



Determinants of Organizational Citizenship behavior, a case study at the Cooperative Bank of Oromia (Coopbank).

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## **Statement of Certification**

This is to certify that Mr. Fraol Teressa Dandena has carried out his research work on the topic entitled “Determinants of Organizational Citizenship Behavior, a case study at the Cooperative Bank of Oromia (Coopbank)” is his original work and is suitable for submission for the award of a Master’s Degree in Business Leadership (MBL).

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## Declaration

I, Fraol Teressa Dandena, hereby declare that this thesis work entitled “Determinants of Organizational Citizenship Behavior, a case study at the Cooperative Bank of Oromia (Coopbank)” is the outcome of my effort and that all sources of material used for the study have been fully acknowledged. Moreover, this study has not been submitted by anyone for any academic reward at this University or any other University.

I bear sole responsibility for any shortcomings.

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**Date:** \_\_\_\_\_

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**June 2022**

**Fraol Teressa Dandena**

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## Acronyms

**OB** – Organizational Behavior

**OCB** – Organizational citizenship Behavior

**Coopbank** – Cooperative Bank of Oromia

**JE** – Job Embeddedness

**OJE** – On-the-Job Embeddedness

**LO** –Link to the Organization

**FO** – Link to the Organization

**OS** – Organizational-related sacrifice

**OfJE** – Off-the-Job Embeddedness

**LC** – Link to the Community

**FC** – Fit to the Community

**CS** – Organizational-related sacrifice

## Abstract

*Organizational citizenship behavior (OCB) is one of the elements that boost employees of an organization's morale and increases employees' level of work meaningfulness and productivity. This study is aimed to examine one of the determinant factors of OCB in the case of the Cooperative Bank of Oromia at the employees who are working under the head-office supervision. By taking the research objectives and questions into consideration, the researcher has only employed a quantitative research approach and used both descriptive and explanatory research designs while conducting the study. The study is enclosed with both stratified and random sampling techniques to get proportionate real-time data. The quantitative data were collected using a standard questionnaire which was developed as per the adopted models and distributed to a sample of 262 employees of the bank, but with a response rate of 88.93%, only 233 questionnaires have been collected and returned to the researcher and they were valid for data analysis. The findings of the descriptive statistics imply that the mean score of the dependent variable OCB, and the independent variables On-the-Job and Off-the-Job embeddedness fall under the moderate range and show respondents' agreeableness towards the stated variables. Besides all of the independent variables that exist under the umbrella of On-the-Job and Off-the-Job embeddedness have a positive and significant correlation with the dependent variable OCB. Similarly, the empirical findings of the multiple linear regression analysis indicate that only two of the variables (LO&FO) under the domain of On-the-Job embeddedness and all of the three variables (CO, FO, and CS) under the domain of Off-the-Job embeddedness have a positive and unique contribution to OCB. The results also indicate that the independent variables of the study were significant joint predictors of OCB. Finally, recommendations were forwarded by the researcher on OCB and its determinants based on the results and research findings of the study.*

**Key Words:** Organizational Citizenship Behavior (OCB), Job Embeddedness, On-the-Job Embeddedness, Off-the-Job Embeddedness.

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background of the study

Organizational citizenship behavior (OCB) is a term that is used to describe the positive and constructive behavioral actions of employees that are not stated under the job description of the employees, nevertheless, employees tend to exhibit these positive work behaviors of their free will and support and benefit the organization and their co-workers positively (Devasagayam, 2013, Farooqui, 2012, Polat, 2009, Chien, 2004, Hassan et al., 2016). The basic and the first concept of Organizational citizenship behavior (OCB) was defined and introduced by Dennis Organ in his book titled “Organizational Citizenship Behavior: The Good Soldier Syndrome” which was published in 1988. Organ (1988), referred to OCB as individual employee behavior that goes beyond the required behaviors and that highly contributes to organizational effectiveness but is not explicitly and openly recognized and rewarded by the organization’s formal reward system.

Moreover, the interest of study the areas of OCB has been growing from time to time, and after the first introduction of the concept of OCB by Organ, over 650 articles and journals have been published, and most importantly over the half of these articles have been published since the turn of the 21<sup>st</sup> century (Podsakoff et al., 2009). Podsakoff et al (2009), also state the reason behind the increase of interest in the study of the areas of Organizational Citizenship Behavior (OCB) is that the effects are highly expected to positively impact organizational performance and effectiveness. Accordingly, measuring the organizational citizenship scale level of employees becomes another preceding activity in the contemporary environment to identify the factors that determine the OCB level of the employees and

mitigate challenges and limitations observed in the area to let the employees exhibit OCBs to improve their belongingness to the organization.

According to the importance of OCB to an organization in improving organizational effectiveness, even if multiple studies are conducted in the area are available, Posdakoff & Mackenzie (1994), state that the effect of OCB on individual employees, groups, and organizational performance is high and it recommends that further studies need to be conducted as the already conducted ones are not sufficient, and much more researches are needed to address the topic efficiently. Konovsky & Pugh (1994), also states that the development of studies on the areas of OCB is small than in other areas, and they recommend that additional studies are required to establish the external validity of the OCB model they have developed.

Accordingly, it shows us the necessity of conducting studies and a wide range of investigations in the field, especially on the determinants of organizational citizenship behavior. Besides, conducting studies on the factors that determine the OCB level of employees is also required. Therefore, this study aims to contribute to studies related to OCB and specifically on the determinants of OCB. So, in this study, the relationship of the determinants of OCB will also be investigated in line with measuring the OCB level of the employees of the Bank.

However, a wide range of factors are found to predict and stated as determinant factors of OCB, and there are considerable studies that to testify the significant interdependence of these factors with OCB. Such as human resource practice (Dash & Pradhan, n.d.), Employee Engagement (Dash & Pradhan, n.d.), Job embeddedness (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001, Wijayanto & Kismono, 2004, Dash & Pradhan, n.d.), Organizational Justice (Gebrealif, n.d.), psychological contract (Gebrealif, n.d.), corporate social responsibility

(Gebrealif, n.d.), Leadership (Farooqui, 2012, Deluga, 1995, Smith et al., 1983), Job Satisfaction (Organ, Podsakoff, & MacKenzie, 2006, Smith et al., 1983), motivational theories (Smith et al., 1983, Tang & Ibrahim, 1998) and other antecedents have been examined in multiple varieties of population. Even though the researcher will only examine or investigate Job embeddedness and its relationship with organizational citizenship behaviors. This particular is one of the antecedents of OCB that is comparatively essential pieces that influence employees to perform the expected organizational citizenship behaviors and influence employees' attachment to the organization they are working at.

Job embeddedness is a new concept defined by Mitchell et al., (2001) as the organizational and community forces that influence the attachment of the employees of a given organization. Mitchell et al., (2001), classified the generic concept of job embeddedness into six dimensions through its 3x2 matrix which classified employees' link, fit, and sacrifices towards their organization and the community they are living with. Mitchell, Holtom, Lee, Sablinski, & Erez (2001) related job embeddedness with OCB as one of its dependable variables by stating that employees who are more embedded than the others show and engage in more organizational citizenship behaviors, for example, more embedded employees are less absent or late, work harder, perform better than the less embedded employees of the organization.

Authors like Wijayanto & Kismono (2004) indicate the positive relationship between job embeddedness and OCB in their studies and also require more studies if these results occur in other populations and contexts. Mitchell et al. (2001) also predicted the positive relationship between job embeddedness and OCB by being certain that embeddedness will highly influence the subsequent behaviors of individual employees exhibit. However, these results need to be examined if they occur in other populations, especially in areas where studies are not conducted.

Consequently, as studies by Organ, Podsakoff, & MacKenzie (2006) indicate, in organizations where employees are willing to exhibit OCBs organization's productivity increases, attracts, and retains competent employees, enhancing the workplace environment and e.t.c. So, measuring the organizational citizenship level scale of employees and investigating the interdependence of the determinants is important in various population areas.

In light of this, the researcher aims to measure the organizational citizenship level scale of the employees of Coopbank and also examine the relationship between the 6 (Six) dimensions of job embeddedness, which are classified into 2 (Two) major categories, which are on-the-job and off-the-job embeddedness. Besides, Coopbank is one of the top and leading firms in the financial institution industry, in the banking business. Since the bank is engaged in the service rendering sector, it is labor-intensive and also requires competent and high-performing employees to compete in the dynamic work environment which is volatile, uncertain, complex, and ambiguous. Hence, Coopbank requires employees who are willing to go the extra mile to accomplish activities and perform extra-role behaviors that are beyond the required minimum expected behavior and perform OCBs to improve the overall performance of the bank and be sustainable in the business. Accordingly, measuring the current organizational citizenship level scale of the employees and also realizing the antecedents that predict OCBs is crucial.

## **1.2. Background of the organization**

Cooperative Bank of Oromia which is known for its abbreviation name Coopbank is a private commercial bank operating and located in Ethiopia. The bank has commercially licensed in October 2004 and commenced its operations in March 2005 the majority of the shareholders

are being cooperative societies that take more than 62% of the share and this makes the bank it's one of its salient features over other banks operating within the country.

Coopbank is currently one of the three top leading private banks in Ethiopia in major indicators, as of June 2021 report, the bank accounts for more than 7.73 million account holders, which makes the bank the leading private bank in this criterion, with 469 branch outlets, which 80% of them found in the rural areas of the country, ETB 81.54 billion in assets, ETB 4.65 billion capital, and ETB 72.69 billion in deposits. Moreover, the Coopbank gained around ETB 2.39 Billion profit before any deductions like provisions and depreciation were made.

Coopbank has a vision of becoming the leading private bank in Ethiopia by 2025 by using up-to-date technology and through proper use of its human resource as stated in the mission statement of the bank. So, this indicates that the bank gives special attention to adopting new technologies and also using its human capital efficiently.

### **1.3. Statement of the problem**

As stated in the above section and according to multiple authors organizational citizenship behavior (OCB) is an extra-role behavioral attribute of employees of a given organization that they engage in their day-to-day operations. These behaviors are not mandatory and are not rewarded by an organization, however, they are constructive and also bring positive impacts to the organization in achieving the overall objectives of the organization (Organ, 1988, Podsakoff et al., 2009, Mackenzie & Podsakoff, 1994, Konovsky & Pugh, 1994).

Besides, employees that perform and engage in demonstrating organizational citizenship behaviors are expected to work hard to meet the overall objective and vision of the organization. Farooqui, (2012), states that even if every profession requires the adaptation of

organizational citizenship behaviors, some certain professions demand OCB more than the other professions, may these professions require to demonstrate a high level of goodwill, smooth functioning, Tolerance, Integrity, Courtesy, and other desirable behaviors to improve and facilitate the daily operation of their organizations. Besides, OCBs are highly recommended to be performed in service-giving companies than in manufacturing and other sectors of work and the banking industry are one of the services-providing sectors that have a lion's share in contributing to the growth and improvement of the country's economy (Bezabeh & Desta, 2014).

Accordingly, the Cooperative Bank of Oromia is one of the top leading banks in Ethiopia that has ensured value-creation for all of its stakeholders, including shareholders, customers, and even employees of the Bank (Coopbank, 2020/21). Moreover, in the banking sector, the performance of the firm is evaluated by the financial and non-financial returns the firm has achieved and retained, especially in this very competitive market in the country, where the financial sectors such as banks, provide almost the same product to the customers. Thus, the competition to be on the top list can be achieved through providing superior customer service. Hence, the front-line and the back-office employees play a crucial role in the existing competition within the industry and the achievement of the overall objectives of the bank. Thus, where employees highly engage in and the adaptation of organizational citizenship behaviors within the industry is highly required for the overall performance of the Bank as the profession highly requires goodwill and other behaviors that are incorporated within organizational citizenship behaviors

Consequently, organizational citizenship behaviors (OCB) can be assessed by measuring how frequently employees of the given organization display these extra-role behaviors.

Accordingly, in this study, the researcher adopted Organ's (1988) five dimensions to compute the OCB of the employees of Coopbank under Head office supervision. Although some kind

of social or group loafing is observed within Coopbank, where some employees of the bank are not productive among groups according to their performance results, and according to George (1992) this shows group productivity loss. Besides OCB is considered to contribute to increasing the productivity of employees of a given organization. Thus, measuring the OCB scale of the employees will also contribute to pinpointing the required actions to mitigate social or group loafers and will let to improve the productivity of the employees.

