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**EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
ON EMPLOYEE PERFORMANCE IN HIBRET BANK: THE  
CASE OF ADDIS ABABA CITY BRANCHES**

**BY**

**FIKRESELASSIE CHEKOL**

**ADVISOR**

**MELAKU GIRMA (PhD)**

**JULY/ 2024**

**ADDIS ABABA, ETHIOPIA**

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**BY  
FIKRESELASSIE CHEKOL**

**ADVISOR  
MELAKU GIRMA (PhD)**

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**APPROVED BY BOARD OF EXAMINERS**

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**Dean, Graduate Studies**

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**Advisor**

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**External Examiner**

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**Internal Examiner**

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## **ABBREVIATIONS/ ACRONYMS**

AG	Agree
ANOVA	Analysis of Variance
OCB	Organizational Citizenship Behavior
DS	Disagree
F	Frequency
HB	Hibret Bank
JS	Job Satisfaction
N	Neutral
SA	Strongly Agree
SD	Strongly Disagree
Sta. De	Standard Deviation
SPSS	Statistical Program for Social Science
VIF	Variance Inflation Factor

## ***ABSTRACT***

The main purpose of the study was to examine the effects of organizational citizenship behavior on employee performance at Hibret Bank in Addis Ababa city branches. Altruism, diligence, sportsmanship, civility, and civic virtue were independent variables in the study. The association between employee performance and organizational citizenship behavior practices was examined using both descriptive and explanatory study methodologies. In this study, a mixed research design was employed. Ninety-five questionnaires in all were correctly completed and returned, and a stratified random sampling method was used. Semi-structured interviews were employed as a data collection tool, along with a structured questionnaire with a five-point Likert scale rating system. Using SPSS version 26.0, the acquired data were condensed and subjected to descriptive and inferential statistical analysis. **The main finding of the study is that there was a substantial and positive association between all of the independent variables and the dependent variable, which is employee performance. The model fit significantly, according to the results of the ANOVA test. All of the independent variables (altruism, conscientiousness, sportsmanship, civility, and civic virtue) were shown to be significant by the multiple linear regression analysis. When fairness beliefs were considered separately from employee performance, there was no correlation found between the two. Additionally, there is only a minor correlation between conscientiousness and employee performance.** According to the study, the bank is supposed to foster a polite workplace culture by Recognize and appreciate employees who exhibit altruistic behavior, which also has a beneficial impact on overall performance, and the management of the bank ought to continuously exhibit responsibility, diligence, and dependability.

***Key words:*** *organizational citizenship behavior, altruism, conscientiousness, sportsmanship, courtesy, civic virtue, organizational performance*



# CHAPTER ONE

## INTRODUCTION

This chapter covers the following topics: the study's background; the problem statement; research questions; the study's objectives; the study's significance; its scope; its limitations; terminology definitions; and the study's organization.

### 1.1. Background of the Study

Even though job satisfaction was occasionally worthy of empirical inquiry, most industrial and organizational psychologists by the early 1970s agreed that it had little effect on an individual's or a work group's productivity. The more "tough-minded" viewpoint insisted that the primary factors influencing workplace productivity were skill sets, technology, and performance-based rewards according to Nurasiah and Julian (2017).

According to Fattah (2017), practicing managers and labor union members agreed that job happiness has a significant effect on worker productivity. It is emphasized in their paper, "Management's Critical Deficiency," how empirical conclusions from a wealth of management and organizational behavior research are foolish.

Over the years, scholars have given the idea of organizational citizenship behavior (OCB) a great deal of attention. Even though Dennis Organ (1988) first proposed the idea in the mid-1980s, ideas have advanced quickly since then. "Discretionary behavior that is not directly or explicitly recognized by the formal reward system but that overall supports the efficient operation of the organization," which Organ refers to as "OCB."

The effectiveness of OCBs has grown in significance. Every business has to be informed about the events occurring in their immediate surroundings. The phrase "optional workplace behaviors" (OCB) describes activities that employees take outside of what is expected of them at work. The willingness of its members to go above and beyond the call of duty determines an organization's capacity for success. Cooperation, helping one another out, input, active engagement, offering extra services, and making effective use of one's time at work are a few examples of this kind of extra labor (Kernodle, et al. 2013).

OCB has gained a lot of popularity among scholars and practitioners for one primary reason, according to Alkahtani (2015): it has been demonstrated to be crucial for enhancing organizational performance. Podsakoff et al. (2000) and his colleagues found that organizational

citizenship conduct has several positive implications for organizational performance. These include increasing the productivity of coworkers and managers, making it easier to allocate resources effectively for more fruitful objectives and activities, promoting teamwork for productive work, making it easier for an organization to draw in and keep top talent, and enhancing its general stability.

Alkahtani (2015) asserts that there is just one primary explanation for the widespread acceptance of organizational citizenship behavior (OCB) among scholars and professionals: it has been demonstrated to be critical to enhancing organizational performance. According to Podsakoff et al. (2000) and his colleagues, organizational citizenship conduct has several beneficial implications for the functioning of the company. These include improving the productivity of coworkers and managers, enabling the effective use of resources for more productive goals and activities, promoting teamwork for productive work, enhancing an organization's capacity to draw in and hold on to top talent, and supporting its general stability.

Anything that supports an OCB in one culture cannot, therefore, support an OCB in another. Moreover, Bukhari et al. (2008) contend that because many geographic locations have unique contexts, cultures, values, and norms, a variety of studies are required to fully comprehend OCB Bukhari (2008).

## **1.2.Statement of the Problem**

A number of elements are necessary for an organization to work, and OCB is only one of them. Managers may focus more on strategic duties, improved resource management, and creating a more positive work atmosphere when their staff goes above and beyond in their jobs. These actions all help the organization run smoothly. Furthermore, by reducing absenteeism, raising work satisfaction, and maintaining employee loyalty, corporate citizenship practices improve organizational performance and effectiveness (Chahal, 2010).

The banking industry and money are intimately linked, and this in turn affects the overall economy. In a complicated economy, banks greatly simplify the vast array of transactions that take place in the labor, financial capital, and commodity markets. The level of dedication and responsibility exhibited by bank personnel greatly influences the caliber of services rendered. Going above and beyond the call of duty and job descriptions is necessary for improving the

caliber and effectiveness of banking. Personnel have the most impact on a company's productivity and degree of service quality. Thus, practicing good corporate citizenship is crucial. When there is a lack of decorum among coworkers in any sort of organization, Omer (2013) claims that it is difficult to operate in an office setting. It also negatively impacts the productivity of the organization. Low job satisfaction in Nigeria's banking sector, according to Akinyemi (2013), has led to a high rate of staff turnover, a negative attitude, a lack of devotion, a lack of concern and interest, and a high rate of irritation. This has resulted in subpar discretionary efforts or organizational citizenship behavior.

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In this study, the components of the bank's OCB culture were examined, along with the reasons behind OCB's imperceptibility in Ethiopian contexts specifically, at the Hibret Bank branches in Addis Ababa. A review of the five organizational citizenship behaviors (OCB) dimensions civic virtue, sportsmanship, conscientiousness, altruism, and civility as well as their impact on worker performance at Hibret Bank's Addis Ababa city branches were conducted.

### **1.3. Research Questions**

In order to achieve the objectives of this study, the following research questions were addressed:

- 1) What is the effect of altruism on employees' performance at Hibret Bank's Addis Ababa City branches?
- 2) What is the effect of conscientiousness on employees' performance at Hibret Bank's Addis Ababa City branches?
- 3) What is the effect of sportsmanship on employees' performance at Hibret Bank's Addis Ababa City branches?
- 4) What is the effect of courtesy on employees' performance at Hibret Bank's Addis Ababa City branches?
- 5) What is the effect of civic virtue on employees' performance at Hibret Bank in Addis Ababa city branches?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The general objective of the study was to examine the effects of organizational citizenship behavior on employee performance at Hibret Bank in Addis Ababa city branches.

#### **1.4.2. Specific Objectives**

In order to fulfill the overall objective of this study, the subsequent research objectives were:

- 1) To examine the effects of altruism on employees' performance at Hibret Bank in Addis Ababa city branches.
- 2) To examine the effects of conscientiousness on employees' performance at Hibret Bank in Addis Ababa city branches.
- 3) To examine the effects of sportsmanship on employees' performance at Hibret Bank in Addis Ababa city branches.



- 4) To examine the effects of courtesy on employees' performance at Hibret Bank in Addis Ababa city branches.
- 5) To identify the effects of civic virtue on employees' performance at Hibret Bank in Addis Ababa city branches

### **1.5. Significance of the study**

Organizational behavior (OCB) plays a crucial role in organizational effectiveness. Employees who exhibit OCB tend to have higher job satisfaction, which in turn reduces turnover costs and maintains institutional knowledge. OCB dimensions like civility and altruism directly affect customer interactions, leading to loyalty and a strong reputation. OCB fosters adaptability, allowing employees to take on additional tasks or adapt to changes. Additionally, OCB reflects leadership potential, with employees who exhibit civic virtue, conscientiousness, and sportsmanship potentially becoming future leaders. Therefore, fostering OCB can lead to improved outcomes for Hibret Bank.

### **1.6. Scope of the Study**

The theme of this study was to examine the effects of organizational citizenship behavior aspects on Hibret banks that operate in Addis Ababa, Ethiopia. The study, geographically limited to Hibret Bank, included first-grade branches of banks in Addis Ababa, Ethiopia (Merkato, Legehar, Gofasefer, Kolfe, Stadium, Addis Ketema, and Hayahuletmazori).

Conceptual Framework the five OCB dimensions identified are civic virtue, sportsmanship, conscientiousness, altruism, and civility. These behaviors contribute to the organization's functioning beyond formal job requirements.

Methodological Considerations of a mixed research approach was used to explore employees' perceptions and experiences, using interviews, random sampling, stratification, descriptive statistics, and regression analysis. Ethical considerations included obtaining informed consent from participants.

### **1.7.Limitation of the study**

The study on organizational citizenship behavior (OCB) on employee performance at Hibret Bank has several limitations. These include sampling bias, cross-sectional design, self-report measures, causality, common method bias, generalizability, response rate, and measurement validity. To ensure a representative sample, consider using cross-sectional data and longitudinal data. Avoid using self-reported data and use objective performance metrics. Additionally,

consider the potential for common method bias and consider different data sources or time-separated assessments. Additionally, ensure the validity of measurement tools and consider exploring alternative research designs to mitigate these limitations.

### **1.8. Definition of Terms**

**Organizational Citizenship Behaviors:** Employee acts that enhance the business's operations but are not subject to official regulations are known as organizational citizenship behaviors (Piercy, 2012).

**Job satisfaction** According to Katuwal and Randhawa (2007), job satisfaction is the happy emotional state that arises when one's work appears to meet one's essential employment values. Consciousness is workplace conduct that exceeds the guidelines set by the business Castro and others (2009).

**Altruism** is the act of assisting coworkers to accomplish goals without expecting anything in return in order to advance the organization's performance.

**Civic virtue** is defined as an employee's conduct that demonstrates their genuine interests and involvement in the organization's operations (Emami, 2012).

**Sportsmanship** According to Swaminathan (2013), sportsmanship is the ability to calmly endure annoyances that are an inevitable feature of almost any organizational environment.

**Courtesy** colleagues arrange and divide their work more effectively, which lowers the likelihood of resource waste and dissatisfaction (Campbell Pickford, 2016).

### **1.8.Organization of the Study**

This research paper is consisting of five chapters. The first chapter deals with background of the study, statements of the problem, objective of the study, specific research question, scope and significant of study, and organization of the research. The second chapter presents previous related research done Organizational Citizenship Behavior on Employee Performance both which done in the country and outside country (empirical study) and theoretical background of issues related to Organizational Citizenship Behavior.

The third chapter explains types and source of data that would be used for the study, research approach, research design, collection procedures, sampling techniques used to determine the sample size, method of statistical data analysis tools and collection. The fourth chapter presents the analysis and result of the study that has been arrived using descriptive and

inferential statistical tools. The last chapter had present summary, conclusion, limitation and recommendation of the study

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This part of the research examines pertinent OCB and employee performance literature. This chapter defines the parameters of OCB and covers its theoretical underpinnings. Subsequently, a conceptual framework was constructed after concepts and concerns pertaining to OCB and employee performances were explored, along with an empirical evaluation of prior relevant research.

#### **2.1. Literature on Theory**

##### **2.1.1. Definition of Organizational Citizenship Behavior**

Within the subject of OCB, one of the most extensively studied topics is organizational behavior (OCB). In 1983, Organ coined the term "organizational citizenship behavior" with other partners. OCB is described by Organ et al. (2006) as voluntary conduct that improves an organization's overall performance but isn't explicitly recognized by the official incentive structure. They believed that there were three essential components to the OCB definition.

They began by defining the discretionary nature of OCB as acts performed by individuals for their own gain and beyond the call of duty. They then define discretionary behavior as an activity taken in a particular situation that is not required by the job description (Asgari, 2008). Since the absence of the activity is mostly a matter of personal decision, it is typically not seen as illegal. The second key component in their definition of OCB is the incentive structure, which suggests that OCB advantages are neither formal nor explicit. A worker may be nominated for additional compensation in acknowledgment of his contribution to the company if he goes above and beyond what is expected of him under the contract.

Finally, the beneficial impacts of OCB on the overall effectiveness of the company were highlighted. To guarantee effective operations, outstanding financial performance, and customer pleasure, everyone in the company should adopt OCB. This would undoubtedly improve the quality of the services the business offers.

Afterwards, Williams and Abdu, (2018) categorized OCB based on the behavior's goal. They were able to structure the OCB construct by dividing it into OCB-individuals (OCB-I) and OCB-organizations (OCB-O). When a worker is willing to help new or current colleagues who are struggling at work, it helps the firm and the worker themselves. The issues might range from

simple to sophisticated duties that have a big impact on the organization's operations. OCB-O provides instant benefits to the company.

### **2.1.2.Organizational Citizenship Behavior**

Today, encouraging workers to put in extra labor is a major topic in the study of organizational behavior and related fields. OCB is a crucial structure in management and psychology that has been applied in many different areas in recent years. It interacts strongly with other factors (Batman & Organ, 1983; Bergeron, 2007; Organ & Ryan, 1995; Podsakoff et al., 2000). It has been suggested that research be done on open-ended corporate behavior (OCB), which is defined as discretionary and informal workplace behavior aimed at increasing overall organizational profitability (Podsakoff et al. 2000). Furthermore, organizational culture may be incorporated into OCB since it has a direct and indirect impact on employees' psychological traits (Stamper & Van Dyne, 2001). This is due to the recent surge in interest in both psychology and management literature.

