1) Previous Study:**

- A study by (Issam Haidar, Hanan Mustafa, 2017) entitled: "**The Role of Human Resource Empowerment in Promoting Organizational Citizenship Behavior: A Field Study on Administrative Employees at Damascus University.**" This study aimed to reveal the presence of aspects of organizational citizenship behavior among employees at Damascus University, to determine the extent of human resource empowerment practice in the organization under study, and the level of organizational citizenship behavior prevalent in the research sample. It also sought to determine whether there is a correlation between human resource empowerment and organizational citizenship behavior, and to determine the extent to which the dimensions of human resource empowerment influence the enhancement of organizational citizenship behavior among the research sample. A descriptive approach was used in this study, and a questionnaire was used as a data collection tool. The study concluded that there is a low level of human resource empowerment practice among the directorates of Damascus University. The study also indicated an absence of manifestations of organizational citizenship behavior among employees, in addition to a significant positive correlation between the elements of empowerment in general and organizational citizenship. This effect is most evident in the motivation component. (Mustafa, 2017)

- **Commentary on the previous study:**

We note that this study is consistent with ours in terms of the applied methodology, which is the descriptive approach, and the study tools adopted, which is the questionnaire, in addition to the study's objective. The differences lie in the study environment.

However, this study served as the theoretical background that helped build a clear understanding of the research boundaries, by formulating the problem and hypotheses, defining the study methodology, and identifying the statistical methods used.

**First: Organizational Citizenship Behavior:**

**1)The concept of citizenship:** It is the characteristic of a citizen who enjoys the rights and adheres to the obligations imposed upon him by his belonging to his homeland. For the citizen, citizenship transcends the borders of the homeland; it signifies the individual's belonging and official identity outside his community. When he adheres to the rights and obligations, it is then a relationship between an individual and a state as defined by the law of that state. (laour, 2014, p. 66)

**-Organizational Citizenship Behavior:**

Katz (1964) defined it as organizations that rely on workers performing only official tasks as weak organizations that are unable to survive in the long term, as organizations often require workers to perform tasks that go beyond their official role. (laour, 2014, p. 67)

The most important forms of organizational citizenship behavior can be summarized as follows:

Altruism, conscientiousness, sportsmanship, civilized behavior, and courtesy. (Maatouki, 2021, pp. 790-791)

**2) Characteristics of Organizational Citizenship Behavior:**

Organizational citizenship behavior is characterized by a set of characteristics, represented by the following:

- a. It is voluntary behavior that arises from the additional roles that an individual can perform.
- b. It is not rewarded through the organization's formal incentive systems.
- c. It is behavior that contributes to increasing the organization's effectiveness.
- d. It is voluntary behavior that goes beyond the tasks required to be accomplished and is not specified in the job description. (Jalil, 2021, pp. 43-58)

**3) Determinants of Organizational Citizenship:** The most important reasons behind the emergence or disappearance of organizational citizenship behavior in organizations can be summarized as follows:

Job satisfaction - Organizational loyalty - Organizational justice - Administrative leadership - Employee age - Employee length of service - Intrinsic motivation - Organizational culture - Organizational policies. (laour, 2014, pp. 77-82)

**4) The Importance of Organizational Citizenship Behavior:**

The importance of organizational citizenship behavior stems from the many positive outcomes and impacts it can achieve for the organization, the most important of which are listed below:

- It leads to improved productivity and is considered a free source of it.
- It leads to improved capabilities and skills of both workers and managers.
- It leads to commitment and problem-solving.
- It improves the organization's efficiency and effectiveness.
- It reduces employee turnover.
- It raises employee morale.
- These behaviors provide their practitioners with a competitive advantage.

In other words, organizational citizenship behavior can lead to positive results at the individual, group, and organizational performance levels. (laour, 2014, p. 85)

**5) Obstacles to Organizational Citizenship Behavior:** Among the most significant obstacles preventing employees from participating in volunteer work within the organization are the following:

- a. Lack of employee involvement in decisions that matter to the organization.
- b. The organization's culture and values are unable to mitigate work stress, as excessive stress affects employee efficiency and behavior.
- c. Lack of opportunities for employees to express their opinions and dissatisfaction with their jobs, which prevents employees from engaging in uncalculated behavior.
- d. Loss of trust on the part of employees and managers, which leads to apathy, alienation, dissatisfaction, and lack of motivation at work.
- e. Socioeconomic factors, wage and salary structures, and administrative factors related to administrative and job instability. (Bouatit, 2021, pp. 139-144)

**Second: Field Aspect:****1) Study Methodology:**

Given the nature of the research, which aims to uncover the level of organizational citizenship behavior at Fertial Annaba Institution, a descriptive approach was adopted. The aim is to describe the phenomenon as it exists in reality, thus bringing us closer to scientific reality by describing all the relevant facts.