Similarly, in addition to measuring the OCB scale of the employees, this study also intends to explore and test the identified variables that are stated as major antecedents that affect employees to perform and engage in organizational citizenship behavior. The variable identified to be tested is the six dimensions of Job embeddedness as per Mitchell et al., (2001) 3x2 matrix. However, studies will be conducted in the future to find out the correlation and unique contributions of the specified variable and other unspecified variables with Organizational citizenship behavior by the researcher and or other scholars.

Studies show that employees that to demonstrate or perform the organizational citizenship behaviors are well satisfied and will have a low level of turnover intention or will have a very low chance of parting away from their organization (Aharon Tziner and Gil Sharoni, 2012). Besides, in the current business environment that is full of competition, the turnover rates of organizations are increasing. Thus, the reasons behind the upsurge in turnover rates multiple factors that can be raised. On the contrary, JE (Job embeddedness) entails the on and off-the-job forces that influence employees to retain within an organization and is considered one of the vital elements for minimizing the turnover rates of a given organization. Consequently, studies show that in organizations where a high level of on and off-the-job embeddedness are existing, the turnover rate of the organization will get lower, and also employees of the organization will able engage to perform organizational citizenship behaviors (Ghosh &

Gurunathan, 2015, Dash & Pradhan, 2014, Wijayanto & Kismono, 2004, Mitchell et al., 2001).

Hence, this study will focus on examining the OCB level of the employees of Coopbank under the head office supervision and also test the interdependence between OCB and the selected variable which are the six dimensions of job embeddedness as per Mitchell et al., (2001) 3x2 matrix. Efforts have been made so far to improve the OCB area of study, however, they are limited while addressing every aspect of the antecedents, and also computing the OCB level in diverse populations is also required.

#### **1.4. Research Questions**

The researcher ought to answer the following questions in the study;

- I. To what extent do Coopbank employees perform Organizational Citizenship behaviors?
- II. Does On-the-job-embeddedness have a positive relationship with organizational citizenship behavior?
- III. Does Off-the-job-embeddedness have a positive relationship with organizational citizenship behavior?

#### **1.5. Research Objectives**

##### **1.5.1. General Objective**

The general objective of this thesis paper is to examine the determinant factors that affect the organizational citizenship behavior of Coopbank employees that are working under the head office supervision.

### 1.5.2. Specific Objectives

Given the research questions, the following specific objectives of the study are devised;

- I. To examine to what extent employees of Coopbank exhibit organizational citizenship behaviors;
- II. To examine the relationship between on-the-job embeddedness and organizational citizenship behavior;
- III. To examine the relationship between off-the-job embeddedness and organizational citizenship behavior

### 1.6. Conceptual definition of Terms

- **Organizational Citizenship Behaviors (OCBs);** organizational citizenship behaviors (OCB) are extra-role positive behavioral attributes that are not compulsory for employees of an organization to perform or engage in their day-to-day operations. OCBs are employees' behavioral actions that are beneficial for the organization in several ways, however, they are not compulsory for the employees and are not directly rewarded (Smith, Organ, & Near, 1983).
- **Job Embeddedness (JE);** Job embeddedness is a new concept and somewhat blurred in its definition (Ghosh & Gurunathan, 2015). However, it is introduced and defined as an aggregate collection of on and off-the-job forces that might keep employees of a given organization on their job and forces that are used to retain employees from leaving or from the arise of the need to search for alternative jobs.
- **On-the-Job Embeddedness (OJE);** on-the-job embeddedness is the collection of forces that arise from the organization and plays a vital role in embedding employees in the organization they are working at. These forces are the first dimensions of job

embeddedness, which are linked to the organization, Fit to the organization, and organization-related sacrifices.

- **Off-the-Job Embeddedness (OFJE)**; off-the-job embeddedness is also the collection of forces but it arises from the community and also plays a vital role in embedding employees in the organization they are working at. These forces are the second categories and hold also three dimensions of job embeddedness, which are Link to the community, Fit to the community, and community-related sacrifices.

### 1.7. Significance of the Study

Chien, (2004), pointed out that if organizations need to be successful, it requires employees that do more than their usual job duties and provide performance beyond expectation.

Consequently, Nemeth and Staw, (1989), state that organizational citizenship plays a vital role and is also extremely valuable for the organization for higher performance of the employees and to bring a competitive advantage within the industry. Thus, engaging employees in performing organizational citizenship behavior is one of the lowest expenses an organization can incur and also the best way to improve the organizational performance and effectiveness of a given firm, which will highly contribute and bring a high-level impact toward meeting the overall objective of an organization.

Accordingly, in line with improving the organizational citizenship behavior level scale of a given organization, identifying the determinants that affect employees to perform OCB is mandatory. Hence, studying the determinants of OCB will enable organizations to pinpoint the factors and remedies to be taken or institute resolution mechanisms to enable employees to engage in OCB or improve their OCB level scale of the organization.

Thereof, this study initially measured the level of the organizational citizenship behavior level of the employees of Coopbank under the Head Office supervision to access their level of performance and engagement in organizational citizenship behaviors. Furthermore, the researcher will enable to test the six (6) dimensions of Job embeddedness that have been categorized into On-the-job embeddedness and Off-the-job embeddedness and their relationship with OCB. As a result, this study will enable attract organizations to test the same variables and others in their organization's context to highly embed their employees, and will also attract other researchers to test the same variables and other determinant variables like LMX theory, job satisfaction, and like and their relationship with OCB in various populations. This study and its results will also be used as an empirical review in future studies and will also help to develop pieces of literature in this area. Moreover, this study can be used as action research by the case organization and will also be used as a decision-making benchmark to devise initiatives that will be used to improve the OCB level of the employees and also to embed its employees.

### **1.8. Scope of the Study**

Chien, (2004) also states that studies and research have been extensively conducted in the areas of Organizational citizenship behavior nevertheless the majority of them focused on the effects of organizational citizenship behaviors on individual and organizational performance.

Consequently, focusing on measuring the OCB level of employees of an organization and testing the variables that influence employees to perform OCB is crucial to identify the determinants and improve the OCB level of the employees.

Nevertheless, due to the time and budget constraints, the researcher has only able to conduct the study in a single organization named Cooperative Bank of Oromia (Coopbank) with the employees who are working under the Head Office Supervision, and the researcher was also

only able to test the six dimensions of job embeddedness and their influence towards employees to perform OCBs as a variable. Accordingly, permanent employees of the Cooperative Bank of Oromia under the head office supervision have been selected to take part in this study, but, to reach the right sample size representing real-time information, the researcher has categorized the employees into their work units and job categories.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1. Introduction

In this chapter of the study, the researcher will enlist the theoretical review of relevant related literature on Organizational Citizenship Behavior (OCB) and its determinant factors. The first section of the chapter labels to gives a theoretical review regarding OCB and its determinant factors, then the second section depicts the empirical reviews related to the topic and finally, the conceptual framework of the paper is illustrated

#### 2.2. Theoretical Review

##### 2.2.1. The Concept of OCB

It can be predicted that under a normal circumstance when an employee of an organization's citizenship level is increasing, he/she will tend to perform and engage in more citizenship behaviors, moreover, these kinds of employees work hard for their organization and its mission (Farooqui, 2012). Organizational Citizenship Behavior (OCB) has become one of the biggest disciplines to be studied in literature and it has been first introduced and defined by Dennis Organ from Indiana University is widely credited for the works he has done in this discipline, and was later named as the father of OCB for the contributions he has made on his academic works of literature ('Organizational Citizenship Behaviors', 2015, 'Organizational citizenship behavior', 2022).

Organizational citizenship behavior (OCB) is a concept that represents the action of employees within an organization that they engage to perform voluntarily without any request

for additional pay or reward in return. Organ (1988), defined and explained OCB as a non-mandatory desired behavior by an organization that individual employees perform in their day-to-day work activities, and which the organization doesn't set a formal reward system or directly recognize, nevertheless the sum of these behaviors highly contributes to the effective and efficient functioning of the organization. Thus, Organ (1988) has also clarified what non-mandatory behaviors are by categorizing them as desired behaviors that have not been written down on the employees' job descriptions but are value-adding elements for an organization.

Organizational citizenship behavior (OCB) is one of the elements that bring a valuable and positive impact on an organization in various ways, as it increases the meaningfulness of the work in the employee's mindset, plays a vital role in enhancing employee performance, and productivity, it predicts the performance, quality, creativity, and efficiency of employees, it reduces stress and also creates better harmony and social interaction between employees (Yaakobi & Weisberg, 2020, Chien, 2004, Hassan, Azim, & Abbas, 2016, Devasagayam, 2013, 'Organizational Citizenship Behaviours', 2015, Farooqui, 2012).

The present study deals with measuring the organizational citizenship behavior level scale of the Cooperative Bank of Oromia employees and examines the relationship or the interdependence of job embeddedness with OCB. A few studies have shown that OCB is positively related to job embeddedness and some of the studies has stated in the empirical review of this paper. Having a detailed and multiple studies on this area will enable an organization to determine the significant determinant factors that influence employees to perform and engage in organizational citizenship behaviors so that by eradicating the barriers in the specified determinant factors, organizations will be able to improve the organizational citizenship level scale of their firm and also by implementing and adopting the results of this paper other firms will high likely able to improve their OCB level scale and plays a vital role on enhancing workforces motivation.

### 2.2.2. Dimensions of OCB

Organizational citizenship behavior (OCB) in general is defined as all positive and constructive employee actions and behaviors that support colleagues are desired by the organization but that are not part of the employee's job description. Some people believe that these behaviors are demonstrated to impress the management for the personal aspiration of the employees, however, these behaviors are demonstrated by their personal choice and who is engaged to optimally contribute to the organization's success. Researches show the positive impact of Organizational Citizenship Behavior on the performance of an organization and the success of the organization, and different authors have identified multiple dimensions of OCB.

Initially, Organizational Citizenship Behavior (OCB) has been organized into two major dimensions by Smith, Organ and Near in 1983 and later Organ 1988 has classified the dimensions of OCB into 5 (Five). Later than Organ (1988), multiple authors have recommended additional dimensions and also categorized the dimensions about their nature. Tabassum, 2016, has summarized the dimensions of Organizational Citizenship Behavior that have been recommended by multiple authors in history in Table 2.1. as follows;

**Table 2.1 Summarized Dimensions of OCB**

S/No	Name of the Author	Dimensions of OCB
1	Smith, Organ & Near (1983)	Altruism General Compliance
2	Organ (1988)	Altruism Courtesy Conscientiousness Sportsmanship Civic Virtue

S/No	Name of the Author	Dimensions of OCB
3	Lin (1991)	Identification with the organization Assistance to colleagues Harmony Righteous Discipline Self-improvement
4	Williams & Anderson (1991)	Individual-directed OCB (OCBI) Organization-directed OCB (OCBO)
5	Van Dyne, Graham & Dienesh (1994)	Obedience Loyalty Participation
6	Podsakoff et al. (2000)	Helping behavior Sportsmanship Organizational loyalty Organizational compliance Individual initiative Civic virtue Self-development

The above-stated table indicates that the dimensions of OCB that have been identified by different authors are not completely uniform but have their similarities as well as differences. As there hasn't been any reached consensus on the dimensions of OCB, according to Khiabani and Abdisableh (2014), the most accepted and widely used dimensions of OCB are the five dimensions that are proposed by Organ (1988), and these five dimensions have been explained by Newland (2012), Raghoebarsing (2011), and Dash & Pradhan, (2014) as follows;

### **Altruism**

This dimension refers to voluntarily helping others with a specific work-related task in the working environment, such as assisting a co-worker with a heavy workload, orienting new employees, and lending a helping hand to colleagues and other people around them, and like.

### **Courtesy**

This dimension of organizational citizenship behavior (OCB), refers to the discretionary behaviors that aim at preventing the occurrence of work-related problems, for example-providing advance notice or passing information to coworkers when something is altered nearby that may directly or indirectly affect them, not abusing the right of others, and like.

### **Conscientiousness**

According to Law, Wong, & Chen, (2005), this dimension of organizational citizenship behavior (OCB), refers to the exceeding minimum role requirements of the organization that involves promptness in attendance, obedience to organizational rules and regulations such as leave management, sick leave, and other, and also integrity was doing the right things as per the organization even if when no one is watching, and like.