From whom the researcher took inspiration. (Barnard, 1968) proposed sixty-eight years ago that the acceptance of the formal system was aided by the informal cooperative structure inside an organization. He underlined the importance of "willingness to cooperate" since he thought it was necessary for formal organizational functioning. This was the original mention of the architecture known as OCB (Barnard, 1968).

The unofficial group was associated with OCB, according to Barnard. This approach removed him from the conventional view of organizational structure at the time, particularly "classical management theory." Classical theories held that jobholders could not interact in the workplace, while Barnard regarded formal organization as a byproduct of organizing. "An organization that relies simply on its blueprints for prescribed behavior is a frail social system," said Katz (1964:256), one that would eventually come to an end. Katz noted that collaboration is necessary for organizations to operate effectively and profitably.

For an organization to exist, OCB was unavoidable. Before the concept of organizational citizenship behavior was developed by Bateman & Organ (1983), Katz understood the importance of going above and beyond the call of duty (OCB). Katz & Kahn (1966) asserted that innovative and spontaneous actions outside of job requirements contributed to the efficacy and functioning of organizations.

Three behavioral domains caused concern for organizations, according to Zhou Jiang (2009). Businesses must first hire and train employees. Second, companies need to confirm that workers do activities that either meet or surpass predetermined minimal requirements. Last but not least, they have to exhibit "innovative and spontaneous behavior performance beyond role requirements for organizational function accomplishments." The last category includes workers who collaborate with one another to safeguard or improve the organizational structure and to create positive work environments (Organ et al., 2006).

According to Greenberg (2011), OCB is a group of favorable actions and gestures for the organization that cannot be prompted by formal position criteria or sparked by a contractual promise of compensation. This definition consists of three main parts: To begin with, citizenship behavior is not part of the employee's work duties. Secondly, there are no official rewards that come with being a good citizen. Third, corporate success is enhanced when good citizenship conduct is combined throughout time and among individuals.

Organizations should concentrate on their internal stakeholders if they wish to increase productivity and profitability since businesses have gotten more complicated and unpredictable in recent years. Since employees are the most significant stakeholders in any company, efforts should be made to enhance employee performance to increase emotional engagement and involvement in organizational citizenship behavior (OCB). One of the most crucial elements that support an organization's existence is the idea of OCB. OCB refers to any activity in the organization that the workers choose to conduct spontaneously and which often lies outside their contractual duties (Alkahtani, 2015).

The concept of organizational citizenship behavior (OCB) has gained popularity in modern times since it promotes organizational effectiveness. Companies worldwide are working extremely hard to keep their employees content and inspired. Companies are attempting to improve the culture of their workplaces by providing flexible work hours, treating employees with respect, and properly compensating them for their labor. Employees who are happy at work are highly motivated and devoted to their company. These workers are seen as the company's most valuable resources. Employees that go above and beyond the call of duty are crucial to the long-term survival and growth of the company Abdu, (2018).

Contributions made by employees above what is compensated for their work duties under contracts are known as OCB (Miao, et al., 2014). This means that more has to be learned about

the elements that can support OCB in employees and enable them to contribute to the business beyond their usual duties. OCB aims to safeguard a company from negative and undesirable behaviors that obstruct normal operations, develop the abilities and skills of present staff members, and boost corporate performance and productivity through effective coordination. A greater OCB level may lead to better organizational outcomes, such as increased productivity and profitability. Workplace dissatisfaction may negatively affect both employers and employees in a variety of ways, including more absenteeism, higher turnover, and less dedication. Higher OCBs are expected to be attained by employees with better employee performance than by employees with poorer employee performance Akinyemi, (2013).

Organ views OCB as random personal acts that are not expressly and explicitly defined in the organization's formal testimonial system, which often boosts productivity. According to Podsakoff et al. (2000), "arbitrary" conduct is defined as behavior that is optional, not required of employees during the hiring process, and for which there will be no consequences if it is not carried out. By maintaining psychological and social texture support, these behaviors led to some acts that are beneficial and profitable for companies, but they are not performed at requests (Levy 2004). According to Alotaibi (2001), OCBs are helpful, social, and pragmatic actions. Alias et al. (2013) introduced an OCB model and delineated three constituents: (1) Organizational obedience; (2) Organizational loyalty; and (3) Organizational partnerships Aslam, et.al (2023).

**Organizational obedience:** This term describes behaviors that identify the need and desirability of reasonable structure and discipline, which are accepted. Indicators of corporate compliance are behaviors such as respect for the rules of submission, completion of tasks, and responsibilities regarding the organization's resources Auliana, & Nurasiah, (2017).

**Organizational loyalty to the organization** is different from loyalty to oneself, to other individuals, and to organizational units, and it states the level of dedication of staff to protect and defend the values of the organization Altmann, (2010).

**Organizational partnerships** This term is accompanied by the participation of employees in corporate governance, to which we can point to attending meetings to share ideas with others and to be aware of current issues (Bienstock et al. 2003).

## **A. Organizational commitment**

For more than half a century, organizational commitment in the workplace has attracted the attention of the scientific community. Many definitions of organizational commitment have been proposed by various researchers, but it is well accepted that commitment reflects feelings of dependency, identity, and loyalty in order to achieve that goal (Idris, 2014).

Commitment is an important issue in the management literature. This idea is one of the fundamental values on which the organization relies, and staff are assessed based on commitment criteria (Singh & Gupta, 2015). Organizational commitment is one of the hidden but affective factors in staff's occupational behaviors (Bienstock et al. 2003), and it is a kind of attitude and affective condition that shows a rate of tendency, need, and obligation to stay on the job in an organization. Organizational commitment is described as an attitude or orientation toward an organization that shows a person's identity to the organization (Gautam et al., 2004), the feeling of belonging to the organization (Markovits et al., 2008), and the tendency of people to put their energy and loyalty (Kim and Leong, 2005) into the social system (Meyer et al., 2002), on which basis they find their identity in the organization. Organizational commitment can be defined as a psychological state that characterizes an employee's relationship with the organization and reduces the likelihood that he or she will leave it (Allen and Meyer 2000).

Also, Allen and Meyer (2000) stated that several variables of work attitude were studied by organizational psychologists, and in these studies, only job satisfaction among work attitude variables has been more considered by research than organizational commitment. Organizational commitment refers to employees' belief in the organization's goals and values, a willingness to maintain membership in the organization, and loyalty to the organization (Singh & Gupta, 2015; Hackett et al., 2001). Also, organizational commitment can serve as a strong relationship between the identity of the people and their participation in the organization (Moidunny, K. (2009). Tuna et al. (2016) presented a model of organizational commitment and identified three components: (1) Affective commitment; (2) Continuance commitment; and (3) Normative commitment. Affective commitment includes staff's emotional attachment to their identity, their appointment with the organization, and their engagement in organizational activities. Continuance commitment includes a willingness to stay in the organization because of organizational turnover costs or the rewards of staying in the organization. Normative commitment includes the personal desire of people to stay in the organization.



## **B. Organizational citizenship behavior and organizational commitment**

(Alias et al., 2013) developed a three-component model consisting of affective commitment, continuance commitment, and normative commitment. They defined affective commitment as being based on one's values, normative commitment as being based on obligation, and continuance commitment as being based on the calculation of costs and benefits. They argue that these components are differentially linked to variables as antecedents and consequents (Singh & Gupta, 2015).

### **2.1.3. Organizational Citizenship Behavior Dimensions**

Five main OCB aspects were discovered by (Altmann, 2010). Civic virtue, sportsmanship, conscientiousness, altruism and civility. The five dimensions were utilized in this study to investigate their connection to JS. These are the following:

#### **2.1.3.1. Altruism**

Altruism is the attitude of prioritizing the needs of others before your own, even if you get nothing in return. It is the effort to support colleagues in difficult circumstances by offering support in both personal and professional domains. It is acknowledged as an ethical theory that maintains people's moral duty to assist one another. (Sommer & Kulkarni, 2011) define altruism as helping internal and external stakeholders with tasks that are necessary for the business to operate well. According to (Ehtiyar, 2010), altruism is the act of helping colleagues achieve corporate objectives and enhancing business performance while without expecting anything in return. Altruism may be demonstrated in a number of ways, including by engaging in pro-social activity, helping colleagues in their work, and rationally taking into account the welfare of others.

#### **2.1.3.2. Conscientiousness**

(Castro et al. 2009) define conscientiousness as conduct in the job that goes above and beyond the requirements of the organization. Conscientiousness, according to (Swaminathan, 2013), is characterized as a dedication to the work that goes beyond the established benchmarks. Being conscientious means that, even when no one is around, you adhere to all corporate policies and procedures. Going above and beyond what is required, being committed to work and organization, having minimal absenteeism, meeting deadlines, and respecting and following rules and regulations even in the absence of a check and balance are just a few examples of how conscientiousness may be demonstrated.

#### **2.1.3.3.Sportsmanship**

Sportsmanship is described as morally righteous, appropriate, courteous, and equitable behavior when participating with an organization. It is the act of accepting a less-than-ideal circumstance inside a company without objecting to or rejecting it. The high degree of this dimension will increase staff morale and produce a pleasant working atmosphere. According to Swaminathan (2013), sportsmanship is the ability to endure little annoyances with grace, as they are an inevitable part of nearly any organizational environment. This supports Organ's (2006) definition of sportsmanship, which is the ability of an employee to put up with less-than-ideal circumstances without moaning or exaggerating little grievances.

The definition of sportsmanship, according to Sommer & Kulkarni (2012), is "the absence of damaging behavior, including petty grudges for actual or imagined slights." Podsakoff (2009) defined sportsmanship as conduct that promotes a decrease in difficulties in the workplace. Among the traits are avoiding pointless grievances, responding positively to any circumstance, accepting inevitable annoyances, etc.

#### **2.1.3.4.Courtesy**

Courtesy includes things like talking to coworkers whose work may be impacted by decisions or commitments you make. Notification in advance, prompt reminders, information sharing, consultation, and briefing all allude to the fundamental nature of civility. According to (Campbell Pickford, 2016), polite habits help coworkers divide and organize their efforts effectively, which lowers the likelihood of squandering resources and feeling irate or frustrated. This kind of action may be understood as an attempt to keep social order and group harmony intact while averting disruption or disagreement among coworkers.

A courteous demeanor conceals any actions taken to assist others in averting difficulties. In a society with a high power distance that values conformity and authority, such polite actions could be promoted more (Mahal, 2012). Courtesy is defined as proactive actions such as providing advance notice, sharing information, and behaving with consideration for the opinions of other employees. Being mindful of others' claims over frequently utilized organizational resources, giving others early warning and addressing others who may be impacted by one's actions are a few instances of civility.

#### **2.1.3.5. Civic Virtue**

Behavior aimed at exhibiting favorable work attitudes, such as taking the initiative to help create the working system or processes, adapting to changes in the organization, and safeguarding corporate property, among other things, this dimension has to do with a person's ability to raise the standard of performance in their particular work division. Civic virtue may be defined as actions that show a worker's genuine interests and active participation in the operations of the company (Emami, 2012). Positive participation in the company's issues indicates that this OCB dimension generally demonstrates a macro-level interest in the firm. Civic virtue is the feeling that a worker has for the company; much like a citizen has for their country. An employee who demonstrates civic virtue behaviors acknowledges the responsibility that comes with being a "citizen" of the corporation (ego, 2008). This may include participating obediently at events and conferences, representing the company in client meetings, and engaging positively in political processes.

#### **2.2. Employee Job Performance**

Performance may be seen as an account of the goals reached and the accomplishments of an individual. Performance may be defined as an organization's, a team's, or an individual's manner of doing things. Corporate performance, according to Draft (2003), is the organization's capacity to achieve its objectives through the effective and efficient use of its resources. Performance is defined as the achievement, execution, carrying out, and working out of whatever is commanded or undertaken (Armstrong, 2010). This alludes to achievement while also emphasizing that performance is about putting in the effort and achieving the desired outcomes. A reward system that includes needs and objective alignment between the organization and workers, as well as intrinsic and extrinsic rewards, has been made possible by the notion of performance management (Armstrong, 2005). Techniques for performance management are applicable at the departmental (business process), organizational, and personal levels.

Organizational Level: The primary purpose of performance management at the organizational level is to achieve strategic goals and objectives. Common organizational goals and objectives include things like raising sales, profits, or customer satisfaction; being more involved in the community; ranking higher or being viewed as having higher quality than competitors; and so on Edwinah (2013).

Department (Business Process) Level: Every department works together and depends on every other department for support. Every job requires communication with many departments and business procedures (e.g., finance, accounts payable, human resources, admissions, etc.). Establishing goals that, when taken as a whole, allow the company to meet the needs and expectations of both internal and external stakeholders while being loyal to and supportive of the overall aim for each department, function, and process Palmer (2012).

At the individual level, employees do the tasks and assignments required to meet departmental, organizational, and personal responsibilities. If performers are unable to work effectively and efficiently, even in the case of architectural wonders at the organizational and business process levels, performance quality and outputs will suffer. An employee's performance may also be assessed based on their ability to perform as well as their opportunity and willingness to do so. Eagerness to perform, according to Messner (2013), is the desire of an employee to put their all into their work.

In 2004, Ayree, S., Chen, Z.H., & Budhawar, P.S. said that although staff awards are thought to have been distributed legitimately, workers will be more eager to share their ideas or work outputs. A business must focus more on improving employee performance in order to meet today's problems. As a result, businesses must pay attention to current organizational trends to help employees apply their knowledge and skills to support the desired advanced economies. Additionally, for employees to perform well, management must give them more freedom to define their roles and responsibilities. Employees will therefore find that their work ultimately better fits their needs, beliefs, and skill set.

### **2.3. Empirical Review**

The relationship between OCB and Job satisfaction is a topic that has been extensively researched in the management literature. One area that has received less attention is the relationship between OCB dimensions and employee performance characteristics. The objective of this study is to investigate and comprehend the effects of OCB dimensions on employee performance within the framework of Hibret Bank from a scientific perspective.