**2) Study Sample:**

Considering that the sample is one of the primary tools in field studies, through which hypotheses are tested in the field, our research population consisted of all employees of the Human Resources Department and the Chemistry Department at Fertial Annaba Institution. Due to its small size, we conducted a comprehensive survey of all members of the study population, estimating the population at (20) employees. Questionnaires were distributed to these individuals. After reviewing and examining the questionnaires, it became clear that some questionnaires were unsuitable for analysis due to incomplete data, and others had not been returned to us. Consequently, the number of participants in this study was (15) individuals.

**Table (01): Shows the distribution of sample members according to the age variable.**

| Age                        | Frequency | Percentage  |
|----------------------------|-----------|-------------|
| From [25 years - 28 years] | 01        | 6.7%        |
| From [29 years - 32 years] | 03        | 20%         |
| From [33 years - 36 years] | 06        | 40%         |
| From [37 years - 40 years] | 04        | 26.7%       |
| From [41 years - 44 years] | 01        | 6.7%        |
| <b>Total</b>               | <b>15</b> | <b>100%</b> |

It is noted from Table (01), which shows the distribution of the age variable for our study sample, that "Fertial Annaba" institution relies on the category of employees belonging to the age group [33 years - 36 years], where its percentage was estimated at (40%), followed by the age group [37 years - 40 years] with an estimated percentage of (26.7%), then comes the age group [29 years - 32 years] with an estimated percentage of (20%), then the category of employees belonging to For the age groups [25-28 years] and [41-44 years], the lowest percentage was estimated at (6.7%). This indicates that the institution under study adopted a somewhat intensive recruitment policy during a certain period, as well as mechanisms for promotion, subsequent change, or dismissal, as shown in the results shown in Table (1).

**Table (2): Shows the distribution of sample members by gender variable.**

| Gender       | Frequency | Percentage  |
|--------------|-----------|-------------|
| Male         | 06        | 40%         |
| Female       | 09        | 60%         |
| <b>Total</b> | <b>15</b> | <b>100%</b> |

We note from Table (2), which shows the distribution of our sample members by gender, that (60%) represents the female employee category, which is the highest percentage when compared to the next percentage, represented by (40%), the male employee category. It is noticeable from the results that the female category accounts for the highest percentage in both units. This can be attributed to the nature of the job, which attracts women more than men.

**Table (03): Shows the distribution of sample members according to the variable of years of work.**

| Years of Employment | Frequency | Percentage  |
|---------------------|-----------|-------------|
| From [5-8 years]    | 2         | 13.3%       |
| From [9-12 years]   | 7         | 46.7%       |
| From [13-16 years]  | 3         | 20%         |
| From [17-20 years]  | 1         | 6.7%        |
| From [21-24 years]  | 2         | 13.3%       |
| <b>Total</b>        | <b>15</b> | <b>100%</b> |

We note from Table (3), which shows the distribution of the variable of years of employment for our study sample, that the category of employees between [17-20 years] represents the lowest category with the least seniority, estimated at (6.7%). This is followed by the category between [5-8 years] and the category [21-24 years] with the second lowest seniority percentage, estimated at (13.3%), followed by the highest seniority percentage, estimated at (46.7%). %) for the age group between [9 and 12 years]. This is explained by the fact that "Fertial Annaba" institution adopted a policy of renewing employees in these two departments and discontinued its recruitment policy on the one hand, and adopted a policy of laying off those of retirement age.

### 1) Study Tool:

#### ✓ **Organizational Citizenship Scale:**

This study used a scale developed and applied in the same environment to measure the dimensions of organizational citizenship among employees. The dimensions of organizational citizenship were also verified through a survey study, which concluded the same dimensions. The current study relied on the version used by Ashour Laour (2014) in the study submitted for a master's degree. The scale was answered according to a five-point Likert scale (always, often, sometimes, rarely, never), which we assigned the following values, respectively: 5-4-3-2-1. It contains (30) items distributed across five dimensions. The paragraphs are as follows:

**Table (4): Shows the distribution of items across the dimensions of the organizational citizenship scale.**

|    | Item                           | Number of items | Item numbers       |
|----|--------------------------------|-----------------|--------------------|
| 01 | <b>Altruism</b>                | 06              | 1-2-3-4-5-6.       |
| 02 | <b>Kindness and Politeness</b> | 06              | 7-8-9-10-11-12.    |
| 03 | <b>Conscientiousness</b>       | 06              | 13-14-15-16-17-18. |
| 04 | <b>Urban Behavior</b>          | 06              | 19-20-21-22-23-24. |
| 05 | <b>Sportsmanship</b>           | 06              | 25-26-27-28-29-30. |

✓ **Psychometric Properties (Validity and Reliability):** To ensure the validity of the instrument, we relied on self-validation or measurement validity, expressed as the square root of the reliability coefficient. The root of the reliability was calculated, and it was estimated at 0.90. Reliability: Cronbach's alpha coefficient was calculated: Reliability of the Organizational Citizenship Behavior Scale: (0.81).