### **Sportsmanship**

This dimension of organizational citizenship behavior (OCB), refers to the willingness of employees to tolerate less-than-ideal organizational situations without complaining and sacrificing one's interests. This type of extra-role behavior can be exemplified by employees' willingness to deal with the hard situations without making any criticism or complaint, such as not consuming a lot of time by complaining, being a pessimist means focusing on the wrong things than the positive sides of situations and other.

### **Civic virtue**

This dimension of organizational citizenship behavior (OCB), refers to employees' deep concerns and active attention to the existence of the organization (Organ, Podsakoff, & MacKenzie, 2005), such as giving one's suggestions for development in a meeting. This type of extra-role behavior contributes to important organizational issues and can be observed and recognized when a person attends meetings that are not mandatory but considered important, helps to build the company image, read and keep up inter-office announcements, and memorandums, and like.

#### **2.2.3. Antecedents of OCB**

Antecedents to OCB are the factors that enhance or impede the level of employees' demonstration or performance in an organization (Smith, Organ, & Near, 1983). Besides the significance and the positive impact of OCB on the overall performance of an organization have made researchers and authors devote themselves and give attention to identifying the antecedent's determinant factors of Organizational Citizenship Behavior (OCB) and several studies have been conducted and the influential antecedents have been identified. However, in this study, the researcher has only taken Job embeddedness and has tested its relationship and interdependence with organizational citizenship behavior (OCB) in the case of Cooperative Bank of Oromia employees that are working under head office supervision.

##### **2.2.3.1. Job Embeddedness**

Job embeddedness is the collection of a broad gathering of forces that influence or have a significant factor in employees' attachment to their organization (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Mitchell et al., (2001), have introduced this concept and indicated that Job embeddedness will predict the intent to leave or the voluntary turnover of employees and developed a 3x2 matrix that suggests 6 (Six) dimensions in which

employees of a given organization Link, Fit, and Sacrifice both on the job (Organization wide), and off-job (Community-wide). Accordingly, the six dimensions recommended by Mitchell et al., (2001) are stated as follows;

1. **Link to the Organization;** this dimension represents the extent to which employees link to their organization and is represented by individual employees' formal and informal relationships within their organization. Mitchell et al., (2001), proposed that where employees have a tenancy in an organization, they tend to have various types of formal and informal connections with their colleagues. Van Dyne et al., (1994), entail that where employees have been employed in a given organization for a long period, they are more likely to have an embedded relationship with their organization.
2. **Link to the Community;** this dimension also represents the extent to which employees of a given organization link to the community near them and is represented by their formal and informal relationships with their community. The community that strands can be family, psychological, and financial web that includes non-work friends and groups, and other associations outside the work life. So, Mitchell et al. (2001), tell that employees with a higher and good association of links outside the work will be bound to their job and the organization they are working at.
3. **Fit the Organization;** this dimension represents employee compatibility and or comfort with the organization they are working at and employees have a high tendency to consider or reason out how well they fit into the organization. Mitchell et al. (2001) also express that employees tend to consider if their values, career goals, and plans fit with the larger organization's vision and culture. So, if

their personal goals and career plans fit with the organization's vision and culture, they tend to be more embedded than the others.

4. **Fit to the Community;** this dimension represents an employee's perception of being compatible and or comfortable with their environment. Mitchell et al. (2001), again consider if they fit with the community and their surrounding while being employed in a given organization. So, it is believed that where employees fit or get comfortable with the community and their surrounding environment, they tend to feel more attached and embedded in the organization they are employed at.
5. **Organization-related Sacrifice;** this dimension represents the sacrifice employees could make to their current work when they lose their current employment. Wijayanto & Kismono, (2004) suggests that if employees of a given organization experience numerous like, lack of new employment, unbalanced or enough income, loss of interesting benefits, loss of good relationship with colleagues, and also loss of a good work environment when they leave their current employment, they tend to be embedded to their organization than the others.
6. **Community-related Sacrifice;** this dimension represents the sacrifice employees could make to their current community or the surrounding environment when they lose their current employment. Mitchell et al. (2001), indicate that if employees tend to lose a virtuous community or surrounding environment like leaving an attractive, safe, respectful community, they are more likely to be more embedded than the others. So, the higher the sacrifice they could make when they leave their current employment, the employees tend to be more embedded in their job.

## 2.3. Empirical Reviews

The empirical review section shows the actual experiences from various studies rather than the theories and beliefs. In this section of the study, the researcher will present the empirical reviews on the areas of measuring organizational citizenship behavior and also the empirical studies that show the interdependence and relationship between Job embeddedness and Organizational citizenship behavior. Various empirical studies and research (Dash & Pradhan, (2014), Ghosh & Gurunathan, (2015), Van Dyne, Graham, & Dienesch, (1994), Cho & Ryu, (2011), Wijayanto & Kismono, (2004), Lee, Mitchell, Sablynski, Burton, & Holtom, (2004)), has investigated the major determinants of organizational citizenship behaviors by giving concern on Job embeddedness positive relationship and interdependence of job embeddedness with organizational citizenship behavior. Chien, (2004), states that organizational citizenship is a discretionary behavior that is not a formal part of employees' job description, nevertheless, exceptional employees demonstrate these behaviors in their day-to-day work routine. Hassan, Azim, & Abbas, (2016), indicates that employees engage in organizational citizenship behavior when the organization they are working at is fair towards them.

### 2.3.1. Job Embeddedness

Lee et al., (2004), examined the role and interdependence of job embeddedness on organizational citizenship, job performance, Volitional absences, and voluntary turnover, and they had classified job embeddedness into two as per Mitchell et al., (2001) matrix which is the on-the-job embeddedness and off-the-job embeddedness and they have found that the on-the-job embeddedness dimensions which are the link to the organization, fit to the organization, and organization related sacrifice was significantly affecting and have a positive impact on organizational citizenship behavior. According to Lee et al., (2004), when an

employee is job-embedded, he/she has a high tendency of demonstrating citizenship behaviors.

Dash & Pradhan, (2014), describes OCB as an important element that has multiple positive influences on an organization increasing satisfaction of employees, enhancing employee retention, increasing organizational performance, etc, and state job embeddedness as one of the determinants of OCB as one of the strategies to promote OCB in organizations next to HR practices and employee engagement. Besides, the researcher has also pointed out hypotheses to be tested in the study, where these hypotheses originate from the dimensions of Job embeddedness, thus the first main hypothesis embraces testing the relationship between the On-the-Job embeddedness variables with OCB, and the second hypothesis tests the relationship between Off-the-Job embeddedness variables with OCB. Lee, Mitchell, Sablinski, Burton, & Holtom, (2004), also proofed the positive effect of On-the-Job embeddedness towards OCB on there study conducted on the effects of job embeddedness on OCB, Job performance, voluntary absences, and voluntary turnover. According to Lee, Mitchell, Sablinski, Burton, & Holtom, (2004), study, both On-the-Job and off-the Job embeddedness variables have a psotive and significant effect of OCB and they conclude that these dimensions of OCB as determinant predictors of OCB.

Moreover, Wijayanto & Kismono, (2004), also indicates preliminary evidence concerning the relationship between job embeddedness and shows a positive correlation analysis between the independent variable (Job embeddedness) and the dependent variable (Organizational Citizenship Behavior). According to Wijayanto & Kismono, (2004) study, it shows that when employees are job-embedded, they have a high tendency of demonstrating and engaged to perform organizational citizenship behaviors. In regards to the first hypothesis, Cho & Ryu, (2011), tested the effects and positive relationship of On-the-Job embeddedness on OCB in

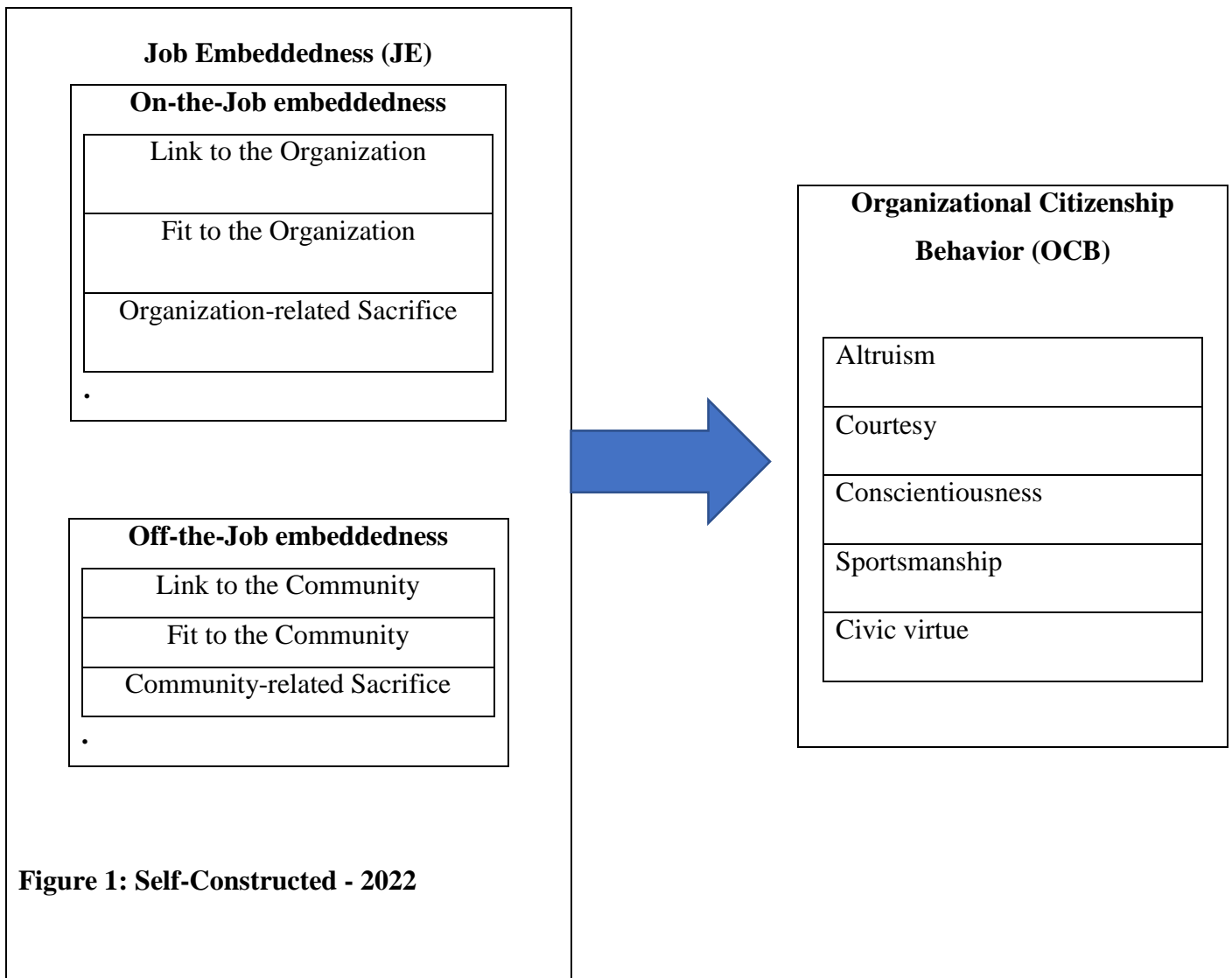
the study they have conducted, thus according to their study, all of the dimensions of On-the-Job embeddedness are positively related to OCB.

In addition, in regard to the second hypothesis Cho & Ryu, (2011), states that managers of an organization need to increase their employee's Off-the-job embeddedness by providing them information about their community and surrounding workplace environment and by providing social support, as Off-the-Job embeddedness has a significant effect on OCB as per the study they have conducted.

In addition, Mitchell et al., (2001), in their book titled *Why people stay: using job embeddedness to predict voluntary turnover*, shows that when employees of a given organization who are embedded in their jobs have a lower intent of leaving their job or will not be ready to leave from those who aren't embedded and will be able to demonstrate citizenship behaviors. Besides according to Cho & Ryu, (2011), organizations need to be proactive regarding job embeddedness as it has a significant factor to affect employees to demonstrate and engage to perform citizenship behaviors.