Researchers have conducted a large number of studies on the relationship between OCB and worker performance. Although several studies have yielded diverse findings about the correlation between worker productivity and organizational citizenship behavior (OCB), a

substantial body of empirical evidence indicates that Job Satisfaction has a beneficial impact on OCB.

### **2.3.1. Studies conducted Abroad**

According to Miao et al. (2014), researchers hypothesized that employee performance would be connected to OCB for two reasons. The reciprocity norm is one of them. Employees are inclined to support organizations that assist or benefit them. There is a psychological component to the second one. Employees are more likely to engage in pro-social behavior if they are having fun at work (Miao et al., 2014). The results of previous study are demonstrated by these studies.

The relationships between job satisfaction, civic engagement inside companies, and workplace justice were examined by Halim, F. W., Amiraa, A. M., & Fatimah, O. (2011). In this study, secondary school teachers in Selangor, Malaysia, were asked to examine the link between work satisfaction and organizational justice as well as the moderating effect of organizational citizenship behavior in this relationship. Furthermore, the research aimed to ascertain the impact of organizational citizenship and justice dimensions on work satisfaction. Utilizing a survey, the data required for this investigation was acquired. The collected data were examined using Pearson correlation and multiple regression analysis. The results showed that organizational citizenship behavior and employee performance were strongly positively correlated. All four organizational citizenship behavior traits aside from courtesy were associated with increased levels of job satisfaction. The results also showed a connection between civic virtue, altruism, and job satisfaction. However, there was no discernible difference in the impact of the remaining three organizational citizenship behavior attributes on job satisfaction.

The result of the Farooq & Aslam (2023) study depicts a positive correlation between training and employee performance ( $r = .233$ ,  $\text{sig} = .000$ ). Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without the best utilization of its human resources, and it can only happen when the firm is able to meet its employees' job-related needs in a timely fashion. Training is the only way to identify the deprived needs of employees and then build their required competence level so that they may perform well to achieve organizational goals.

Moreover, the result of the study by Sultana (2012) conducted in the service sector of telecom Pakistan states the  $R^2$  as 0.501, which means that 50.1% of the variation in employee performance is brought about by training programs. Further, the T-value was 8.58, which explains why training is a good predictor of employee performance. As depicted in the work of

Harrison (2000), learning through training influences organizational performance through greater employee performance and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and actual performance is an effective way of improving employee performance (Swart, 2005).

According to Rashid Saeed et al. (2013), there is a positive association between workers' performance and their working environment, with a value of 0.000. This research similarly relates personal difficulties to employees' performance; however, the association is quite weak—0.000. The workforce's performance was shown to be substantially ( $p = 0.000$ ) correlated with the manager's mood. At the 0.002 level, it was finally found that monetary rewards had significance. The study's conclusions therefore establish a connection between worker performance and personal problems, corporate culture, manager attitudes, and financial incentives.

Recent research conducted by Nina Munira Naharuddin & Mohammad Sadegi (2022) aims to investigate the effect of the workplace environment's factors on employees' performance. The researchers revealed that the work environment has a strong positive and significant relationship with employees' job performance, with a correlation of 0.828.

In their 2012 study, Aktar, Kamruzzaman, and Ali examined how Bangladeshi commercial banks' employees performed in relation to incentive management. The study's specific goal is to determine the connection between employee performance and incentives. The study put forth the hypothesis that there is a direct correlation between employees' performance and both intrinsic and extrinsic rewards. Additionally, there is a tangential connection between employee performance and intrinsic and extrinsic rewards. The study's main conclusions included a substantial connection between dependent and independent variables, indicating that both intrinsic and extrinsic rewards affect employees' performance (70.2%). This further demonstrates the highly substantial association that was found between intrinsic and extrinsic rewards.

Bartholomeusz, & Edirisooriya, (2020). looked at how employee performance was affected by awards. The study was carried out at Electric, a service-oriented public sector company founded in 1968. The study investigates this relationship and finds that there is a considerable correlation between employee performance and salary. It demonstrates that the majority of Electric employees, regardless of rank, strongly favor monetary benefits. Employee success is measured

in monetary terms explores the possible effects of this change on the effectiveness of public procurement organizations and the issues surrounding public procurement in Ghana. The study also shows that recognition proves to have the strongest relationship to employee performance when compared to other intrinsic variables. Recognition is a powerful motivation factor because it helps employees know how well they have achieved their objectives and whether their achievements are appreciated.

### **2.3.2. Studies conducted in Ethiopia**

(Abraham, 2019) studied the effects of organizational culture on employees' commitment in Commercial Bank of Ethiopia. The study used quantitative research method and explanatory research design to objectively answer the proposed research questions. Regression analysis was used to assess the effects of organizational culture on the employees' commitment. The study showed that there is positive relationship between organizational culture and employees' commitment. Based on the findings, the study recommends that CBE should empower employees and reinforce team orientations, embrace integration, co-ordination, organizational learning, agreement and core values and they should create competence development to promote employees commitment.

(Elizabeth, 2017) examined the effects of organizational culture (hierarchy, market, Clan, adhocracy) on job satisfaction in the Ministry of Science and Technology. A mixed design was employed in this study. Data were analyzed using statistical tools like frequency, percentage, mean, Pearson rho correlation coefficient, Mann Whitney U test and Multiple Regression. The findings of this study revealed that adhocracy culture was the dominant culture in the Ministry. On top of this, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, the level of employees' job satisfaction was higher in the Ministry. Based on the findings, it was concluded that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance.

### **2.4. Conceptual Framework**

The important procedure that guides the investigation is indicated by the conceptual framework. Employee performance is the dependent variable in this study, while organizational citizenship behavior is the independent variable. Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are the predictor factors.

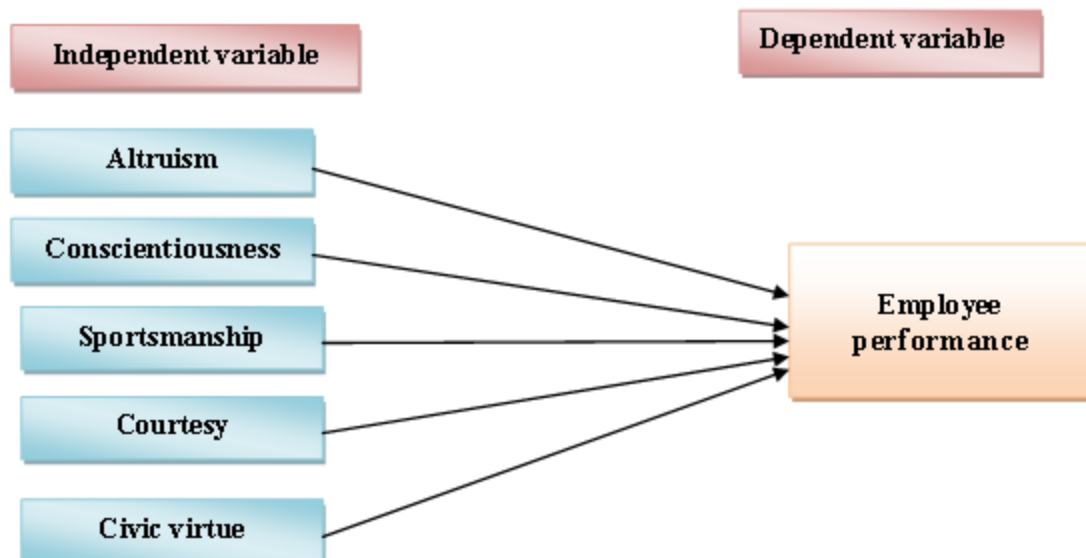


Figure 2.1: Conceptual Framework of the Study

(Source: Adapted from Harun et al., (2020) and dependent variable from Meyer et al. (2002)).



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

Under research methodology, subjects related to the methodological execution of the study are covered. The research design and methodology, the tools and procedures to be used for data collection, the techniques for evaluating the collected data, and the sample plan are all described from the outset. Along with the validity and reliability of the study, ethical concerns are also covered in this chapter.

#### **3.1. Research Approaches**

As mentioned in (JW, 2009), the integration of quantitative and qualitative approaches results in a deeper understanding of study issues than either approach by itself. When considering the research problem and objective shown in the first subsection, a mixed research approach was appropriate for this study

Because combining both approaches allows researchers to triangulate data, validate findings, and address research questions more comprehensively. Qualitative data can provide context and depth, while quantitative data offers statistical rigor. Researchers can use qualitative findings to inform the design of quantitative studies or vice versa. Mixed research approach leverages the strengths of both qualitative and quantitative methods, leading to a more robust understanding of complex phenomena.

#### **3.2. Research Design**

This researcher collects data on five dimensions of OCB from employees of Hibret Bank in Addis Ababa city branches to present condition of the OCB application at this bank across five dimensions. So, the researcher was used both descriptive and explanatory research for this study. In addition, the researcher was analyze relations between the dependent variable (employee performance) and the independent variables five dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) using correlation and regression, which makes the research explanatory. Therefore, this study was both descriptive and explanatory.

#### **3.3. Population, Sample Size, and Approaches**

##### **3.3.1. Target Population**

According to the bank's annual report for 2022–2023, 8,839 people were employed there. Of these, 5,385 are permanent, 3,436 are contracted out, and 18 work directly for the bank. Thus, first-class bank branches in Addis Ababa, Ethiopia (Merkato, Legehar, Gofasefer, Kolfe, Stadium, Addis Ketema, and Hayahuletmazori) were included in the study.

### 3.3.2. Sampling Techniques

This study was adapted stratified random sampling techniques. Stratified sampling was defined as a sampling technique where the study population was placed in various groups based on the similar characteristics of the members of the group. The reason was that the employee population is not homogeneous. Top-level managers, middle-level managers, and general employees were placed in different strata. Simple random sampling involves subjects in each stratum to ensure that each member within the stratum was got an equal chance of being sampled.

### 3.3.3. Sample size

The method by which representative samples of the target population were chosen ensures that each person in the community has an equal chance of being selected for the research (Faber and Fonseca, 2014). The sample size computation determines the appropriate sample size for this inquiry. Although there are several methods for determining sample size, Yemane's (1967) approach is the most often utilized. Simplified, the Yamane formula is as follows:

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

**Where:** n = sample size, N = population size, e = level of precision considered 5%  
n = 104.97 ≈ 105 for this research, the sample size was 105

**Table 3.1 sample size of the respondents**

S/N	Branch bank name	Target Population	sample size
1	Merkato	21	16
2	Legehar	19	14
3	Gofasefer	24	17
4	kolfe	23	17
5	Stadium	16	12
6	Addis Ketema	18	13
7	Hayahuletmazori	21	16
	<b>Total</b>	<b>142</b>	<b>105</b>

**Source:** HB Annual Report (2022/2023)

### 3.4. Source of Data

For this study, both primary and secondary data sets were used. The key data for the study was directly related to its objective and was collected using structured questionnaires. To collect primary data, respondents were required to fill out a standardized questionnaire. The

questionnaire was used to collect data on employees' perceptions of the organizational citizenship behavior components of sportsmanship, altruism, conscientiousness, civility, and civic virtue in connection to their job performance at each bank, with an emphasis on the research purpose. However, information not directly related to the objective was gathered through a theoretical investigation that looks through books, articles, research theses, annual reports, bank directives, manuals, and papers on the topic of employee performance and corporate citizenship behavior.

### **3.5. Data Gathering Instrument**

#### **3.5.1. Questionnaires**

This study aimed to investigate the impact of corporate citizenship behavior on employee performance at Hibret Bank in Addis Ababa. Data was collected using a structured questionnaire with a five-point Likert scale rating technique. The questionnaires were closed-ended and divided into two parts: demographic data and information on how independent variables affect workers' performance. The structured questionnaire ensured consistency and accuracy, with pre-planned, specific questions. The Likert scale ranged from 1- for strongly disagreed to 5- for strongly agreed. The study aimed to understand the impact of corporate citizenship behavior on employee performance.

#### **3.5.2. Interviews**

The researcher used personal interviews to study the impact of organizational citizenship behavior on employee performance at Hibret Bank in Addis Ababa city branches. Despite its cost, time-consuming nature, and potential bias, this method was considered the most effective for gathering accurate data. It allowed for spontaneity, facilitated fresh perspectives, and produced extensive data. The interviewers had freedom in conducting the interview with specific individuals, allowing for clarification of questions and cognitive components. Branch managers and HRM officers from Hibret Bank participated in semi-structured interviews to validate and enhance the findings.

### **3.6. Methods of Data Analysis**

Version 26.0 of the statistical program for social science (SPSS) was utilized to analyze the study's findings. To ascertain the impact of corporate citizenship behavior on employee performance in Hibret Bank's Addis Ababa city branches, preliminary data analysis was conducted prior to discussion. The type, direction, and significance of the link between employee

performance and organizational citizenship behavior were determined by using the Pearson correlation test. It was also show how much two or more variables are connected to or associated with one another. The researcher was used multiple linear regression analysis to examine the case and effect relationship between one dependent variable and numerous independent factors. The data was presented by using descriptive statistics like frequency, mean, and standard deviation. Baron and Kenny's (1986) approach to testing mediation was used as a guiding framework for conducting mediation tests. As a result, mediation and three regression models are investigated (Baron and Kenny, 1986; Field, 2013).

### **3.7.Model specification**

To examine the link between the dependent and independent variables, multiple regressions were performed. This is because it was a versatile approach to data analysis that was used whenever a quantitative variable, dependent variable, or criterion is present. Organizational citizenship behavior was compared to the independent variable. Altruism, awareness, sportsmanship, courtesy, and civic virtue were the predictor factors and the independent variables in this study, while employee performance was the dependent variable.

As a result, the researcher developed a linear regression model in the following model to examine OCB on employee performance.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon_i$$

Where  $\beta_0$ = Intercept coefficient

$\beta_1 \dots \beta_5$  Regression coefficient of two variables

$X_1$ = Altruism

$X_2$ = Conscientiousness

$X_3$ = Sportsmanship

$X_4$ = Courtesy

$X_5$ = civic virtue

The significance of the whole model was examined by using ANOVA at the 95% level of significance. The t-test was used for more than two groups using the ANOVA statistical test, which ascertains whether or not the means of many groups are equal (Bailey, 2008). To compare two, three, or more means using ANOVAs. Trochim (2006) states that the T-test was used to

assess whether there was a statistical difference between the means of two groups. This approach was appropriate for comparing the means of two groups.