**2) Statistical Analysis Methods:** The study used the Statistical Package for the Social Sciences (SPSS 22) to analyze the data, using the following statistical methods:

- Cronbach's alpha equation: to calculate validity and reliability.
- Mean, median, and mode: to test the type of data distribution.
- Mean, standard deviation, percentages, and frequencies: to determine the level of organizational citizenship behavior at the Fertial Annaba institution.
- One-Way Anova: To determine the differences and variations in the level of organizational citizenship behavior in the Public Institution for the Manufacture of Fertilizers and Agricultural Medicines "Fertial Annaba" attributed to (age - gender - years of work).

**Table (05): Correction key adopted in the study.**

| Length of scale cells: | Level of organizational citizenship |
|------------------------|-------------------------------------|
| [1-2.33]               | <b>Weak</b>                         |
| [2.34-3.67]            | <b>Medium</b>                       |
| [3.68-4.1]             | <b>High</b>                         |

**Note:** It can be emphasized that when using SPSS to process data statistically, the obtained Sig value is compared to the proposed significance level ( $\infty$ ) with a specific significance level (0.05-0.01- 0.1). If the Sig value is smaller than the three significance level values, the null hypothesis is rejected and the alternative hypothesis is accepted. However, if the Sig value is greater than the values (0.05-0.01) or 0.1, the alternative hypothesis is rejected and the null hypothesis is accepted. (ouadi, 2016, p. 230)

### 3) Analysis of results:

#### ✓ Normal distribution test:

To determine the distribution type of our study data, we calculated measures of central tendency (mean Arithmetic mean, median-mode), the mean was estimated at (4.26), the median was estimated at (4.31), and the mode was estimated at (4.07). From this, we note a convergence in the measures of central tendency, indicating that our study data is normally distributed.

**2. Testing and discussing the hypothesis that:** The level of organizational citizenship behavior among the research sample at Fertial Annaba institution is high.

- Table (6): Level of organizational citizenship at "Fertial Annaba" institution

| Number      | Dimension          | Arithmetic mean | Standard deviation | Level |
|-------------|--------------------|-----------------|--------------------|-------|
| 01          | Excitement         | 4.28            | 0.35               | High  |
| 02          | Politeness         | 4.11            | 0.30               | High  |
| 03          | Conscientiousness  | 4.83            | 0.26               | High  |
| 04          | Civilized behavior | 4.41            | 0.47               | High  |
| 05          | Sportsmanship      | 4.01            | 0.55               | High  |
| Total score |                    | 4.82            | 0.38               | High  |

Table (06) shows the arithmetic means of the responses of the individuals in our study group to the dimensions of the level of organizational citizenship. At Fertial Annaba institution (excitement dimension - courtesy dimension - conscience awareness dimension - civilized behavior dimension - sportsmanship dimension), all arithmetic mean scores were high. This is due to the extent of the employees' connection to their institution, which played a role in developing the excitement dimension and the courtesy dimension, which in turn led to raising the level of conscience awareness and also raising the level of sportsmanship and civilized behavior dimension. The overall average level of organizational citizenship reached (4.32) with a standard deviation of (0.38).

Therefore, the level of organizational citizenship behavior at Fertial Annaba institution under study is high. This contradicts the study by Issam Haidar and Hanan Mustafa (2017), which concluded that there is an absence of manifestations of organizational citizenship behavior among employees.

**2. Results of the Second Sub-Hypothesis:** The level of organizational citizenship behavior varies among the research sample due to differences in personal and organizational characteristics. This will be answered by the following sub-hypotheses:

**A. Results of the First Sub-Hypothesis:** The level of organizational citizenship behavior varies among the research sample due to differences in age. To verify this hypothesis, a T-test of variance was used.

Table (07): Shows the One-Way Anova analysis of variance for the age variable.

| Variable | Source of Variance | Sum of Squares | Mean Squares | Degrees of Freedom | (F) Value | Value Significance Level |
|----------|--------------------|----------------|--------------|--------------------|-----------|--------------------------|
|          |                    |                |              |                    |           |                          |

|                                     |                |      |      |    |      |      |
|-------------------------------------|----------------|------|------|----|------|------|
| organizational citizenship behavior | Between Groups | 0.27 | 0.06 | 4  | 1.01 | 0.44 |
|                                     | Within Groups  | 0.68 | 0.06 | 10 |      |      |

The results obtained from Table (07) show that both the (F) value equals (1.01) and the calculated significance value (sig) equals (0.44), both of which are greater than the significance level of (0.05). Therefore, the level of organizational citizenship behavior among employees of the "Fertial Annaba" institution does not differ due to age differences. This is inconsistent with the first partial hypothesis, which was not met.