## **2.4. Conceptual Framework**

### **Figure 2.1**



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Introduction

In this section of the study, the researcher has described the research methodologies that are adopted and applied to conduct the study. Subsequently, the research design, research approach, sampling design, source of data and method of collection, reliability of the data, description of the variables, and the data analysis technique have been discussed.

#### 3.2. Research Design

The purpose of this study is to examine the extent to which Coopbank employees demonstrate and exhibit organizational citizenship behaviors and also investigate the relationship between the independent variable which is Job embeddedness while the organizational citizenship behavior will be the dependent variable, thus this study will examine the relationship and interdependence that occur between these variables.

Accordingly, to examine the relationship between the independent variable (Job embeddedness) and the dependent variable (Organizational citizenship behavior), the explanatory type of research design has been utilized. Besides, to examine the extent to which Coopbank employees demonstrate and exhibit organizational citizenship behaviors, a descriptive type of research design has been utilized.

### **3.3. Research Approach**

The research approach that this study has only employed and guided the study by the quantitative research approach, though future researchers and studies may employ qualitative data on the areas of this study for triangulation and to conduct a comprehensive study.

### **3.4. Sampling Design**

#### **3.4.1. Target Population**

According to William, (2011), a target population is a collective term used to describe a total quantity of samples or cases which the researcher will employ to conduct his/ her study.

Accordingly, in this study, given in the purpose and scope of the study the researcher has examined the determinant factors of organizational citizenship behavior (OCB) and also examined the practicability extent of extra-role citizenship behaviors of Coopbank employees under the Head Office supervision. Accordingly, the researcher examined the relationship between Job embeddedness and organizational citizenship behaviors. Consequently, the firm has a total population of 759 (Seven hundred fifty-nine) employees at the head office level, and these employees are classified into their work unit, job category, and other extents.

#### **3.4.2. Sampling Technique**

The researcher has employed a stratified sampling technique to select sample respondents for this study and adequately represent all target groups in every work unit and also improve the efficiency of the study by incorporating a composition of samples. Accordingly, the researcher has classified the strata first based on the target population's work unit and then based on the target population's job category at their work unit, and the researcher has used

the simple random sampling technique to select respondents from the stratified target population.

### 3.4.3. Sampling and Sample Size

As the sample size of a study determines the accuracy of its findings (Wagner, 2000), the researcher has adopted the Yamane, (1967) formula to gather a real-time reliable data and to determine the total number of sample sizes to be selected from the total number population for this study and the formula is given below;

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

Where,  $n$  = represents the total sample size to be calculated

$N$  = represents the total population which is **759** (Seven Hundred Fifty-Nine) as of May 2022 Human Capital employee strength.

$e$  = represents the standard error that depends on the confidence level set by the researcher, which is 95% then the “ $e$ ” would become **0.05**.

Accordingly, as per the above-stated formula, the total sample size of **262 (Two hundred Sixty-Two)** samples has been taken to conduct the study. As well as while gathering the precise number of samples and a proportional allocation of sample sizes from each stratum which is from each work unit, the researcher employed the following formula;

$$ni = Ni\left(\frac{n}{N}\right)$$

Where,  $ni$  = represents the total sample size from each stratum, which is expected to be calculated

$Ni$  = represents the total study population at each stratum, which is given in **Table 3.1**.

$N$  = represents the total study population, which is **759**.

$n$  = represents the total sample size from the total population, which is **262**

Consequently, to again get the right proportional allocation of sample size based on the job category of the employees at each work unit, the above-stated formula has again employed and the overall summary of the sample sizes is summarized as follows in **Table 3.1**.

**Table 3.1. Sample Size Selection**

Table 3.1. Sample Size Selection

S/No	Work Units	Ni	ni	Job Categories	Ni	ni
1	Banking Operations	89	31	Managerial & Administrative	4	1
				Managerial/Supervisory	12	4
				Professional	27	9
				Semi-professional	46	16
2	Board of Directors Office	1	1	Managerial & Administrative	1	1
3	Cooperative and Agricultural Banking	17	6	Managerial & Administrative	4	1
				Managerial/Supervisory	2	1
				Professional	10	4
				Semi-professional	1	0
4	Corporate Banking	70	24	Managerial & Administrative	4	1
				Managerial/Supervisory	4	1
				Professional	50	17
				Semi-professional	12	4
5	Credit Appraisal & Portfolio Management	32	11	Managerial & Administrative	2	1
				Managerial/Supervisory	2	1
				Professional	27	9
				Semi-professional	1	0
6	Finance and Facilities Management	185	63	Managerial & Administrative	4	4
				Managerial/Supervisory	12	6
				Manual and Custodial	56	14
				Professional	67	23
7	HC&PM	63	22	Semi-professional	46	16
				Managerial & Administrative	4	3
				Managerial/Supervisory	11	4
				Manual and Custodial	3	1
8	Information Systems	62	21	Professional	24	8
				Semi-professional	21	7
				Managerial & Administrative	4	1
				Managerial/Supervisory	2	1
9	Interest Free Banking	42	14	Professional	26	9
				Semi-professional	30	10
				Managerial & Administrative	6	2
				Managerial/Supervisory	3	1
10	Internal Audit	30	10	Manual and Custodial	1	0
				Professional	20	7
				Semi-professional	12	4
				Managerial & Administrative	2	1
11	Legal Service	14	5	Managerial & Administrative	2	1
				Managerial/Supervisory	2	1
				Professional	6	2
				Semi-professional	5	2
12	President Office	4	1	Managerial & Administrative	2	1
				Managerial/Supervisory	1	0
				Professional	1	0
13	Retail and MSMEs Banking	27	9	Managerial & Administrative	2	1
				Managerial/Supervisory	1	0
				Professional	22	7
				Semi-professional	2	1
14	Risk & Compliance Management	14	5	Managerial & Administrative	1	0
				Managerial/Supervisory	3	1
				Professional	10	4
15	Strategy & Marketing	36	12	Professional	21	7
				Semi-professional	5	2
				Managerial & Administrative	3	1
				Managerial/Supervisory	1	0
16	Technologies and Digital Banking	73	25	Managerial & Administrative	6	2
				Managerial/Supervisory	7	2
				Professional	19	7
				Semi-professional	41	14
<b>Total</b>		<b>759</b>	<b>262</b>	<b>Total</b>	<b>759</b>	<b>262</b>

### **3.5. Data Source and Method of Data Collection**

#### **3.5.1. Data Source**

By taking the nature of the problem to be investigated into account and increasing the impartiality of the study, the researcher used primary data sources that are quantitatively analyzed. Thus, the target population of the study comprises employees of the bank under the head office supervision and samples had been taken proportionally from each work unit and job category as per the above-stated sample distribution, though the researcher had used a primary source of data to conduct the study. Accordingly, the primary data were collected through a standardized questionnaire and distributed to the **262** sample respondents out of the total population of **759**.

#### **3.5.2. Method of Data Collection**

The developed standardized questionnaire consists of close-ended questions that will be responded to on a Likert scale arrangement. Hence, the questionnaire is developed and divided into 3 (Three) main sections, where the First section consists of the demographic profile of the respondents that will present the demographic characteristics of the selected sample size respondents, then the second section of the questionnaire consists of questions that will be used to measure the organizational citizenship level scale of the employees, and this part of the questionnaire is adopted the OCB measurement model that is widely used and developed by Organ, Podsakoff, & MacKenzie, (2006), however minor modifications are made by the researcher to fit and intersect the questions with the target group's characteristics, then after the third section of the questionnaire consists of questions that are employed to measure the Job embeddedness of the employees of Coopbank, and to measure the JE of the employees the researcher employed the 33 items questions from Mitchell,

Holtom, Lee, Sablinski, & Erez, (2001) model, besides these items has been classified into the 6 (Six) dimensions of JE where the first three dimensions will consist On-the-job embeddedness elements and the rest three elements has consisted of Off-the-job embeddedness measurement features that has been used to measure the job embeddedness of the respondents and the researcher had also made a minor modifications to familiarize the questions with the target respondents' characteristics.

### **3.6. Method of Data Analysis**

The analysis of the data obtained from the distributed questionnaire was carried out using the Statistical Package for Social Science V.26 (SPSS), giving the type of data the researcher utilized while conducting the study, the researcher chose the method of data analysis. Though in this study the method of data analysis comprised the majority of a quantitative approach, as a result, a descriptive statistical method of data analysis and inferential statistics approaches are utilized. The descriptive statistics comprise the computation of mean, standard deviation, percentages, frequencies, and the inferential statistics comprise the Pearson correlation coefficient and multiple linear regression analysis.

### **3.7. Research Ethics**

Experiences and research findings show that the need for ethical consideration in research activity is of paramount importance. According to Hatch, (2002) research ethics is the moral commitment that scientists are required to make the search for truth and knowledge imperative. Particularly, in social science research, ethical issues are needed to minimize the potential harms of the informants while maximizing the quality of the research. According to Gay et al. (2009), the ethical considerations include informed consent, voluntary

participation, respect for privacy, safeguarding anonymity and confidentiality, and accuracy of the reports and results.

In this regard, informants were not forced to participate in the study and had a right to remain anonymous. Besides, the researcher gave adequate information for all informants that take part in the processes of data gathering. The purpose of the study was explained to informants on the questionnaires. Furthermore, care was taken not to include sensitive questions that could cause embarrass participants. Confidentiality about responses and the reporting of results was explained and that participant identification was kept confidential. Finally, after collecting the necessary data along with the assistant data collectors, the researcher assumed the responsibility when reporting data and results that he perceives as the most accurate, and reported problems and weaknesses experienced in the study as well as the positive aspects of the study.

### **3.8. Description of Variables**

The researcher after reviewing multiple works of literature has identified the dependent and independent variables of the study, where organizational citizenship behavior becomes the dependent variable and Job embeddedness and its dimensions within it become the independent variable of the study.

#### **3.8.1. Organizational Citizenship behavior (OCB);**

A model developed and validated by Organ, Podsakoff, & MacKenzie, (2006) was opted by the researcher that consists of 24 items to measure the organizational citizenship behavior of the employees of Coopbank under the head office supervision. Accordingly, as per the adopted model to measure the organizational citizenship behavior, the 24 items have been classified into 5 (Five) major sections which are used concerning the dimensions of OCB

according to Organ, (1988) and these 5 (Five) aspects are Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue and all of these aspects of OCB incorporate specific and standard questions within them.

### **3.8.2. Job Embeddedness (JE);**

A model developed and validated by Mitchell, Holtom, Lee, Sablinski, & Erez, (2001), was opted by the researcher to measure aspects of Job embeddedness. Accordingly, the model presented is categorized into 6 (Six) aspects based on the 3x2 matrix (Link, Fit, and Sacrifice to organization and community) as discussed above in the review of works of literature, where the first three dimensions of the variable categorized under the On-the-Job embeddedness umbrella and the next three dimensions of the variable are categorized under the umbrella of Off-the-Job embeddedness and a total of 33 items have consisted in the specified variables of JE. Whereas the above-mentioned six dimensions of Job embeddedness are Link to the organization, Fit to the organization, Organizational-related Sacrifice, Link to the community, Fit to the community, and Community-related Sacrifice.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1. Introduction

This chapter includes the results of the study that has been carried out and presents the analysis of the gathered raw data collected from the primary sources through a questionnaire. Thus, the findings of the demographic profiles of the participants of the study, and the statistical analysis used to answer the research questions are presented and also interpreted in this section.

#### 4.2. Response Rate

To collect data, questionnaires were physically distributed concerning sample size distribution stated in Chapter Three, and the non-response bias or response rate of the study is discussed in this section. The purpose of computing the non-response bias or response rate of a study is to examine the successfully collected data instruments or in this case, the questionnaire from the overall distribution, since this type of bias affects the interpretation of the variables and consequently affects the overall interpretation to be made resulting from the data analysis. Fincham, (2008), underlines the acceptable response rate of a study to be approximately 60% and above, and the response rate of the collected questionnaires of this study is **88.93%** and is summarized in the given **Table 4.2** below.

