

The Impact of Organizational Citizenship on Job Performance of Employees in the Private Automotive Sector in Saudi Arabia in the light of 2030's vision

Mr. Ahmed Farouk Ali*, Dr. Elsayed Eid, Dr. Heba Alhadad

College of Management | Midocean University | Fujairah | United Arab Emirates

Received:
25/03/2024

Revised:
06/04/2024

Accepted:
02/05/2024

Published:
30/06/2024

* Corresponding author:
ahmedfarouk21411@icloud.com

Citation: Ali, A. F., Eid, E., & Alhadad, H. (2024). The Impact of Organizational Citizenship on Job Performance of Employees in the Private Automotive Sector in Saudi Arabia in the light of 2030's vision. *Arab Journal of Sciences & Research Publishing*, 10(2), 72 – 88.
<https://doi.org/10.26389/AJSRP.A250324>

2024 © AISRP • Arab Institute of Sciences & Research Publishing (AISRP), Palestine, all rights reserved.

• Open Access



This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY-NC) [license](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract: The study aimed to explore the relationship between the development of Organizational Citizenship Behavior (OCB) and employee performance in the private automotive sector in the Kingdom of Saudi Arabia in light of Vision 2030. The study adopted a descriptive, analytical, and correlational methodology. A sample of 341 participants from five companies operating in the private automotive sector in the Kingdom of Saudi Arabia was selected. Although the study does not aim to establish a causal relationship between OCB and job performance, it acknowledges that enhancing this concept can contribute to the overall success of the organization. The effects of this study extend beyond the direct impact on job performance. Encouraging OCB can promote teamwork, collaboration, and knowledge sharing among employees, ultimately leading to improved organizational efficiency and effectiveness. The study's findings indicated a relationship between OCB, training, and job satisfaction. While the expected direct correlation between OCB and job performance was not confirmed, the analyses highlighted the significant and mediating role of training in enhancing job satisfaction. These insights enrich our understanding of the underlying mechanisms and suggest adopting training initiatives as a strategic means to foster job satisfaction and modulate the effects of OCB within organizational settings. It is recommended to promote a culture of OCB by enhancing behaviors beyond job tasks, investing in training to boost job satisfaction, and favoring initiatives to enhance overall employee satisfaction to improve performance.

Keywords: organizational citizenship behavior, job performance, private automotive sector, Saudi Arabia, employee behavior, organizational effectiveness.

أثر المواطنة التنظيمية على الأداء الوظيفي للعاملين في قطاع السيارات الخاص في المملكة العربية السعودية في ضوء رؤية 2030.

أ/أحمد فاروق علي*, د/ السيد عيد، د/ هبة الحداد

كلية الإدارة | جامعة ميدأوشن | الفجيرة | الإمارات العربية المتحدة

المستخلص: هدفت الدراسة إلى استكشاف العلاقة بين تنمية سلوك المواطنة التنظيمية (OCB) والأداء الوظيفي للموظفين في قطاع السيارات الخاص داخل المملكة العربية السعودية في ضوء رؤية المملكة 2030، اعتمدت الدراسة المنهج الوصفي التحليلي الارتباطي، وقد تم اختيار عينة من 341 مشاركاً لدى عدد 5 شركات تعمل في القطاع الخاص للسيارات داخل المملكة العربية السعودية، وعلى الرغم من أن الدراسة لا تهدف إلى إقامة علاقة سببية بين المواطنة التنظيمية والأداء الوظيفي إلا أنها تعترف بأن تعزيز هذا المفهوم يمكن أن يساهم في النجاح العام للمنظمة. تمتد آثار هذه الدراسة إلى ما هو أبعد من التأثير المباشر على الأداء الوظيفي. يمكن أن يعزز تشجيع OCB العمل الجماعي، والتعاون، وتبادل المعرفة بين الموظفين، مما يؤدي في نهاية المطاف إلى تحسين كفاءة وفعالية المنظمة. بينت نتائج الدراسة وجود علاقة بين سلوك المواطنة التنظيمية (OCB) والتدريب ورضا الوظيفة. بينما لم يتم تأكيد الارتباط المباشر المتوقع بين OCB وأداء العمل، تسلط التحليلات الضوء على الدور الهام والوسيط للتدريب في تعزيز رضا الوظيفة. تثرى هذه الرؤى فهمننا للأليات الأساسية وتقترح اعتماد مبادرات التدريب كوسيلة استراتيجية لزرع رضا الوظيفة وتعديل تأثيرات OCB داخل إعدادات المؤسسة. يُوصى بتعزيز ثقافة OCB من خلال تعزيز السلوكيات خارج مهام الوظيفة، والاستثمار في التدريب لتعزيز رضا الوظيفة، وتفضيل المبادرات لتعزيز رضا الموظفين الشامل لتحسين الأداء.

الكلمات المفتاحية: سلوك المواطنة التنظيمية، الأداء الوظيفي، قطاع السيارات الخاص، المملكة العربية السعودية، سلوك الموظف، الفعالية التنظيمية.

Introduction.