ANOVA is suggested because it employs the F-test in terms of residual sums of squares (Mugenda 2008). According to Richard (2007), the F-test is a test meant to determine whether two population variances are equal. This was accomplished by comparing the ratio of two variances. The model's goodness of fit was examined using F-tests and the p-value, while the tests for causality between total organizational citizenship behavior and employee performance was done using adjusted R<sup>2</sup>.

### **3.8.Validity and Reliability**

Reducing the probability of getting an erroneous answer necessitates a focus on two aspects of study design: reliability and validity.

#### **3.8.1.Validity test**

To determine the validity of the research instrument for the objectives of this study, the researcher used the opinions of experts in the area, including university research instructors, mainly the advisor. To ascertain whether or not the surveys were appropriately handled, the researcher also consulted with experts in organizations. This increases the validity of the research instrument by making revisions and modifications easy.

#### **3.8.2.Reliability**

An internal consistency method based on Cronbach's alpha was used in this investigation to evaluate the reliability of the data collection instruments. Zinbarg (2005) states that Cronbach's alpha is a reliability coefficient that offers an unbiased assessment of the generalization of data. The range of the coefficient is 0.0 to 1.0. An item is said to have high internal consistency reliability if its Cronbach's alpha is near 1.0; above 0.8 is seen as good; 0.7 is regarded as acceptable; and less than 0.6 is regarded as bad (Sekaran, 2003). Table 3.2 shows that, out of 23 surveys, the dependability is 0.809, which is regarded as excellent, as Sekaran (2003) reported.

Table 3.2: Cronbach's alpha test Reliability Statistics

Items	Number of items	Cronbach's Alpha	Readability of range
Altruism	5	0.794	ACCEPTABLE
Conscientious	4	0.806	GOOD
Sportsmanship	4	0.845	GOOD
Courtesy	5	0.831	GOOD
Civic Virtue	5	0.784	ACCEPTABLE

Employee performance	6	0.712	ACCEPTABLE
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Source: Own Survey, (2024)

### 3.9.Ethical Considerations

Research has its own set of fundamental ethical norms that should never be compromised because it is a scientific process and activity. For instance, citations should be made for each source that is quoted and plays a significant role in the study. That is, information was acquired from reliable and pertinent sources, and books and articles' authors must be credited. Thus, in order to make the research legitimate and acceptable to academic communities and users of the results, the researcher was respected and adheres to current ethical norms in the current study. Participants were asked to indicate their level of preparation before receiving the questionnaire; participation in the study was entirely optional, and the researcher was only use the information they provide. The absence of the participants' names, personal information, or signatures from the questionnaire ensures their anonymity. The study's findings were also communicated to the researcher without any false information being omitted.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.1. Introduction

This study looked at how organizational citizenship behavior affected the employee performance of employees at the seven branches (Merkato, Legehar, Gofasefer, Kolfe, Stadium, Addis Ketema, and Hayahuletmazori) of Hibret Bank in Addis Ababa city. Data was analyzed using SPSS version 26, and the results were presented and discussed. The results are discussed in this chapter. The research technique utilized in the study was a questionnaire. Likert-type questions were employed to enhance the quality of the data by asking respondents to rate their agreement with the parameters being used.

Data was collected through 105 questionnaires, with 95 (90.48%) completed and returned for examination. The data was analyzed and interpreted using tools such as standard deviation, skewness, kurtosis, measures of central tendency (such as mean and variance), and inferential analysis (such as regression and correlation).

#### 4.2. Demographic Background of the Respondents

The study's demographic profile of the respondents comprises their gender, age, educational background, year of service with HB, and work experience in their present role. Below is a summary of this in Table 4.1.

Table 4.1 Demographic characteristics of respondents

Characteristics	Attribute	Freq.	%
Gender	Male	65	68.42
	Female	30	31.58
	Total	95	100.00
Age	20 – 30	26	27.37
	31 – 40	55	57.89
	41 – 50	9	9.47
	≥ 51	5	5.26
	Total	95	100.00
Education Level	BA/BSc Degree	76	80.00
	MA/MSC	19	20.00
	PhD and above	0	0
	Total	95	100.00
Service year in Hibret Bank	1-5 Years	32	33.68
	6-10 Years	39	41.05
	11- 15 Years	24	25.26

	Total	95	100.00
Work experience in the current position	Under 5 years	43	45.26
	6- 10 years	50	52.6
	11 -15 years	1	1.05
	16 -20 years	1	1.05
	<b>Total</b>	<b>95</b>	<b>100</b>

Source: Survey Result, (2024)

The above data indicates that 31.58% of the respondents were female and 68.42% of the respondents were male. Consequently, the majority of replies are from men. In terms of the age range of the respondents, 31–40-year-olds account for 57.89% of the total. The following higher groupings, which correspond to age groups 20–30 and 41–50, respectively, are 27.37% and 9.47%. 5.26 percent of the group, or the remaining members, were above 50. This implies that the bulk of Hibret Bank employees are persons in their working years. This shows that Hibret Bank employs effective, driven employees who can support the company in achieving its objectives.

Eighty percent of workers had a bachelor's degree, and twenty percent of respondents had a master's degree, as Table 4.1 made very obvious. It is evident that most of Hibret Bank's staff members have degrees because the bank requires applicants to have a bachelor's degree in order to recruit them.

Following an analysis of the respondents' years of service at HB, it was discovered that 41.05% of the respondents had worked for HB for six to ten years, 33.68% for one to five years, and 25.26% for eleven to fifteen years. It illustrates that most employees have been with HB for one to five years. This shows that HB employees at branches are knowledgeable with the operations of the bank, which promotes smooth transactions.

Additionally, Table 4.1 shows that 45.26% of respondents have worked for Hibret Bank for fewer than five years, while the majority of respondents (52.6%) have worked for the bank for six to ten years. Of them, 2.11% (ages 11 to 20) had previously worked for the business. According to this study, most bank employees are seasoned professionals with previous work experience.

In summary, the study includes experienced and knowledgeable individuals with a range of ages, genders, and educational backgrounds, as revealed by the demographic profile of the sample replies. Additionally, it implies that the majority of responders had formal educations.



### 4.3. Analysis of Collected Data

The data was analyzed and interpreted using stoical functions such as percent, frequency, standard deviation, skewness, Kurtosis, and measures of central tendency (such as mean and variance). The study's variables include employee performance as the dependent variable and independent factors including sportsmanship, civility, civic virtue, altruism, and conscientiousness.

Descriptive statistics, according to Kenton (2018), are condensed descriptive coefficients that provide an overview of a specific data collection, which may be a sample or the full population. Worker performance, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are the factors. As seen below, the mean score of 1.00-1.80 indicates "strongly disagree," 1.81-2.60 indicates "disagree," 2.61–3.40 indicates "neutral," 3.41–4.20 indicates "agree," and 4.21–5.00 indicates "strongly agree," according to Murry, (2013).

Table 4.2 Comparison based on the mean score of five-point Likert scale

Scale	Interpretation
1 to 1.80	Represents (strongly disagree)
1.81 to 2.60	Represents (Disagree).
2.61 to 3.40	Represents (Neutral).
3.41 to 4.20	Represents (agree)
4.21 to 5.00	Represents (strongly agree)

Source: Murry. (2013)

#### 4.3.1. Altruism

Altruism is the renunciation of the self, and an exclusive concern for the welfare of others. It is a traditional virtue in many cultures, and a core aspect of various religious traditions. Table 4.3 shows that involves engaging in selfless acts for the pleasure of BH.

Table 4.3 Descriptive Statistics of Altruism

Statements	Frequency (Percentage)					Mean	Sta. De
	strongly disagree	Disagree	Neutral	Agree	strongly agree		
I volunteer my time to assist staff members with work-related issues.	4 (4%)	1 (0.8%)	7 (7.2%)	33 (35.2%)	50 (52.8%)	4.32	0.946
Before doing anything that may have an impact on other employees, I consult with them.	4 (4%)	3 (3.2%)	8 (8.0%)	45 (47.2%)	36 (37.6%)	4.112	0.969
I set aside time during the day to mentor and support newly hired staff.	5 (4.8%)	8 (8.0%)	24 (25.6%)	36 (38.4%)	22 (23.2%)	3.672	1.068
I have a deep sense of Hibret Bank identity.	6 (6.4%)	7 (7.2%)	13 (13.6%)	36 (38.4%)	33 (34.4%)	3.872	1.156
I cover for those who aren't able to go to work.	3 (3.2%)	2 (1.6%)	10 (10.4%)	43 (44.8%)	38 (40.0%)	4.168	0.913
<b>Aggregate Mean and standard deviation</b>						<b>4.029</b>	<b>1.0104</b>

Source: Survey Result, (2024)

Certainly! Let's delve into the descriptive statistics for altruism based on the responses from table 4.3 employees at Hibret Bank. Here's an interpretation of each statement:

"I volunteer my time to assist staff members with work-related issues." The mean response is approximately 4.32, indicating that, on average, employees tend to agree with this statement.

The standard deviation is 0.969, suggesting moderate agreement among respondents. "Before doing anything that may have an impact on other employees, I consult with them." The mean response is around 3.67, indicating a tendency toward agreement. The standard deviation is 1.156, reflecting some variability in responses. "I set aside time during the day to mentor and support newly hired staff." The mean response is approximately 3.87, showing a positive

inclination. The standard deviation is 0.913, indicating relatively consistent agreement. “I have a deep sense of Hibret Bank identity.” The mean response is about 4.17, suggesting strong agreement. The standard deviation is 0.913, indicating low variability. “I cover for those who aren’t able to go to work.” The mean response is around 4.17, indicating agreement. The standard deviation is 0.913, suggesting consistent responses.

The aggregate mean of 4.029 indicates a strong overall agreement with the positive organizational citizenship behaviors. The aggregate standard deviation of 1.0104, while higher than individual statements, is still indicative of a general consensus.

Consistent with the study of Pérez and Rodríguez del Bosque (2019), the value of altruism within the banking sector involves examining various aspects related to social responsibility, ethical behavior, and impact. It concerns application in banking: banks can demonstrate altruism by actively engaging in CSR initiatives. This includes supporting community development, environmental conservation, and ethical practices.

To summarize, the correlation between workers' citizenship activities and altruism in the banking industry (Podsakoff et al., 2000) necessitates a comprehensive strategy that takes into account resilience, data-driven insights, risk reduction, and corporate social responsibility. Hibret Bank has a positive impact on a more sustainable and socially responsible financial landscape by incorporating philanthropic activities. According to Hsiung T. L. (2014)'s findings, employees who exhibit higher levels of altruism tend to put in more effort and do better on the job.

#### **4.3.2. Conscientious**

The issues raised in this study are concerning conscientiousness and employee performance. According to Organ (2018), conscientiousness is discretionary behavior that goes well beyond the minimum role requirements of the organization. It refers to behaviors indicating that an individual pays special attention when carrying out one’s work, scrupulously sticking to protocol, or keeping working hours precisely. Conscientiousness indicates if a particular individual is organized, accountable, and hardworking (2020). These were also supported by the survey results shown in Table 4.4, as follows:

Table 4.4 Descriptive Statistics of Conscientiousness

Statements	Frequency (Percentage)						Mean	Sta. De
	S.D	Disagree	Neutral	Agree	S.A			
I participate in events that enhance the HB's reputation but are beyond the scope of my work.	5 (4.8%)	6 (6.4%)	21 (22.4%)	41 (43.2%)	22 (23.2%)		3.74	1.04
I always arrive early and get to work right away, hoping to catch the attention of superiors	17 (18.4%)	12 (9.6%)	18(- 19.2%)	33 (35.2%)	17 (17.6%)		3.24	1.358
Even when no one is watching and no evidence can be found, I abide by Hibret Bank's policies and procedures.	4 (4.0%)	7 (7.2%)	14 (15.2%)	42 (44.0%)	28 (29.6%)		3.88	1.044
Given that my attendance at work exceeds expectations, I ought to receive a reward.	6 (6.4%)	17 (17.6%)	30 (32.0%)	32 (33.6%)	10 (10.4%)		3.24	1.065
<b>Aggregate Mean and standard deviation</b>							<b>3.524</b>	<b>1.1268</b>

Source: Survey Result, (2024)

The results presented in the above table 4.4 shows that descriptive statistics for conscientiousness based on the responses from employees at Hibret Bank. Here's an interpretation of each statement:

“I participate in events that enhance the HIB's reputation but are beyond the scope of my job.”

The mean response is approximately 3.74, indicating that, on average, employees tend to agree with this statement. The standard deviation is 1.04, suggesting some variability in responses. “I always arrive early and get to work right away, hoping to catch the attention of superiors.” The mean response is around 3.17, indicating a tendency toward agreement. The higher standard deviation of 1.358 shows more variability in how respondents feel about this statement. “Even when no one is watching and no evidence can be found, I abide by Hibret Bank's policies and procedures.” This statement has a mean score of 3.89, with respondents generally agreeing. The standard deviation is 1.044, suggesting relatively consistent agreement. “Given that attendance at work exceeds expectations, I ought to receive a reward.” The mean response is approximately 3.53. The standard deviation is 1.065. The aggregate mean score of 3.524 suggests that overall; employees at Hibret Bank exhibit a good level of OCB. The aggregate standard deviation of 1.12675 points to some variability in responses, but not excessively so, indicating a general agreement among employees on OCB.

The results found from this study are also consistent with the findings of Alsuwailem and Elnag (2016), who found that employees tend to be highly achievement-focused and show great perseverance, which explains the high significance of this reason for career success. It can also help to make the environment of the organization better and calmer, and it can help to build an affable relationship with peers. Most of these scholars and many others assessed the association between conscientiousness and employee performance, which showed a weak. They feel a sense of duty and responsibility toward tasks and obligations. Perhaps understanding the facets of conscientiousness can help employees cultivate this trait further.

### 4.3.3. Sportsmanship

Swaminathan & Jawahar (2018) establish that sportsmanship enhances the morale of the workgroup and thus reduces the irritation rate. It is clear, therefore, that where there is less irritation, there is bound to be more cooperation, which enhances organizational fluidity and improves service quality. This study will examine the effects of organizational citizenship behavior on employee performance at Hibret Bank in Addis Ababa city branches.