#### Table 4.1. Response Rate

<b>Response Rate</b>	
<b>Total Population</b>	759
<b>Sample Size</b>	262
<b>Distributed Sample Data</b>	270
<b>Collected Sample Data</b>	233
<b>Rate</b>	<b>88.93%</b>

Source Own Survey results, 2022

### **4.3. Reliability and Validity Test**

#### **4.3.1. Validity Test**

A validity test is a degree that indicates that the measuring instrument of the study has adequate coverage of the study, and this assures an accurate representation of samples of the total population. Accordingly, for the sake of assuring the validity of the study, the variables used to measure organizational citizenship behavior and job embeddedness were adopted from the internationally accepted popular models.

Thus, to test the overall content validity of the instruments and also to increase the degree of clarity and understandability of the adopted instruments, the researcher has conducted a pilot test of the developed questionnaire among randomly selected 10 employees of the Cooperative Bank of Oromia from the Human Capital work center to enhance the validity and clarity of the instruments to be used to conduct the study, and valuable comments and recommendations have been gathered. Similarly, to increase the understandability of the instrument, especially for the non-clerical samples of the study, the researcher had translated the English Version of the questionnaire to an Amharic Version.

### 4.3.2. Reliability Test

Reliability tests infer the internal consistency of the study scale variables (Khotari, 2004), which will be indicated by Cronbach's alpha coefficient, which is a dominant and popular mechanism to test the reliability or the internal consistency of a study (Brynan & Bell, 2003). Besides, when Cronbach's alpha coefficient value range is less than 1, it indicates the existence of a total internal consistency of the variables, and the widely acceptable Cronbach's alpha coefficient value is the range above 0.70 (Pallant, 2006, Zikmond et. al., 2009).

According to Table 4.2, the Cronbach's Alpha coefficient of each variable of the study is above 0.70, which indicates that each variable is reliable and the internal consistency of the study is above the acceptable range.

**Table 4.2. Reliability Statistics**

#### Reliability Statistics

<i>Variables</i>	<b>Number of Items in Scale</b>	<b>Cronbach's Alpha</b>
<i>Altruism</i>	5	0.751
<i>Conscientiousness</i>	5	0.723
<i>Sportsmanship</i>	5	0.746
<i>Courtesy</i>	5	0.721
<i>Civic Virtue</i>	4	0.841
<i>Link to Community</i>	3	0.881
<i>Link to the Organization</i>	7	0.723
<i>Fit to the Organization</i>	7	0.851
<i>Fit to the Community</i>	5	0.819
<i>Organization related Sacrifice</i>	8	0.834
<i>Community-related Sacrifice</i>	3	0.888
<i>On-the-Job Embeddedness</i>	22	0.837
<i>Off-the-Job Embeddedness</i>	11	0.718

Source Own Survey results, 2022

## 4.4. Descriptive Statistics

The researcher used descriptive statistics analysis to describe the basic features of the data and presented quantitative descriptions of the variables used in the study depending on the respondent's response, and it also provides a modest summary of the samples taken.

### 4.4.1. Demographic Characteristics of respondent's

Demographic characteristic factors are an essential basis for a research questionnaire of every study, as they have an influence on the study to be conducted especially if decisions are to be made by the demographic characteristics of the respondents, and are sometimes it is used to interpret the study results and draw a conclusion. Even though demographic characteristics are not having a great influence on this study, the researcher had incorporated demographic questions for the respondents in the questionnaire which is annexed at the end of the paper and distributed to the respondents. Hence, the demographic characteristics of gender, age, marital status, education, and service year at Coopbank are emphasized and it is summarized in the given **Table 4.3.** below,

**Table 4.3. Demographic Characteristics**

<b>Demographic Characteristics of Respondent's</b>			
<b>Variables</b>	<b>Categories</b>	<b>Outcomes</b>	
		<b>Frequency</b>	<b>Percentage</b>
<b>Respondent's Gender</b>	Male	189	81.1%
	Female	44	18.9%
	<b>Total</b>	<b>233</b>	<b>100%</b>
<b>Respondent's Age</b>	18 - 25	34	14.6%
	26 - 30	94	40.3%
	31 - 40	89	38.2%
	41 - 60	14	6.0%

	61 and Above	2	0.9%
	<b>Total</b>	<b>233</b>	<b>100%</b>
<b>Respondent's Marital Status</b>	Single	97	41.6%
	Married	134	57.5%
	Divorced	2	0.9%
	Widow	0	0.0%
	<b>Total</b>	<b>233</b>	<b>100.0%</b>
<b>Respondent's Educational Background</b>	Diploma or Below	0	0.0%
	Bachelor's Degree	131	56.2%
	Master's Degree	102	43.8%
	Doctoral Degree (Ph.D.)	0	0.0%
	<b>Total</b>	<b>233</b>	<b>100.0%</b>
<b>Respondent's Service Year at Coopbank</b>	0 - 3 Years	54	23.2%
	3 - 5 Years	25	10.7%
	5 - 10 Years	67	28.8%
	Above 10 Years	87	37.3%
	<b>Total</b>	<b>233</b>	<b>100.0%</b>
<b>Respondent's owing to a home they live in?</b>	Yes	76	32.6%
	No	157	67.4%
	<b>Total</b>	<b>233</b>	<b>100.0%</b>

**Source:** Own Survey results 2022

The above Table 4.3 indicates the respondent's demographic characteristics and it shows that out of the distributed questionnaires and from those successfully collected, the demographic distribution from the respondent's gender 81.1% fall under the Male category, and the rest 18.9% fall under the Female gender category. This shows us that the majority of the respondents of the study are male and also implies the gender distribution of Coopbank in general.

Besides, the demographic distribution among the Age of the respondent's the age category between 26 – 30 with 40.3% share of the total respondent and it takes the highest rank, followed by the 31 – 40 age category with 38.2%. Plus the demographic distribution among the marital status of the respondent's the Married respondents' take the highest rank with 57.5% and followed by single respondents with 41.6%. then when looking at the demographic distribution among the Educational qualification of the respondents, a large amount of the respondents fall under the bachelor's degree category with 56.2% share of the total respondents and followed by Master's Degree 43.8%.

In addition, when looking over the demographic distribution of respondents on service year at Coopbank, the Majority of the respondents are those who serve the bank for 10 years with a 37.3% share of the total respondents and followed by employees who serve the bank for 5 – 10 years with 28.8% share of the total respondents. Finally, when looking at the respondent's demographic distribution among owing the house they live in, 67.4% of the total respondents are not owing to the house they live in and the rest 32.6 own the house they live in, and this has its impact on their linkage to the community they are living with.

#### **4.4.2. Descriptive analysis of Organizational Citizenship Behavior (OCB)**

While summarizing the respondent's response in descriptive statistics, initially the respondents were asked to rate their insight on a Likert scale model, ranging from 1 which indicates "Never" to 5 which indicates "Always" to capture and also look over to what extent the employees of Coopbank are demonstrating organizational citizenship behaviors. Accordingly, the overall descriptive statistics of the OCB level concerning the study conducted are presented as follows;

#### **Table 4.4. Descriptive Statistics of OCB**

Descriptive Statistics of OCB						
<b>A</b>	<b>Altruism</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I Help others who have been absent.	233	1.00	5.00	2.3305	1.27906
2	I Help others who have heavy workloads.	233	1.00	5.00	1.8369	1.08636
3	I orient new people even though it is not required.	233	1.00	5.00	2.3820	1.37246
4	I willingly help others who have work-related problems.	233	1.00	5.00	1.7468	1.11429
5	I am always ready to lend a helping hand to other people.	233	1.00	5.00	1.6223	1.08430
<b>Overall</b>					<b>1.9837</b>	<b>1.1873</b>
<b>B</b>	<b>Conscientiousness</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Attendance at work is above the norm.	233	1.00	5.00	2.1416	1.29376
2	I don't take extra breaks.	233	1.00	5.00	1.8369	1.08636
3	I obey the bank rules and regulations even when no one is watching.	233	1.00	5.00	2.2189	1.39555
4	I am one of the most conscientious employees.	233	1.00	5.00	1.7468	1.11429
5	I believe in giving an honest day's work for an honest day's pay.	233	1.00	5.00	1.6223	1.08430
<b>Overall</b>					<b>1.9133</b>	<b>1.1949</b>
<b>C</b>	<b>Sportsmanship</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I consume a lot of time complaining about small matters.	233	1.00	5.00	1.6223	1.08430
2	I always focus on what's wrong, rather than the positive side.	233	1.00	5.00	1.8369	1.08636
3	I exaggerate minor things	233	1.00	5.00	2.3820	1.37246
4	I always find faults in what the organization is doing.	233	1.00	5.00	2.1416	1.29376
5	I cause problems getting attention	233	1.00	5.00	1.6223	1.08430

					<b>Overall</b>	<b>1.9210</b>	<b>1.1842</b>
<b>D</b>	<b>Courtesy</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	
<b>1</b>	I take steps to try to prevent problems with other workers.	233	1.00	5.00	1.4807	0.93809	
<b>2</b>	I am mindful of how my behavior affects other people's jobs.	233	1.00	5.00	1.6481	1.00246	
<b>3</b>	I don't abuse the rights of others.	233	1.00	11.00	1.5622	1.44936	
<b>4</b>	I try to avoid creating problems for co-workers.	233	1.00	5.00	1.5494	1.19569	
<b>5</b>	I consider the impact of actions on co-workers.	233	1.00	5.00	1.4893	1.01757	
					<b>Overall</b>	<b>1.5459</b>	<b>1.1206</b>
<b>E</b>	<b>Civic Virtue</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	
<b>1</b>	I attend meetings that are not mandatory but are considered important.	233	1.00	5.00	1.6223	1.08430	
<b>2</b>	I attend functions that are not required but help the company's image.	233	1.00	5.00	2.5517	1.33124	
<b>3</b>	I keep alongside changes in the organization.	233	1.00	5.00	1.8369	1.08636	
<b>4</b>	I read and keep up with organization announcements, memos, and so on.	233	1.00	5.00	1.8369	1.08636	
					<b>Overall</b>	<b>1.5696</b>	<b>0.9177</b>
					<b>Average</b>	<b>1.7867</b>	<b>1.12094</b>

**Source:** Own Survey results 2022

Based on the descriptive statistics results of Organizational Citizenship behavior, which is the dependent variable of the study, the results are shown in the given Table 4.4. Thus, the table indicates the mean and standard deviation of the dependent variable elements, where the mean entails the average response of the respondents and the standard deviation shows the closeness of the respondent's response.

Accordingly, with the descriptive statistics analysis results according to Btawee, (2013) the range of accepted mean results of a descriptive statistics results that range from 4.15 – to 5.0 is considered “Excellent”, those that range from 3.51 – to 4.50 are considered as “Good”, those that range from 2.51 – to 3.50 considered as “Moderate”, those that range from 1.51 – to 2.50 considered as “fair”, and those that range from 1.0 – to 1.50 considered as poor.

Accordingly, the results of the descriptive statistics results of each dimension or variable of organizational citizenship mean fall under the range from the 1.51 – to 2.50 range, and also the average mean score of the overall dimensions of OCB becomes 1.7867, which indicates that the respondents of the study have a good opinion and showed their agreeableness towards the stated variables of OCB. Besides, the OCB variables of the study scored a relatively lower level of standard deviation score on each variable computation, and also the overall standard deviation score of OCB become 1.12094, which entails a narrow spread of data, that indicates a close opinion of the respondent’s response regarding the stated variables of the study.

#### **4.4.3. Descriptive analysis of variables**

Accordingly, While summarizing the respondent’s response in descriptive statistics, initially the respondents were asked to rate their insight on a Likert scale model, ranging from 1 which indicates “Strongly Disagree” to 5 which indicates “Strongly Agree” and the overall descriptive statistics of the study is presented in the following sections of the study.

##### **4.4.3.1. On-the-Job embeddedness**

The descriptive statistics analysis result of the On-the-Job embeddedness variables is given in the following Table 4.5. below.

