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Masters Extension

Department of Business Administration

**Effects of Organizational Citizenship Behavior on Organizational
Performance: The Case of Awash Bank, Addis Ababa District**

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Administration**

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Declarations

I, Lidya Berhanu, do hereby declare that this Thesis entitled “*Effects of Organizational Citizenship Behavior on Organizational Performance: The Case of Awash Bank, Addis Ababa District*” is my original work and that it has not been submitted partially or in full by any other person for an award of a degree in any other university/institution.

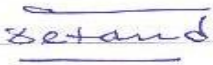
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Acronyms and Abbreviations

CSR= Corporate Social Responsibility

OCB= Organizational Citizenship Behavior

OJ= Organizational Justice

PC=Psychological Contract

SH= Share Company

SH=share company

Abstract

Organizational Citizenship Behavior is a set of behaviors that are not part of the formal requirements of a job, but helps the effectiveness of organizations. Despite this definition, employees often consider these behaviors optional and they cannot be officially recognized for organizations. The present study investigates the effect of Organizational Citizenship Behavior (OCB) on organizational performance, focusing on Awash Bank in Addis Ababa District. Employing an explanatory research design, a quantitative approach was used and data was collected from 150 bank workers using structured questionnaires designed in five points Likert scale. To analyse the data and address the research objectives, correlation and multiple linear regression analysis were employed.

The results reveal a strong positive correlation with coefficient score of 0.926, the correlation output tells us that the predictor variables included in the model have a statistically significant association with the dependent variable (organizational performance). Altruism emerges as a robust predictor ($B = .417, p < 0.001$), indicating the significance of employees' willingness to assist others in driving organizational success. Similarly, civic virtue exhibits a strong positive relationship ($B = 0.377, p < 0.001$), emphasizing the role of pro-social behaviors in enhancing organizational outcomes. However, the study also revealed that sincerity, conscientiousness, and courtesy do not exhibit a statistically significant effect on organizational performance, indicating that, while there may not be conclusive evidence of their direct impact, further investigation is

warranted to determine their potential contributions. Overall, this study contributes to the understanding of the link between organizational citizenship behaviour and performance and highlights the importance of various employees' traits in the context of the Bank. Based on the study's findings, Awash Bank should prioritize positive organizational citizenship behaviors such as altruism, integrity, civic virtue, and sportsmanship through training programs and recognition systems. Thus, managers should enhance effective nurturing of desired behaviors, and a balance should be struck between individual traits and organizational needs. Fostering a culture of positive Organizational Citizenship Behavior and investing in further research and development initiatives are also recommended to foster continuous improvement and innovation within the Bank.

Key Words: Organizational Citizenship Behavior, Organizational Performance, Awash Bank

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Every organization desires to be successful, this being true anyone's success mostly depends on one's organizational goals. Strategic objectives are used for the purpose of directing and facilitating activities of employees in order to achieve specific results. (Vijayalakshmi *et al.*, 2014). In the modern global business environment, a new kind of relations' paradigm between an organization and its manpower has been emerging, with the result of the fact that the latter can be considered as creation of competitive advantages. (Demirkiran *et al.*, 2016). This belief surrounding the practice of Organizational Citizenship Behavior (OCB) has led to the view that its lack implies the lack of active participation of employees of an organization in determining the success of the organization. (Vijayalakshmi *et al.*, 2014). Certainly, an organization is a deliberately formed social structure, made of two and more participants, aimed and working permanently to achieve a specific goal. (Robbins and Judge, 2013).

After a lot of attention by the management scientists to examine the behaviors of individuals, in the later 1960s this new area of study, organizational behavior, was developed resulting in increasing attempts made to classify the behaviors and fathom their causes. (Khalid *et al.*, 2015). Organizational citizenship behavior can be described as actions, beyond those expected in terms of formal role definition and which are within the individual's control, that promotes organizational goals and objectives and which do not fall within the scope of mandatory pressure or motivation systems. Today these behaviors' are a part of performance management and are evident in many areas of organizational activity. (Kakhaki and Gholipour, 2007; Jahanshahi *et al.*, 2011).

OCB is typically categorized into several dimensions, as identified by Organ (1988) and later expanded by other researchers: **Altruism**: Is voluntary actions aimed at helping specific individuals with organizationally relevant tasks., **Civic Virtue**: Participation in and concern about the organization's governance, such as attending meetings and staying informed about organizational issues. **Conscientiousness**: Going beyond minimum role requirements, such as adhering to rules and regulations even when not monitored. **Courtesy**: Preventive actions to help avoid work-related problems with others. **Sportsmanship**: Tolerating less-than-ideal circumstances without complaining.

Organizational behavior on the other hand prepares the managers with adequate information on how they can deal well with behaviors displayed by employees so as to enhance cooperation in realization of the goals of the organization. (Sofiah *et al.*, 2012). The concept was introduced by Dennis Organ in the early 1980s although concepts that relate to it have been presented in prior works by Chester Barnard, and Daniel Katz. Claire Barnett in his “functions of the executive” work done 1938 totally laid down the foundation for later work stressing more on cooperative behavior of the employees. In their book “The Social Psychology of Organizations,” published in 1966, Katz and Kahn also discussed other behaviors which were not specified in organizational charts as ‘expected and appropriate behaviors’, which they further described as ‘innovative and spontaneous.’

Organ (1988) described OCB in the following manner, ‘Organizational citizenship behaviour means voluntary individual behaviour in-charge of which are not incorporated as a component of the formal organizational reward system, yet, the behaviour in the of large advanced the smooth running of the organisation’. (Organ) formally defined OCB as discretionary behavior not explicitly recognized by formal reward systems but that promotes organizational functioning. Since then, research on OCB has explored various dimensions and their impacts on organizational outcomes. The dimension of OCB includes integrity, courtesy, sincerity, conscientiousness, sportsmanship, civic virtue, and altruism.

OCB (Organizational Citizenship Behavior) has been found to have enhanced importance across various domains of organizational operations. In banking, the rate at which customers remain loyal to the company’s products is one of the most critical performance indicators, and customer service is among the most essential tools to maximize on for that purpose. It is for this reason that frontline service employees have a critical role to play within this endeavor. (Begum, 2005).

The ethical Comprehensive reform process has been exerted over the last ten years in Ethiopia through the improvement and restructuring of the economic and financial sectors keen on the service areas of core competitiveness in the country and changing the functioning environment of the banks the financial companies. It has given them a chance to become one of the leading actors that affect the economy of the country and its further development. (Garedachew, 2010). Awash International Bank is among the largest private banks in Ethiopia established in 1995 with paid capital of 24.2 million ETB. As of now, the Bank has 4369 shareholders and capital of ETB 14.6 billion. It has over 875 branches across the country and has flourished over 29 years in a quickly evolving economy of the country. Started with the modest beginning and a visionary aim, awash bank marks the history of Ethiopia to exceed 9.8 billion birr profits which, in this regard, makes the Bank the first private bank in Ethiopia in the financial year of 2022/2023.

1.2. Statement of the Problem

The success of an organization relies not only on its employees fulfilling their primary tasks but also on their willingness to engage in additional efforts, such as cooperating, providing assistance, offering insights, actively participating, delivering additional services, and optimizing their work time effectively (Kernodle & Deborah, 2013). To attain heightened efficiency and profitability, banks must devise and execute strategies that embody the traits of organizational citizenship behavior (OCB), including sacrifice, dutifulness, respect, participation, loyalty, and tolerability among employees ((Nawaser et al., 2015). Consequently, examining the relationship between OCB characteristics and performance rates in bank branches becomes imperative, warranting thorough investigation and scholarly evaluation. Scholarly literature underscores the pivotal role of organizational citizenship behavior in enhancing employee performance within the organization and in serving clients (Podsakoff et al., 1997). Initially, new employees encounter certain challenges upon joining an organization; however, as they acclimate to the environment over time, experienced employees tend to exhibit OCB (Vijayalakshmi et al., 2014). OCB, characterized by discretionary behavior not formally recognized or rewarded within organizational structures, nonetheless proves indispensable for organizational success and effectiveness. It fosters teamwork, facilitates communication between superiors and subordinates, curtails attrition rates, and promotes employee retention (Greenberg and Colquite, 2005; Turnipseed, 2012; Vijayalakshmi et al., 2014).

Owing to its importance, OCBS has attracted a lot of enthralled and evidenced based interest for investigation and has emerged as one of the most well researched subjects in the Human Resource Management literature. (Organ and Paine, 2000; Podsakoff et al., 2009). In Ethiopia, various studies have sought to identify the factors influencing OCB (Beza, 2014; Asfaw, 2018). Some investigations have delved into the antecedents of OCB, including Organizational Justice (OJ), Corporate Social Responsibility (CSR), and Psychological Contract (PC). Notably, OJ, whether procedural, distributive, or interactional, exhibits a positive correlation with OCB (Fatima et al., 2011).

While studies in Ethiopia have explored the effects of OCB on organizational performance, particularly in the case of St. Mary University, using common dimensions of OCB such as Conscientiousness, Altruism, Civic virtue, Sportsmanship, and Courtesy (Meron, 2021), surprisingly, to the knowledge of the researcher, no research has investigated the effect of OCB on organizational performance in banking institutions, particularly at Awash Bank. In addition, the intriguing presence of controversial findings surrounding the link between OCB and organizational performance demands the keen attention of

researchers. Research suggests that this relationship might depend on factors like organizational context (e.g., highly competitive environments). In a study by Cropanzano and Mitchell (2005), excessive OCB in such settings was linked to employee burnout, ultimately hindering overall performance. Culture also plays a role. Studies show variations in how OCB manifests across cultures (Hofstede, 1980). In collectivistic cultures, like Ethiopia, OCB might be more focused on in-group support, while individualistic cultures might emphasize personal initiative.

Moreover, because of the complexity of the subject, clear cause-and-effect relationship between OCB and organizational performance might not be found. Therefore, to address this knowledge gap comprehensively, investigating OCB within the specific context of Ethiopian banking institutions is crucial.

In addition to OCB common dimensions mentioned above, the present study also integrates additional independent variables such as sincerity and integrity of employees. This broadens the present study's scope and depth of inquiry into the dynamics of organizational citizenship behavior and its implications for organizational success and effectiveness.

1.3. Research Questions

The major research question underlying this study revolves around explaining the effect of organizational citizenship behavior on the organizational performance. This investigation was further refined through the following specific questions.

- What is the effect of integrity of employees on organizational performance?
- What is the effect of courtesy of employees on organizational performance?
- What is the effect of sincerity of employees on the performance?
- What is the effect of conscientiousness of employees on performance of organization?
- What is the effect of civic virtue of employees on organizational performance?
- What is the effect of sportsmanship of employees on organizational performance?
- What is the effect of altruism of employees on organizational performance?

1.4. Objectives of the Study

The general objective of this study was to examine the effect of organizational citizenship behavior on the organizational performance with a focused analysis centered on Awash Bank as a demonstrative case study. The investigation was guided by the following specific objectives.

- To examine the effects of integrity of employees on organizational performance.
- To inspect the effect of courtesy of employees on performance organization
- To study the effect of sincerity of employees on performance of organization
- To measure the effect of conscientiousness of employees on organizational performance
- To examine the effect of civic virtue of employees on performance of organization
- To analyze the effect of sportsmanship of employees on organizational performance
- To inspect the effect of altruism of employees on organizational performance

1.5. Significance of the Study

The primary objective of this research was to investigate the influence of Organizational Citizenship Behavior (OCB) on the organizational performance within the Addis Ababa District of Awash Bank SC. At the end of this study, both Awash Bank and other organizations are believed to attain a deeper understanding of how OCB impacts organizational performance. Moreover, this study intended to bridge existing knowledge gaps and raise awareness among both the organization and its employees regarding the subject under investigation.

Furthermore, the study aims to facilitate Awash Bank in fostering conducive environment that nurtures employee satisfaction and motivation, thereby fostering high performance levels. Ultimately, this research is believed to inspire further exploration among scholars and researchers in the field.