Table 4.5 Descriptive Statistics of Sportsmanship

Statements	Frequency (Percentage)						Mean	Sta.De
	strongly disagree	Disagree	Neutral	Agree	strongly agree			
I create an enjoyable and healthy environment at work.	3 (3.20%)	4 (4.00%)	11 (12.00%)	40 (42.40%)	35 (36.80%)		4.872	6.363
If I receive overtime pay, I will provide my colleagues with more help.	13 (13.60%)	14 (14.40%)	26 (27.20%)	24 (25.60%)	18 (19.20%)		3.224	1.294
I never voiced any complaints about being so tolerant of inquiries from coworkers.	3 (3.20%)	3 (3.20%)	11 (12.00%)	48 (50.40%)	30 (31.20%)		4.032	0.924
I'm prepared to go above and beyond to accommodate a request from a teammate.	2 (2.11%)	2 (2.11%)	11 (11.58%)	47 (49.47%)	32 (33.68%)		4.096	0.874
<b>Aggregate Mean and standard deviation</b>							<b>4.056</b>	<b>2.36375</b>
Source: Survey Result, (2024)								

The responses of the respondents to the sportsmanship variable are displayed in Table 4.5 above

here's an interpretation of each statement: "I create an enjoyable and healthy environment at work." The mean response is approximately 4.372, indicating that, on average, employees tend to strongly agree with this statement. The standard deviation is 0.6363, suggesting relatively consistent agreement among respondents. "If I receive overtime pay, I will provide my colleagues with more help." The mean response is around 4.0320, showing a positive inclination. The standard deviation is 0.9294, indicating some variability in responses. "I never criticized any member of inquiries from coworkers." Respondents generally agree with this statement, as the mean score is 4.096. The standard deviation is 0.874, suggesting moderate consistency in responses.

The aggregate mean score of 4.056 suggests that overall, employees at Hibret Bank exhibit a good level of OCB. The aggregate standard deviation of 2.36375 is notably higher than the individual standard deviations, which could indicate a greater variability when considering all statements together.

Thus, it is easy to conclude from the discussion above that a worker who exemplifies sportsmanship by granting colleagues' requests not only enhances the performance of the organization but also fosters a happy work atmosphere. Their eagerness to go above and beyond is indicative of their dedication to collaboration and teamwork, which eventually helps the bank and its staff. This result is in line with earlier research by Sahu & Pathardikar (2018), who found that certain interpersonal ethics have a direct impact on sportsmanship. Membership may create a work culture and encourage an ethical work environment.

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#### **4.3.4. Courtesy**

Being courteous to coworkers and clients entails showing them respect and concern. The presence of polite behavior among employees fosters a pleasant work atmosphere. Motivated and engaged workers are more likely to be treated with respect and worth. The following talks

demonstrate how encouraging civility among staff members helps the bank's overall performance and success, in addition to providing advantages to individual workers.

Table 4.6 Descriptive Statistics of Courtesy

Statements	Frequency (Percentage)						
	S.D	Disagree	Neutral	Agree	S.A	Me an	Sta. De
I truly care about and take into account each and every one of my coworkers.	6 (4.8%)	1 (0.8%)	11 (11.2%)	47 (49.6%)	31 (32.8%)	4.456	4.567
I take step to try to solve problems between supervisors and my colleagues	5 (4.8%)	1 (0.8%)	11 (11.2%)	49 (52.0%)	30 (31.2%)	4.04	0.945
When someone confides in me about a personal issue, I listen sympathetically.	5 (4.8%)	5 (4.0%)	21 (22.4%)	42 (44.0%)	24 (24.8%)	3.8	1.016
I consult with other employees prior to taking part in any activities that may have an impact on them.	3 (3.2%)	4 (4.0%)	28 (30.4%)	42 (44%)	17 (18.4%)	3.704	0.924
<b>Aggregate Mean and standard deviation</b>						<b>4</b>	<b>1.863</b>
Source: Survey Result, (2024)							

The above table 4.6 shows the respondent's replies on Courtesy variable. The first statement shows that 4.8% (6) of the respondents strongly disagreed on that he /she show genuine concern and consideration for all my colleagues, 0.8% (1) of the respondents disagreed, 11.2 % (11) of the respondents neither agreed nor disagreed, 49.6% (47) of the respondents agreed and 32.8% (31) strongly agreed with the statement. From this result in Hibret bank, where teamwork is crucial, courtesy contributes to achieving organizational goals. Additionally, cohesive, caring team is more effective in serving customers and driving business growth. It can be concluded that the importance of courtesy in creating a harmonious work environment and enhancing employee performance in the Hibret bank.

The same survey also finds that "I take step to try to solve problems between supervisors and my colleagues"; 4.8% (5) of the respondents strongly disagreed, 0.8% (1) of the respondents disagreed, 11.2 % (11) of the respondents neither agreed nor disagreed, 52% (49) of the respondents agreed and 31.2% (30) of the respondents strongly agreed with the statement. The

data presented gathered indicates that in order to discover common ground and win-win solutions in Hibret Bank, it is important to provide a secure environment for open communication where all parties are free to voice their opinions. Furthermore, successful conflict resolution enhances both the general prosperity of the company and the wellbeing of the person. The bank may establish a cooperative and courteous work atmosphere by encouraging open communication and just procedures.

As shown in table 4.6 “When someone confides in me about a personal issue, I listen sympathetically..”; 4.8% (5) of the respondents strongly disagreed, 4% (4) of the respondents disagreed, 22.4% (21) of the respondents neither agreed nor disagreed, 44% (42) of the respondents agreed and only 24.8% (24) of the respondents strongly agreed. The result shows that when employees experience kindness from their peers, they are more likely to reciprocate, leading to a harmonious work atmosphere. In other word a workplace characterized by courtesy and empathy tends to have higher employee engagement and productivity. So, we may conclude in this finding small act of kindness, such as listening sympathetically, ripple through the workplace, creating a culture of respect and collaboration.

As presented in table 4.6 “I consult with other employees prior to taking part in any activities that may have an impact on them.”; 3.2% (3) of the respondents strongly disagreed, 4% (4) of the respondents disagreed, 30.4% (28) of the respondents neither agreed nor disagreed, 44% (42) of the respondents agreed and only 18.4% (17) of the respondents strongly agreed. From this result, when you consult with colleagues before participating in activities that could affect them, you demonstrate courtesy. Consulting with colleagues enhances trust and collaboration. Employees appreciate being involved in decisions that affect them directly. Moreover, when everyone feels heard and valued, job satisfaction and commitment improve. The result also may show characterized by courtesy and inclusive decision-making tends to have higher employee engagement and overall performance. Additionally involving colleagues in decision-making demonstrates respect and contributes to a positive work environment.

This result is consistent with the study of Campbell et al. (2016), polite practices (such as giving prior warning of unusual requests) help coworkers divide and organize their time more effectively, which lowers the likelihood of resource waste and feelings of annoyance or dissatisfaction. This kind of behavior can be understood as an attempt to keep social order and group harmony intact while averting disruption or disagreement among coworkers.



#### 4.3.5.Civic Virtue

Civic virtue helps maximize both organizational and individual performance. It benefits managers to understand how civic virtue influences their employees. Thus, understanding the concept of this civic virtue and its relation to worker performance can help Hibret Bank assess what kind of environment to provide their employees and also what motivates and satisfies them, which in turn will help both parties prosper. With this in mind, table 4.7 below came up with the virtue variable.

Table 4.7 Descriptive Statistics on Civic Virtue

Statements	Frequency (Percentage)						Mean	Sta. De
	S.D	D	Neutral	Agree	S.A			
I genuinely believe that my challenges are the same as Hibret Bank's	3 (3.2%)	5 (5.6%)	21 (22.4%)	40 (42.4%)	25 (26.4%)		3.832	0.989
I'm prepared to take a stance in defense of Hibret Bank's reputation.	2 (2.4%)	2 (2.4%)	14 (15.2%)	47 (49.6%)	29 (30.4%)		4.032	0.879
I participate actively in Hibret Bank meetings to voice my complaints.	2 (2.4%)	8 (8.8%)	46 (48.0%)	30 (32.0%)	8 (8.8%)		3.36	0.855
I find it difficult to take on new, difficult tasks unless I am sufficiently motivated.	5 (5.6%)	14 (15.2%)	28 (29.6%)	36 (38.4%)	11 (11.2%)		3.344	1.048
I provide worthwhile suggestions to enhance Hibret Bank's operations.	3 (3.2%)	11 (11.2%)	30 (31.2%)	39 (40.8%)	12 (13.6%)		3.504	0.972
<b>Aggregate Mean and standard deviation</b>							<b>3.614</b>	<b>0.9385</b>

Source: Survey Result, (2024)

The above table 4.7 shows the respondent's replies on the civic virtue variable. The first item shows that 3.2% (3) of the respondents strongly disagreed that they felt as if HB's problems were their problems. 5.6% (5) of the respondents disagreed, 22.4% (21) of the respondents neither agreed nor disagreed, 42.4% (40) of the respondents agreed, and 26.4% (25) strongly agreed with the statement. The collected data shows that the respondent acknowledges that they face similar challenges related to civic virtue as those encountered by the bank. This suggests that they perceive commonalities between their behavior and the bank's behavior in terms of organizational citizenship. The respondents might be referring to their civic virtue challenges, such as actively participating in organizational matters, attending meetings, or being informed

about policies. They also believe that their challenges align with the bank's challenges. Perhaps both parties struggle with encouraging employees to engage in civic virtue consistently. The employees recognize that fostering civic virtue is not easy, whether at an individual level or within an organizational context. The result also highlights the importance of organizational culture in promoting civic virtue. If Hibret Bank faces similar challenges, it may need to address cultural aspects that impact employee behavior. In summary, acknowledging shared challenges related to civic virtue can foster a sense of empathy and encourage collaboration between individuals and organizations.

Regarding the statement "I'm prepared to take a stance in defense of Hibret Bank's reputation," 2.4% (2) of the respondents strongly disagreed, 2.4% (2) of the respondents disagreed, 15.2% (14) of the respondents neither agreed nor disagreed, 49.6% (47) of the respondents agreed, and 30.4% (29) of the respondents strongly agreed with the statement. When we can explore it further and interpret the results, the respondents express their readiness to defend Hibret Bank's reputation. This suggests a strong commitment to the organization and a willingness to actively engage in actions that protect its image. Civic virtue involves behaviors such as attending meetings, participating in committees, and being informed about organizational policies. By defending the bank's reputation, the respondents demonstrate a form of civic virtue by actively safeguarding the organization's interests. The respondent's stance aligns with Hibret Bank's reputation management goals. Taking a stance implies ethical responsibility. Upholding the bank's reputation contributes positively to its overall success. In summary, the respondent's willingness to defend Hibret Bank's reputation reflects a sense of civic virtue and commitment to organizational well-being.

Concerning the statement "I participate actively in Hibret Bank meetings to voice my complaints," 2.4% (3) of the respondents strongly disagreed, 8.8% (11) of the respondents disagreed, 48% (60) of the respondents neither agreed nor disagreed, 32% (40) of the respondents agreed, and only 8.8% (11) of the respondents strongly agreed. The interpreted statement shows that the respondents indicate that they actively engage in Hibret bank meetings. Their participation is not passive; they take an active role. The respondent's behavior aligns with civic virtue. By actively participating in meetings, they demonstrate commitment to the organization. Voicing complaints suggests that they care about organizational improvement and are willing to contribute constructively. The respondent's complaints may be aimed at addressing

issues or suggesting improvements. Their active involvement contributes to a healthy organizational culture, and effective leadership encourages employees to voice concerns and actively participate. In summary, the respondent's behavior reflects civic virtue by actively engaging in meetings and voicing their concerns for the betterment of Hibret Bank.

About the assertion "I find it difficult to take on new, difficult tasks unless I am sufficiently motivated." 5.6% of the respondents strongly disagreed, 15.2% (14) of the respondents disagreed, 29.6% (28) of the respondents neither agreed nor disagreed, 38.4% (36) of the respondents agreed, and only 11.2% (11) of the respondents strongly agreed. The collected data shows that the majority of respondents agreed with the statement.

According to the data gathered, agreeing with the statement shows that the respondents acknowledge that their willingness to tackle new and challenging tasks depends on their level of motivation. This suggests that they require sufficient motivation to overcome the difficulty associated with such tasks. Civic virtue involves behaviors beyond formal job requirements that actively engage in organizational matters. Taking on new tasks, especially difficult ones can be considered a form of civic virtue if it benefits the organization. The respondent's statement highlights the importance of intrinsic motivation. They need a compelling reason or sufficient drive to embrace challenging tasks. It implies that their engagement in civic virtue behaviors (such as taking on new tasks) is influenced by their internal motivation. In summary, recognizing the interplay between motivation and task engagement is essential for fostering civic virtue within an organization.

Lastly, concerning the statement "I provide worthwhile suggestions to enhance Hibret Bank's operations," 3.2% (4) of the respondents strongly disagreed, 11.2% (14) of the respondents disagreed, and 31.2% (39) of the respondents neither agreed nor disagreed, 40.8% (51) of the respondents agreed, and only 13.6% (17) of the respondents strongly agreed. This result shows that an employee's proactive engagement in organizational affairs by offering valuable suggestions actively contributes to improving Hibret Bank's functioning. The employee's willingness to provide suggestions demonstrates their macro-level interest in the organization. Behaviors involve responsible engagement in organizational policies and governance. As a good citizen contributes to their country's well-being, an employee with civic virtue contributes to Hibret Bank's success. In summary, an employee who actively provides valuable suggestions to

enhance Hibret Bank's operations exemplifies civic virtue, a commendable behavior that fosters a sense of community and camaraderie within the organization.

Based on the aggregated mean of 3.614 regarding the bank's operations in the context of civic virtue within organizational citizenship behavior (OCB), the researcher can draw the following conclusions: The mean score of 3.614 suggests that employees exhibit a moderate level of civic virtue. They actively participate in organizational affairs, including providing suggestions to enhance the bank's operations. While the score is not exceptionally high, it indicates that employees are engaged to some extent. However, there is room for improvement. Encouraging more proactive involvement and fostering a stronger sense of collective responsibility could enhance civic virtue. Organizations with higher levels of civic virtue tend to experience positive outcomes. Therefore, Hibret Bank should recognize and appreciate employees who contribute valuable suggestions. This can lead to improved overall performance, teamwork, and employee satisfaction. The leadership of Hibret Bank plays a critical role in promoting civic virtue. Managers should encourage open communication, create platforms for idea-sharing, and recognize employees' efforts in enhancing operations.