**Table 4.5. Descriptive Statistics OJE**

Descriptive Statistics OJE					
Variables					
Link to the Organization	N	Minimum	Maximum	Mean	Std. Deviation
The co-workers I averagely regularly interact with have an effect on my linkage to the organization.	233	3.00	5.00	4.6352	0.50851
The number of co-workers that are dependent on me affects my linkage to the organization.	233	3.00	5.00	4.2918	0.63705
The number of work teams I am involved with affects my linkage to the organization.	233	3.00	5.00	4.1588	0.60574
The number of committees I am involved with affects my linkage to the organization.	233	3.00	5.00	4.3047	0.69284
Holding a similar work position affects my linkage to the Organization.	233	3.00	5.00	4.3219	0.70362
The total years I serve within the same organization (Coopabank) affects my linkage to the Organization.	233	3.00	5.00	4.4549	0.54842
The total years I serve in the same industry (Banking Industry) current and past affect my linkage to the organization.	233	3.00	5.00	4.4034	0.51728
<b>Overall</b>				<b>4.3673</b>	<b>0.6019</b>
Fit to the Organization	N	Minimum	Maximum	Mean	Std. Deviation
My job utilizes my skills and talents well.	233	1.00	5.00	4.0258	0.93275
I feel like I am a good match for this organization.	233	1.00	5.00	4.2361	0.76569
I feel personally valued by the name of the organization.	233	1.00	5.00	4.0987	0.86784
I like my work schedule (E.g. Fixed, Flexitime, or Shift, ).	233	1.00	5.00	3.7382	0.98923
I fit with my organization's culture.	233	1.00	5.00	4.1760	0.81417

I like the authority and responsibility I have at this company.	233	1.00	5.00	3.9785	0.92124
I can reach my professional goals while working at Coopbank	233	1.00	5.00	4.0815	0.98140
<b>Overall</b>				<b>4.0478</b>	<b>0.8960</b>
<b>Organization related Sacrifice</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I have a lot of freedom in this job to decide how to pursue my goals.	233	1.00	5.00	3.2017	0.96383
The perks (Like Recognition, Professional Development, Training, Exposure visits, e.t.c.) of this job are outstanding.	233	1.00	5.00	2.8283	1.09689
I feel that people at work respect me well.	233	1.00	5.00	3.7811	0.80365
I would sacrifice a lot if I left this job.	233	1.00	5.00	2.9356	1.11810
My promotional opportunities are excellent and satisfying here.	233	1.00	5.00	2.9442	1.08730
I am well compensated for my level of performance.	233	1.00	5.00	3.0687	1.06046
The benefits I get here are good on this job.	233	1.00	5.00	3.0258	1.09829
I believe the prospects for continuing my employment with this company are good.	233	1.00	5.00	3.4850	1.02174
<b>Overall</b>				<b>3.1588</b>	<b>1.0313</b>
<b>Valid N (listwise)</b>	233		<b>Average</b>	<b>3.857967</b>	<b>0.843067</b>

**Source:** Own Survey results 2022

Based on the descriptive statistics results of the first three variables of the study, the results are shown in the given Table 4.5. Thus, the results indicate that all the three variables of the On-the-Job Embeddedness fall under the range from the 3.15 – 4.5 range, and also the overall average mean score of the On-the-Job Embeddedness becomes 3.857967, which indicates that the respondents of the study have a good opinion and showed their agreeableness towards the stated variables. Besides, the variables of the study scored a relatively lower level

of standard deviation score which entails a narrow spread of the data and records an average standard deviation score of 0.843067 which indicates a close opinion of the respondent's response regarding the stated variables of the study.

#### 4.4.3.2. Off-the-job embeddedness

Similarly, the descriptive statistics analysis result of the Off-the-Job embeddedness variables is given in the following Table 4.5. below

**Table 4.6. Descriptive Statistics OfJE**

Descriptive Statistics OfJE					
Link to the Community	N	Minimum	Maximum	Mean	Std. Deviation
The extent to which my and my family's roots in the community affect my linkage to the community (E.g. to become a part of the community where you live by making friends and taking part in local activities)	233	2.00	5.00	4.2146	0.78584
The house I live in affects my linkage to the community?	233	2.00	5.00	3.8798	0.76179
My marital status has an effect on my linkage to the community I live with.	233	2.00	5.00	3.8712	0.76603
<b>Overall</b>				<b>3.9886</b>	<b>0.7712</b>
Fit to the Community	N	Minimum	Maximum	Mean	Std. Deviation
I love the place where I live.	233	1.00	5.00	3.8927	0.95664
The weather where I live is suitable for me.	233	1.00	5.00	3.9828	0.83028
The community I live in is a good match for me.	233	1.00	5.00	4.0343	0.84518
I think of the community where I live as home.	233	1.00	5.00	3.9485	1.02424

The area where I live offers the leisure activities that I like (E.g. Sports, Outdoors, Cultural, Arts).	233	1.00	5.00	2.8970	1.23792
<b>Overall</b>				<b>3.7511</b>	<b>0.9789</b>
<b>Community-related Sacrifice</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Leaving the community I live in would be very hard.	233	1.00	5.00	4.0901	0.61974
I feel that people at work respect me well.	233	1.00	5.00	4.0773	0.70286
My neighborhood is safe.	233	1.00	5.00	4.0987	0.65892
<b>Overall</b>				<b>4.0887</b>	<b>0.6605</b>
<b>Valid N (listwise)</b>	233		<b>Average</b>	<b>3.9428</b>	<b>0.803533</b>

**Source:** Own Survey results 2022

Based on the descriptive statistics results of the next three variables of the study, the results are shown in the given Table 4.6. Thus, the results indicate that all the three variables of the Off-the-Job Embeddedness fall under the range from the 3.15 – 4.5 range and also an overall average mean value score of 3.9428 which indicates that the respondents of the study have a good opinion and showed their agreeableness towards the stated variables. Besides, the variables of the study also scored a relatively lower level of standard deviation score which entails a narrow spread of the data and records an average standard deviation score of 0.803533, which indicates a close opinion of the respondent's response regarding the stated variables of the study.

## 4.5. Inferential Statistics

### 4.5.1. Correlation Analysis

A correlation matrix analysis infers the computation to be made among the independent variables which in this case (LO, FO, OS, LC, FC, and CS), and the dependent variable which is organizational citizenship behavior (OCB). It connotes the relationship of one variable to another and shows the extent to which an alteration made on one variable corresponds to a change to another variable.

As a result, the Pearson correlation helps the researcher to quantify the extent of the relationship between the independent and dependent variables of a study and test whether the variables are linear or not which implies the increase of one variable of the study, affects also the increase or the decrease of the other variables of the study. Hence, when correlation analysis results are equivalent to 1, it indicates that there is a perfect correlation between the variables, when it lies between 1 – 0.75, it indicates that there is a high degree of correlation between the variables, and when it lies between 0.75 – 0.5, it indicates that there is a moderate correlation between the variables, and also when it lies between 0.5 – 0.25, it indicates that there is a low degree of correlation between the variables, and to the end when it lies below 0.25, it is considered as there is not correlating the variables.

#### Table 4.7. Pearson Correlations Matrix

Correlations								
		LO	FO	OS	LC	FC	CS	OCB
LO	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	233						
FO	Pearson Correlation	.687**	1					
	Sig. (2-tailed)	0.000						
	N	233	233					
OS	Pearson Correlation	.544**	.562**	1				
	Sig. (2-tailed)	0.000	0.000					
	N	233	233	233				
LC	Pearson Correlation	.677**	.632**	.652**	1			
	Sig. (2-tailed)	0.000	0.000	0.000				
	N	233	233	233	233			
FC	Pearson Correlation	.663**	.570**	.548**	.612**	1		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
	N	233	233	233	233	233		
CS	Pearson Correlation	.521**	.522**	.621**	.668**	.469**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		
	N	233	233	233	233	233	233	
OCB	Pearson Correlation	.661**	.587**	.652**	.683**	.575**	.644**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	233	233	233	233	233	233	233
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed).								
<b>*.</b> Correlation is significant at the 0.05 level (2-tailed).								

**Source:** Own Survey results 2022

Accordingly, concerning the correlation analysis of the study conducted by the researcher which is illustrated in the given **Table 4.7.** from the On-the-Job embeddedness domain, Link to the organization ranks the first highest and strongest correlation coefficient with organizational citizenship behavior with ( $r=0.661$ ). This result indicates the existence of a positive, strong, and significant relationship between Link to the organization and Organizational citizenship behavior. Formerly, the second-highest strong correlation coefficient from the On-the-Job embeddedness variables domain with OCB is Organizational-related sacrifice with ( $r=0.652$ ) is Organization-related sacrifice, then followed lastly by Fit to the organization.

Moreover, from the Off-the-Job embeddedness domain, Link to the Community ranks the first highest and strongest correlation coefficient with organizational citizenship behavior ( $r=0.683$ ). This result indicates the existence of a positive, strong, and significant relationship between Link to the Community and Organizational citizenship behavior. Formerly, the second-highest strong correlation coefficient from the Off-the-Job embeddedness variables domain with OCB is Organizational-related sacrifice with ( $r=0.644$ ) is Community-related sacrifice, then followed lastly by Fit to the organization.

Therefore, concerning the computed correlation matrix result of the Pearson correlation and the sig (2-tailed) the researcher had connoted and showed that all independent variables of the study are positively and moderately correlated with the dependent variable OCB and also the availability of significant correlation between the independent variables which are the six dimensions of OCB and the dependent variable OCB.

## **4.5.2. Regression Analysis**

Going beyond the simple correlation analyses to test the hypothesis of the study, the researcher has also computed the multiple regression analysis to investigate each dimension of Job embeddedness which are the variables of the study and their unique relationship and positive significance with organizational citizenship behavior and also to support or decline the stated hypotheses. This analysis will enable us to examine the relative importance of each dimension of Job embeddedness in predicting and determining OCB. To examine the regression analysis, the researcher has put assumptions before running and computing the regression analysis.

### **4.5.2.1. Assumptions**

The test of assumptions is made because if any violations of assumptions occur, it will also affect the subsequent computations of the regression analysis and the multivariate statistical methods. Hair et al., (2006), suggested various assumptions regarding the utilization of multivariate statistical tools, like the Normality test, Multicollinearity statistics, Linearity, and homoscedasticity tests. Accordingly, the researcher has used the Normality test statistics and the Multi-collinearity statistics before computing the regression analysis.

#### **A) Normality Test Statistics**

The normality tests show the computation of the skewness and kurtosis of the study, then show the data distribution of the variables, where the skewness indicates the symmetric distribution of the study and the kurtosis indicates the flatness distribution relative to the normal distribution (Hair et al., 2006). Accordingly, according to George & Mallery, (2010), the acceptable normality test result or the skewness and kurtosis for both the statistics and

standard error is between -2 and +2, consequently, all the variables of the study skewness and kurtosis are between the acceptable range and illustrated in the given **Table 4.8** below;

**Table 4.8. Normality Distribution**

Normality Distribution					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
<b>LO</b>	233	-0.330	0.132	-0.380	0.261
<b>FO</b>	233	-0.403	0.132	-0.300	0.261
<b>OS</b>	233	-0.448	0.132	-0.279	0.261
<b>LC</b>	233	-0.458	0.132	-0.007	0.261
<b>FC</b>	233	-0.655	0.132	-0.625	0.261
<b>CS</b>	233	-0.441	0.132	-0.137	0.261
<b>OCB</b>	233	-0.541	0.132	-0.258	0.261
<b>Valid N (listwise)</b>	233				

**Source:** Own Survey results 2022

### **B) Multi-Collinearity Statistics**

In addition to the normality test conducted, a multi-collinearity statistics test on the independent variables has also been conducted by the researcher. The multi-collinearity statistics hold tolerance and variance inflation factor (VIF), whereas according to Robert Ho, (2006), the acceptable tolerance value is in the range of greater than 0.10 and less than 1, and the acceptable variance inflation factor (VIF), is when VIF is less than 10, otherwise, it shows high variance inflation means the variable is redundant with other variables. Accordingly, all the variables of the study fall under the acceptable range and show that there is no collinearity difficulty in the study, as illustrated in the given **Table 4.9**. below;

**Table 4.9. Multi-Collinearity Coefficients**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
<b>1</b>	(Constant)		
	LO	0.367	2.744
	FO	0.463	2.159
	OS	0.237	4.433
	LC	0.474	2.955
	FC	0.432	2.067
	CS	0.665	2.254
<b>a. Dependent Variable: OCB</b>			

**Source:** Own Survey results 2022

#### 4.5.2.2. Multiple Linear Regression Analysis

According to Kothari (2004), regression is the determination of a statistical relationship between two or more variables and computed when the variables of the study are highly interrelated. Hence, the researcher has performed both tests for normality test & multicollinearity test and found that there were no such problems concerning the data. In addition, Creswell, (2012) shows that the employment of multiple regression on a study will happen when the data is normally distributed and also when it is free from collinearity.