1.6. Scope of the Study

The scope of this investigation was confined to investigate the effect of organizational citizenship behavior (OCB) on the performance Awash Bank SC, specifically within Addis Ababa District. Accordingly, the study was limited to Awash Bank SC and did not extend to encompass other banking entities across Ethiopia.

In order to make the study comprehensive, seven pivotal dimensions of OCB, comprising integrity, courtesy, sincerity, conscientiousness, sportsmanship, civic virtue, and altruism, which serve as independent variables, were scrutinized. Primary data was collected from a total of 150 employee participants taken from five branches of Awash Bank in Addis Ababa. The research mainly applied inferential statistical methodologies to refine insights from the collected data.

Unlike conventional approaches, this research emphasized the importance of non-financial performance indicators within the subject Awash Bank. Measurements related with customer satisfaction, service quality, innovation, and employee engagement were gauged to assess the performance of the bank.

1.7. Limitation of the Study

This study was not free of limitation. First, the study was conducted by taking only the case of one private bank. Hence, making generalization to other sectors may be difficult. The other limitation of the study is that the data analysis did not take into account the demographic characteristics of the respondents, such as “experience ” “branch” “position” and the like. Since the study aimed to provide insights into how OCB influence performance, the collected data was analyzed in aggregate. Therefore, the results may not reflect the specific characteristic of the population and should be interpreted with caution. The study also used cross-sectional data.

Despite the above limitations, the researcher has taken due care to minimized its effect on the valid nature of the finding and different tests like validity and reliability are conducted.

1.8. Definition of Terms

- A. **Organizational Citizenship Behavior (OCB):** Behaviors that include voluntary actions that promote the well-being of the organization and its members beyond what is formally required.
- B. **Integrity:** Is consistent alignment of one's actions, decisions, and behaviors with their principles, values, and ethical standards. It involves being truthful, honest, and transparent in all interactions and decisions within the organizational context.
- C. **Courtesy:** It involves showing respect, consideration, and politeness in interactions to minimize conflicts and maximize productivity.
- D. **Sincerity:** Sincerity reflects the authenticity and genuineness of an employee's expressions, actions, and intentions in both personal and professional contexts. It involves being true to oneself and others, maintaining transparency, and cultivating a sense of connectedness and trust in relationships.
- E. **Conscientiousness:** Refers to the extent to which individuals demonstrate diligence, reliability, and responsibility in fulfilling their job duties and obligations within the organization. It involves going above and beyond the minimum requirements to achieve optimal outcomes and uphold organizational standards.
- F. **Sportsmanship:** Sportsmanship entails maintaining a positive attitude and constructive character in the face of challenges, conflicts, and setbacks within the organizational setting. It involves gracefully accepting and managing unavoidable frustrations or irritations while fostering a supportive and collaborative work culture.

- G. **Civic Virtue:** Involves active participation and engagement in organizational activities, initiatives, and decision-making processes that contribute to the overall well-being and success of the organization. It reflects a genuine commitment to the organization's values, goals, and mission beyond individual interests.
- H. **Altruism:** Altruism refers to selfless acts of assistance, support, and cooperation towards colleagues and the organization without expecting immediate personal gain or recognition
- I. **Organizational Performance (OP):** It encompasses various non-financial qualitative indicators related to employee engagement, customer satisfaction, innovation capability, operational excellence, environmental responsibility, social impact, and stakeholder relations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This section of literature review aims to examine the existing research findings on the effect of OCB on organizational performance. Theoretical review such as concept of organizational citizenship behavior (OCB), dimensions of OCB, organizational performance, empirical review that has been previously studied in relation to the subject of investigation, and conceptual framework of the study are presented.

2.1. Theoretical Review

i. The Concept of Organizational Citizenship Behavior

Organizational citizenship behavior was first coined by Batman and Organ, in that early 1980 s. Originally, this research was based on the identification of those employees' duties and actions within an organization, however, these elements often remained unresolved. Although they had only been measured, at least to some extent, regarding job performance and was at times omitted outright, those behaviors were pivotal to boosting organizational utility. (Bienstock, 2003; Jahanshahi *et al.*, 2011; Eizi *et al.*, 2013; Tabatabei, 2015). Organizational initiatives refer to purposeful and deliberate behaviors by employees within the legal organizational practice that is intended to advance the organizational roles. (Sun, 2007).

Other ideas related to extra-role performance which include socialist behaviors, non-scripted behavior and contextual performance can be associated with the behavioral phenomenon under consideration that is OCBC. Although, organizational citizenship behavior has received relatively more attention than the other two concepts especially in the recent past decade and the early twenty first century and this has seemed to have sparked more attention to the studies relating to this subject. To elaborate, Organ in 1988 provided one of the most encompassing definitions for OCB.

Organizational citizenship behavior is defined as a set of actions that would not be expected or demanded of an employee in exchange for pay yet they are helpful for the productivity enhancement of work and organizations. Sometimes employees do not consider these behaviors as mandatory and may not report them officially. It is important to understand the meanings of OCB since this concept emphasizes the

improvement of the efficiency within an organization, which contributes to the supportive sociotechnical networks of the workplace setting. There are several factors that lend credence to the effectiveness of organizational citizenship behavior, these include increased level of productivity among managers, reduced pressure on a meager resource base and increased stimulation of the organizational climate to elicit increased morale. (Organ, 1988 and 1995).

Organ (1998) built upon the idea that OCBs exists in a range of ways including the relievers, those who are courteous, the sportsmen/women, the citizens, and the conscientious workers. The literature review has highlighted the positive relationship between OCBs and performance outcomes at the organisational level. (Podsakoff and MacKenzie, 1994, 1997; Podsakoff *et al.*, 2000). These behaviors have been found essential in service literature to attain outstanding performance returns. MacKensie, Podsakoff, and Praine (1999) stated different dimensions of OCB include: behaviors such as assisting other people at workplace and even performing beyond the written and/or expected standard of the job (helping behavior), bearing with conditions in the organizational environment without much complaining (sportsmanship) and participating actively in organizational activities apart from the required work (civic virtue).

ii. **Dimensions of Organizational Citizenship Behavior**

In the realm of organizational behavior, previous studies have extensively explored the dimensions of Organizational Citizenship Behavior (OCB) and their impact on organizational performance. The established dimensions—Conscientiousness, Altruism, Civic virtue, Sportsmanship, and Courtesy—have been the focal points of numerous investigations (Podsakoff et al., 2000). However, despite the comprehensive examination of these dimensions, a noticeable gap exists in the literature regarding the incorporation of additional dimensions such as sincerity and integrity. While previous studies have shed light on the positive effects of traditional OCB dimensions on organizational outcomes, the omission of sincerity and integrity neglects crucial aspects of employee behavior that can significantly influence organizational performance. Therefore, the inclusion of these dimensions in the present study aims to address this gap and provide a more detailed understanding of the relationship between OCB and organizational success.

Traditionally, research on OCB has primarily focused on observable behaviors such as helping coworkers, participating in voluntary activities, and adhering to organizational norms (Organ & Konovsky, 1989). While these behaviors undoubtedly contribute to organizational effectiveness, they may only capture a superficial layer of employee engagement and commitment. Sincerity and integrity, as additional dimensions proposed in the present study, delve deeper into the moral and ethical aspects of employee

conduct within the organizational context. By considering these dimensions, the present research endeavors to explore the authenticity and ethical foundation underlying employees' citizenship behaviors, which could offer valuable insights into their impact on organizational performance. The failure of previous studies to incorporate sincerity and integrity represents a limitation in comprehensively understanding the complexities of OCB and its implications for organizational success.

Moreover, the absence of sincerity and integrity in previous research on OCB raises questions about the completeness of existing models and frameworks. While the traditional dimensions provide valuable insights into employee behaviors that enhance organizational functioning, they may overlook critical attributes that underpin genuine organizational citizenship. Sincerity and integrity are fundamental to fostering trust, ethical conduct, and long-term organizational sustainability. By neglecting these dimensions, previous studies may have overlooked key determinants of organizational effectiveness and failed to capture the full spectrum of behaviors that contribute to superior performance. Consequently, the integration of sincerity and integrity into the present study aims to bridge this gap in the literature and contribute to a more comprehensive understanding of OCB and its impact on organizational outcomes.

In order to delve deeper into the dimensions of Organizational Citizenship Behavior (OCB), it is essential to understand the comprehensive framework that underpins employee engagement and commitment. The following seven dimensions— Integrity, Sincerity, Courtesy, Conscientiousness, Altruism, Sportsmanship, Civic virtue —form the basis of our investigation into the impact of OCB on organizational performance. Each dimension plays a distinct role in shaping employee behavior and organizational outcomes.

A) Integrity

In congruence with the aforesaid definition of integrity, it can be pointed out that the people with more integrity possess greater level of rationality, honesty, self-employment and fairness compared to those having less integrity. This assertion is valid because persons of honor seem to understand as a matter of fact, that acting in accordance with the principles of rationalism, integrity, and the likes is beneficial to their self-images and promotes their good and prosperity. (Rand, 1957, 1964). In this regard, Kellerman (2004) affirms that these employees do not embezzle organizational property, make improper decisions on personnel issues or tell or write untruths (about the organization, its missions or objectives). As pointed out by Kirkpatrick and Locke (1991), these employees are loyal, and their experience makes them extremely ideal for upper and subordinates' positions.

Locke (1997) asserts that there are three essential things an employer needs to know about a given job applicant: (1) does the individual have the relevant knowledge, skills, and abilities to do the job (or the capacity to learn these readily)? (2) Will the person exert the necessary effort? (3) Does the person have good character? "Good character" means, at least in part, that the individual has integrity. This is directly related to performance on the job. The level of ability impacting on productivity is the following: if the ability tends to remain invariable, the participants with high integrity level are more creative and productive compared to those ones with minor integrity levels. This is because a person of integrity understands that one has to be innovative and productive in life to achieve their cardinal goals, and this would be in their best interest. (Peikoff, 1991; Rand, 1943). Further, without integrity, ability and motivation are useless because the individual would use his or her skills and drive to deceive and evade rather than perform and produce, which would undermine the long-term effectiveness of both the employee and the organization.

In conclusion, there is evidence that supports the hypothesis that mechanical integrity correlates in a positive manner with mechanical performance when other variables, related to the performance, are controlled. Therefore, other factors being equal, it can be inferred that the organizations with more employees who possess strong integrity levels are fitter to sustain and thrive than firms with a smaller number of highly integrity employees.

B) Courtesy

About being courteous, I can say this covers all possible actions designed to help others avoid certain difficulties. Examples of such actions include attempting to spare other people from pain and discomfort that may be associated with some circumstances as well as informing the coworkers about certain important aspects on the schedule prior to its implementation.(Polat, 2009). Courtesy refers to —such actions as —touching base with fellow employees, whose work could be affected by one's decisions or commitments. Advance notice, reminders, passing along information, consultation, and briefing all suggest the intrinsic quality of courtesy.

Campbell Pickford, (2016) argues that courtesy behaviors (e.g., advance notice of non-routine demands) enable co-workers to efficiently order and distribute their efforts, thereby reducing the chance of wasting resources and experiencing anger or frustration. This type of behavior can be seen as intended to prevent chaos or conflict among employees and serving to maintain social order and group harmony. Since collectivists value social order (Chan, 1994; Schwartz, 1994), security (Arthaud-Day, 2012) and group harmony (Wang, 2013), it can be expected that they will be motivated to engage in courtesy behaviors in

order to prevent chaos or conflict from happening. Such courtesy behaviors could be encouraged more in a high power distance culture, which emphasizes authority (Lam, 1999) and conformity.

C) Sincerity

Trilling (1971), who defines sincerity as congruence between avowal and actual feeling,” and Erickson (1995), who frames sincerity as “a congruence between one’s outward appearance and the underlying reality of the self”. Using literary evidence as a guide, Trilling notes that interest in sincerity arose during the European Renaissance, predating popular discourse of authenticity by about 300 hundred years.

As Rousseau (1972) speculated, dissemblance (insincerity) was foreign to pre-lingual individuals, who freely did as their natures compelled them to without a strategic manipulation of their self-presentation. Sociological study of self-presentation and sincerity emerged in the work of Goffman (1959, 1963), who characterized sincere individuals as those “who believe in the impression fostered by their own performance” (1959 :). Goffman frames the self as almost entirely constructed through interaction, where sincerity is a derivative of performance rather than vice versa.