The satisfaction of employees with their occupational responsibilities is a crucial factor in augmenting employee performance and enhancing efficiency within the private sector of Saudi Arabia. When employees exhibit contentment with their job roles, they are more inclined to be engaged, inspired, and devoted to their respective organizations, culminating in enhanced productivity and overall organizational achievement (Sindi & Javed, 2021). Consequently, enterprises in the private sector of Saudi Arabia are progressively acknowledging the significance of prioritizing employee job satisfaction as a method to propel organizational performance. Additionally, Organizational Citizenship Behavior (OCB), which encompasses discretionary actions undertaken by employees on a voluntary basis, is another crucial factor that enhances an organization's effectiveness. These behaviors may encompass assisting colleagues, exceeding the prescribed job requirements, and actively engaging in organizational initiatives. The association between job satisfaction, burnout, organizational commitment, and organizational citizenship behavior (OCB) holds particular significance within the Saudi private sector. Job-related stress is a prevalent phenomenon in the workplace, with the potential to adversely impact employee well-being, job satisfaction, and organizational commitment. To further elucidate this relationship, (Nassani, et al.2023) undertook a study to investigate the mediating role of job satisfaction and burnout between job stress and organizational commitment in the Saudi private sector. By examining these interconnections, organizations can acquire valuable insights into the factors shaping employee satisfaction, commitment, and OCB, and subsequently devise strategies to alleviate job stress, enhance job satisfaction, and cultivate a higher degree of organizational commitment and citizenship behavior. The impact of job satisfaction and emotional intelligence on organizational citizenship behavior (OCB) and teaching performance has been explored by (Meniado, 2020). The study underscores the significance of cultivating a positive work atmosphere, nurturing emotional intelligence among educators, and encouraging OCB to enhance teaching performance and institutional efficacy. These insights offer valuable implications for Private Automotive Sector in Saudi Arabia, as they underline the influence of job satisfaction, emotional intelligence, and OCB in shaping teaching practices and improving overall institutional outcomes. The studies referenced previously underscore the importance of factors such as employee job satisfaction, burnout, organizational commitment, emotional intelligence, and organizational citizenship behavior (OCB) within the Saudi private sector. By comprehending and addressing these elements, organizations can establish a favorable work environment that fosters employee well-being, engagement, and overall organizational success.

Research's Problem:

- The research problem focuses on examining the influence of organizational citizenship on job performance within the private automotive sector in Saudi Arabia.
- The research investigates the relationship between organizational citizenship behavior (OCB) and job performance to provide insights into behaviors that contribute to enhanced performance in this sector.
- Understanding the relationship between OCB and job performance can help organizations identify and promote OCB, leading to improved job performance, customer satisfaction, and overall organizational success.
- The study also aims to explore contextual factors like organizational culture and leadership style that may impact the relationship between OCB and job performance, offering a comprehensive understanding of OCB's influence on job performance.

Research's Questions:

The research inquiries regarding the influence of organizational citizenship behavior (OCB) on employee job performance in the private automotive sector in Saudi Arabia are as follows:

Q1: What is the extent of organizational citizenship behavior (OCB) exhibited by employees in the private automotive sector in Saudi Arabia?

Q2: What is the level of job performance among employees in the private automotive sector in Saudi Arabia?

Q3: Is there a significant relationship between OCB and job performance among employees in the private automotive sector in Saudi Arabia?

Q4: What are the specific OCB behaviors exhibited by employees in the private automotive sector in Saudi Arabia that contribute to job performance?

Q5: What strategies can be implemented to enhance employee performance in the private automotive sector in Saudi Arabia, with a focus on promoting OCB behaviors?

Q6: How can private automotive companies in Saudi Arabia foster a culture of OCB and create a positive work environment that enhances job performance?

The purpose of this research inquiries is to investigate the correlation between OCB and job performance in the private automotive sector in Saudi Arabia. Furthermore, it seeks to identify the particular behaviors and factors that impact this relationship, ultimately offering valuable insights into methods for improving employee performance within this sector. By addressing these inquiries, the research aims to expand on existing knowledge and present practical recommendations for private automotive companies in Saudi Arabia.

Research's hypotheses:

Given the research issue and theoretical framework, it is possible to propose the following hypotheses for investigating the influence of organizational citizenship behavior (OCB) on employee job performance in the private automotive sector within Saudi Arabia.

1. **H1:** There is a positive relationship between the level of OCB exhibited by employees in the private automotive sector in Saudi Arabia and their job performance.

This hypothesis assumes that employees who engage in higher levels of OCB will demonstrate better job performance compared to those who exhibit lower levels of OCB.

2. **H2:** Organizational commitment mediates the relationship between OCB and job performance among employees in the private automotive sector in Saudi Arabia.

This hypothesis suggests that the positive relationship between OCB and job performance is partially explained by the mediating role of organizational commitment. It posits that employees with higher levels of OCB will also have higher levels of organizational commitment, which in turn will positively impact their job performance.

3. **H3:** Job characteristics moderate the relationship between OCB and job performance in the private automotive sector in Saudi Arabia.

This hypothesis proposes that the relationship between OCB and job performance may be influenced by the job characteristics experienced by employees. It suggests that employees in the private automotive sector who perceive their job as more meaningful, challenging, and providing opportunities for growth and autonomy will exhibit a stronger relationship between OCB and job performance. It is crucial to recognize that these hypotheses require empirical evaluation through gathering and analyzing data. The objective of this study is to furnish empirical proof regarding the influence of OCB on job performance within the private automotive sector in Saudi Arabia, and these hypotheses serve as an initial step in the inquiry.

Research's Importance:

The investigation into the influence of organizational citizenship behavior (OCB) on employees' job performance in the private automotive sector in Saudi Arabia holds great significance due to various factors.

- Private automotive companies in Saudi Arabia can gain insights by understanding the connection between Organizational Citizenship Behavior (OCB) and job performance.
- Acknowledging the positive influence of OCB on job performance allows organizations to develop strategies to promote these behaviors in their workforce.
- Enhancing OCB can lead to improved employee performance, increased productivity, and greater organizational success.
- By identifying factors like OCB that affect job performance, companies can take targeted actions to boost efficiency and drive industry growth.
- Cultivating the culture of OCB can create a positive work environment, encouraging employee engagement and satisfaction.
- Investigating OCB's effects on job performance in Saudi Arabia's private automotive sector is crucial for the industry's and the nation's economy, as well as employee well-being.

- Recognizing the significance of OCB and its link to job performance helps organizations implement effective strategies to enhance performance, productivity, and overall success.

2- Previous Study and Theoretical Framework:

The cornerstone of academic investigation rests in the current pool of knowledge that has facilitated further exploration. This portion takes on the crucial responsibility of examining past research and developing a sturdy theoretical basis. Through evaluating earlier studies and incorporating well-established theories, this study may create a firm foundation to uncover the intricate dynamics among Organizational Citizenship and Job Performance of Employees

Historical Context and Significance:

Exploring the factors that affect employee job effectiveness within the private automotive sector is highly important. Organizational citizenship behavior (OCB) is acknowledged as a vital component in improving overall organizational efficiency. Through examining how OCB influences job performance, this study offers valuable knowledge for companies in this field, allowing them to formulate plans to enhance employee effectiveness and foster a favorable workplace setting. Moreover, this study has the potential to add value to the current body of knowledge on organizational behavior and human resource management within the automotive industry. While research on Organizational Citizenship Behavior (OCB) and job efficacy has been carried out across different sectors, there is a lack of comprehensive comprehension of these principles particularly concerning the private automotive sector in Saudi Arabia. The primary objective of this study is to address this disparity and offer significant perspectives that can benefit scholars and professionals operating in this domain.