Consequently, the Table from 4.10 – 4.12 shows the results of the multiple regression analysis regarding the On-the-job and Off-the-Job embeddedness dimensions that are explained by Mitchell et al., (2001), the **3x2** matrix, which is Link, Fit, and Sacrifice towards the organization and community, results at last show an overall significant relationship between the set of the determinant factor variables (The Six dimension of JE) and the criterion or the dependent variable (OCB). Thus, as per the above-stated statistics such

problems have not been found and, the researcher has made the computation of regression.

So, the regression analysis of the study is illustrated in the given **Tables** below;

**Table 4.10. Model Summary**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.783 <sup>a</sup>	0.673	0.643	0.44021	0.625	76.774	6	226	0.000
<b>a. Predictors: (Constant), CS, FC, FO, LC, LO, OS</b>									
<b>b. Dependent Variable: OCB</b>									

**Source:** Own Survey results 2022

Results indicate that  $R^2 = 67.30\%$ , shows that 67.30% of the variance in Organizational citizenship behavior was explained by the six dimensions of the On-job and Off-job embeddedness, and Beta weights were also computed to assess the unique contributions of each independent variable of the study which are predictors of the dependent variable which is Organizational citizenship behavior (OCB).

**Table 4.11. ANOVA Analysis**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.687	6	15.544	76.754	.000 <sup>b</sup>
	Residual	68.086	226	0.204		
	Total	176.954	232			
<b>a. Dependent Variable: OCB</b>						
<b>b. Predictors: (Constant), CS, FC, FO, LC, LO, OS</b>						

**Source:** Own Survey results 2022

**Table 4.12. Regression Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig. (P-Value)
		B	Std. Error	Beta (β)		
<b>1</b>	(Constant)	0.363	0.179		2.030	0.043
	LO	0.120	0.057	0.117	2.095	0.037
	FO	0.106	0.052	0.102	2.039	0.042
	OS	0.025	0.078	0.023	0.323	0.547
	LC	0.165	0.061	0.189	2.734	0.007
	FC	0.122	0.052	0.113	2.337	0.020
	CS	0.201	0.053	0.172	3.771	0.000
<b>a. Dependent Variable: OCB</b>						

**Source:** Own Survey results 2022

The coefficient table indicates the significance level of each variable of the study and the Beta (β) value of the study which can be used to compare the each independent variable's influence level to the dependent variable which in this case the influence and or the effect of the six dimensions of job embeddedness that are classified into two towards Organizational Citizenship Behavior.

Accordingly, the significance level of the variables is depicted in **Table 4.12**. Besides the results show the existence of a significant relationship between the independent variables and the dependent variable except for Organizational related sacrifice which is the third dimension from the on-the-job embeddedness perspective. Therefore, concerning the Beta and significance level results the researcher acquired, the researcher computed the regression of the dependent variable which is OCB with the following accepted formula;

$$Y = \beta_0 + \beta_1LO + \beta_2FO + \beta_3OS + \beta_4LC + \beta_5FO + \beta_6CS + e$$

$$Y = 0.363 + 0.117LO + 0.102FO + 0.023OS + 0.159LC + 0.113FC + 0.192CS + e$$

Accordingly, with the on-the-job embeddedness and off-the-job embeddedness umbrella of the 6 (Six) dimensions of job embeddedness, the highest unique contributor or predictor to Organizational citizenship behavior (OCB) is established at both perspectives. Accordingly, with the regard to the first three dimensions that are incorporated in the On-the-job embeddedness perspective, Link to the Organization had the highest and first unique contribution to the prediction of OCB or is considered the major determinant factor from the On-the-job embeddedness dimensions of JE towards OCB with ( $\beta = 0.117$ ,  $p = 0.037$ ). Then Fit to the Organization had become the second-highest determinant factor variable or predictor from the On-the-job embeddedness dimensions towards OCB with ( $\beta = 0.102$ ,  $p = 0.042$ ). And as per the results of the multiple regression indicated in the above-illustrated tables, Organizational related sacrifice had the lowest effect on OCB but as the significance level is greater than 0.05, it is considered an insignificant variable.

Besides regarding the next three dimensions of Job embeddedness that are incorporated in the Off-the-job embeddedness perspective, Link to the Community had the highest and first unique contribution to the prediction of OCB and is considered the major determinant factor or predictor of the Off-the-job embeddedness dimensions of JE towards OCB with ( $\beta = 0.189$ ,  $p = 0.007$ ). Then again Community-related Sacrifice had the second-highest determinant factor variable or predictor from the Off-the-job embeddedness perspective towards OCB with ( $\beta = 0.172$ ,  $p = 0.000$ ). And as per the results of the multiple regression, Fit to the Community had the lowest determinant on OCB, but is also positively significant as the significance level is below 0.05.

#### 4.6. Discussion of the results

This study paper is constructed to examine the determinants of Organizational Citizenship Behavior (OCB), and also the relationship between job embeddedness with Organizational Citizenship Behavior (OCB). Consequently, under the umbrella of Job embeddedness, the six dimensions which are categorized into two have been pointed out and examined in their relationship with OCB by the researcher. Accordingly, this study has major two hypotheses, but these hypotheses have been further classified into a total concerning the adopted job embeddedness model that holds a total of six dimensions that are categorized into two.

Table 4.12 depicts the regression coefficients of beta value and significance level of the all independent variables of the study which helped the researcher to test the hypothesis of the study and the details of the is discussed in this section of the study.

##### **Hypothesis 1 Employees' On-the-job embeddedness has a positive relationship with Organizational Citizenship Behaviors (OCB)**

This hypothesis is an umbrella for the first three dimensions of job embeddedness, which are Link to the organization, Fit to the organization, and Organizational-related sacrifice respectively. Besides, similar and empirical studies show the positive and statistically significant relationship between on-the-job embeddedness and organizational citizenship behavior. In addition, Hypothesis 1a, 1b, and 1c predicted each of the first three dimensions of job embeddedness that are under the umbrella of On-the-Job embeddedness would be related to organizational citizenship behavior. In support of these hypotheses, the researcher had found the first two of the hypothesis which is H1a and H1b was significantly related to organizational citizenship behavior.

Consequently, the first sub-hypothesis of the study, which is Link to the organization takes the first lead and higher and stronger relationship with OCB with ( $\beta=0.117$ ,  $p=0.037$ ), this indicates that with a one-unit change in the independent variable which in this case Link to the organization, the dependent variable which is organizational citizenship behavior (OCB) will change by 0.117 units and as the significance value is below 0.05, the hypothesis is accepted.

Then H1b which is the second sub-hypothesis of the study, which is Fit to the organization takes the second lead and stronger relationship with OCB with ( $\beta=0.102$   $p=0.042$ ), this indicates that with a one-unit change in the independent variable which in this case Fit to the organization, the dependent variable which is organizational citizenship behavior (OCB) will change by 0.102 units and as the significance value is below 0.05, the hypothesis is accepted.

Finally, H1c, which is the third sub-hypothesis of the study, which is Organizational related sacrifice, takes the last rank in its relationship with OCB, and also as having a significant value above 0.05 the hypothesis is declined or unsupported by the researcher. So, concerning the study and test conducted Hypothesis 1 implies the positive relationship between On-the-Job embeddedness and Organizational citizenship behavior is partially accepted.

### **Hypothesis 2 Employees' Off-the-job embeddedness has a positive relationship with Organizational Citizenship Behaviors (OCB)**

This hypothesis is an umbrella for the second three dimensions of job embeddedness, which are Link to the Community, Fit to the Community, and Community-related sacrifice respectively. Besides, similar and empirical studies also show the positive and statistically significant relationship between Off-the-job embeddedness and organizational citizenship behavior. In addition, Hypothesis 2a, 2b, and 2c predicted each of the first three dimensions of job embeddedness that are under the umbrella of Off-the-Job embeddedness would be

related to organizational citizenship behavior. In support of these hypotheses, the researcher had found that the three dimensions of the Off-the-Job embeddedness that are set on hypotheses which are H2a, H1b, and H2c were significantly related to organizational citizenship behavior.

Consequently, the first sub-hypothesis of the study, which is Link to the Community takes the first lead and higher and stronger relationship with OCB with ( $\beta=0.189$ ,  $p=0.007$ ), thus, this indicates that a one-unit change in the independent variable which in this case Link to the Community, the dependent variable which is organizational citizenship behavior (OCB) will change by 0.189 units and as the significance value is below 0.05, the hypothesis is accepted.

Then H2c which is the Third sub-hypothesis of the study, which is Community-related sacrifice takes the second lead and stronger relationship with OCB with ( $\beta=0.172$   $p=0.000$ ), this indicates that with a one-unit change in the independent variable which in this case Community-related sacrifice, the dependent variable which is organizational citizenship behavior (OCB) will change by 0.172 units and as the significance value is below 0.05, the hypothesis is accepted.

Finally, H2b, which is the Second sub-hypothesis of the study, which is Fit to the Community, takes the last rank in its relationship with OCB but has a significant value below 0.05, so the hypothesis is also accepted by the researcher. So, concerning the study and test conducted Hypothesis 2 implies the positive relationship between Off-the-Job embeddedness and Organizational citizenship behavior is fully accepted and the summary of the hypothesis testing is illustrated in the given Table 4.13. below;

**Table 4.13. Summary of Hypothesis Testing**

Summary of Hypothesis Testing				
Hypothesis		Analysis	Findings	Decision
<b>H1</b>	<b>H1a:</b> Link to the Organization	Multiple Regression	Positive Significance	Accepted
	<b>H1b:</b> Fit to the Organization	Multiple Regression	Positive Significance	Accepted
	<b>H1c:</b> Organization-related sacrifice	Multiple Regression	Positive however insignificant	Declined
<b>H2</b>	<b>H2a:</b> Link to the Community	Multiple Regression	Positive Significance	Accepted
	<b>H2b:</b> Fit to the Community	Multiple Regression	Positive Significance	Accepted
	<b>H2c:</b> Community-related sacrifice	Multiple Regression	Positive Significance	Accepted

**Source:** Own Survey results 2022

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1. Introduction

The final section of the research study presents the summary of the findings the researcher had observed in its survey, the stipulated research objectives, and the tested hypothesis of the study. In addition to these, the researcher had drawn a conclusion based on the findings of the study and also provided recommendations to be considered by other researchers in their future work.

#### 5.2. Summary of Major Findings

As it has been clearly stated in the First chapter of the study paper, the general objective of the study is to examine the determinants of organizational citizenship behavior, which in this case the six dimensions of OCB (LO, FO, OS, LC, FC, and CS) that are categorized under the umbrella of On-the-Job embeddedness and Off-the-Job embeddedness as indicated in the conceptual framework of the study. So, concerning achieving the major and specific objectives of the study, and also addressing the corresponding research questions of the study, the researcher collected primary source of data from 233 sample respondents from a total population of 759 via a structured questionnaire. Formerly, these collected data are later analyzed using Statistical Package for the Social Sciences V.26 (SPSS V.26) with descriptive statistical analysis and inferential statistics, then interpreted the results accordingly.

The Descriptive statistics analysis comprises the statistical analysis of demographic characteristics of the respondents, the practicability extent of organizational citizenship behavior, and the statistical analysis of the variables of the study. Accordingly, the top-ranking descriptive analysis results of the demographic characteristics of the respondents' were Male (81.1%), Female (18.9%), Married (57.5%), Single (41.6%), 26 – to 30 years old (40.3), 31 – to 40 years old (38.2%), Bachelor's Degree (56.2%), Master's Degree (43.8%), 5 – 10 year service year at Coopbank (28.8%), and 0 – to 3 service year at Coopbank (23.2%). Besides, this indicates that the majority of the respondents were sole Male under a moderately young age group, and when looking at the educational background of the respondents, all of the respondents fall under the bachelor's degree and Master's degree, which indicates that the respondents have an appreciable educational status and the majority of them served the Bank for above 5 years.

The descriptive statistics analyzed the practicability extent of organizational citizenship behavior of the employees of Coopbank under the Head Office supervision, and the mean and standard deviation values have been computed. Accordingly, the overall average mean score value of OCB is 1.7867, and the average standard deviation score value is 1.12094, which indicates that the employees of the bank highly participate in organizational citizenship behaviors as they show their agreeableness according to the mean value and they have a narrow spread of data that show their close opinion regarding the stated variables of OCB.