D) Conscientiousness

Conscientiousness implies a desire to do task well and take obligation to others seriously. Its behavior that aims to deliver performances that could over the company target or expectation. This dimension refers to kind of behavior that exceeding his /her main job descriptions as the employee. Castro et al (2009) define conscientiousness as —behavior that goes beyond the requirements established by the organization in the workplace. This is supported by (Swaminathan, 2013) who describe conscientiousness as —dedication to the job, which exceed formal requirements. Lo *et al* (2009) concludes that the behavior indicates that a particular individual is organized, accountable and hardworking. Examples such as, working before or after normal hours and volunteering to perform other tasks without expecting payment have been cited Ghosh *et al* (2012).

E. Civic virtue

The behavior that aims to express the good working attitudes such as taking the initiative in contributing the development of the working system or procedures, adapting with the changing within organization, preserving the company assets, etc. This dimension refers to the authority assigned to someone to increase the quality of his/ her job division performances. Civic virtue is characterized by behaviors that indicate an employee’s deep concerns and active interest in the life of the organization (Emami, 2012).

F) Sportsmanship

Sportsmanship defines as ethical, appropriate, polite and fair behavior while participating in the company. The behavior that aims to tolerate the non-ideal situation within the organization without giving any complains or rejections. The high level of this dimension will increase the positive working atmosphere among employees and will create conducive working environment. (Swaminathan, 2013) Define sportsmanship as —the behavior of warmly tolerating irritations that are an unavoidable part of nearly every organizational setting. This is in support of Organ (2010) who defined sportsmanship as —the employees“ goodwill in tolerating less than ideal circumstances, without complaining and making a federal case out of small potatoes.

G) Altruism

Altruism is the attitude of caring about others and doing acts that help them although you do not get anything by doing that acts. The behavior that aims to help the workmates to solve their problems within difficult situation faced both in terms of job responsibility cases and individual personal cases. Its ethical doctrine that claims individuals are morally obliged to benefit others. This dimension refers to kind of helping behavior that exceeding his / her responsibility as workmate. Kelly & Hoffman (2010) describe altruism as —volunteering to help colleagues in the performance of their tasks.

iii. Organizational Performance

Currently there are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance closely related to environmental factors. Didier Noyé (2002) believes that performance consists in "achieving the goals that were given to you in convergence of enterprise orientations". In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier Noyé considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another.

Michel Lebas (1995) characterizes the performance as future-oriented, designed to reflect particularities of each organization / individual/ and is based on a causal model linking components and products. He defines a "successful" business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. Thus, performance is dependent as much of capability and future. Unlike other authors, Michel Lebas noted the difference between "a performance", "performance" and "being performant". "A performance" is subject generally to a measured result, higher than that provided

for or arising from the previous results. "A performance" thus indicates always a positive connotation. "Performance" can be both positive and negative and relates to past results.

For Whooley (1996), performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere. According to the author, performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity.

2.2. Empirical Review

Several studies have investigated the relationship between Organizational Citizenship Behavior (OCB) and organizational performance. These studies shed light on the critical dynamics within workplaces. Magliocca and Christakis (2001) discovered that citizenship behaviors positively correlate with high performance, emphasizing that employees within high-performing units tend to exhibit more citizenship behaviors compared to those in lower-performing units (Sadeghi, 2016). Moreover, research conducted in fast food restaurants concluded that various citizenship behaviors are linked to indicators of organizational performance, indicating a significant relationship between them (Moorman, 1995).

Scholars such as Podsakoff (2000) have underscored the role of OCB in attracting and retaining qualified personnel, thereby enhancing organizational effectiveness (Winer, 2001). Organ's definition of OCB highlights its potential to improve overall organizational performance, with various scholars delineating its effects into seven areas, including efficiency enhancement, resource allocation, and talent retention (Podsakoff et al., 2000). Podsakoff et al (2000) extended his discussion by suggesting that OCB can augment an organization's social capital, further enriching its performance landscape.

In a study by Messersmith, Patel, and Lepak (2011) involving governmental offices in the UK, the researchers found that high-performance work systems positively influenced organizational performance, partly through the enhancement of citizenship-related behavior. Although the correlation coefficient between OCBs and performance was moderate, it still indicated a positive relationship between them (Rose, 2016).

Furthermore, Ozer (2011) examined the relationship between OCBs and performance, proposing that team member exchanges mediated this association. While his findings supported the mediating role of team member exchanges, they did not support the direct relationship between OCBs and performance.

Within the framework of empirical study, the effect of different OCB dimensions on organizational performance is delineated. Each effect highlights a distinct aspect of workplace dynamics and contributes to our understanding of how employee conduct shapes organizational success.

1. **Effect of Integrity on Organizational Performance:** Integrity among employees has a positive and direct effect on organizational performance. Integrity, synonymous with good character, correlates directly with job performance. Employees with higher integrity exhibit increased innovation and productivity, contributing to organizational success (Peikoff, 1991; Rand, 1943). The absence of integrity undermines individual and organizational effectiveness, emphasizing its critical role in organizational survival and prosperity.
2. **Effect of Courtesy on Organizational Performance:** Courtesy among employees has a positive and direct effect on organizational performance. Courtesy fosters positive employee-supervisor relationships and correlates strongly with job performance and organizational outcomes (Mohammad & Al-Mahasneh, 2015; Muchhal, 2014). Employees' commitment and productivity are bolstered by respectful and polite interactions.
3. **Effect of Sincerity on Organizational Performance:** Sincerity among employees has a positive and direct effect on organizational performance. Sincerity, characterized by honesty, transparency, and accountability, fosters trust and cohesion within organizations (Taheri et al., 2018). By upholding truthful communication and genuine intentions, employees contribute positively to organizational performance.
4. **Effect of Conscientiousness on Organizational Performance:** Conscientiousness among employees has a positive and direct effect on organizational performance. Highly conscientious individuals exhibit superior job performance, demonstrating diligence and thoroughness in their work (Digman, 1990; Klang & Andreas, 2012). Awareness and attention to detail serve as vital indicators of job proficiency and organizational success.
5. **Effect of Civic Virtue on Organizational Performance:** Civic virtue among employees has a positive and direct effect on organizational performance. Civic virtues, exemplified by pro-social behaviors and political support, enhance organizational performance and productivity (Graham & Dyne, 2006; Dinka, 2018). Employees embodying civic virtues contribute positively to organizational outcomes, transcending demographic boundaries.
6. **Effect of Sportsmanship on Organizational Performance:** Sportsmanship among employees has a positive and direct effect on organizational performance. Sportsmanship fosters an ethical work environment and cultivates a culture of collaboration and tolerance (Sahu & Pathardikar, 2013;

Meron, 2021). Maintaining positivity and resilience in the face of challenges contributes to a conducive work atmosphere and enhances organizational performance.

7. Effect of Altruism on Organizational Performance: Altruism among employees has a positive and direct effect on organizational performance. Altruistic behaviors, characterized by willingness to help others, foster employee satisfaction and organizational commitment (Singh, 2018; Pilar Ficapalcsú & Torrent-Sellens, 2020). Promoting altruism aligns with strategic HRM goals and bolsters an organization's competitive advantage.

In general, the empirical review explains the intricate relationship between Organizational Citizenship Behavior (OCB) and organizational performance which underscore the pivotal role of positive workplace behaviors in driving organizational success.

2.3. Hypothetical Establishment of the Study

H1: Integrity has positive and significant effect on organizational performance

H2: Courtesy has positive and significant effect on organizational performance

H3: Sincerity has positive and significant effect on organizational performance

H4: Conscientiousness has positive and significant effect on organizational performance

H5: Civic virtue has positive and significant effect on organizational performance

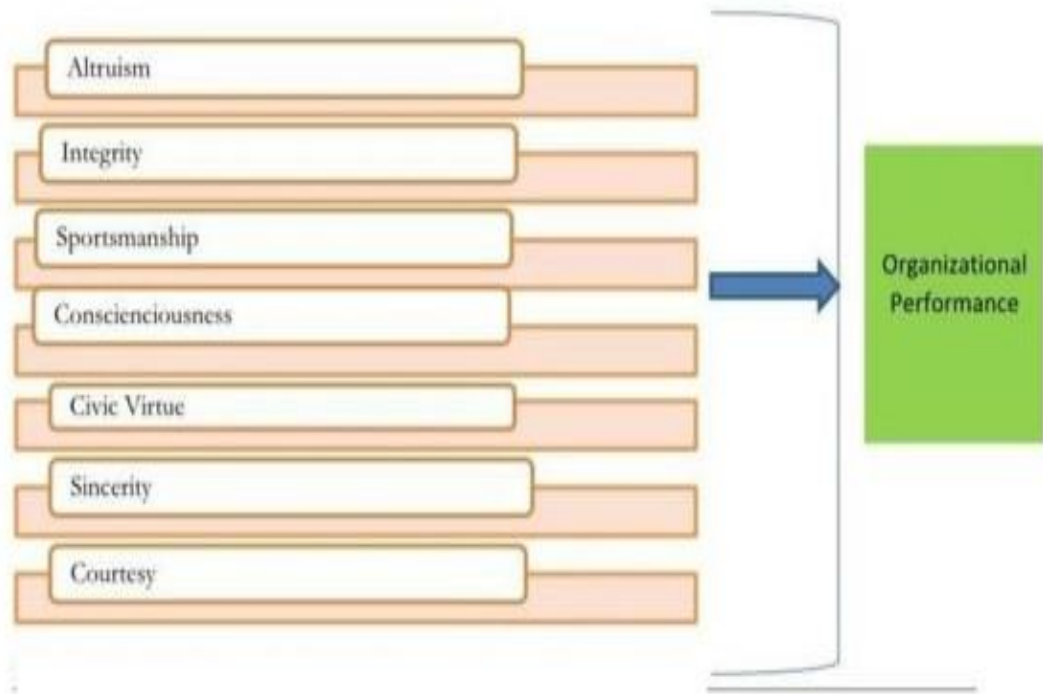
H6: Sportsmanship has positive and significant effect on organizational performance

H7: Altruism has positive and significant effect on organizational performance

2.4. Conceptual Framework

Conceptual framework is crucial process, which is useful to show the direction and general framework of the study. In this study, organizational citizenship behavior is considered as independent variable and organization performance is dependent variable.

Figure 2.1: Conceptual Framework



Source: (Adapted from: Organ, 1998 & Kirkpatrick and Locke, 1991 and Polat, 2009)

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This section of the literature review is dedicated to investigating the impact of organizational citizenship behavior (OCB) on organizational performance. It delves into the breadth of research exploring various OCB dimensions and their correlation with performance. The section presents theoretical and empirical review of the subject that the researcher was interested to investigate.

3.1. Research Design

Making a crucial decision in the research process involves selecting the appropriate research design, which dictates how relevant information will be gathered for the study. This decision is multifaceted, encompassing various interconnected factors. Research designs are typically classified into three main categories: exploratory, descriptive, and explanatory (Kothari, 2004). In this study, explanatory research design was primarily employed to ensure a comprehensive understanding of the research objectives and demographic characteristics of respondents was described in descriptive manner.

3.2. Research Approach

There are three commonly implemented approaches in conducting a research; these are quantitative, qualitative and mixed, where one of them is not better than the others. All of these depend on how the researcher wants to do a research of study (Creswell, 2005). For this study, quantitative research approach was used. Quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, and collects numeric data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner (Creswell, 2005). Variables can be defined as attributes or characteristics of individuals, groups, or sub-groups of individuals (Creswell, 2009). Quantitative method is a study involving analysis of data and information that are descriptive in nature and quantified (Sekaran, 2003). Quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest (Creswell, 2009).

3.3. Target Population and Sampling Design

The first step in selecting samples is to clearly define the universe or population of the study. Population refers to the entire group of individuals, objects, or events that share some common characteristics and are of interest to the researcher to draw conclusions about (Neuman, 2014). This group represents the entire universe or total number of cases that meet the criteria for inclusion in the study.