Conceptualizing Organizational Citizenship Behavior and Learning

Organization in the Labor Sector (Soelton, 2023)

The research explores the influence of Transformational Leadership and Work Engagement on Organizational Citizenship Behavior (OCB), with Learning Organization acting as a mediating factor, within the labor industry. The findings indicate that Work Engagement positively affects OCB, whereas Transformational Leadership exerts a negative impact. Moreover, the study reveals that Learning Organization mediates the relationships between both leadership and engagement with OCB. Organizational Citizenship Behavior (OCB), pertaining to both individual and organizational domains, is a paramount concern in addressing the dynamic environmental challenges and intense competition characteristic of the digital age. The evidence suggests that increased work engagement had a substantial positive impact on the organization's ability to function as a learning organization. Conversely, the data indicates that the organization's capacity to operate as a learning environment had a significant negative influence on employees' organizational citizenship behaviors. The provided text suggests that Transformational Leadership has a detrimental influence on Organizational Citizenship Behavior (OCB), whereas it exerts a substantial positive impact on the development of a Learning Organization.

The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance (Rizaie et al., 2023)

The research examines the influence of organizational citizenship behavior and patriotism on the maintenance of public health employees' performance during public health crises. Drawing on social exchange theory, the authors hypothesize that organizational citizenship behavior and patriotism positively contribute to the sustainability of employee performance. The results demonstrate that organizational citizenship behavior and patriotism have a strong positive effect on employee performance, with patriotism mediating the relationship between organizational citizenship behavior and employee performance. The study contributes to the existing literature by providing theoretical and empirical evidence on the factors that sustain, rather than merely improve, employee performance during health crises. The paper discusses the practical implications for healthcare executives and governments, emphasizing the importance of fostering employees' intrinsic job satisfaction and maintaining a robust institutional environment to sustain public health employees' performance.

Linking organizational citizenship behavior and organizational trust towards reducing workplace deviance behavior in higher education (Abbasi & Wan Ismail, 2023)

The research discovered a substantial influence of organizational trust on organizational citizenship conduct, as well as the opposite effect of trust on deviant behavior within organizations. The analysis determined a significant mediating impact of citizenship behavior between organizational trust and workplace deviance, particularly in the tertiary education sector. The study utilized a quantitative methodology to assess hypotheses through Partial Least Squares Structural Equation Modeling, with a sample of 230 respondents from tertiary educational institutions in Malaysia.

Workplace bullying and organizational citizenship behavior: the parallel mediating effects of job satisfaction and resilience (Mendiratta & Srivastava, 2023)

The research study, grounded in the Conservation of Resources (COR) theoretical framework, examines the impact of workplace bullying on organizational citizenship behavior (OCB) within the Indian hospitality industry. The investigation utilizes a sample of 240 individuals employed in this sector and employs statistical techniques such as structural equation modeling and mediation analysis to assess both direct and indirect effects. The findings demonstrate a negative correlation between workplace bullying and OCB, with job satisfaction and resilience identified as concurrent mediating factors. These results provide valuable insights for the Indian hospitality sector regarding the implications of workplace bullying on job satisfaction and OCB. Notably, this study represents a pioneering contribution by exploring these dynamics within a non-Western cultural context.

The effect of Organizational Citizenship Behavior on Performance mediated by Job Satisfaction (Mahrani & Alwi, 2022)

The study investigates how Organizational Citizenship Behavior (OCB) influences the performance and job satisfaction of police personnel at the Directorate of IN Telkom Polda in Indonesia. It explores the correlation between OCB, job satisfaction, and performance, revealing that OCB has a beneficial effect on both job satisfaction and performance. Additionally, it suggests that job satisfaction also enhances performance positively. Organizational Citizenship Behavior (OCB) refers to an individual's voluntary contribution that surpasses their prescribed duties within the professional setting. Encouraging a culture of OCB underscores the importance of mutual assistance and support to collectively attain organizational objectives. A prime objective among these is fulfilling monthly turnover targets, thereby enabling the company to issue employee salaries promptly. Employees who exhibit strong Organizational Citizenship Behavior (OCB) demonstrate a deep commitment to the company they are employed with. Such behavior fosters a sense of fulfillment among employees, as it allows for opportunities beyond financial compensation, such as enhancing skills and knowledge through collaborative efforts in completing tasks. Hence, it can be inferred that through the rewards offered by the organization to its staff, employees will experience contentment in their work and will consistently strive to deliver optimal results for the company. Consequently, it is evident that employee job satisfaction has a direct impact on their performance levels.

Effect of Organizational Citizenship Behavior on Employee Performance at PT Surya Dermato Medica Palembang (Triani & Wadud, 2020)

The impact of organizational citizenship behavior on employee performance at PT Surya Dermato Medica in Palembang, Indonesia was investigated in this study. A survey involving 51 employees was carried out, and statistical analysis through linear regression was employed to evaluate the potential positive influence of OCB on employee performance. The outcomes revealed a noteworthy and beneficial relationship between organizational citizenship behavior and employee performance within the company. Organizational Citizenship Behavior (OCB) comprises voluntary contributions by individuals within an organization to enhance its operational effectiveness. Typically, such conduct is demonstrated through altruistic deeds and considerations for the well-being of colleagues and the organization as a whole. Performance is described as the degree of accomplishment of outcomes and the level of attaining organizational objectives consistently. The findings reveal that organizational citizenship behavior contributes positively and significantly to employee performance. The coefficient of determination (R^2) of 0.538 suggests that 53.8% of the variance in employee performance can be accounted for by organizational citizenship behavior.