Conclusion: The result is consistent with the study of Ingrams (2018), which found a moderate level of civic virtue related to bank operations. By nurturing this behavior, Hibret Bank can further enhance its performance and create a positive work environment.

#### **4.3.6. Employee performance**

Employee performance encompasses the quality, quantity, and effectiveness of an employee's work. It includes both task performance (fulfilling job responsibilities) and contextual performance (going beyond formal duties). So, table 4.8 below indicates how performance influences employee commitment and overall work engagement.

Table 4.8 Descriptive Statistics on Employee performance

Statements	Frequency (Percentage)						
	S.D	Disagree	Neutral	Agree	S.A	Mean	S. D
I promise to carry out all of my responsibilities inside the organization.	0 (0%)	15 (15.9%)	45 (46.9%)	29 (30.3%)	7 (6.9%)	3.282	0.8139
I also make it a point to always arrive at the bank first.	0 (0%)	2 (2.1%)	29 (31.0%)	50 (52.4%)	14 (14.5%)	3.793	0.706
I've had recommendations for the high caliber of my work.	0 (0%)	7 (6.9%)	40 (42.1%)	39 (41.4%)	9 (9.7%)	3.537	0.7639
I've been ranked as one of the bank's top performers.	0 (0%)	3 (2.8%)	28 (29.0%)	55 (57.9%)	10 (10.3%)	3.758	0.6695
I put a lot of effort into my job.	0 (0%)	10 (10.3%)	43 (44.8%)	32 (33.8%)	10 (10.0%)	3.455	0.8247
I stay late to finish up extra work for the bank.	2 (2.1%)	13 (9.0%)	34 (34.5%)	39 (47.6%)	7 (6.9%)	3.379	0.8902
<b>Aggregate Mean and standard deviation</b>						3.565	0.77803
Source: Survey Result, (2024)							

From Table 4.8 above, regarding the “promise to carry out all of my responsibilities inside the organization,” 0% (0) of the respondents strongly disagreed, 15.9% (15) of the respondents disagreed, 46.9% (45) of the respondents neither agreed nor disagreed, 30.3% (29) of the respondents agreed, and only 6.9% (7) of the respondents strongly agreed. This result reflects an employee’s commitment to fulfilling their responsibilities within the bank. It aligns with the concept of conscientiousness within OCB. Employees who promise to fulfill all responsibilities demonstrate conscientiousness. Conscientious individuals diligently perform their assigned tasks, ensuring efficiency and effectiveness. Fulfilling responsibilities contributes to a reliable work environment. When everyone carries out their duties, teamwork improves, positively impacting overall performance. In summary, an employee who commits to fulfilling responsibilities inside Hibret Bank exemplifies conscientiousness, a behavior that enhances overall employee performance and organizational success.

As we can see from Table 4.8,” I also make it a point to always arrive at the bank first.” 0% (0)

of the respondents strongly disagreed, 2.1% (2) of the respondents disagreed, 31.0% (29) of the respondents neither agreed nor disagreed, 52.4% (50) of the respondents agreed, and only 14.5% (14) of the respondents strongly agreed. The statement reflects an employee's commitment to punctuality and reliability. Arriving at the bank first demonstrates conscientiousness. Consistently being early contributes to a reliable work environment. Punctual employees set a positive example for their colleagues, fostering teamwork. In summary, an employee who consistently arrives at Hibret Bank first exemplifies conscientiousness, a behavior that enhances overall employee performance and organizational success.

Regarding the statement "I've had recommendations for the high caliber of my work," 0% (0) of the respondents strongly disagreed, 6.9% (7) of the respondents disagreed, 42.1% (40) of the respondents neither agreed nor disagreed, 41.4% (39) of the respondents agreed, and only 9.7% (9) of the respondents strongly agreed. The result reflects an employee's recognition for their exceptional work quality. It aligns with the concept of performance excellence within OCB. Recommendations for high-caliber work indicate exceptional performance. The employee's work is likely of superior quality, positively impacting Hibret Bank. Employees who receive such recommendations serve as role models for their peers. Recognizing high-caliber performance encourages others to strive for excellence. It reinforces a culture of achievement and commitment. In summary, an employee who receives recommendations for their high-caliber work exemplifies performance excellence, a behavior that contributes significantly to overall employee performance and organizational success.

Concerning the statement "I've been ranked as one of the bank's top performers," 0% (0) of the respondents strongly disagreed, 2.8% (3) of the respondents disagreed, 29% (28) of the respondents neither agreed nor disagreed, 57.9% (55) of the respondents agreed, and only 10.3% (10) of the respondents strongly agreed. The statement indicates that the employee has achieved exceptional performance within the bank. Being ranked as a top performer signifies outstanding work quality and results. Top performers consistently exceed expectations, contributing significantly to the bank's success. Employees who achieve this status serve as role models for their peers, inspiring others to excel. In summary, an employee ranked as one of Hibret Bank's top performers exemplifies performance excellence, a behavior that significantly impacts overall employee performance and organizational success.

Concerning the statement "I put a lot of effort into my job," 0% (0) of the respondents strongly

disagreed, 10.3% (10) of the respondents disagreed, 44.8% (43) of the respondents neither agreed nor disagreed, 33.8% (32) of the respondents agreed, and only 10% (10) of the respondents strongly agreed. When an employee states, “I put a lot of effort into my job,” it suggests a high level of engagement and commitment. This result may imply that the employee is likely engaged, motivated, and willing to invest extra effort beyond the minimum requirements. They may voluntarily engage in OCB by helping colleagues, suggesting solutions, or contributing to a positive work environment. In other ways, it may be essential to consider the context and the specific behaviors associated with the effort. If the effort is solely self-serving (e.g., seeking personal recognition) or disruptive (e.g., undermining coworkers), it may not align with the OCB involves voluntary actions that benefit the organization and coworkers. Not directly tied to performance metrics but contributes to overall organizational effectiveness. In summary, an employee expressing significant effort in their job may exhibit OCB by voluntarily contributing to the organization’s success. Managers should recognize and encourage such behaviors as they enhance teamwork, morale, and overall performance.

About the assertion, “I stay late to finish up extra work for the bank,” 2.1% (2) of the respondents strongly disagreed, 9% (13) of the respondents disagreed, 34.5% (34) of the respondents neither agreed nor disagreed, 47.6% (39) of the respondents agreed, and only 7% (6.9) of the respondents strongly agreed. In this case, OCB refers to voluntary actions and behaviors exhibited by employees that go beyond their formal job requirements. These behaviors are not explicitly mandated by job descriptions but contribute to the overall functioning and effectiveness of the organization. It includes: helping colleagues or going out of one’s way to assist others; being polite, respectful, and considerate toward coworkers; taking on extra tasks; volunteering for additional responsibilities; actively participating in organizational activities; demonstrating commitment and dedication to the organization beyond contractual obligations. Sometimes it is not directly tied to performance metrics but contributes to overall organizational effectiveness. In summary, an employee expressing significant effort by staying late to complete extra work demonstrates a form of OCB. This behavior contributes to the bank’s success and reflects dedication beyond the standard job requirements.

These results highlight the importance of OCB dimensions (such as altruism, courtesy, conscientiousness, sportsmanship, and civic virtues) in influencing employee job performance within the banking industry. Organizations need to recognize and encourage OCB behaviors to

enhance overall performance and organizational effectiveness.

The aggregate mean of 3.565 in the context of employee performance at Hibret Bank represents the average rating given by respondents. This rating reflects their collective assessment of the impact of organizational citizenship behavior (OCB) on job performance. A mean score of 3.565 falls between “agree” and “neither agree nor disagree” on a scale of 1 to 5. It suggests that, on average, respondents perceive a moderately positive relationship between OCB and employee performance. While not strongly agreeing, the majority of respondents acknowledge the importance of OCB behaviors in contributing to overall organizational effectiveness.

Therefore, from the above discussion, it is possible to conclude that the aggregate mean provides insight into the overall sentiment regarding OCB’s influence on employee performance. Emphasizing the need for organizations to recognize and encourage these voluntary behaviors for better outcomes. This finding is also consistent with the previous studies by Eeman Basu and Jena (2015), in which the OCB contributes to improving the performance of banking staff. Engaging employees in altruistic behavior improves productivity and performance in the workplace.

#### **4.4. Inferential Analysis**

Five major assumptions for binomial logistic regression were tested. The assumptions, including multicollinearity, independence of residuals, linear relationship, homoscedasticity, and normality distribution tests, are found below with their corresponding results.

##### **4.4.1. Multicollinearity**

The term "multicollinearity" describes when the independent variables are highly connected. There is overlap or sharing of predictive power when the independent variables have multicollinearity. The unique contribution of each predictor variable is difficult to measure when the predictor factors are interrelated.

The Variance Inflation Factor (VIF), which assesses the impact of correlations among independent variables on the precision of regression results, was used to verify this. The VIF factor should be less than 0.10 and ideally close to one. Tolerance measures how much of the variability of a given independent variable is not explained by the model's other independent variables. If this value is very small (less than 0.10), it suggests that the multiple correlation with other variables is quite high, implying the likelihood of multicollinearity (Robert, 2006). As can be seen from the table below, regarding this study, the tolerance level of all independent



variables is greater than 0.1, and the VIF value of all the independent variables is also less than 2.5. This confirms the absence of multicollinearity.

Table 4.9 Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Altruism	.498	2.010
	Conscientiousness	.473	2.116
	Sportsmanship	.855	1.170
	Courtesy	.755	1.324
	Civic virtue	.583	1.715

a. Dependent Variable: Employee performance

Source: Survey Result, (2024)

#### 4.4.2. Independence of Residuals

The Durbin-Watson test is a statistical method used to detect autocorrelation in the residuals of a regression model. Autocorrelation occurs when there is a correlation between consecutive residuals, violating the assumption that residuals are independent Allen, (1997). The residuals are assumed to be independent in multiple regressions. The discrepancies or prediction mistakes between a case's actual score and the score determined by the regression equation are known as residuals. The residual size in one instance does not influence the residual size in another if there is no serial correlation. The Durbin-Watson statistic was used to determine if there was a serial correlation among the residuals O'brien, (2007).

The values of the Durbin-Watson statistic vary from 0 to 4 Belsley, et.al. (1980). Values of d have the following interpretations:

(d = 2): No autocorrelation.

(d < 2): Positive serial correlation (positive autocorrelation).

(d > 2): Negative serial correlation (negative autocorrelation).

If (d) is less than 1.5 or greater than 2.5, there may be a serious autocorrelation problem.

If (d) falls between 1.5 and 2.5, autocorrelation is likely not a concern.

Table 4.10 Test of Independence of Residuals

Durbin-Watson
1.997

Source: Survey Result, (2024)

The Durbin-Watson value of 1.997 suggests that there might be some positive serial correlation in the residuals.

#### **4.4.3. Linearity Relationship**

Employee performance is believed to be linearly connected to Hibret Bank, so changes in Hibret Bank will affect the dependent variable, employee performance. A normal probability plot can be used to test the assumption that the residuals are normally distributed (sometimes called a quantile-quantile or q-q plot). The predicted values from the standard normal distribution are plotted against the ordered values of the standardized residuals in this plot. If the residuals are properly distributed, they should fall roughly on the diagonal.

#### **4.4.4. Normality Distribution**

Prior to beginning the regression analysis, the normality of the data was verified since binary logistic regression requires that the independent variables in the analysis be regularly distributed. The residuals' skewness and kurtosis values were utilized to determine whether or not they were regularly distributed. Yi (1988) defined normally distributed data as being between the ranges of  $\pm 2.58$  for both kurtosis and normalized skewness distribution findings.

As seen by the table below, the standardized skewness and kurtosis measurements are both beyond the provided range. Even with the outcomes shown in the table below, one may contend that the sample population's data is normally distributed. Regardless of the population the sample was collected from, the Central Limit Theorem states that for large samples, the sampling distribution will resemble a normal distribution. When sample sizes are above thirty, this is particularly true. The square root of the sample size divided by the standard deviation of the samples will yield the standard deviation of the sampling distribution. According to Field (2009), A distribution's asymmetry is measured by its skewness. A positive skew signifies that the distribution's tail points in the direction of greater positivity Bera, and Premaratne, (2001). The distribution's tail extends towards more negative values when it has a negative skew. A distribution that is entirely symmetrical has a skewness value of zero MacGillivray, HL (1992).

Table 4.11 below allows us to summarize:

Table 4.11 Normality Test

	N	Skewness		Kurtosis	
	Df	Statistic	Std. Error	Statistic	Std. Error
Employee performance	95	-.017	.217	-.979	.430
Altruism	95	-1.759	.217	4.438	.430
Conscientiousness	95	-.762	.217	.873	.430
Sportsmanship	95	5.845	.217	40.977	.430
Courtesy	95	5.974	.217	56.639	.430
Civic virtue	95	-.724	.217	2.135	.430
Valid N (list wise)	95				

Source: Survey Result, (2024)

The distribution of employee performance is somewhat left-skewed, as indicated by the skewness of -0.017. The skewness of altruism is -1.759, indicating a distribution that is more markedly left-skewed. The skewness of conscientiousness is -0.762, indicating a left-skewed distribution as well. The distribution of sportsmanship is strongly skewed to the right, as seen by its skewness of 5.845. Similar to how courtesy has a significant right-skewed distribution, its skewness is 5.974. With a skewness of -0.724, civic virtue appears to have a somewhat left-skewed distribution.

Kurtosis measures whether a distribution is heavy-tailed or light-tailed compared to a normal distribution Premaratne, G., Bera, A. K. (2001). If a distribution has kurtosis less than 3, it is platykurtic, meaning it produces fewer and less extreme outliers than a normal distribution. If a distribution has kurtosis greater than 3, it is leptokurtic, meaning it produces more outliers than a normal distribution MacGillivray, HL (1992). From above table 4.11 we can summarize: Employee performance has a kurtosis of -0.979, indicating it is platykurtic, Altruism has a kurtosis of 4.438, suggesting it is leptokurtic, Conscientiousness has a kurtosis of 0.873, which is close to normal, Sportsmanship has a kurtosis of 40.977, indicating strong leptokurtosis, Courtesy has a kurtosis of 56.639, also showing strong leptokurtosis and Civic virtue has a kurtosis of 2.135, implying mild leptokurtosis.