The present study aimed at examining the effect of OCB on organizational performance in the case of Awash Bank Addis Ababa District.

Taking into account geographical proximity and the researcher's overall capacity to reach out them, five branches out of 125 of Awash Bank in Addis Ababa were purposively selected. Selection criteria such as branch size, service volume, and historical performance were also considered. The participating branches were chosen based on data provided by the bank and include the Head Office, Finfinie, Addis Ketema, Gofa, and Legehar Branch.

3.3.1. Target Population

According to Fraenkel and Warren (2002), population refers to the complete set of individuals (subjects or events) having common characteristics in which the researcher is interested. The population is the larger pool from which sampling elements are drawn and to which findings can be generalized. The population encompasses all the elements that make up the unit of analysis (Terre-Blanche et al., 2006). For this study, the target population was the employees of the selected branches of Awash Bank at Addis Ababa District. The total number of employees at the selected branches with their respective working positions is presented in the following table.

As presented in table 3.1 below, there were a total of 215 employees working under different positions of Awash Bank.

Table3.1. Total number of employees in the selected branches of Awash Bank

| SN | Position | N of Employees per Branch | | | | |
|----|------------------------------------|---------------------------|----------|--------------|------|---------|
| | | Head Office | Finfinie | Addis ketema | Gofa | Legehar |
| 1 | Manager | 1 | 1 | 1 | 1 | 1 |
| 2 | CSM (customer service manager) | 1 | 2 | 1 | 1 | 1 |
| 3 | BDM (Business development manager) | 1 | 1 | 1 | 1 | 1 |
| 4 | Operational manager | 1 | 1 | 1 | 1 | 1 |
| 5 | Accountant | 3 | 2 | 2 | 1 | 1 |

| | | | | | | |
|----|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| 6 | Auditor | 8 | 4 | 4 | 3 | 3 |
| 7 | Loan officer | 6 | 4 | 3 | 3 | 2 |
| 8 | Relationship officer (RO) | 5 | 3 | 3 | 3 | 3 |
| 9 | CSO (customer service officer) | 10 | 8 | 6 | 4 | 4 |
| 10 | Digital channel | 6 | 3 | 3 | 2 | 2 |
| 11 | Cashier | 3 | 2 | 3 | 2 | 1 |
| 12 | Cash boy | 4 | 2 | 3 | 2 | 2 |
| 13 | Non-clerical | 18 | 12 | 11 | 8 | 7 |
| | Total | 67 | 45 | 42 | 32 | 29 |

Source: Awash Bank Human Resource Directorate (2023)

3.3.2. Participants of the Study (Sample)

In this investigation, all workers (159), with the exception of the 56 non-clerical employees (215-56=159), were included in the study. *Non-clerical employees encompass those engaged in security, cleaning, and related roles, thus their exclusion is warranted due to their limited direct impact on organizational performance. Therefore, the researcher suggested that their perception may not be valid for the objective of the present study.*

Determining the sample size involves consideration of the total population, which in this case amounted to 159 legitimate individuals. Given the manageable population size, a census survey method was employed wherein data was collected from all employees, as presented in Table 3.2. The utilization of a census survey method diminishes concerns regarding accuracy (Parker, 2011).

While a census approach provided a comprehensive snapshot of the entire population, it is important to acknowledge its certain limitations. Despite the efforts to ensure high response rates, non-response bias may still exist, potentially affecting the generalizability of the findings (Lehor, 2020). However, steps were taken to encourage participation and minimize non-responses by regular phone communication and reminders to employees. Utilizing a census survey reduces the concern of accuracy (Parker, 2011). Accordingly, the response rate was **94%**.

Table 3. 2 Sampled population of respondents from each branches

| SN | Position | N of Employees per Branch | | | | |
|----|----------|---------------------------|----------|--------------|------|---------|
| | | Head Office | Finfinie | Addis ketema | Gofa | Legehar |
| | | | | | | |

| | | | | | | |
|----|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| 1 | Manager | 1 | 1 | 1 | 1 | 1 |
| 2 | CSM (customer service manager) | 1 | 2 | 1 | 1 | 1 |
| 3 | BDM (Business development manager) | 1 | 1 | 1 | 1 | 1 |
| 4 | Operational manager | 1 | 1 | 1 | 1 | 1 |
| 5 | Accountant | 3 | 2 | 2 | 1 | 1 |
| 6 | Auditor | 8 | 4 | 4 | 3 | 3 |
| 7 | Loan officer | 6 | 4 | 3 | 3 | 2 |
| 8 | Relationship officer (RO) | 5 | 3 | 3 | 3 | 3 |
| 9 | CSO (customer service officer) | 10 | 8 | 6 | 4 | 4 |
| 10 | Digital channel | 6 | 3 | 3 | 2 | 2 |
| 11 | Cashier | 3 | 2 | 3 | 2 | 1 |
| 12 | Cash boy | 4 | 2 | 3 | 2 | 2 |
| | Total | 49 | 33 | 31 | 24 | 22 |

Source: Awash Bank Human Resource Directorate

3.4. Data type and Collection Method

3.4.1. Data Types

The type of data used for this study was primary data. Data is said to be primary if it is collected for a determinable purpose (Leed and Ormrod, 2005). It refers to data that is collected directly from original sources. The primary data to gathered in this study include the demographic characteristics of respondents (age, sex, marital and educational status, experience), and the level of understanding to organizational citizenship behavior and performance. The sources of primary data were employees participated in the study.

3.4.2. Methods of Data Collection

As indicated above, for this study, the researcher collected primary data type. The type of questionnaire that was applied in the present study was fixed alternative structured questionnaires designed in five points Likert rating scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire comprised 56 statements was listed in seven OCB dimensions and organizational non-financial performance indicators as per Podsakoff *et al* (2000), Shanker & Tambe (2014) and Organ (1997). Non-financial performance indicators were adapted from a variety of sources such Esman (2020) and Ahmad and Zabri (2016).

The higher score implies that respondents agreed to the statement as statements were positive statements towards the variable it intended to measure. The questionnaire was prepared comprising three parts. Part one was about respondents demographic data, part two provided statements used to measure OCB and part three provided statements measuring the extent of organizational non-financial performance. The statements applied to the study were adopted from freely accessible online sources.

3.5. Reliability and Validity

Before conducting the survey, the researcher conducted a pilot test to measure the reliability and validity of the questionnaire. To obtain acceptable and accurate response from each question in the questionnaire, the questionnaire was reviewed, commented, and rechecked after the pilot survey. In doing that some lengthy expressions in the questionnaire was made precisely written.

3.5.1. Reliability

The measuring instrument that was used in this study was not prepared simply by the random assumption of the researcher. Even though the instruments were already proved valid and widely used by other researchers, the validity and reliability which are important characteristics of good measurement were re-checked. Reliability is the consistency of measurement over time (test-retest), across items (internal consistency) and across different researchers (inter-raters reliability (Price et al 2015). On the other hand, validity refers to the extent to which the measurements represent the variable they intend to measure. When a measurement has good reliability, the researcher should be more confident that the score represent what they are supposed to measure (valid) (Leary & Hoyle, 2009).

The researcher made extensive literature review to find out the best valid measuring instruments and received approving comments from her advisor before distributing it to respondents. The internal consistency (reliability) of the instruments was checked by *Cronbach's Alpha* reliability test using SPSS version 23 package. Cronbach alpha is the most commonly used testing method. It was applied to measure internal consistency of items based on the given dimensions in the questionnaire. Regarding the meaning of the value of Alpha, the higher the coefficient value, the better is the measuring instrument (Leary & Hoyle, 2009). If the Alpha value is close to one, the reliability is high. The acceptable Cronbach Alpha value (cut-off value) is **0.7** and alpha value of **0.894** was found in the present study.

3.5.2. Validity

Validity refers to the extent to which a test measures what the researcher actually wishes to measure (Kothari, 2004). In order to verify and achieve validity of the instrument of the study, the researcher used

face and content validity of the questionnaires. This type of validity is one that is implemented by presenting the instrument for professionals in the field to get their suggestions and comments. To do so, the instrument was submitted to my advisor and colleagues. Accordingly, the instrument was approved by him to be applied for collecting data. Moreover, experts' opinion of other researchers were considered. In addition to that, to assess the clarity and usability of the instrument, a pilot test was conducted. Ten questionnaires were distributed to obtain feedback from a small group. While a larger sample size can be beneficial for pilot testing, ten participants are still considered adequate to identify potential issues with the instrument, such as unclear wording or response bias, in the early stages (Hertzog, 2008).

3.6. Data Analysis

After the data was collected from primary sources, it was appropriately checked, coded and manually entered into computer. Following that, the data was analyzed by using SPSS version 23 software as descriptive for respondents profile and explanatory for the research objective. The descriptive part was analyzed by employing tables, frequencies, and percentage to illustrate respondents' profile. On the other hand, the study's explanatory portion was assessed by using Pearson's correlation coefficients and multiple linear regression analyses. Correlation forms the major analysis here, which was used to determine the extent of relationship between OCB and OP.

Furthermore, to assess the relationship between OCB and Org. performance the multiple regression analysis with the dependent variable was conducted. Seven dimensions of OCB traits were regressed against organizational performance where each of OCB trait dimensions constituted independent variable while organizational performance was the dependent variable. In line with the analysis, the multiple linear regression results sought to find out if the independent variables had the intended effect on the dependent variable (performance). The model is expressed as below.

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \beta_7x_7 + \varepsilon$$

Where:

- Y= organizational performance (dependent variable)
- X1= Integrity behavior
- X2 = Courtesy behavior
- X3 = Sincerity behavior

- X_4 = Conscientiousness behavior
- X_5 = Civic virtue behavior
- X_6 = Sportsmanship behavior
- X_7 = Altruism behavior
- β_0 = Constant term (intercept)
- $\beta_1 - \beta_6$ are regression coefficients
- ε = error term

3.7. Ethical Consideration

According to Resnik (2020), many of the ethical norms help to ensure that researchers can be held accountable to the public and the academic institutions. Therefore, the researcher took this into account and aware that she will be responsible to keep the interests of all participants to involved in the study. Participants were asked their consent to participate in the study. In addition, anonymity of individuals who participated in filling of the questionnaires was given special focus throughout the study. Information collected from respondents will be/was/ kept confidential and will not be used for any other purposes than for the academic purpose. More importantly, the researcher strictly followed the procedures established by Addis Ababa University to conduct a study of such kind- including having legal letter of cooperation to the Bank under the study.

CHAPTER FOUR

RESEARCH RESULT AND DISCUSSION

Introduction

In the previous chapters, the researcher undertook significant tasks including conceptualizing the research, delineating the research approach, design, and methodology, formulating a suitable questionnaire, conducting validity tests, and gathering data for analysis. In this chapter, the focus shifts to evaluating the properties, characteristics, and quality of the collected data for analysis. Accordingly, Chapter Four addresses issues such as response rate, demographic characteristics of respondents, measurement evaluation, and preliminary steps in quantitative data analysis such as accuracy of the data for variables, hypothesis testing, correlation and linear regression result and its interpretation are presented.

4.1 Response Rate

Table 4.1. Response Rate

| Distributed | | Returned | | Unreturned | |
|-------------|-----|----------|-----|------------|---|
| N | % | N | % | N | % |
| 159 | 100 | 150 | 94% | 9 | 6 |

Source: Own Survey (2024)

As shown in table 4.1 above, among the 159 employees to whom survey questionnaires were distributed, 150 completed questionnaires were returned, demonstrating a strong response rate of 94% i.e. $(150/159) \times 100 = 94\%$. The high response rate obtained in this study holds significant implications for the rigor and reliability of the research methodology employed. The utilization of a census method for data collection across all five branches of Awash Bank underscores the comprehensive nature of the sampling approach which ensure representation from the entire target population of employees within the Bank. Moreover, the advantage of participants being concentrated in one area, as they are all employees of the bank, facilitates efficient data collection and minimizes logistical challenges associated with reaching dispersed population

4.2 Demographic Characteristics of Respondents

Respondents' demographic characteristics refer to the socio-economic and personal attributes of the respondents. These characteristics provide information about the background and profile of the individuals participating in the study. Although they are typically used to analyse and understand the variations in responses based on different demographic groups, incorporation of demographic variables in this study is to ensure a comprehensive understanding of the sample characteristics. The table below shows the aggregate profile data of respondents participated in the present study.