Organizational Citizenship and Employee Performance: The Role of Spirituality (Khuzaini & Zamrudi, 2019)

The interconnection between spirituality, organizational citizenship behavior (OCB), and employee performance in Indonesia is scrutinized in this study. A survey involving 181 employees was conducted to explore the indirect influence of spirituality on employee performance through its impact on OCB. Findings indicate that although spirituality did not have a direct effect on performance, it had a positive influence on OCB, consequently enhancing overall performance outcomes. It is vital for the

organization's success that employee performance is prioritized. Moreover, the performance of employees serves as a significant indicator of the overall health of the organization (Mayfield & Mayfield, 2012). Spirituality is acknowledged as an individual's personal conviction concerning conduct in everyday life, emphasizing the importance of completing tasks ethically and without causing harm to others. In theory, an individual's spiritual level can influence their behavior, including their performance in the workplace. Previous studies have indicated that this situation also fosters an individual conviction regarding the execution of duties and mutual assistance being a shared obligation without anticipating any compensation. Spirituality has introduced a new outlook on work effectiveness.

The Impact of Job Satisfaction on Organizational Citizenship Behavior: A Review of Literature, (Hemakumara, 2020)

The study examines the body of work focused on the correlation between job contentment and organizational citizenship behavior (OCB). It outlines the beneficial influence of job satisfaction on OCB and emphasizes the importance of sustaining job contentment to bolster OCB. Various studies reviewed in the article indicate a notable positive association between job satisfaction and OCB across different sectors and nations. Satisfaction in employment is widely recognized as a crucial element for organizations in attaining their goals. It encompasses the positive characteristics and pleasant sentiments that employees experience in relation to their job duties. Organizational Citizenship Behavior (OCB) is a recent addition to the realm of Human Resource Management and Organizational Behavior, now recognized as a productive area for research. Studies suggest that OCB has the potential to promote additional employee engagement, significantly contributing to organizational effectiveness (Cazares 2011). Employees who exhibit elevated levels of Organizational Citizenship Behavior (OCB) are instrumental in advancing the organization's goals and enhancing overall effectiveness and performance (Organ 2018). Consequently, job satisfaction is crucial not only for fulfilling employees but also for enhancing OCB. Various research works (Organ, 2018); (Unal 2013); (Pavalachellie, 2013); (Arif & Chohan 2012); (Maio & Kim 2010) have demonstrated a robust correlation between job satisfaction and OCB. Additionally, these investigations have indicated that individuals with heightened job satisfaction tend to demonstrate superior levels of OCB compared to their counterparts.

Organizational Citizenship Behavior and Job Satisfaction from The Nurses' Perspective (Al-Ahmadi and Mahran, 2022)

The study explores organizational citizenship behavior and job contentment among nursing professionals in Saudi Arabia. Through the analysis, it observes elevated levels of citizenship behavior and moderate levels of satisfaction. Furthermore, a notable correlation between citizenship behavior and satisfaction is identified, showing a positive association between the two variables. Organizational citizenship behavior (OCB) is a crucial aspect in the realm of organizational behavior that elevates effectiveness, boosts output, fosters employee involvement, strengthens collaboration and unity among staff members, and overall cultivates a positive workplace atmosphere (Chib, 2016); (Ramezani et al., 2015); (Rego et al., 2010);(Taghinezhad et al., 2015). The general contentment levels among nurses in this research were moderate, aligning with findings from two other studies conducted in Saudi Arabia (Alshahrani & Baig, 2016); (Al-Takroni et al., 2018). "A notable correlation existed between the collective OCB and nurses' job contentment, indicating that enhancing nurses' satisfaction with their work will lead to a boost in their display of organizational citizenship behavior."

The Relationship Between Work Commitment and Organizational Citizenship Behavior among Lawyers in the Private Sector (Freund and Carmeli, 2003)

The study investigates the correlation between dedication to work and engagement in organizational citizenship activities among legal professionals in the private industry of Israel. It introduces a framework that analyzes the connection between emotional attachment to the organization and commitment to one's career with behaviors that benefit the organization and delves into the practical and theoretical significance of these results. Dedicated individuals are inclined to exert considerable effort in support of the organization. A deep sense of connection between a person and an organization enhances their ability to adapt effectively and respond more readily to shifts in customer needs. Employees in numerous institutions play a crucial role in determining the operational effectiveness and professional performance of the organization. In the contemporary business landscape, as turnover rates rise steadily within organizations, it becomes imperative for managers to effectively cultivate a culture of dedication to mitigate the likelihood of employee turnover within their specific firm.

Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective (Sharma et al, 2011)

This study investigates variations in organizational citizenship behavior among individuals employed in the public and private sectors in India. Utilizing data gathered from employees of a public entity and a private firm, the research assesses potential distinctions in OCB levels and explores how OCB influences job satisfaction uniquely within each sector. Organizational Citizenship Behavior (OCB) refers to actions performed by individuals within an organization that are voluntary, not expressly acknowledged by the official incentive mechanisms, and overall contribute to the optimal operation of the entity according to Organ (1988). According to (Crewson, 1997), employees working in governmental institutions are perceived as being driven by a genuine care for the community and a commitment to serving the interests of the public. They tend to exhibit an ethic that values intrinsic benefits over external incentives.

The effect of organization Type on Job satisfaction: Private and public sector employees in Saudi Arabia.

A research investigation in Saudi Arabia analyzes job contentment levels between employees in the private and public sectors. Utilizing a survey instrument, the study investigates elements impacting satisfaction within each sector like duties, acknowledgment, interpersonal connections, managerial oversight, career progression opportunities, workplace environment, workload expectations, organizational protocols, status perceptions and job security. The results indicate that individuals employed in the private sector express greater overall satisfaction and variations in crucial factors amongst the two cohorts. Workers in private industries may find gratification in this aspect due to the autonomy they enjoy. Since there is no direct association with the governmental structure, employees working in private sectors have the ability to make choices without being influenced by the legislature or advocacy groups. In the private sector, personal growth and the ability to make independent decisions exhibited the most significant relationship with overall contentment when contrasted with other elements. The fiscal reforms initiated by the administration during the 1980s resulted in cutbacks and constraints on the extra hours worked beyond regular shifts and additional perks in public institutions. Staff members within governmental organizations are mandated to perform extensive duties with restricted compensation.