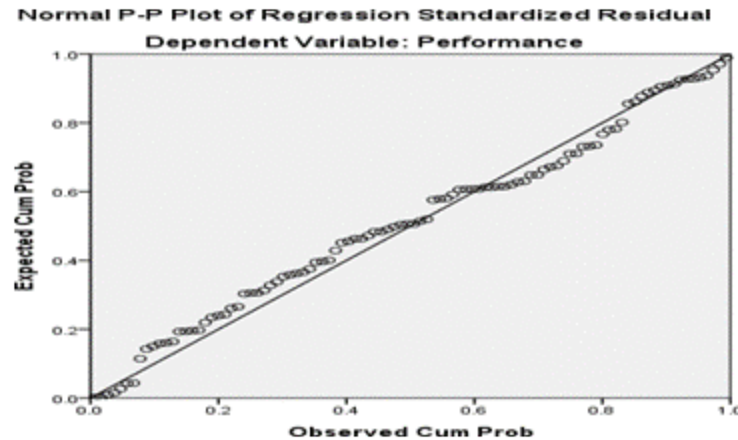


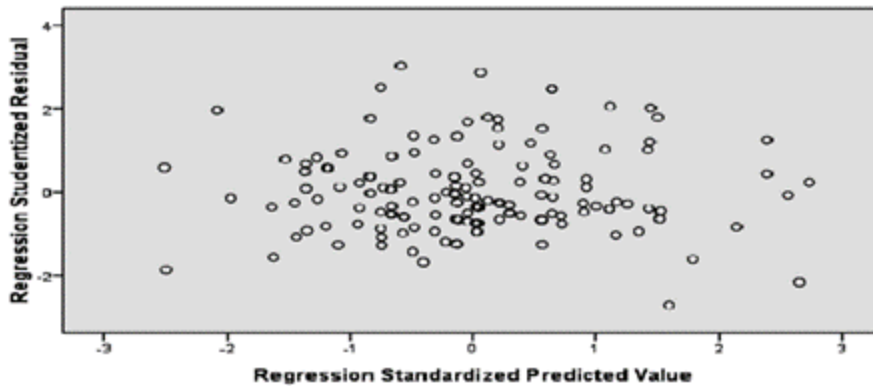
Figure 4.1 Linearity Graph

Source: Survey Result, (2024)

#### 4.4.5. Homoscedasticity (Equal Variance)

Breusch and Pagan (1979) was developed a measuring scale that used to test for homogeneity in a linear regression model. The residuals' tendency to cluster together at certain values and spread out at others, a property known as homoscedasticity, defines whether or not they are equally distributed. Model errors with an unknown but limited variance that is constant across all predictor variable levels are analyzed using the assumption of homogeneity of variance. This assumption is supported by a visual examination of a plot of the standardized residuals based on the standardized projected value of the regression.

Plotting ZRESID versus ZPRED allowed for the homoscedasticity of the distribution to be confirmed; the graph's appearance was examined to make sure it resembled an evenly spaced collection of random dots around zero. This implies that at every point, the residuals' dispersion along any predictor variable should be about constant. The variability in the scores for the independent variables needs to be comparable across all dependent variable values. A rectangle should run the whole length of the scatter plot. This suggests that the residual distribution is normal. Garson, (2012) explains homoscedasticity suggests that the dependent variable has an equal level of variability for each of the values of the independent variables. The graph below.



illustrates that the homoscedasticity assumption was performance.

Figure: 4.2 Homoscedasticity Graph

Source: Survey Result, (2024)

The above diagram shows that the data falls more or less on the line. It shows that the variability of dependent and independent variables is equally far a parted from regression line. Hence, there is homoscedasticity. Breusch and Pagan (1979) were used to test for homogeneity in a linear regression model. The test states that the probability value should be greater than 0.05 meet the homoscedasticity

#### 4.5. Correlation Analysis

A correlation is a metric used to quantify the connection between two variables. According to Kothari (2004), positive values of "r" denote a positive correlation (i.e., changes in both variables occur in the same direction) between the two variables, while negative values denote a negative correlation (i.e., changes in both variables occur in opposite directions). There is no association between the two variables when the "r" value is 0. The perfect positive correlation is shown when  $r = (+)$  one, while the perfect negative correlation is shown when  $r = (-)$  one.

Pearson's correlation is the most widely used method of measuring the degree of relationship between variables. The interdependency was measured according to the scale recommended by Hair et al (2002).

Table 4.12 Relation measurement scale between variables

Pearson Correlation	Degree of Relation
0.00-0.20	No Relation
0.20-0.40	Weak Relation
0.40-0.60	Moderate Relation
0.60-0.80	Strong Relation
0.80-01.00	Very Strong Relation
Source: Hair et al (2002)	

The Pearson correlation coefficient established the relationships that exist between the independent and dependent variables. It is a simple bi-variant relationship analysis between the dependent and independent variables. The Pearson correlation coefficient values can vary from -1.00 to +1.00. A correlation value of +1.00 indicates a perfect positive correlation, while a value of -1.00 represents a perfect negative correlation, and a value of 0.00 indicates no linear relationship between the X and Y variables or between two variables (Tabachnick & Fidell, 2007; Pallant, 2022). Pearson's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationships between employee performance as a dependent variable and altruism, conscientiousness, sportsmanship, courtesy, and civic virtue as independent variables.

Table 4.13: Correlation Analysis

		EP	Conscientious	Sportsmanship	Courtesy	Civic virtue	Altruism
Employee performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	95					
Conscientious	Pearson Correlation	.657**	1				
	Sig. (2-tailed)	.000					
	N	95	95				
Sportsmanship	Pearson Correlation	.337**	.323**	1			
	Sig. (2-tailed)	.000	.000				
	N	95	95	95			
Courtesy	Pearson Correlation	.423**	.432**	.267**	1		
	Sig. (2-tailed)	.000	.000	.003			
	N	95	95	95	95		
	Pearson Correlation	.562**	.596**	.212*	.386**	1	

Civic virtue	Sig. (2-tailed)	.000	.000	.018	.000		
	N	95	95	95	95	95	
Altruism	Pearson Correlation	-.033	-.106	.127	.052	.011	1
	Sig. (2-tailed)	.711	.239	.158	.568	.901	
	N	95	95	95	95	95	95

Source: Survey Result, 2024

As we can see from Table 4.13, the correlation between the dependent and independent variables has been interpreted as follows: The Pearson correlation coefficient between conscientiousness and employee performance is 0.657. The significance level (Sig.) is 0.000, which is less than 0.05. Conscientiousness positively correlates with employee performance. Employees who exhibit conscientious behavior tend to perform better. The Pearson correlation coefficient between sportsmanship and employee performance is 0.337. The significance level (Sig.) is 0.000. Sportsmanship also has a positive correlation with employee performance. The Pearson correlation coefficient between courtesy and employee performance is 0.423. The significance level (Sig.) is 0.000. Courtesy positively influences employee performance. The Pearson correlation coefficient between civic virtue and employee performance is 0.562. The significance level (Sig.) is 0.000. Civic virtue (such as participating in organizational activities) is associated with better employee performance. The Pearson correlation coefficient between altruism and employee performance is -0.033. The significance level (Sig.) is 0.711 (not significant). Altruism (selfless concern for others) does not significantly correlate with employee performance.

Finally, the findings of the correlation analysis are corroborated by a study conducted by Moorman, R. (1991), which looked at the relationship between fairness perceptions and organizational citizenship behaviors in a sample of two firms in the mid-western United States.

In summary, conscientiousness, sportsmanship, courtesy, and civic virtue are positively related to employee performance. However, altruism does not show a significant correlation in this context.

#### 4.5.1. Multiple Linear Regression Analysis

Researchers can investigate the link between one dependent variable and several independent variables using multiple linear regressions, a statistical approach (Tabachnick & Fidell, 2007; Hair et al., 2006). To make sure the multiple regression analysis was proper, some key assumptions were taken into account and checked before the multiple regression analysis was conducted (Hair et al., 2006). The researcher first verifies that the multiple regressions'

underlying assumptions, that is, multicollinearity, normalcy, linearity, and similar concepts, are met.

Table 4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.831 <sup>a</sup>	.691	.680	.34841	.691	62.271	5	90	.000
a. Predictors: (Constant), altruism, conciseness, sportsmanship, courtesy, and civic virtue Dependent Variable: organization performance									

Source: Survey Result, 2024

Table 4.14 shows the R, or coefficient of correlation, of the model is 0.831, or 83.1%, and the adjusted R-square, or coefficient of determination, of the model is 0.680, or 68%. These indicate the proportionate amount of variation in the response variable (employee performance) explained by the independent variables (altruism, conciseness, sportsmanship, courtesy, and civic virtue) in the linear regression model.

The linear regression model explains more variability with a higher R-squared value. The modified R-square value, which accounts for 68%, is 0.680, as the preceding table illustrates. The additional variables not examined in this study may account for the remaining 32% of variability. Altruism, conscientiousness, sportsmanship, civility, and civic virtue are a collection of independent variables that were established in this study using linear regression. These variables significantly explain a portion of the variation in the dependent variable of employee performance.

#### 4.5.2. ANOVA

Table 4.15 ANOVA analysis

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.795	5	7.559	62.271	.000 <sup>b</sup>
	Residual	16.873	90	.121		
	Total	54.668	95			

a. Dependent Variable: organization performance

b. Predictors: (Constant), civic virtue, Sportsmanship, Conscientious, courtesy, Altruism

Source: Survey Result, 2024



The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). As we can see from the table above, the ANOVA sig is 0.000, so we can say that the model is significant. Since the significance result on the ANOVA table is 0.000, which is  $p < 0.05$ , the regression analysis proved the presence of a good degree of prediction. The contribution of each variable can be seen from the results of multiple regressions in the coefficient table above.

Table 4.16 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.989	0.303		-3.265	0.072
Altruism	0.580	0.062	0.537	9.330	0.000
Conscientiousness	0.100	0.050	0.090	1.986	0.000
Sportsmanship	0.097	0.042	0.100	2.321	0.045
Courtesy	0.212	0.057	0.201	3.689	0.059
Civic virtue	0.144	0.054	0.136	2.667	0.002
a. Dependent Variable: employee performance					
Source; Survey Result, 2024					

Thus, as we can see on table 4.15 it shows that, finding for coefficient of multiple regression analysis. The Standardized beta value on the coefficient table indicates level of effect of each variable has on the dependent variable employee performance, Overall results revealed that four out of five variables are significant towards OCB ( $P < 0.05$ ). These include altruism ( $\beta = 0.580$  at the significant value of 0.000,  $p < 0.05$ ), Conscientiousness ( $\beta = 0.100$  at the significant value of 0.000,  $p < 0.05$ ), sportsmanship ( $\beta = 0.097$  at the significant value 0.45,  $p < 0.05$ ) and civic virtue ( $\beta = 0.144$ ) at the significant value of 0.002,  $p < 0.05$ ). Meanwhile from the five variable of OCB courtesy ( $\beta = 0.212$ ) is considered to be insignificant because the P-value is 0.059 which is more than 0.05. It indicates that courtesy have no effect on employee performance. In relation to this, there is no study that directly addressed this finding.

Hence, from this finding Altruism is the most significant factor influencing OCBs in Hibret Bank with the highest Beta value ( $\beta = 0.537$ ) at the significance value of 0.000 ( $p < 0.005$ ).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon_i$$

Y = Employee Performance (dependent variable)

A = Constant,  $X_1$  = Altruism,  $X_2$  = Conscientiousness,  $X_3$  = sportsmanship,  $X_4$  = courtesy,

$X_5 = \text{civic virtue}$

For this case:

Employee performance =  $-0.989 + 0.580 X_1 + 0.100 X_2 + 0.097 X_3 + 0.212 X_4 + 0.144 X_5$ .

From this result, one can deduce that, Altruism variable are the major predictor of employee performance followed by civic virtue, sportsmanship and Conscientiousness.

#### **4.6. Result Discussions**

When interpreting the information from the previously given table 4.16, the dependent variable in this table looks to represent employee performance in a regression model. When all other predictors are zero, the constant in a regression model indicates the predicted value of the dependent variable, in this case, employee performance. Put another way, it gives the performance level as a baseline without taking anything else into account. The constant in this case is around -0.989. An employee should perform at about -0.989 when all other predictors (such as independent variables or characteristics) are set to zero. Once additional predictors are taken into account, the actual performance may differ from this initial value. Assuming no other factors are taken into account, this result provides us with insight into the baseline performance level.

##### **Altruism**

Altruism's coefficient (B) is 0.580. This indicates that we anticipate an improvement in employee performance of around 0.580 units for every unit rise in altruism. The standardized coefficient (beta) shows that performance is significantly improved by benevolence. Because the beta value is normalized, we may evaluate the relative significance of several predictors. A larger beta value in this instance denotes more impact. 0.000 is the corresponding p-value for altruism. P-value shows how likely it is that the observed relationship in this variable, the one between performance and altruism was the result of chance. A p-value of 0.000 (rounded) is considered highly significant. Therefore, we can confidently conclude that the relationship between altruism and performance is not due to random chance. The results indicate that altruism positively impacts employee performance and this relationship are statistically significant. Employees who exhibit more altruistic behavior tend to perform better.

##### **Conscientiousness:**

Conscientiousness has a coefficient of 0.100. This indicates that we anticipate an improvement in employee performance of around 0.100 units for every unit rise in conscientiousness. This

suggests that generosity has a greater effect on performance than conscientiousness. Because the beta value is normalized, we may evaluate the relative significance of several predictors. Here, assistance has a greater effect than conscientiousness. For conscientiousness, the corresponding p-value is 0.000 (rounded). The probability that the observed relationship in this instance, the one between performance and conscientiousness, occurred by chance is indicated by a p-value. A 0.000 p-value is regarded as extremely significant. Consequently, we can declare with confidence that conscientiousness and performance have a relationship that is not the result of chance. Although conscientiousness has a favorable effect on performance, it is not as strong as altruism. The greatest predictor of employee performance is still altruism.

### **Sportsmanship:**

Sportsmanship has a coefficient of 0.097. This indicates that we anticipate an improvement in employee performance of about 0.097 units for every unit rise in sportsmanship. For sportsmanship, the corresponding p-value is 0.045 (rounded). The likelihood that the observed relationship in this case, the one between sportsmanship and performance, occurred by chance is indicated by the p-value. While still significant, a p-value of 0.045 is not as highly significant as a p-value of 0.000. We may thus draw the conclusion that there is probably more to the association between sportsmanship and performance than just chance. Employee performance is significantly impacted by sportsmanship, and this association is statistically significant. Workers that behave well in sports usually do well.