Table 4.2. Demographic Characteristics of Respondents

| Profile Data | Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|----------------|-----------|---------|---------------|--------------------|
| Work Location | Head Office | 47 | 31.33 | 31.33 | 31.33 |
| | Finfinnee | 32 | 21.33 | 21.33 | 52.66 |
| | Addis Ketema | 30 | 20 | 20 | 72.66 |
| | Gofa | 20 | 13.33 | 13.33 | 86 |
| | Legehar | 21 | 14.0 | 14.0 | 100 |
| | Total | 150 | 100 | 100 | |
| Gender | Male | 84 | 56 | 56 | 56 |
| | Female | 66 | 44 | 44 | 100 |
| | Total | 150 | 100.0 | 100 | |
| Age Group | Below 25 years | 22 | 14.7 | 14.7 | 14.7 |
| | 25-35 years | 83 | 55.3 | 55.3 | 70.0 |
| | 36-45 years | 35 | 23.3 | 23.3 | 93.3 |
| | Above 45 years | 10 | 6.7 | 6.7 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |
| Marital Status | Married | 80 | 53.3 | 53.3 | 53.3 |
| | Single | 70 | 46.7 | 46.7 | 100.0 |

| | | | | | |
|------------------------|-------------------|-----|-------|-------|-------|
| | Total | 150 | 100.0 | 100.0 | |
| Educational Background | Bachelor Degree | 105 | 70.0 | 70.0 | 70.0 |
| | Master's Degree | 45 | 30.0 | 30.0 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |
| Work Experience | Less than 5 Years | 69 | 46.0 | 46.0 | 46.0 |
| | 5-10 Years | 54 | 36.0 | 36.0 | 82.0 |
| | 11-16 Years | 19 | 12.7 | 12.7 | 94.7 |
| | Above 16 Years | 8 | 5.3 | 5.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Source: Own Survey (2024)

As the above table presents, the demographic characteristics of respondents offer a detailed portrayal of the samples participated in the study. Work location distribution reveals that 31.33% of respondents were from the Head Office, with Finfinnee, Addis Ketema, Gofa, and Legehar representing 21.33%, 20%, 13.33%, and 14% respectively. Regarding gender distribution, the group consists of 56% males and 44% females. In this particular dataset, there are 84 male respondents and 66 female respondents, making up 56% and 44% of the total sample respectively. The percentage difference between male and female respondents is not substantial, which suggests that the research sample has been reasonably well-distributed in terms of gender representation.

Age distribution indicates a plurality within the 25-35 years bracket (55.3%), followed by 23.3% in the 36-45 years range, with a smaller portion aged above 45 years (6.7%). Marital status depicts a nearly equal split between married (53.3%) and single (46.7%) respondents.

While the questionnaire included options for divorced and widowed respondents, none were identified among participants. This absence may signify underlying cultural sensitivities or social stigmas associated with disclosing marital status, prompting the need for deeper exploration into societal attitudes and perceptions. Educational background highlights a dominance of Bachelor's Degree holders (70%), with the remaining 30% possessing Master's Degrees. The distribution of work experience describes 46% of respondents having less than 5 years of experience, followed by 36% in the 5-10 years range, 12.7% in the 11-16 years bracket, and a minority (5.3%) with over 16 years of experience.

4.3. Scale Evaluation

While the researcher attempted to develop an appropriate scale to measure the identified research questions, error in measurement can be occurred due to various reasons. Hence, to avoid such errors and control the research process, the researcher tried to assess the measurement/scale/ on the following tests.

4.3.1. Pilot Testing

On the basis of the available budget and timeframe of the researcher, she distributed 10 questionnaires for 10 individuals used as a pre-test which helped to identify and eliminate potential problems in the questionnaires. Ten questionnaires were distributed to obtain feedback from a small group. While a larger sample size can be beneficial for pilot testing, ten participants are still considered adequate to identify potential issues with the instrument, such as unclear wording or response bias, in the early stages (Hertzog, 2008).

During pilot testing, the following points were taken into considerations: The sample respondents selected for the pilot test were similar to those who were included in the actual survey and factors such as clarity of instructions, ease of completion, and any wording issues encountered during data collection were carefully monitored. This helped ensure that the questionnaire could be effectively administered in the main survey without hindrance or confusion of participants. However, no potential problem was found in the questionnaire and no improvement on was made on it.

4.3.2. Validity Test

As highlighted in chapter three, validity is often defined as the extent to which an instrument measures what it intends to measure. A perfectly valid scale doesn't have measurement error (Kothari, 2004). Before a proposed model can be used in hypothesis testing, the validity of its measurement model must be checked. There are different kinds of statistical validities that are relevant to research.

Validity can be categorized in to two broad components namely; internal and external validity. Internal validity refers to how accurately the measures obtained from the research was actually quantifying what it was designed to measure and external validity refers to how accurately the measures obtained from the study sample described the reference population from which the study sample was drawn. In this regard, as indicated in chapter three of this paper, the internal validity of the instrument was checked in terms of its face and content relevance. Accordingly, the researcher accepted comments from her advisor, colleagues and friends about the acceptability of the items included in the questionnaire. Face validity considers how suitable the content of the scale seems to be on the surface. It is similar to content validity,

but face validity is more informal subjective assessment (Kothari, 2004). Content validity, on the other hand, refers to the content of the scale. It involves a subjective judgement but it is systematic evaluation of all relevant parts of the subject it aims to measure whether some aspects are missing from the measurement or irrelevant aspects are included.

4.3.3. Reliability Test

reliability refers to the level of consistency that our methods of data collection or analysis, instruments, or techniques bring when making similar measurement. In this case it is important to note that when selecting the scales to be used in the research, they should as much as possible reflect reliability. Heyden also reveals that Cronbach’s alpha coefficient is used more than any other measure for the internal consistency evidence. The Cronbach Alpha coefficient of a scale should subsequently be higher than the necessary and ideal value of 0. 7 to ensure reliability. (Creswell, 2009).

As shown in the following tables (table 4.3 and table 4.4), in order to ensure the internal consistency of the measurement scales used in this study, Cronbach's alpha coefficients were computed for the seven independent variables with their total, each comprising seven items, as well as for the dependent variable each consisting of seven items as well and its total.

Table 4.3. Reliability Statistics for IDV

| Cronbach’s Alpha | N of Items |
|------------------|------------|
| 0.894 | 56 |

Source: Own Survey (2024)

The results in the table indicates robust internal reliability across all items and variables, with Cronbach's alpha coefficient of **0.894** which exceeding the commonly accepted threshold of **0.70**. The finding provides confidence in the reliability of the instruments employed in capturing the latent constructs under investigation, laying a solid foundation for the subsequent analyses and interpretations of the study's results. The internal consistency (reliability) for items designed to measure the independent variable (organizational performance) is also shown below in the table.

Table 4.4. Reliability Statistics for DV

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.774 | 8 |

Source: Own Survey

In table 4.4 above, the Cronbach's Alpha value is reported as 0.774, indicating a moderate internal consistency among the items in the scale. The alpha coefficient suggests that the items are reasonably reliable in measuring the construct of organizational performance.

4.3.4. Test of Multiple Linear Regression Assumption

To apply multiple linear regression model, there are commonly used assumption tests which are pre-requisite to select a specific and appropriate data analysis technique. These assumptions include linearity, independence (autocorrelation), homoscedasticity, normality and no multicollinearity.

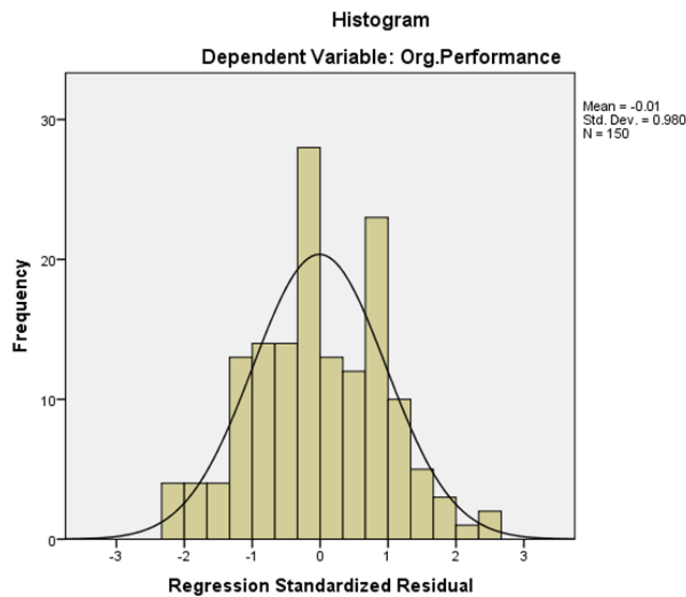
1. **Linearity:** The relationship between the independent variables and the dependent variable should be linear. This means that changes in the independent variables correspond to changes in the dependent variable in a constant ratio.
2. **Independence (No Autocorrelation):** The observations (respondents) are independent of each other. In other words, the value of one observation should not be influenced by another observation.
3. **Homoscedasticity:** Also known as constant variance states that the variance of the residuals (the differences between the observed and predicted values) is constant across all levels of the independent variables. In simpler terms, the spread of the residuals (errors) should be consistent as you move along the range of predicted values.
4. **Normality of residuals:** The residuals (the differences between observed and predicted values) should be normally distributed. This implies that the errors are randomly distributed and do not follow any pattern.
5. **No multicollinearity:** There should be no multicollinearity among the independent variables, meaning that they are not too highly correlated with each other. Multicollinearity can make it difficult to assess the effect of each independent variable on the dependent variable independently.

A researcher is expected to do these tests because it is important to use suitable analysis methods if his data passes assumptions that are required for these analysis methods and to obtain a valid result. The result of the assumptions tests looks the following

A. Normality Distribution Test

The error terms, also known as residuals, represent the disparity between the actual and predicted values of the dependent variable within a model. These discrepancies are assumed to be random and adhere to a normal distribution centred on a mean of zero (Field, 2009). In essence, if we were to draw a vertical line through the distribution, it would exhibit symmetry on both sides, reflecting the properties of a normal distribution characterised by a bell-shaped curve. To verify the normality of the distribution, it is customary to employ methods such as histogram analysis and normal probability plots, as demonstrated below.

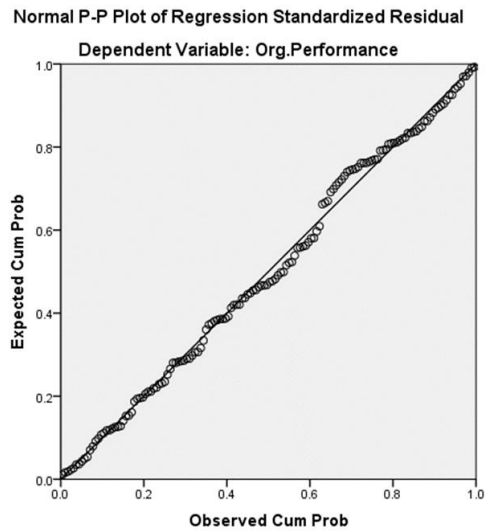
Figure 4. 1: Histogram of Normally Distribution of Error



Source: Own computation using SPSS software (2024)

As clearly portrayed in the histogram above, the distribution shows a bell-shaped curve and if one can simply view the vertical line stands at 0, the right- and left- hand sides of the curve looks like equal. Normal probability plot as shown below also shows the same result.