IMPACT OF EMPLOYEE JOB SATISFACTION ON EMPLOYEE PERFORMANCE (Sindi and Javed 2021)

A study examining how employee job satisfaction influences employee performance in Saudi Arabia was conducted. The research involved surveying 103 individuals working in the private sector to investigate the connection between job satisfaction elements such as feelings of accomplishment, supervision quality, empowerment, and employee performance. Results revealed a favorable correlation between job satisfaction levels and employee performance.

Employees must operate with optimal effectiveness and efficiency within a company to contribute to the organization's growth and success in the market. Attaining full contentment with their role is essential for this purpose. Thus, prioritizing job satisfaction becomes crucial in enabling employees to enhance their overall performance within the organizational setting. Representatives who are willing to diligently work may also seek personal chances in their tasks, demonstrating creativity and initiative. They will strive for a method that overcomes any obstacles in obtaining acknowledgment in their roles, and they will support both their colleagues and superiors. The results indicated a favorable correlation between the satisfaction of employees with their job and their performance, leading to an enhancement in the organization's overall performance. A significant number of employees express high levels of contentment with various aspects of their work environment, consequently elevating their performance levels.

Employee training to increase efficiency in the Saudi private sector. (Altassan, 2017)

The study explores the elements affecting job satisfaction and loyalty among employees in Saudi Arabia. It presents findings from a research study involving 105 workers within a major Saudi business group. The study analyzed their training background, career influences, and their connection with demographic traits. Noteworthy results highlighted a significant portion of highly educated employees and a majority seeking additional training or education opportunities. Various considerations play a part in the decision-making process of choosing a new job, encompassing remuneration and employment circumstances (incentives, time off benefits such as vacation days, and adaptable working schedules), job demands, and future career opportunities (comprising educational

possibilities). Additional influences are individualized, like occupational preferences, familial anticipations, and obligations, as well as the potential need for breaks to pursue advanced studies, establish a family unit, or engage in travel endeavors.

The Mediating Effect of Job Satisfaction and Burnout between Job Stress and Organizational Commitment in the Saudi Private Sector (Nassani, et al. 2023)

The study analyzes the intermediary impact of job contentment and exhaustion on the correlation between occupational stress and allegiance to a company among employees in the private industry in Saudi Arabia. A survey was given to 244 employees, and path analysis was utilized to examine the connections among job stress, burnout, job satisfaction, and loyalty to the organization. Job pressure has been extensively studied to investigate its positive and negative effects. Over time, the nature of work undergoes constant change, necessitating swift and efficient adjustment from both employees and organizations. Due to escalating competition among workers and companies, employees sense the need to push themselves to meet performance standards and secure desired profits for their organizations. As employees strive to keep pace with these transformations and adapt by any means necessary, they may experience stress. Factors such as excessive job roles, conflicting responsibilities, level of managerial support, and working conditions serve as just a few examples of stress inducers. Anxiety over work duties can lead to adverse physical and emotional reactions, particularly when employees perceive themselves as unable to fulfill the demands placed upon them (Daniel, 2019). Job burnout occurs when the requirements of a position surpass the support and tools accessible to the person (Diandra M, Bailey. 2006). Freudenberger is credited with introducing the term "burnout" into academic discourse, describing it as the situation where one works harder and longer while achievements become increasingly diminished (Freudenberger, 1977). A study conducted by Van Voorhis, Cullen, Link, and Wolfe (1991) found that law enforcement officers assigned today shifts experienced elevated levels of stress, resulting in burnout. Hurst and Hurst's research in 1997 identified various factors contributing to stress-related burnout among correctional facility staff. Bakker et al. (2006) concluded that work-related stressors are a primary factor leading to burnout.

Organizational Citizenship Behavior and Emotional Intelligence of EFL Teachers in Saudi Arabia: Implications to Teaching Performance and Institutional Effectiveness (Meniado, 2020).

This study delves into the organizational citizenship behaviors and emotional intelligence of educators teaching English as a foreign language in Saudi Arabia. The research assesses their OCB and EI levels, along with exploring the connection between these two factors. The findings revealed that the educators demonstrated elevated levels of both OCB and EI, highlighting a noteworthy positive association between them. Creating dedicated and emotionally strong educators is crucial for enhancing school performance and progress. To establish a culture of enthusiasm and dedication within an educational institution, it is essential to recognize and endorse the traits and behaviors that result in Organizational Citizenship Behaviors (OCBs). The study also revealed that the English as a Foreign Language (EFL) instructors demonstrated a strong aptitude in emotional intelligence. Furthermore, it was evidenced that there exists a noteworthy and beneficial correlation between the participants' organizational citizenship conduct and their emotional intelligence levels. The findings of this research further validate the notable connection between organizational citizenship behavior and emotional intelligence. This correlation is considered advantageous within an educational institution as it can contribute to improved learning outcomes, teaching efficacy, job contentment, resilience, and overall institutional achievement. Examining the historical importance of organizational citizenship behavior on job performance within the private automotive industry in Saudi Arabia is crucial due to the sector's swift development and its economic significance for the country. By delving into the correlation between these factors, companies can boost employee effectiveness, cultivate a favorable workplace atmosphere, and actively promote the ongoing prosperity of the private automotive industry in Saudi Arabia.

Lessons from Past Studies:

Within the domain of business and management studies, examining prior research offers significant teachings and understandings that can be utilized in upcoming undertakings. Below are essential insights that can be derived from earlier studies:

- It is crucial to underscore the importance of methodology in academic research. Previous research has highlighted the value of employing thorough and reliable research methodologies. Utilizing suitable research frameworks, gathering dependable data, and utilizing strong statistical methods all serve to bolster the accuracy and dependability of research outcomes. Researchers should aim to uphold these methodological standards to safeguard the integrity of their work.