**b. Results of the Second Sub-Hypothesis:** The level of organizational citizenship behavior among the research sample differs due to gender differences. To verify this hypothesis, a one-way analysis of variance (ANOVA) was used.

**Table (08):** The one-way ANOVA for the gender variable is shown.

| Variable                            | Source of Variance | Sum of Squares | Mean Squares | Degrees of Freedom | (F) Value | Value Significance Level |
|-------------------------------------|--------------------|----------------|--------------|--------------------|-----------|--------------------------|
| organizational citizenship behavior | Between Groups     | 0.23           | 0.23         | 1                  | 4.16      | .006                     |
|                                     | Within Groups      | .072           | 0.05         | 13                 |           |                          |

The results obtained from Table (08) show that the F-value equals (4.16) and the calculated significance value (sig) equals (0.006), both of which are greater than the significance level of (0.05). Therefore, the level of organizational citizenship behavior among employees of the "Fertial Annaba" institution does not differ due to gender differences. This is inconsistent with the second sub-hypothesis, which was not met.

**C. Results of the Third Sub-Hypothesis:** The level of organizational citizenship behavior among the members of our study sample is attributed to differences in years of work. To test the validity of this hypothesis, a one-way analysis of variance (ANOVA) was used.

**Table (09):** The One-Way Anova for the variable "years of work" is shown.

| Variable                            | Source of Variance | Sum of Squares | Mean Squares | Degrees of Freedom | (F) Value | Value Significance Level |
|-------------------------------------|--------------------|----------------|--------------|--------------------|-----------|--------------------------|
| organizational citizenship behavior | Between Groups     | 0.12           | 0.03         | 4                  | 0.38      | 0.81                     |
|                                     | Within Groups      | 0.82           | 0.08         | 10                 |           |                          |

From the results in Table (09), we note that both the (F) value equals (0.38) and the calculated significance value (sig) equals (0.81), both values greater than the significance level of (0.05). Therefore, the level of organizational citizenship behavior among employees of "Fertial Annaba" institution does not differ due to differences in years of work. This is inconsistent with the third sub-hypothesis, which, in turn, was not met.

Therefore, the level of organizational citizenship behavior among the research sample does not differ based on personal and organizational characteristics.

**Conclusion:** The current study, which focused to identify the level of organizational citizenship behavior in the Algerian Public Institution for the Manufacture of Fertilizers, and their Derivatives in Algeria (a field study at the Fertial Annaba Company), concluded the following results:

1. The level of organizational citizenship behavior among the research sample at "Fertial Annaba" Company is high.
2. The level of organizational citizenship behavior among the research sample does not vary according to personal and organizational characteristics. This was answered through:
  - A. The level of organizational citizenship behavior among employees at "Fertial Annaba" Company does not differ due to gender differences.
  - B. The level of organizational citizenship behavior among employees at "Fertial Annaba" Company does not differ due to age differences.
  - C. The level of organizational citizenship behavior among employees at "Fertial Annaba" does not vary across years of experience.

In light of the results obtained, a set of academic and scientific proposals and recommendations can be presented, the most important of which are:

- ❖ To reinforce the open-door policy by opening communication channels for employees to communicate their ideas to their subordinates.
- ❖ To create an atmosphere and procedures that further enhances the good team spirit prevailing within the organization.
- ❖ To introduce procedures and laws that will provide an opportunity to delegate authority to employees, which will increase the level of organizational citizenship behavior to maximize the benefits of its employees' capabilities and potential.
- ❖ To increase opportunities for employee participation in decision-making within the organization and provide alternatives for managing the organization's affairs.
- ❖ To embody a culture of management sharing information with employees to instill confidence and raise the level of organizational loyalty.
- ❖ To provide a degree of flexibility within the organization to give employees greater independence to leverage their academic and practical capabilities and expertise.

### **Ethical Considerations**

This study was conducted in accordance with recognized ethical standards for social science research. Participation in the survey was entirely voluntary, and all respondents were informed of the purpose of the study prior to data collection. Informed consent was obtained from all participants. The anonymity and confidentiality of respondents were strictly maintained, and no personally identifiable information was collected or disclosed. The collected data were used exclusively for academic and research purposes, and the study did not involve any form of physical, psychological, or professional risk to participants.

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## Conflict of Interest

The author declares that there is no conflict of interest regarding the conduct, authorship, or publication of this research.

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