Figure 4. 1: Normal P-P plot of Regression Standardized Residual



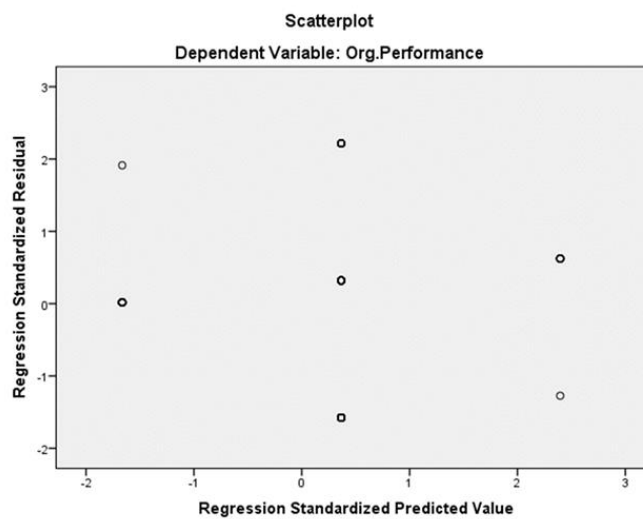
Source: Own computation using SPSS software (2024)

In the plot above, the straight line signifies a perfect normal distribution, while the individual points depict the observed residuals. Thus, in an ideal scenario of complete normality, all points would precisely align with the line. In the present plot, despite slight deviations, the points closely adhere to the line. Consequently, both the histogram and P-P plot affirm the fulfilment of the normality assumptions in this analysis.

B. Linearity and Homoscedasticity Test

The linearity of the data is shown in the scatterplot below

Figure 4. 2: scatter plot of variables



Source: Own computation using SPSS software (2024)

According to Field (2009), assessing the fulfilment of assumptions like homoscedasticity and linearity can be effectively accomplished by generating graphs of *ZRESID and *ZPRED within SPSS. If the plot of *ZRESID and *ZPRED exhibits a funnel-like dispersion, it suggests the presence of heteroscedasticity within the dataset and violets homoscedasticity. Any discernible curve in the graph indicates a potential violation of both assumption. However, if the graph portrays a random scattering of dots evenly distributed across the plot, it indicates the fulfilment of assumptions regarding homoscedasticity and linearity. In such cases, the scatter plot serves as evidence of meeting the criteria for both assumptions. The scatterplot depicted above lacks any apparent pattern. However, upon closer examination of the figure, it becomes evident that the points are dispersed randomly and uniformly across the scatter diagram. There is no indication of a funnel-like concentration of points on one side compared to the other, thus suggesting a lack of systematic bias or trend in the data distribution and fulfilment of the two assumptions.

C. Multicollinearity Test

Multicollinearity in regression analysis occurs when predictor variables are highly correlated or strongly interrelated within the model. High multicollinearity complicates the interpretation of individual parameter estimates. A multicollinearity test which is conducted to examine the independence of predictors in a regression model predicting organizational performance, employs key statistics: tolerance and variance inflation factor (VIF). Tolerance represents the proportion of variance in a predictor variable not explained by other predictors. Low tolerance indicates high multicollinearity, implying strong correlations among predictors. VIF, the reciprocal of tolerance, measures how much regression coefficient variance inflates due to multicollinearity.

Table 4.5. Multicollinearity Test

| Coefficients | | | |
|--------------|-------------------|-------------------------|-------|
| Model | | Collinearity Statistics | |
| | | Tolerance | VIF |
| 1 | Integrity | .582 | 1.720 |
| | Courtesy | .646 | 1.548 |
| | Sincerity | .937 | 1.067 |
| | Conscientiousness | .381 | 5.535 |
| | Civic Virtue | .493 | 5.190 |

| | | | |
|---|---------------|------|-------|
| | Sportsmanship | .515 | 8.713 |
| | Altruism | .348 | 2.872 |
| a. Dependent Variable: Organizational Performance | | | |

Source: Own computation using SPSS software (2024)

Typically, a VIF exceeding 10 suggests multicollinearity (Myers, 1990 & Menard, 1995). Table 4.5 shows the Tolerance and VIF values for independent variables. Accordingly, the result shows that multicollinearity does not exist among all independent variables because the Tolerance values are more than 0.20 and VIF values are less than 10.

D. Autocorrelation Test

In linear regression, it is assumed that the residuals are independent of (not correlated with) each other. If this independence assumption is violated, some model fitting results might not be reliable. For example, positive correlation between error terms tends to inflate the t-values for coefficients, making predictors seem significant when they might not be. The Durbin–Watson statistical test is used to determine whether residuals are independent or not (Field, 2009).

Table 4.6. Durbin Watson Statistical Test

| Model Summary | | | | | |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .859 ^a | .738 | .725 | .35073 | 1.710 |
| a. Predictors: (Constant), Altruism, Sincerity, Courtesy, Integrity, Civic Virtue, Conscientiousness, Sportsmanship | | | | | |
| b. Dependent Variable: Organizational Performance | | | | | |

Source: Own computation using SPSS software (2024)

Based on a general rule of thumb, critical values for the Durbin-Watson statistic typically range from 1.5 to 2.5 (Field, 2009). This suggests no autocorrelation. However, values less than 1 or greater than 3 may indicate a potential problem (Field, 2009). Since the Durbin-Watson statistic from Table 4.6 falls within the generally recommended range ($1.5 < d < 2.5$), we can assume no significant autocorrelation in the multiple linear regressions.

4.3.5. Correlation Result among Dependent and Independent Variables

Preliminary data analysis also involves examining the degree to which variables are correlated or related. Correlation analysis investigates the strength and direction of relationship of the variables under the investigation (Marczak, DeMatteo & Festinger, 2010).

Specifically, in this study, Pearson's correlation coefficient was used to establish that there is correlation between organizational performance and variables such as conscientiousness, altruism, civic virtue, sportsmanship, courtesy, sincerity, and integrity. Coefficient of Pearson shows the degree of linear dependence in between two variables, which vary between -1 and 1.00 to 1.00. The correlation can range from 0, which means that there is no relation between them, to +1 or -1. Thus, the correlation coefficient close to 1 means that the degrees of the variables are highly related to each other or vice versa the coefficient close to (-1) means the degrees of the variables are inversely proportional. The higher the correlation coefficient, the stronger the level of association is (Marczyk *et al*, 2010).

Decision rules for Pearson correlation based on the level of sig. value

- If Sig. value < 0.05, then there is a statistically significant relationship between the variables of the study.
- If Sig. value > 0.05, then there is a no statistically significant relationship between the variables of the study.
- If $0 < |r| < 0.1$: Very weak correlation.
- If $0.1 \leq |r| < 0.3$: Weak correlation.
- If $0.3 \leq |r| < 0.5$: Moderate correlation.
- If $0.5 \leq |r| < 0.7$: Strong correlation.
- If $0.7 \leq |r| < 1.0$: Very strong correlation.

Table 4.7. Correlation Table

| | | Integrity tot. | Courtesy tot | Sincerity tot. | Conscientiousness tot. | Civic Virtue tot | Sportsmanship tot | Altruism tot. | Performance tot |
|----------------------------|------------------------|-------------------|-----------------|-------------------|---------------------------|------------------------|----------------------|------------------|--------------------|
| Integrity total | Pearson Correlation | 1 | .129 | .110 | .452** | .452** | .526** | .624** | .670** |
| | Sig. (2- tailed) | | .114 | .182 | .000 | .000 | .000 | .000 | .000 |
| | N | | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| Courtesy total | Pearson Correlation | | 1 | .149 | .375** | .052 | .084 | .039 | .023 |
| | Sig. (2- tailed) | | | .068 | .000 | .529 | .306 | .636 | .776 |
| | N | | | 150 | 150 | 150 | 150 | 150 | 150 |
| Sincerity total | Pearson Correlation | | | 1 | .195* | .099 | .103 | .038 | .063 |
| | Sig. (2- tailed) | | | | .017 | .230 | .209 | .642 | .444 |
| | N | | | | 150 | 150 | 150 | 150 | 150 |
| Conscientiousness total | Pearson Correlation | | | | 1 | .776** | .847** | .620** | .687** |
| | Sig. (2- tailed) | | | | | .000 | .000 | .000 | .000 |
| | N | | | | | 150 | 150 | 150 | 150 |
| Civic Virtue total | Pearson Correlation | | | | | 1 | .892** | .712** | .825** |
| | Sig. (2- tailed) | | | | | | .000 | .000 | .000 |

| | | | | | | | | | |
|---|---------------------|--|--|--|--|--|-----|--------|--------|
| | N | | | | | | 150 | 150 | 150 |
| Sportsmanship total | Pearson Correlation | | | | | | 1 | .750** | .843** |
| | Sig. (2-tailed) | | | | | | | .000 | .000 |
| | N | | | | | | | 150 | 150 |
| Altruism total | Pearson Correlation | | | | | | | 1 | .844** |
| | Sig. (2-tailed) | | | | | | | | .000 |
| | N | | | | | | | | 150 |
| Performance total | Pearson Correlation | | | | | | | | 1 |
| | Sig. (2-tailed) | | | | | | | | |
| | N | | | | | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | |

Source: Own Survey (2024)

As presented in table 4.7 above, the correlation analysis conducted among the dependent variable- organizational performance, and seven independent variables provides valuable insights into the relationships between these constructs within the organizational context. **Altruism** demonstrates a strong positive correlation ($r = 0.844$, $p < 0.01$) with organizational performance, highlighting the significance of selfless behaviour and willingness to contribute to the welfare of others within the workplace. This confirms that organizations that prioritize and recognize altruistic behaviours are likely to experience improved performance outcomes.

One potential explanation for this high correlation could be that when employees feel a sense of ownership and responsibility towards the organization, they are more likely to exert greater effort and dedication towards achieving shared objectives, thereby positively influencing overall performance.

Sportsmanship also shows a strong positive correlation ($r = 0.843$, $p < 0.01$) with organizational performance. This emphasizes the importance of promoting teamwork, collaboration, and mutual respect among employees. A workplace environment characterized by sportsmanship encourages individuals to support each other, celebrate successes collectively, and navigate challenges collaboratively, fostering a cohesive and productive team dynamic. This correlation suggests that investing in initiatives that cultivate a spirit of sportsmanship can lead to enhanced organizational performance by facilitating effective communication, problem-solving, and interpersonal relationships among team members.

Similarly, **civic virtue** demonstrates a strong positive correlation ($r = 0.825$, $p < 0.01$) with organizational performance, indicating its significant impact on enhancing organizational effectiveness. Fostering a workplace culture where employees actively engage in civic responsibilities, such as participating in decision-making processes and demonstrating a commitment to organizational goals beyond their formal job roles, can substantially contribute to improved performance outcomes.

Courtesy has also a positive correlation ($r = 0.023$, $p = 0.776$) with organizational performance, which is not statistically significant at the 0.01 level. While courtesy is valued in the workplace for promoting positive interpersonal interactions, its direct impact on performance metrics may be limited.

Sincerity shows a low positive correlation ($r = 0.063$, $p = 0.444$) with organizational performance, suggesting its importance for fostering trust and credibility within the organization, yet as it is not significant, its direct impact on organizational performance may not be substantial.

Conscientiousness displays a negligible correlation ($r = 0.452$, $p < 0.01$) with organizational performance. Although statistically significant, this association suggests a slight positive relationship, indicating that being overly conscientious might not directly translate into enhanced performance outcomes.

4.4. Regression Model Result

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .926 ^a | .857 | .850 | 1.65044 |

a. Predictors: (Constant), Altruism, Sincerity, Courtesy, Integrity, Civic Virtue, Conscientiousness, Sportsmanship

Source: Own Survey Result (2024)

The regression result summarized in Table 4.8 offers valuable insights into the predictive capacity of the model concerning the variance in the dependent variable (organizational performance). The model summary presents several key statistics for evaluation. The correlation coefficient (R) of 0.926 indicates a strong positive linear relationship between the independent variables (altruism, sincerity, conscientiousness, courtesy, integrity, civic virtue, and sportsmanship) and organizational performance. This suggests that these independent variables collectively contribute significantly to explaining variations in organizational performance. The coefficient of determination (R Square) at 0.857 indicates that approximately 86.0% of the variance in organizational performance can be accounted for by the included independent variables. Moreover, the Adjusted R Square, slightly lower at 0.85, suggests that the model maintains its explanatory power even after adjusting for the number of predictors. Lastly, the standard error of the estimate, 1.65044, indicates the average deviation of observed values from the predicted values by the model. Overall, these findings highlight the effectiveness of the regression model in explaining organizational performance, with the included independent variables contributing significantly to the predictive accuracy of the model.