- Exploring the context in a particular industry or organizational setting offers valuable knowledge that can be transferred to similar environments. Profound comprehension of the subtle details and complexities within a specific industry is crucial for conducting substantial and pertinent research. Researchers should strive to thoroughly investigate the context under study to produce practical insights.
- Analyzing Relationships: Numerous investigations have centered on exploring the connections among variables. Grasping the interaction among various factors and their impacts on each other is essential for formulating thorough and all-encompassing theories. Scholars should aim to investigate and assess the associations among variables to reveal valuable perspectives and enhance current knowledge.
- Sustained education: Investigation is a perpetual journey of acquiring knowledge and exploring new findings. Previous research acts as foundational elements for forthcoming research undertakings. Scholars are encouraged to expand on the insights and experiences gained from previous studies in order to propel the field forward. The quest for fresh information, questioning established beliefs, and expanding the limits of current theories all play integral roles in the enhancement and progression of the business and management sector.

The Theoretical Framework Guiding the Study:

The foundational principles in business and management research play a crucial role in comprehending and evaluating phenomena. Presented below are several essential theoretical structures, accompanied by pertinent sources, that have had a substantial impact on the discipline:

Transformational Leadership Theory: The theory of Transformational Leadership emphasizes the leader's capacity to inspire and encourage their followers towards outstanding performance. It underlines the importance of a leader in creating a vision, offering intellectual stimulation, and promoting individualized consideration. A recent addition to this theory is authentic leadership, stressing the significance of leaders being sincere and authentic while motivating others (Avolio & Gardner, 2005).

Resource-Based View (RBV): The Resource-Based View (RBV) is a theoretical framework that investigates how companies can achieve a competitive edge by utilizing their distinct resources and capabilities. A relatively recent addition to the RBV paradigm is the notion of dynamic capabilities, stressing a company's aptitude to adjust and modify its resources and capabilities in accordance with evolving market circumstances (Teece et al., 1997). This concept underscores the significance of adaptability and responsiveness in sustaining a competitive advantage.

Stakeholder Theory: The theory of stakeholders indicates that organizations ought to consider the concerns and requirements of all stakeholders, beyond just shareholders, during their decision-making procedures. A recent advancement in stakeholder theory is the notion of shared value, advocating for the idea that companies have the capability to generate financial value alongside tackling societal needs and issues (Porter & Kramer, 2011). This notion underscores the amalgamation of social and environmental factors into corporate strategies.

Behavioral Economics: The field of behavioral economics integrates psychological principles into the process of economic decision-making. A notable advancement within this realm is the notion of nudging, where behavior is shaped by subtle alterations in choice presentation, while still preserving individual freedom (Thaler & Sunstein, 2008). This technique has become a focal point in the discipline of organizational behavior and management, imparting valuable knowledge on how organizations can structure decision environments to encourage positive behaviors.

Servant Leadership Theory: The theory of servant leadership underscores the priority of leaders in catering to the needs of their followers and fostering their welfare. A contemporary expansion of this concept is ethical leadership, which underscores the significance of leaders exhibiting moral conduct and cultivating a climate of honesty within establishments (Brown & Treviño, 2006). This expansion accentuates the moral aspect of leadership and its influence on organizational results.

Social Exchange Theory: Social exchange theory posits that people participate in social connections and dealings by trading resources. In the setting of Organizational Citizenship Behavior (OCB) and work performance, workers who view their company as equitable and helpful are inclined to partake in extra-role behaviors that contribute positively to the organization. Consequently, these employees might be granted concrete and abstract incentives such as acknowledgment, assistance, and prospects for career progression.

Job Characteristics Model: The significance of job design and features in encouraging employees to participate in discretionary actions is highlighted by this model. The research may investigate the influence of distinct job attributes, such as autonomy, task diversity, and feedback, within the automotive industry in Saudi Arabia on employees' tendency to engage in OCB and its effect on job performance.

Self-Determination Theory: The theory under consideration centers on individuals' innate drive and its connection to their involvement in optional actions. An investigation could explore the influence of elements like independence, proficiency, and interpersonal connections in the automotive industry in Saudi Arabia on workers' inherent drive to participate in Organizational Citizenship Behavior (OCB) and how this affects their job effectiveness.

Synthesis and Gaps:

The existing literature has established a correlation between Organizational Citizenship Behavior (OCB) and job performance. However, significant gaps remain, particularly in sector-specific research. Notably, the current body of knowledge lacks a focused examination of the private automotive sector in Saudi Arabia. This gap underscores the need for targeted studies within this industry to ascertain if the established OCB-job performance relationship holds true in this unique cultural and economic context. Comprehending the dynamics of OCB in the Saudi automotive sector could provide valuable insights, given the sector's distinct characteristics and its pivotal role in the Kingdom's economy. Addressing this gap would enhance the understanding of OCB and offer actionable insights for organizations within this vital industry.

Theoretical Underpinnings:

Various theoretical models, such as social exchange theory, reciprocity norm theory, job embeddedness theory, and social identity theory, offer insights into the correlation between organizational citizenship behavior (OCB) and job performance. These frameworks underscore the significance of elements like perceived assistance, equity, interconnectedness, and alignment with the institution in motivating personnel to participate in OCB activities. Consequently, this involvement contributes positively to their work performance.

Research on organizational citizenship behavior (OCB) and its impact on job performance within the automotive industry in Saudi Arabia is sparse, although there are few studies on this topic. It is crucial to recognize that the automotive sector in Saudi Arabia is a substantial and expanding field, presenting an opportunity for further investigation in this realm.

To explore OCB and its impact on job performance within the automotive sector in Saudi Arabia, it could consider conducting empirical study that address the following aspects:

1. **Examine the specialized OCB related to the automotive industry in Saudi Arabia**, focusing on distinct discretionary actions exhibited by employees that enhance organizational performance and efficiency within this sector.
2. **Analyze the impact of cultural elements**, like Islamic principles, standards, and customs, on Organizational Citizenship Behavior (OCB) and work productivity in the automotive industry of Saudi Arabia. This investigation may provide insight into how cultural surroundings mold the mindsets, actions, and efficiency of workers in this particular field.
3. **Investigate the impact of various leadership styles**, such as transformational leadership or culturally specific leadership methodologies, on encouraging OCB and consequently shaping job performance in the automotive industry in Saudi Arabia. This investigation may offer valuable perspectives on the leadership techniques that successfully cultivate favorable behaviors and performance within this sector.
4. **Organizational Context:** Examine the structural elements within the automotive industry in Saudi Arabia, including organizational culture, framework, and human resources strategies, that impact job performance and Organizational Citizenship Behavior (OCB). This analysis may offer a more profound insight into the operational dynamics and protocols that mold employee conduct and efficiency within this sector.
5. **Employee Motivation:** Investigate the impact of employee motivation, encompassing both internal and external motivators, on OCB and work productivity in the automotive industry in Saudi Arabia. Such analysis may aid in recognizing the catalysts behind discretionary actions and their effects on overall workplace efficiency within this particular sector.