The descriptive statistics also further analyzed the variables of the study which are the On-the-Job and Off-the-Job embeddedness, which are the umbrella of the six dimensions of job embeddedness. Accordingly, the overall average mean score value of the On-the-Job embeddedness becomes 3.857967, its average standard deviation becomes 0.843067, and the average mean score value of Off-the-Job embeddedness becomes 3.9428 and the average

standard deviation becomes 0.803533. Hence, these results of the variables of the study indicate that the employees of the bank show their agreeableness towards the on-job embeddedness variables, and also they have a close opinion towards the stated variables.

The researcher has also conducted inferential statistics analyses such as Correlation analysis and Regression analysis, to examine the relationship between the independent variables and the dependent variables of the study, and also to test the devised hypothesis of the study.

Thus, the correlation analysis indicates a significant correlation between all of the independent variables with the dependent variable of the study. Consequently, the researcher has conducted a multiple linear regression analysis to investigate each dimension of the independent variables and to determine the unique relationship and significance of the independent variables on the dependent variable.

Hence, the researcher initially conducted a test of assumptions like the normality test and multicollinearity test to examine the data distribution of the study and the redundancy with other variables. Therefore, after conducting the assumptions test and confirming the skewness and Kurtosis are under the acceptable range and after examining the unavailability of collinearity difficulty in the study, the researcher has conducted a multiple linear regression analysis and tested the hypothesis based on the results gathered from the computations made, accordingly the researcher has accepted and supported the five hypotheses of the study and declined to accept only one hypothesis which is organizational-related sacrifice.

### **5.3. Conclusion**

Organizational citizenship behavior (OCB) is a term that is used to describe the positive and constructive extra-role behavioral actions of employees that are not stated under the job description of the employees, nevertheless, employees tend to exhibit these positive work

behaviors of their free will and support and benefit the organization and their co-workers positively (Devasagayam, 2013, Farooqui, 2012, Polat, 2009, Chien, 2004, Hassan et al., 2016). Besides, a wide range of studies found and predict the determinants of OCB and testified their relationship in their studies. In line with this, in this study, the researcher undertook an appropriate scientific study with the objectives of examining the extent of OCB practicability and also examining the relationship between OCB and its determinant factors which are in this case On-the-Job embeddedness that comprises detailed variables like Link to the Organization, Fit to the Organization, and Organizational-related sacrifice and Off-the-Job embeddedness that comprises of detailed variables like Link to the Community, Fit to the Community, and Community-related sacrifice, as a result, based on the study conducted the conclusions have been drawn out of the research findings.

As a result, the researcher has conducted a correlation analysis to examine the relationship between the variables of the study and revealed that all coefficients of the independent variables which are Link to the Organization, Fit to the Organization, Organizational-related sacrifice, Link to the Community, Fit to the Community, and Community-related sacrifice was positively and strongly correlated with the dependent variable organizational citizenship behavior. Then, the researcher conducted a multiple regression analysis to verify the effect and unique contribution of the independent variables on the dependent variable of the study.

Therefore, based on the results of the study and the findings, one can conclude that concerning the On-the-Job embeddedness domain, when an employee has a high level of linkage to the organization and if he/she fits into the organization, he/she has a high tendency of practicing extra-role organizational citizenship behaviors (OCBs) and concerning the Off-the-Job embeddedness, when an employee also has a high level of linkage to the community, if he/she fits into the community, and if he/she incur a high level of sacrifice toward its

community, he/she has a high tendency of practicing extra-role organizational citizenship behaviors (OCBs).

#### 5.4. Recommendation

The researcher has forwarded the following recommendations based on the research findings of the study and from the drawn conclusion to improve the organizational citizenship behavior of the employees of Coopbank, so based on the study results and findings;

- ❖ Link to the organization takes the highest rank on determining or affecting employees towards practicing organizational citizenship behaviors from the On-the-Job embeddedness variables. Accordingly, to improve employees' linkage to the organization, Coopbank needs to improve its employee relation practices by creating an open dialogue with employees within their work center, communicating the bank's mission, vision, and new directions at an appropriate time, by making employees valued by providing an attractive benefits package and promoting work-life balance, and also by offering a career development opportunities and promotions.
- ❖ Fit to the organization takes the second rank on determining or affecting employees towards practicing organizational citizenship behaviors from the On-the-Job embeddedness variables. Accordingly, concerning improving employees' organizational fit, Coopbank needs to devise initiatives to engage and utilize the skills and talents of its employee efficiently and effectively, plus communicating the bank's mission, vision, and new directions will also play a vital role in improving the employees organizational fit.
- ❖ Link to the community and Community-related sacrifice takes the first and second rank on determining or affecting employees towards practicing organizational

citizenship behaviors from the Off-the-Job embeddedness variables. Accordingly, the bank needs to provide substantial benefits and loan services for its employees to own a house and improve their living standards and then increase their linkage to the community they live with.

### **5.5. Suggestions for Future Research**

The findings and the results of the study by nature provide a platform for a variety of future research and studies to be conducted, whereas the current study only gives focuses on employees of the bank who are working under the head office supervision, the researcher recommends future researches to be conducted at the organizational level. The researcher also recommends other researchers test other determinant factors on the same population to enhance the practicability of organizational citizenship behavior with the bank.

Furthermore, the researcher recommends examining the same research model of the study on other banks, other business sectors, governmental institutions, NGOs, and so forth will help for generalization purposes and also to use other models of study to further investigate the relationships between job embeddedness and organizational citizenship behavior.

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## Appendix

### ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

#### A questionnaire developed to be filled by employees

#### Dear Respondent,

The purpose of this questionnaire is to acquire ample information for the study titled “Determinants of Organizational Citizenship Behaviour in the case of the Cooperative Bank of Oromia employees under Head Office supervision”. The research study will be carried out by the student researcher (I **Fraol Teressa**) for the partial fulfillment to acquire a Master of Arts in Business Leadership from Addis Ababa University, School of Commerce.

The main objective of this study is to measure the Organizational Citizenship Behavior Level Scale of employees of Coopbank who are working under Head Office Supervision, and also to test the effect of job embeddedness on practicing citizenship behaviors. Accordingly, the questionnaire is expected to be completed within **10 – 15 Minutes** and for the successful completion of the study, your frank and honest responses are very crucial. Besides, note that the information you provide will be used for academic purposes and it will be TREATED WITH ABSOLUTE CONFIDENTIALITY.

Therefore, please feel free and respond either by putting a tick mark (√) for the close-ended items or by filling in an appropriate answer for the open-ended questions.

#### Part I. Background of the respondent

##### 1. Gender

Male

Female

##### 2. Age

18 – 25

41 – 60

26 – 30

61 and Above

31 – 40

##### 3. Marital Status

Single

Divorced

Married

Widow

##### 4. Educational Background

Diploma or Below

Master’s Degree

Bachelor’s Degree

Doctoral Degree (PHD)

##### 5. Number of Service Years at Coopbank often

0 – 3

5 – 10

3 – 5

Above 10 Years

##### 6. Do you own the house you live in?

Yes

No

## Part II. Organizational Citizenship Behavior (OCB)

Item		Circle your response				
<b>A</b>	<b>Altruism</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1	I Help others who have been absent.	1	2	3	4	5
2	I Help others who have heavy work loads.	1	2	3	4	5
3	I orient new people even though it is not required.	1	2	3	4	5
4	I willingly help others who have work related problems.	1	2	3	4	5
5	I am always ready to lend a helping hand to other people.	1	2	3	4	5
<b>B</b>	<b>Conscientiousness</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1	Attendance at work is above the norm.	1	2	3	4	5
2	I don't take extra breaks.	1	2	3	4	5
3	I obey the bank rules and regulations even when no one is watching.	1	2	3	4	5
4	I am one of the most conscientious employees.	1	2	3	4	5
5	I believes on giving an honest day's work for an honest day's pay.	1	2	3	4	5
<b>C</b>	<b>Sportsmanship</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1	I consume a lot of time complaining about small matters.	1	2	3	4	5
2	I always focuses on what's wrong, rather than the positive side.	1	2	3	4	5
3	I exaggerate minor things	1	2	3	4	5
4	I always find faults with what the organization is doing.	1	2	3	4	5
5	I cause problems to get attention	1	2	3	4	5
<b>D</b>	<b>Courtesy</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1	I take steps to try to prevent problems with other workers.	1	2	3	4	5
2	I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5
3	I don't abuse the rights of others.	1	2	3	4	5
4	I try to avoid creating problems for coworkers.	1	2	3	4	5
5	I consider the impact of actions on coworkers.	1	2	3	4	5
<b>E</b>	<b>Civic Virtue</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1	I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5
2	I attend functions that are not required, but help the company image.	1	2	3	4	5
3	I keeps alongside of changes in the organization.	1	2	3	4	5
4	I read and keeps up with organization announcements, memos, and so on.	1	2	3	4	5
Organ, Podsakoff, & MacKenzie, 2006						

### Part III. Job Embeddedness (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001)

#### 3.1. Link to the Community

Item		Circle your response				
Link to the Community		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The extent to which me and my family's roots in the community affect my linkage to the community (E.g. to become a part of the community where you live by <b>making friends</b> and <b>taking part in local activities</b> )	1	2	3	4	5
2	The house I live in affects my linkage to the community?	1	2	3	4	5
3	My marital status has an effect on my linkage to the community I live with.	1	2	3	4	5

#### 3.2. Link to the Organization

Item		Circle your response				
Link to the Organization - A		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The co-workers I averagely regularly interact with have an effect on my linkage to the organization.	1	2	3	4	5
2	The number of co-workers that are dependent on me affects my linkage to the organization.	1	2	3	4	5
3	The number of work teams I am involved with affects my linkage to the organization.	1	2	3	4	5
4	The number of committees I am involved with affects my linkage to the organization.	1	2	3	4	5
5	Holding a similar work position affects my linkage to the Organization.	1	2	3	4	5
6	The total years I serve within the same organization (Coopabank) affects my linkage to the Organization.	1	2	3	4	5
7	The total years I serve in the same industry (Banking Industry) current and past affect my linkage to the organization.	1	2	3	4	5

### 3.3. Fit to the Organization

Item		Circle your response				
Fit to Organization		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My job utilizes my skills and talents well.	1	2	3	4	5
2	I feel like I am a good match for this organization.	1	2	3	4	5
3	I feel personally valued by the name of the organization.	1	2	3	4	5
4	I like my work schedule (E.g. Fixed, Flexitime, or Shift, ).	1	2	3	4	5
5	I fit with my organization's culture.	1	2	3	4	5
6	I like the authority and responsibility I have at this company.	1	2	3	4	5
7	I can reach my professional goals, while working at Coopbank	1	2	3	4	5

### 3.4. Fit to the Community

Item		Circle your response				
Fit to community		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I love the place where I live.	1	2	3	4	5
2	The weather where I live is suitable for me.	1	2	3	4	5
3	The community I live in is a good match for me.	1	2	3	4	5
4	I think of the community where I live like home.	1	2	3	4	5
5	The area where I live offers the leisure activities that I like (E.g. Sports, Outdoors, Cultural, Arts).	1	2	3	4	5

### 3.5. Organization-related Sacrifice

Item		Circle your response				
Organization-related Sacrifice		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have a lot of freedom in this job to decide how to pursue my goals.	1	2	3	4	5
2	The perks (Like Recognition, Professional Development, Training, Exposure Visit, e.t.c.) on this job are outstanding.	1	2	3	4	5
3	I feel that people at work respect me well.	1	2	3	4	5
4	I would sacrifice a lot if I left this job.	1	2	3	4	5
5	My promotional opportunities are excellent and satisfying here.	1	2	3	4	5
6	I am well compensated for my level of performance.	1	2	3	4	5
7	The benefits I get here are good on this job.	1	2	3	4	5
8	I believe the prospects for continuing my employment with this company are good.	1	2	3	4	5

### 3.6. Community-related Sacrifice

Item		Circle your response				
Community-related Sacrifice		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Leaving the community I live in would be very hard.	1	2	3	4	5
2	People respect me a lot in my community.	1	2	3	4	5
3	My neighborhood is safe.	1	2	3	4	5

Thank You!