4.5. ANOVA

| Table 4.9. ANOVA Table | | | | | | |
|---|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2314.032 | 7 | 330.576 | 121.359 | .000 ^b |
| | Residual | 386.802 | 142 | 2.724 | | |
| | Total | 2700.833 | 149 | | | |
| a. Dependent Variable: Organizational performance | | | | | | |
| b. Predictors: (Constant), altruism, sincerity, conscientiousness, courtesy, integrity, civic virtue, sportsmanship | | | | | | |

Source: Own Survey (2024)

Table 4.9 presents the results of the analysis of variance (ANOVA), which evaluates the overall effectiveness of the regression model in predicting organizational performance based on the included predictors. The ANOVA table is divided into three main sections: Regression, Residual, and Total. In the Regression section, the sum of squares for regression is 2314.032, indicating the amount of variability in organizational performance explained by the predictors. With 7 degrees of freedom, this section also provides a mean square value of 330.576. The F-statistic, measuring the model's significance compared to a model with no predictors, is 121.359, with a statistically significant p-value of .000. This suggests that the predictors collectively have a significant impact on organizational performance. Moving to the Residual section, the sum of squares for the residuals is 386.802, indicating there is still unexplained variance in the outcome variable that is not accounted for by the model. The mean square for residuals is 2.724, with 142 degrees of freedom. Finally, the Total section summarizes the overall variability in organizational performance, with a total sum of squares of 2700.833 and 149 degrees of freedom. Overall, the ANOVA results indicate that the regression model, including altruism, sincerity, conscientiousness, courtesy, integrity, civic virtue, and sportsmanship as predictors, significantly explains the variance in organizational performance.

4.6. Regression Coefficients

| Table 4.10. Regression Coefficients | | | | | | |
|---|-------------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -3.726 | 1.655 | | -2.251 | .026 |
| | Integrity | .269 | .051 | .221 | 5.302 | .000 |
| | Courtesy | -.030 | .041 | -.030 | -.747 | .456 |
| | Sincerity | -.019 | .044 | -.014 | -.435 | .664 |
| | Conscientiousness | -.070 | .081 | -.065 | -.865 | .388 |
| | Civic virtue | .377 | .087 | .313 | 4.323 | .000 |
| | Sportsmanship | .242 | .089 | .256 | 2.736 | .007 |
| | Altruism | .417 | .067 | .333 | 6.181 | .000 |
| a. Dependent Variable: Performance total | | | | | | |
| b. Predictors: (Constant), altruism, sincerity, conscientiousness, courtesy, integrity, civic virtue, sportsmanship | | | | | | |

Source: Own Survey (2024)

In table 4.8, regression coefficients reveal the influence of predictors on organizational performance (the bank). While keeping other independent variables constant, the constant coefficient represents the intercept of the regression line when all independent variables are set to zero. In this case, the constant is **-3.726**. However, considering the complex nature of human behavior, the assumption of a zero value for organizational citizenship behavior (OCB) in reality is impractical, as individuals typically engage in various forms of citizenship behaviors within organizations. Therefore, the significance or the value of the constant term in the regression model, representing the expected value of the dependent variable when all independent variables are set to zero, may not hold practical significance due to the assumed absence of OCB. Therefore, regardless of the constant term statistically significant or not, its interpretation as the performance at zero OCB might not be practically relevant.

Altruism emerges as a robust predictor ($B = .417$, $p < 0.001$), indicating that employees' willingness to help others significantly contributes to organizational success (suggests that in a

one-unit increase in the altruism is associated with an ideal increase of 0.417 units in employees' performance (sig.000). This finding underscores the importance of fostering a culture of altruism within the workplace, as it positively impacts overall performance. Similarly, **civic virtue** demonstrates a strong positive relationship ($B = 0.377$, $p < 0.001$), emphasizing the significance of pro-social behaviors in enhancing organizational outcomes. Employees exhibiting civic virtue contribute significantly to organizational success by engaging in activities that benefit the collective. The finding corroborates with previous findings of Wang, Zang and Shang (2020), who explored how altruistic leader behavior can lead to improved employee performance through increased knowledge sharing and Ashforth, Harrison and Knappert, (2010) who examined the link between overall intra-group helping behaviors and organizational performance.

Moving forward, integrity exhibits a significant positive relationship with organizational performance (0.269, $p < 0.001$), indicates that maintaining high ethical standards and integrity positively influences organizational performance. Sportsmanship also has a significant positive relationship with organizational performance ($B = 0.242$, $p = .007$), highlighting the importance of maintaining positivity and resilience in the face of challenges. This suggests that promoting a culture of teamwork and mutual respect can foster a conducive work environment, ultimately enhancing organizational performance. **Conversely**, courtesy, sincerity and conscientiousness show a negative but not significant association with performance. This suggests that, given the complex nature of human behavior, excessive focus on minor details or rigid adherence to rules may hinder overall performance due to overload. Regardless of the significance level, this findings underscores the importance of balancing these behaviors with flexibility to ensure optimal performance outcomes. This finding aligns with Organ and Ryan's suggestion (1995; cited in Bolino and Turnley, 2005) that individuals who engage in high levels of OCB may become overloaded.

4.7. Discussion

This study investigated the influence of various organizational citizenship behaviors (OCBs) on organizational performance, focusing specifically on Awash bank. The findings provide valuable insight on the relative significance of different OCB dimensions, underscoring the importance of cultivating a culture conducive to specific behaviors to optimize performance.

The correlation and regression analysis revealed robust positive associations between altruism, civic virtue, and sportsmanship (altruism $r = 0.844$, $p < 0.01$; $B = .417$, $p < 0.001$), civic virtue ($r = 0.825$, $p < 0.01$; $B = 0.377$, $p < 0.001$), and sportsmanship ($r = 0.843$, $p < 0.01$; $B = 0.242$, $p = .007$) with organizational performance. These results corresponds with previous research, such as Wang et al. (2020), which demonstrated how altruistic leader behavior enhances employee performance through increased knowledge sharing, thus affirming the positive impact of altruism observed in this study. **Wang et al. (2020)**: Both studies found that altruism significantly enhances organizational performance. Wang et al. (2020) demonstrated how altruistic leader behavior boosts employee performance through increased knowledge sharing, which aligns with the positive impact of altruism observed in the Awash Bank study. Similarly, Ashforth et al. (2010) provided evidence supporting the link between intra-group helping behaviors, including altruism, and organizational performance. Intra-group helping behaviors, including altruism, and organizational performance. This reinforces the robust positive associations between altruism, civic virtue, and sportsmanship with organizational performance found in the Awash Bank study. Additionally, the positive correlation with sportsmanship underscores the value of fostering a team-oriented environment characterized by mutual respect and collaborative problem-solving to enhance performance. While the Awash Bank study highlighted the positive correlation between sportsmanship and performance, some other studies may not emphasize sportsmanship to the same extent. This highlights the specific cultural or organizational context of Awash Bank where sportsmanship plays a crucial role.

In contrast, courtesy, sincerity, and conscientiousness exhibited limited impact on performance. While courtesy and sincerity are generally perceived as positive traits contributing to a healthy work environment, their direct influence on performance metrics appeared less pronounced. The non-significant correlation with conscientiousness suggests a more complex relationship. Organ and Ryan (1995, cited in Bolino & Turnley, 2005) propose that individuals engaging excessively in OCB, including heightened conscientiousness, may experience overload. This warrants further investigation to determine the optimal level of conscientiousness for maximizing performance. This study found limited impact of courtesy and sincerity on performance. Organ and Ryan (1995) suggested that excessive engagement in OCB, including heightened conscientiousness, may lead to overload, which aligns with the non-significant correlation with conscientiousness in the Awash Bank study. However, this complexity may not be as pronounced in other studies.

Despite its contributions, this study has limitations. The data were collected from a single bank, potentially limiting generalizability, and the cross-sectional design prohibits causal inferences. Future research could employ longitudinal designs to elucidate cause-and-effect relationships between specific OCB dimensions and performance across diverse organizational contexts. Moreover, further exploration into the potential drawbacks of specific OCB dimensions, considering industry-specific nuances and striving to identify "optimal OCB" for optimal performance outcomes, would enrich understanding in this area.

4.8. Hypothesis Testing

As outlined in the initial proposal, a set of hypotheses was established to explore the relationship between organizational behaviors and organizational performance. These hypotheses suggested significant positive effects of altruism, conscientiousness, integrity, sincerity, sportsmanship, civic virtue, and courtesy on organizational performance. The following table presents the summary of hypothesis testing, aiming to empirically validate these proposed relationships.

| Table 4.11. Summary of Hypothesis Testing | | |
|---|-----------------|-------------------------------|
| List of Hypothesis | Status | Justification |
| H1: Integrity has positive and significant effect on organizational performance | Accepted | B=.269, P<.0001 |
| H2: Courtesy has positive and significant effect on organizational performance | Rejected | B = .050, p = .310 |
| H3: Sincerity has positive and significant effect on organizational performance | Rejected | B=-.019, P=.664 |
| H4: Conscientiousness has positive and significant effect on organizational performance | Rejected | B=-070, P=.388 |
| H5: Civic virtue has positive and significant effect on organizational performance | Accepted | B=.377, P<.0001 |
| H6: Sportsmanship has positive and significant effect on organizational performance | Accepted | B=.242, P=.007 |
| H7: Altruism has positive and significant effect on organizational performance | Accepted | B=.417, P<.0001 |

Source: Based on Table 4.10

Looking at table 4.11, supported hypotheses are H1, H5, H6, and H7. These hypotheses predicted a positive and significant effect of integrity, civic virtue sportsmanship and altruism, on performance, and all were accepted. This suggests that these OCB dimensions have statistically significant positive relationships with organizational performance in the banking context. Rejected hypotheses are H2, H3, and H4. These hypotheses predicted a negative and non-significant effect of courtesy, sincerity, and Conscientiousness on performance. This suggests that these OCB dimensions did not show statistically significant positive relationships with performance in the study. The non-significant result for these behaviors, however, might indicate a more complex relationship requiring further investigation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

The research study titled " Effects of Organizational Citizenship Behavior on Organizational Performance: The Case of Awash Bank, Addis Ababa District" assessed the relationship between organizational citizenship behavior and organizational performance. The study investigated the impact of various aspects (dimensions) of organizational citizenship behaviour such as altruism, sincerity, conscientiousness, courtesy, integrity, civic virtue, and sportsmanship on performance. Through analysis of data collected from a total of 150 respondents, the research aimed to provide insights into the significance of organizational citizenship behaviour and its potential implications for organizational performance. This chapter presents the summary, conclusion and recommendation part of the study.

5.2. Summary

This study investigated the influence of various organizational citizenship behaviors (OCBs) on organizational performance within the banking sector. The research employed correlation and regression analyses to examine the relationships between seven OCB dimensions (altruism, civic virtue, integrity, sportsmanship, courtesy, sincerity, and conscientiousness) and a measure of organizational performance. The findings revealed that altruism, civic virtue, sportsmanship, and integrity exhibited strong positive relationships with performance. This suggests that employees who actively help others, engage in pro-social behaviors for the collective good, maintain high ethical standards, and demonstrate resilience in the face of challenges are valuable assets. This may contribute to organizational success within the banking context. These findings align with previous research.

Interestingly, courtesy, sincerity, and conscientiousness did not show statistically significant positive associations with performance. While courtesy and sincerity are generally considered positive traits, their direct impact on performance found to be less prominent. The non-significant, yet slightly positive correlation with conscientiousness suggests a dynamic relationship. Future research could explore whether there's an optimal level of conscientiousness for maximizing performance outcomes within the banking industry.

Overall, this study underscores the importance of fostering a work environment that encourages specific OCBs, particularly altruism, civic virtue, integrity, and sportsmanship, to enhance organizational performance within the banking sector.

5.2. Conclusion

Based on the analysis of the effect of organizational citizenship behavior (OCB) on organizational performance, the gathered data substantiates several conclusions. Firstly, as evidenced by their acceptance in the hypothesis testing, the study found that, integrity, civic virtue, sportsmanship, and altruism have a significant positive effect on organizational performance. These findings suggest that fostering a workplace environment characterized by these positive behaviors can lead to improved organizational outcomes.