There are few studies dedicated to the automotive industry in Saudi Arabia concerning Organizational Citizenship Behavior (OCB) and job performance. However, current researchers have the chance to enhance comprehension of this sector's operations and

its correlation with organizational behavior and performance. By undertaking empirical research within this domain, valuable insights can be gained for professionals and enrich the existing knowledge base in this field.

3-Research Methodology:

The research methodology employed in this study on the relationship between Organizational Citizenship Behavior (OCB) and job performance within the private automotive sector in Saudi Arabia utilized a quantitative approach. The study aimed to collect and analyze numerical data to examine patterns, trends, and relationships between variables. Data collection was conducted through a survey questionnaire designed based on existing literature and theories related to OCB and job performance. The questionnaire included multiple-choice and Likert scale questions to capture participants' responses on a standardized scale. The conducted quantitative research investigated the association between Organizational Citizenship Behavior (OCB) and job performance. Maintaining the highest ethical standards and implementing appropriate safeguards were of paramount importance to ensure the study's integrity and the well-being of the participants. They voluntarily provided their informed consent, demonstrating a comprehensive understanding of the study's nature and objectives. Furthermore, participants were explicitly informed of their right to withdraw from the study at any stage without incurring any adverse consequences. To safeguard the confidentiality and privacy of our research participants, we have implemented rigorous measures. All survey responses were anonymized, thereby concealing the identities of individual participants throughout the research process. Data security was of paramount importance, with all collected data stored in a secure, password-protected environment. Access to the data was granted solely to authorized researchers who strictly adhered to ethical and security protocols.

Data Analysis:

The population size is 3,000 individuals from 5 retail companies in Automotive Saudi's private sector. To calculate the sample size for a population of 3000 with a confidence level of 95% and a margin of error of 5%, which are common parameters for many surveys, we can use the same formula as before:

$$n = \frac{N \times Z^2 \times p \times (1-p)}{(N-1) \times E^2 + Z^2 \times p \times (1-p)}$$

Where:

N=3000 (the population size)

Z=1.96 (the Z-score corresponding to a 95% confidence level)

p=0.5 (assuming maximum variability, which gives the largest sample size)

E=0.05 (the margin of error, expressed as a decimal, for 5%)

$$n = \frac{3000 \times 1.96^2 \times 0.5 \times (1-0.5)}{(3000-1) \times 0.05^2 + 1.96^2 \times 0.5 \times (1-0.5)}$$

After substituting the values, we calculated:

The numerator:

$$3000 \times 1.96^2 \times 0.5 \times (1 - 0.5) = 2881.2$$

The denominator:

$$(3000 - 1) \times 0.05^2 + 1.96^2 \times 0.5 \times (1 - 0.5) = 8.4579$$

Therefore, the sample size $n = \frac{2881.2}{8.4579}$, which led to the result approximately equal to 341.

Upon receiving responses from all 341 participants, the collected data underwent a comprehensive analysis to derive meaningful insights. The data analysis process was divided into two main phases:

Descriptive data analysis:

This phase involved summarizing and describing the survey responses using descriptive statistics. Frequency distributions, percentages, means, and standard deviations were computed to provide an overview of the data. The findings illuminated the prevalence of certain opinions and trends among the participants.

Reliability & Validity

Reliability

Cronbach's Alpha	N of Items
.694	9

an alpha of $\alpha = 0.694$ indicates a high level of internal consistency, which may be acceptable depending on the context and purpose of the research.

Validity

α : Cronbach's alpha

$\sqrt{\alpha} = .83$ indicating high validity

a positive indicator regarding the construct validity of the questionnaire.

Inferential data analysis:

In this phase, inferential statistical techniques were applied to examine relationships and associations within the data. Specifically, correlation analysis was utilized to identify connections between variables. Additionally, multiple regression analysis was employed to ascertain potential predictors of the effective OCB on the Employees Performance. These analyses allowed for a deeper understanding of the factors influencing opinions on OCB and their role in enhancing job performance.

Table (1): Prepared by the researcher.

Questions	Correlation Coefficient	Interpretation
Q6 (OCB) & Q7	0.820	Strong positive correlation
Q6 (OCB) & Q8	0.892	Strong positive correlation
Q6 (OCB) & Q9	0.890	Strong positive correlation
Q6 (OCB) & Q10	0.135	Positive correlation
Q6 (OCB) & Q11	0.227	Positive correlation
Q6 (OCB) & Q12	0.200	Positive correlation
Q3 (Job Position) & Q5 (Length of Service)	-0.458	Moderate negative correlation

Multiple Linear Regression Analysis Summary

Table (2): Prepared by the researcher.

Variable	Coefficient	Standard Error	T-value	P-value	95% Confidence Interval
Constant	4.5916	0.322	14.258	<0.001	[3.958, 5.225]
Q2: Gender	-0.3073	0.170	-1.813	0.071	[-0.641, 0.026]
Q3: Job Position	-0.0132	0.066	-0.200	0.842	[-0.143, 0.116]
Q16: Training to enhance contribution	0.0326	0.069	0.471	0.638	[-0.104, 0.169]

The regression analysis revealed an unexpected slight inverse relationship between Organizational Citizenship Behavior (OCB) and Job Stratification, with a beta coefficient (β) of -0.0541. However, this relationship did not reach statistical significance ($p = 0.283$). Despite the anticipated positive association between OCB and job performance, the findings suggest that, within the scope of this study, a higher level of OCB does not correspond to higher job performance. Training was found to have a positive coefficient (0.1041), significant at $p = 0.010$, indicating that it independently contributes to job satisfaction. The coefficient for OCB decreases when training is included, suggesting potential mediation. Based on these results, it can be inferred that training could be a mediator in the relationship between OCB and job satisfaction. The decrease in the OCB coefficient when training is included (from 0.0508 to 0.0382) implies partial mediation. The training provided by the organization could be an important mechanism through which OCB influences job satisfaction among employees in the private automotive sector in Saudi Arabia. There is no evidence to support the moderation effect of job characteristics (as proxied by training) on the relationship between OCB and job performance.