### **Courtesy:**

Courtesy has a coefficient of 0.212. This indicates that we anticipate an increase in employee performance of about 0.212 units for every unit increase in politeness. Courtesy has a corresponding p-value of 0.059 (rounded). The possibility that the observed relationship in this case, the one between performance and courtesy, occurred by chance is indicated by a p-value. When the p-value is 0.059, it is regarded as marginally significant (i.e., it is around the standard significance level of 0.05). As a result, the correlation between performance and civility might be described as suggestive rather than conclusively significant. The data supporting the positive relationship between courtesy and employee performance is not as compelling as that supporting other indicators.

### **Civic Virtue:**

Performance is positively impacted by civic virtue. This implies that those who demonstrate greater civic virtue typically do better. To be more precise, we may anticipate a 0.144 unit improvement in performance for every unit rise in civic virtue. The corresponding p-value, or "Sig," is 0.002. The likelihood that the observed relationship in this specific instance, the one between civic virtue and performance, occurred by chance is indicated by a p-value. The observed link is highly significant and unlikely to be the result of random chance when the p-value is low (e.g., 0.002). Consequently, the conclusion that civic virtue and performance are actually associated is well supported by the available data. Individuals who demonstrate higher civic virtue are likely to experience improved performance, and this relationship is statistically significant.

In summary, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue all play significant roles in determining employee performance. Altruism stands out as the strongest predictor.

### **4.7. Interview Results**

Branch managers and HRM officers of particular Hibret Bank branches in Addis Ababa were the subjects of structured interviews, as the researcher explained in the methodology section. Let's summarize the interview results and data analysis related to the effect of organizational citizenship behavior (OCB) on employee performance at Hibret Bank:

Altruism, a highly valued value in the banking sector, significantly influences OCB. Employees interview result demonstrate altruistic behavior, particularly in corporate social responsibility (CSR) initiatives. Altruism contributes to a calm work environment and fosters collaboration.

Sportsmanship, with a value of 4.056, indicates employees' willingness to collaborate, share knowledge, and support colleagues beyond their job descriptions. Effective time management and reduced resource waste result from coworkers' cooperation.

Civic virtue, extroversion, agreeableness, and sportsmanship significantly impact trust among high-net-worth premium banking employees. However, altruism does not significantly correlate with other OCB dimensions.

Employees show resilience by enduring less-than-ideal conditions. Open communication and respect contribute to a peaceful work environment. Focusing on solutions rather than complaints maintains professionalism and organizational success.

In summary, fostering organizational citizenship behavior, particularly altruism and sportsmanship, positively effects on employee performance and overall success at Hibret Bank.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a conclusion to the study by summarizing the study's findings, discussing their implications, and providing suggestions for future research. Based on the data analysis and interpretation in Chapter 4 of the study, the following conclusions and recommendations are made.

#### **5.1.Summary of Major Findings**

The study examines the effect of employee performance on organizational citizenship behaviors (OCB) at Hibret Bank. This research was analyzed using 95 questionnaires which were collected and completely filled by the sample respondents. The researcher used descriptive analysis such as Frequency, Mean & Standard Deviation and also inferential analysis such as correlation and regression analysis to get the perception of the respondents on the effect of organizational culture and employees' performance in the case of Hibret Bank. The summaries of findings from the analysis were presented as below:

The aggregate Mean 4.029 shows that the value of altruism, in Hibert bank, within the banking sector involves examining various aspects related to social responsibility, ethical behavior, and impact. It concerns application in Banking: Banks can demonstrate altruism by actively engaging in CSR initiatives. This includes supporting community development, environmental conservation, and ethical practices.

The mean value 3.524 implies that employees tend to be highly achievement focused and show great perseverance, which explains the high significance of this reason in career success. Can also help to make the environment of the organization better and calm and it can help to make affable relationship with peers. Most of these scholars and many assessed the association between conscientious and employee performance that showed a weak. They feel a sense of duty and responsibility toward tasks and obligations. Perhaps understanding the facets of conscientiousness can help employees cultivate this trait further.

The results of mean 4.056 presented in table 4.5 shows that an employee who is prepared to go "above and beyond" to accommodate a teammate's request demonstrates sportsmanship. They willingly collaborate, share knowledge, and support their colleagues, even if it falls outside their formal job description.

The result on table 4.6 shows that coworkers divide and organize their time more effectively which lowers the likelihood of resource waste and feelings of annoyance or dissatisfaction. This kind of behavior can be understood as an attempt to keep social order and group harmony intact while averting disruption or disagreement among coworkers.

When comparing the dimensions of OCB Variables, sportsmanship & altruism have the highest aggregate mean value of (4.056) and (4.029) followed by courtesy with aggregate mean value of (4.000 ). However, civic Virtue and conscientious have the lowest aggregate mean value of (3.614) and (3.524), respectively. This result shows that personnel of HB are doing well in these three OCB variables. On the other hand civic virtue and conscientious respectively have the lowest aggregate mean from all the variables, this shows the negative reply respondent's gave for this variables in comparison to the rest of the variables.

The regression model predicts the value of employee performance as a baseline, with a constant of -0.989. The linear regression model explains more variability, accounting for 68% of the variability. The study found a link between employee performance and other dimensions of organizational citizenship behaviors, except for altruism. Altruism is the most significant factor influencing OCB, with the highest beta value ( $\beta = 0.580$ ). Civic virtue along with extroversion and agreeableness, significantly impacts trust among high-net-worth premium banking employees. Sportsmanship fosters teamwork and collaboration, benefiting the bank and its staff. Hibret Bank branch managers and HRM officers conducted structured interviews to understand the impact of organizational citizenship behavior on employee performance. Results showed that voluntary support from employees significantly influences productivity and collaboration. Employees showed resilience by putting up with less-than-ideal conditions, and open communication and respect promoted a peaceful work environment. Focusing on solutions rather than complaints maintained professionalism and organizational success.

## **5.2.Conclusions**

Organizational Citizenship Behaviors are voluntary endeavors that go beyond the official requirements of employees and have a substantial impact on HB's performance. Following are some conclusions reached based on the findings: Firstly, in general the level of JS in terms of satisfaction and dissatisfaction of HB staff based on OCB dimensions was found to be negative and considered unsatisfactory. Secondly, the finding identified the five variables of OCB which affect JS from the highest to the least amount in that order as Conscientiousness, Courtesy, Civic

virtue, Sportsmanship and Altruism affected employee JS. Thirdly, the study determined the OCB variables that employees of HB displayed the most to least in that order as Sportsmanship, Altruism, Courtesy, Civic virtue and 80% of the hypotheses were not supported. To understand why this occurred, the researcher went through past studies that tried to examine the effects of OCB dimensions on JS and found the following point of differences in the research. First, reviewed literature indicated additional predictor variables other than the ones listed in this paper. Second, the sample size of past studies were larger compared to sample size of this research. Third, the sampling technique and research design utilized in previous studies in different from the ones used in this paper. Fourth, the background and experiences of the participants of this survey are different from the respondents of other studies since they reside and work in different parts of the world. The summation of the above mentioned points likely resulted in only 20% of the hypothesis being supported.

In conclusion, the research at Hibret Bank reveals a strong culture of altruism, with employees demonstrating a significant willingness to assist each other. However, there is variability in attitudes towards recognition and reward, indicating a preference for intrinsic motivation. The commitment to sportsmanship is evident, with employees showing readiness to support their team beyond expectations. While there is a general trend toward consideration before action, the degree of consultative behavior varies among employees. Overall, the bank exhibits a positive level of organizational citizenship behavior, with opportunities to enhance areas such as motivation for challenging tasks and consistent recognition of performance.

### **5.3.Recommendations**

Based on the finding of the study, conclusions drawn in line with the study objectives; the following points are recommended in order to improve organizational citizenship behavior on employee performance at Hibret Bank in Addis Ababa city branches.

#### **5.3.1. Recommendations for Action**

- 1) Considering their altruism, it is advisable to encourage selfless acts of helping others within the organization. Recognize and appreciate employees who exhibit altruistic behavior. Their positive influence can lead to better overall performance.
- 2) While conscientiousness positively effect on performance, it may not be the strongest predictor. However, it is advisable for the bank management to consistently demonstrate diligence, responsibility, and reliability, which contributes to better overall performance.



- 3) Beyond its literal sports context, sportsmanship relates to teamwork, collaboration, and fair play. It is recommended that the bank encourage workers to excel in these areas, as they tend to perform better.
- 4) Although the correlation between performance and civility is suggestive, it may not be as compelling as other indicators. It is still advisable for the bank to promote a civil work environment, which positively influences overall performance.
- 5) While civic virtue positively influences employee performance, it may not be as strong as altruism. The bank should encourage polite and respectful interactions among colleagues to enhance overall productivity.
- 6) Active participation in organizational matters, such as attending meetings or volunteering, reflects civic virtue. It is recommended that individuals with higher civic virtue are likely to improve their performance engagement and commitment to organizational goals.

### **5.3.2. Directions for Future Research**

Organizational citizenship behaviors play a crucial role in organizational success, and understanding their dynamics can lead to practical implications for management and HR practices. The researcher recommends that other researchers include:

- 1) Longitudinal Studies: Conduct longitudinal studies to explore how OCBs evolve and their sustained impact on employee performance. Investigate whether certain OCBs exhibit stability or change across different organizational contexts.
- 2) Mediating Mechanisms: Dive deeper into the mediating mechanisms through which OCBs influence performance. For instance, explore how altruism or civic virtue might enhance team cohesion, job satisfaction, or organizational commitment.
- 3) Contextual Factors: Explore how cultural, industry, or regional differences affect the relationship between OCBs and performance. Compare findings across diverse settings, including other banks or sectors in Ethiopia.

## Reference

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## Annex



### ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

**Dear respondent,**

The purpose of the questionnaire is to collect data for research on *"Effects of Organizational Citizenship Behavior on Employee Performance in Hibret Bank: The Case Study of Addis Ababa City Branches."* The research is designed to identify the effects of organizational citizenship behavior practices. The research outcomes are important for academic study. Your genuine and honest response is very important for the success of the research, and the researcher would like to thank you for your cooperation in advance.

Note: For any clarification or question, please don't hesitate to contact the researcher at the following address: Name: **Fikreselassei Chekol**, mobile phone (Tel: +251 927168046)

**General Instruction:**

1. There is no need to write your name.
2. Your response's confidentiality is maintained.
3. Instructions for each part of the questionnaire are given at the beginning of the questions.

**Section I: General background information**

1. Gender A. Male ☐ B. Female ☐
2. Age  
A. 20-30 years ☐ B. 31-40 Year ☐ C. 41-50 Years ☐ D. > 50 Years ☐
3. Educational level  
A. BA/BSc Degree ☐ B. MA/MSc ☐ C. PhD ☐
4. Service year in Hibret Bank  
A. 1-5 years ☐ B. 6-10 years ☐ C. 11-15 years ☐
5. Work experience in the current position  
A. Under 5 years ☐ B. 6- 10 years ☐

C 11 -20 years ☐D. 21 – 30 years ☐

## Section II: Basic Research Questions

The following statements address how employee performance is affected by organizational citizenship behavior in the context of Hibret Bank. Kindly check (✓) the boxes indicating your agreement or disagreement with each statement. The possibilities range from 1 (strongly disagree) to 5 (strongly agree). A number between 1 and 5 designates each option.

Note: N= Neutral, A= Agree, SA= Strongly Agree, DA= Disagree, SD= Strongly Disagree

S.no	Items	SD	D	N	A	SA
	<b>Altruism</b>	1	2	3	4	5
1	I volunteer my time to assist staff members with work-related issues.					
2	Before doing anything that may have an impact on other employees, I consult with them.					
3	I set aside time during the day to mentor and support newly hired staff.					
4	I have a deep sense of Hibret Bank identity.					
5	I cover for those who aren't able to go to work.					
	<b>Conscientious</b>					
1	I participate in events that enhance the HB's reputation but are beyond the scope of my work.					
2	I always arrive early and get to work right away, hoping to catch the attention of superiors					
3	Even when no one is watching and no evidence can be found, I abide by Hibret Bank's policies and procedures.					
4	Given that my attendance at work exceeds expectations, I ought to receive a reward.					
	<b>Sportsmanship</b>					
1	I create an enjoyable and healthy environment at work.					

2	If I receive overtime pay, I will provide my colleagues with more help.					
3	I never voiced any complaints about being so tolerant of inquiries from coworkers					
4	I'm prepared to go above and beyond to accommodate a request from a teammate.					
<b>Courtesy</b>						
1	I truly care about and take into account each and every one of my coworkers.					
2	I truly care about and take into account each and every one of my coworkers.					
3	When someone confides in me about a personal issue, I listen sympathetically.					
4	I consult with other employees prior to taking part in any					
<b>Civic Virtue</b>						
1	I genuinely believe that my challenges are the same as Hibret Bank's					
2	I'm prepared to take a stance in defense of Hibret Bank's reputation.					
3	I participate actively in Hibret Bank meetings to voice my complaints.					
4	I find it difficult to take on new, difficult tasks unless I am sufficiently motivated.					
5	I provide worthwhile suggestions to enhance Hibret Bank's					
<b>Employee performance</b>						
1	I promise to carry out all of my responsibilities inside the organization.					
2	I also make it a point to always arrive at the bank first.					
3	I've had recommendations for the high caliber of my work.					
4	I've been ranked as one of the bank's top performers.					
5	I put a lot of effort into my job.					
6	I stay late to finish up extra work for the bank.					

### **Interview Question**

Interview guide on the effects of organizational citizenship behavior on organizational performance for branch managers and HRM officers at Hibret Bank branches in Addis Ababa.

- 1) In your opinion, to what level of willingness and voluntary assistance do workers of your bank extend to one another in carrying out their duties?
- 2) How frequently have workers completed tasks before or beyond regular business hours without anticipating praise or compensation?
- 3) Do you believe that workers under you put up with less than perfect circumstances so they don't constantly complain about minor things?
- 4) How frequently do employees express gratitude for your staff's courteous demeanor, and how frequently do they complain about the inappropriate behavior of your staff?