However, the study also revealed that courtesy, sincerity, and conscientiousness do not have a significant positive effect on organizational performance, as indicated by their rejection in the hypothesis testing. This suggests that while courtesy, sincerity, and conscientiousness may be valuable traits in individual performance, their impact on overall organizational success may be limited.

Moreover, the presence of negative coefficients, despite non-significance, associated with certain traits in the regression analysis highlights the complexity of the relationship between individual behaviors and organizational performance. For instance, the negative coefficient for conscientiousness suggests that an excessive focus on details or rigid adherence to rules may inadvertently hinder organizational agility and innovation. While individual traits play a role in shaping employee behavior and performance, their impact on organizational outcomes may vary.

5.3. Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed for Awash Bank:

1. **Foster a Culture of Positive Organizational Citizenship Behavior:** Awash Bank should actively promote and cultivate a work environment that encourages positive OCBs such as altruism, integrity, civic virtue, and sportsmanship. This can be achieved through training programs, recognition systems, and organizational communication initiatives that highlight the importance of these behaviors in driving organizational success.

2. **Recognizing and Rewarding Conscientious Behavior:** To harness the contribution of conscientiousness to organizational performance, it is essential to cultivate a work environment that offers flexibility while mitigating excessive workloads
3. **Balance Individual Traits with Organizational Needs:** While individual traits such as conscientiousness, sincerity and courtesy are valuable, Awash Bank should recognize the impact of these traits on organizational performance. It's essential to strike a balance between encouraging positive behaviors and mitigating potential drawbacks associated with certain traits. This may involve providing employees with autonomy and flexibility to innovate while ensuring adherence to organizational goals and standards.
4. **Encourage Collaboration and Teamwork:** through cross-functional projects and team-based incentives, as well as celebrating successes together and support each other during challenges, behaviour of sportsmanship should be enhanced
5. **Invest in Research and Development:** Continuous learning and adaptation are essential for staying ahead in a dynamic business environment. Awash Bank should invest in research and development initiatives aimed at gaining insights into emerging trends, best practices, and innovative approaches to enhancing organizational performance. By staying up-to-date of industry developments and leveraging insights from academic research, Awash Bank can position itself as a leader in the banking sector and drive sustainable growth.
6. **Establishing Feedback Mechanisms:** As OCBs extend beyond regular office duties, the bank's management should implement feedback mechanisms to guide employees on how they can channel their extra-role behaviors to bolster the bank's success.

5.4. Future Research Direction

This study has provided valuable insights into the influence of specific organizational citizenship behaviors (OCBs) on organizational performance within the banking sector. However, as the researcher acknowledged it in 1.7, there are limitations that open doors for future research endeavors. Here are some future research directions considering these limitations:

Investigate OCBs across Different Sectors: This study focused on a single private bank. This limits generalizability. Future research could explore the influence of OCBs on performance across diverse sectors. This would involve collecting data from organizations in various organizations

(public, private, profit and non-profit) to determine if the observed relationships hold true in different contexts. This is because the relative importance of specific OCB dimensions might vary depending on the nature of the work performed

Consider Demographic Characteristics: Another acknowledged limitation was that the research did not incorporate demographic data into the analysis. Future research could examine how factors like employee experience, branch location, gender or even job title might influence the relationship between OCBs and performance. Segmenting the data by these characteristics could reveal more complex insights. For example, the impact of altruism on performance might be stronger for senior employees with more opportunities to mentor or help others.

Longitudinal Design for Causality: The current study employed a cross-sectional design, which cannot establish causality. Future research could utilize a longitudinal design, collecting data at multiple points in time. This would allow researchers to explore how changes in OCBs over time might influence organizational performance.

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Appendixes

Questionnaire to be filled by employees of Awash Bank, Addis Ababa District

Dear Respondents,

My name is Lidya Berhanu. I am a Postgraduate student in Addis Ababa University department of Business and economics. Currently, I am conducting a study entitled “The effects of organizational citizenship behavior on organizational performance: The case of Awash bank, Addis Ababa district” for the partial fulfillment of the requirements for the degree of Masters of business administration. This questionnaire is prepared to seek data from you to complete the research. The requested data is based on your personal experience and perception/ opinion. The result of the study will be used purely for academic purpose and your response will also be treated in high confidentiality. Your participation has much value for my study and is highly appreciated. I sincerely thank you for your cooperation in advance.

Kind Regards

Lidya Berhanu

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(Please tick (✓) in the most appropriate alternative)

Are you willing to participate in the study? Yes No

Section I: Demographic profile of respondents

1. Work location classification

Head Office Finfine Gofa
Legehar Addis ketma

2. Gender: Male Female

3. Age: below 25 25-35
 36-45 above 45

4. Educational status Degree Masters Others

5. Position Branch manager Business dev't manager
 Customer service manager Auditor
 Customer service officer Loan officer Cashier

6. Martial status: Married
 Single
 Widowed

7. **Years of experience:** less than 5 years
- 5-10 years
- 11-16 years
- Above 16

Section II. The following statements relate to **Organizational Citizenship Behaviors** within the organization/company. Indicate your agreement level with each statement by encircling the number that best reflects your perception. Here is the representation of numbers: Strongly Disagree= 1, Disagree= 2, Neutral = 3, Agree= 4 and Strongly Agree = 5.

| No | Items | Perception level | | | | |
|-----------|--|------------------|---|---|---|---|
| I | Statements Related to Integrity | | | | | |
| 1 | I work to achieve consistent results towards my bank | 1 | 2 | 3 | 4 | 5 |
| 2 | I have a responsible attitude | 1 | 2 | 3 | 4 | 5 |
| 3 | I act proactively | 1 | 2 | 3 | 4 | 5 |
| 4 | I have loyalty towards my bank | 1 | 2 | 3 | 4 | 5 |
| 5 | I have a sense of belongingness | 1 | 2 | 3 | 4 | 5 |
| 6 | I encourage my peers to follow the bank policies | 1 | 2 | 3 | 4 | 5 |
| 7 | I am committed to my bank | 1 | 2 | 3 | 4 | 5 |
| II | Statements Related to Courtesy | | | | | |

| | | | | | | |
|------------|--|---|---|---|---|---|
| | | | | | | |
| 1 | I am always ready to help | 1 | 2 | 3 | 4 | 5 |
| 2 | I lend a compassionate ear when a peer has a personal or work-related problem. | 1 | 2 | 3 | 4 | 5 |
| 3 | I discuss with colleagues before initiating an action that might affect them. | 1 | 2 | 3 | 4 | 5 |
| 4 | I appreciate constructive ideas of subordinate | 1 | 2 | 3 | 4 | 5 |
| 5 | I every possible steps to solve any problems | 1 | 2 | 3 | 4 | 5 |
| 6 | I avoid taking action that hurt others | 1 | 2 | 3 | 4 | 5 |
| 7 | I try to keep my organization clean | 1 | 2 | 3 | 4 | 5 |
| III | Statements Sincerity | | | | | |
| 1 | I put trust on my peers and organization. | 1 | 2 | 3 | 4 | 5 |
| 2 | I accept situations that cannot be changed. | 1 | 2 | 3 | 4 | 5 |
| 3 | I stay connected with my peers and my organization. | 1 | 2 | 3 | 4 | 5 |
| 4 | I try to detach my personal feeling and emotions from my work area. | 1 | 2 | 3 | 4 | 5 |
| 5 | I try to solve problems, forgive and move on. | 1 | 2 | 3 | 4 | 5 |
| 6 | I utilize spare time to increase my knowledge. | 1 | 2 | 3 | 4 | 5 |
| 7 | I avoid deceptive or manipulative behaviors in my interactions with others | 1 | 2 | 3 | 4 | 5 |
| IV | Statements Related to Conscientiousness: | | | | | |
| 1 | I tried to work above my bank's expectations | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-----------|---|---|---|---|---|---|
| 2 | I attend activities that are not normally required of me but help the bank's image. | 1 | 2 | 3 | 4 | 5 |
| 3 | I often arrives early and starts to work immediately | 1 | 2 | 3 | 4 | 5 |
| 4 | I obey the bank's rules and procedures even when no one is watching and no evidence can be traced | 1 | 2 | 3 | 4 | 5 |
| 5 | My attendance at work is above expected. | 1 | 2 | 3 | 4 | 5 |
| 6 | I tried to avoid taking extra breaks. | 1 | 2 | 3 | 4 | 5 |
| 7 | I actively participate in extracurricular activities. | 1 | 2 | 3 | 4 | 5 |
| V | Statements Related to Civic Virtue | | | | | |
| 1 | I feel as if this Bank's problems are my own problems. | 1 | 2 | 3 | 4 | 5 |
| 2 | I am eager to tell outsiders about the good of the bank. | 1 | 2 | 3 | 4 | 5 |
| 3 | I am willing to stand up to protect the reputation of the bank | 1 | 2 | 3 | 4 | 5 |
| 4 | I actively attend the bank's meetings. | 1 | 2 | 3 | 4 | 5 |
| 5 | I do not mind taking on new challenging assignments. | 1 | 2 | 3 | 4 | 5 |
| 6 | I make constructive suggestions that improve the bank's operations. | 1 | 2 | 3 | 4 | 5 |
| 7 | I utilize resources effectively | 1 | 2 | 3 | 4 | 5 |
| VI | Statements Related to sportsmanship | | | | | |

| | | | | | | |
|------------|--|---|---|---|---|---|
| 1 | I adjust to changes in the bank | 1 | 2 | 3 | 4 | 5 |
| 2 | I take risk of stating my ideas | 1 | 2 | 3 | 4 | 5 |
| 3 | I always consider mistakes and try to resolve them | 1 | 2 | 3 | 4 | 5 |
| 4 | I don't exaggerate the reality | 1 | 2 | 3 | 4 | 5 |
| 5 | I don't waste my time complaining about trivial issues. | 1 | 2 | 3 | 4 | 5 |
| 6 | I respect others' right in using common resources like organizational | 1 | 2 | 3 | 4 | 5 |
| 7 | I am so tolerable to any question raised by peers/heads without complaining or giving no for an answer | 1 | 2 | 3 | 4 | 5 |
| VII | Statements Related to Altruism | | | | | |
| 1 | I help newcomers or employees with low skills | 1 | 2 | 3 | 4 | 5 |
| 2 | I allocate time willingly for helping my coworkers who have job problems | 1 | 2 | 3 | 4 | 5 |
| 3 | I try to communicate with my coworkers and coordinate myself with them | 1 | 2 | 3 | 4 | 5 |
| 4 | I am ready for voluntary help to others in abnormal conditions. | 1 | 2 | 3 | 4 | 5 |
| 5 | I pay attention to effects of my behavior on my coworkers. | 1 | 2 | 3 | 4 | 5 |
| 6 | I try my best to release other employees stress. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|--|---|---|---|---|---|
| 7 | I derive satisfaction from making meaningful contributions to the success of my Bank and its stakeholders. | 1 | 2 | 3 | 4 | 5 |
|---|--|---|---|---|---|---|

Statements Related to Organizational/Company/ Performance (Non-financial performance)

| | Statements | | | | | |
|---|--|---|---|---|---|---|
| 1 | I am satisfied with the quality of services provided by my Bank | 1 | 2 | 3 | 4 | 5 |
| 2 | My Bank demonstrates a commitment to understanding and meeting customer needs | 1 | 2 | 3 | 4 | 5 |
| 3 | I believe My Bank fosters a culture of innovation and continuous improvement | 1 | 2 | 3 | 4 | 5 |
| 4 | Employees at my Bank are encouraged to contribute ideas and suggestions for improvement. | 1 | 2 | 3 | 4 | 5 |
| 5 | I feel valued and appreciated for my contributions to my Bank | 1 | 2 | 3 | 4 | 5 |
| 6 | My Bank effectively communicates its vision, goals, and values to employees | 1 | 2 | 3 | 4 | 5 |
| 7 | There is a strong sense of teamwork and collaboration among employees at Awash Bank. | 1 | 2 | 3 | 4 | 5 |