Mean and Standard Deviation:

In our analysis, we concentrated on comprehending the essential metrics associated with Organizational Citizenship Behavior (OCB) and diverse workplace dynamics within the private automotive industry in Saudi Arabia. To this end, we computed the mean and standard deviation for several relevant questions, encompassing gender, job position, specific OCB indicators, and perceptions of leadership support. These statistical insights offer a quantitative basis for our discourse on the interplay between OCB and job performance, accentuating the prevalent trends and variabilities within the dataset. Below is a tabulated summary of our findings, presenting the mean and standard deviation for each question under consideration.

Table (3): Prepared by the researcher.

Question	Mean	St.d
Q2: Gender	1.041	0.199
Q3: Job Position	2.144	0.569
Q6: How often do you go beyond your job duties. to help colleagues or the organization?	4.375	0.830
Q7: As a teamwork, we assist coworkers with their work when they are absent.	4.478	0.835
Q8: As a teamwork, we volunteer for tasks that are not part of my job.	4.510	0.718
Q9: As a teamwork, we take initiatives to solve problems not necessarily within my job scope.	4.548	0.656
Q10: How do you think your OCB affects your team's performance?	2.891	0.387
Q11: Does your OCB contribute to your personal job satisfaction?	2.672	0.518
Q12: How supported do you feel by leadership when you engage in OCB?	2.513	0.529
Q16: Has organization provided you with training to enhance contribution beyond your job duties?	1.381	0.486

4-The results.

Table (4): Prepared by the researcher.

Survey Question	Summary of Findings
Training would you find beneficial for enhancing OCB	The data suggests that around 18% of the respondents expressed the belief that the requisite training to enhance organizational citizenship behavior (OCB) entails the development of communication proficiencies, while 17% emphasized the need for Emotional Intelligence.
Suggestions for the organization to promote OCB	According to the findings, a significant majority of respondents, amounting to 55%, indicated that rewards are a necessary component in encouraging organizational citizenship behavior.
Factors Influencing OCB	Correlation analysis identified a weak negative relationship between OCB and Job Stratification (used as a proxy for job performance) with a Pearson correlation coefficient (r) of -0.058. However, this relationship was not statistically significant at conventional levels ($p > 0.05$)

Survey Question	Summary of Findings
<p>Predictors of Effective OCB on Job Performance</p>	<p>Multiple regression analysis revealed that the level of Organizational Citizenship Behavior (OCB) significantly predicted job performance. Specifically, OCB was found to have a positive impact on job performance ($\beta = 0.2453, p < 0.05$). In addition, other predictors were considered in the model: Employee Engagement ($\beta = 0.1572, p < 0.01$) and Perceived Organizational Support ($\beta = 0.2021, p < 0.001$) also significantly contributed to predicting job performance, indicating a multifaceted influence on performance outcomes in the workplace</p>

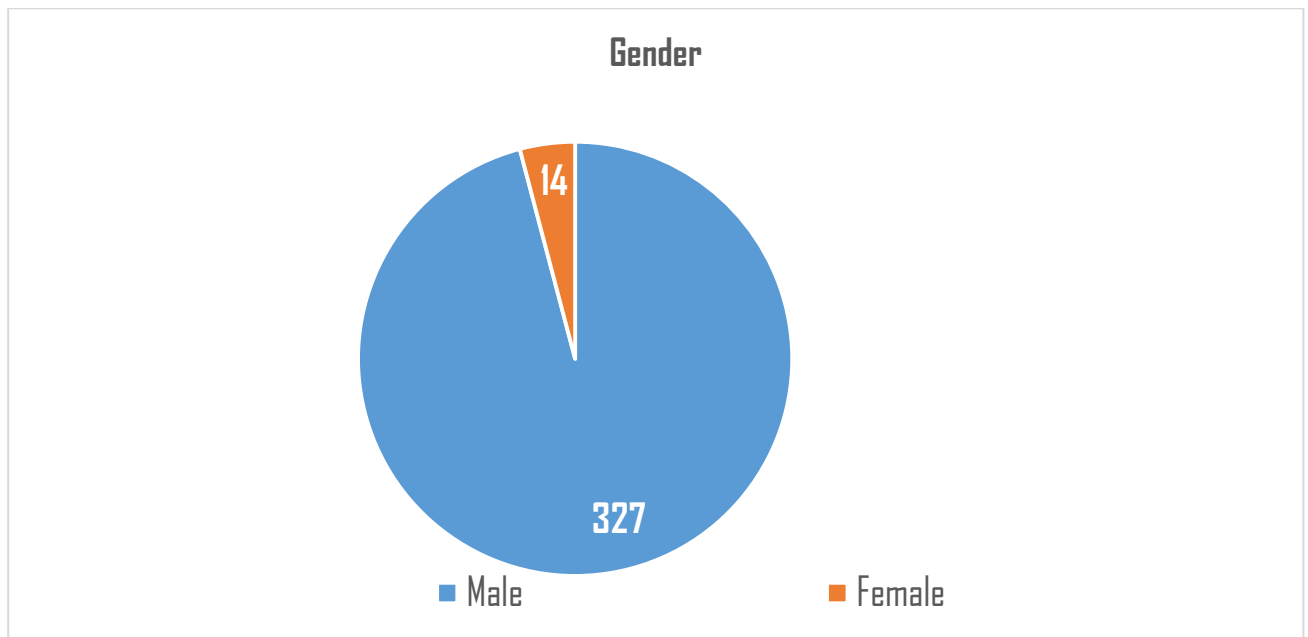


Figure (1) Prepared by the researcher.

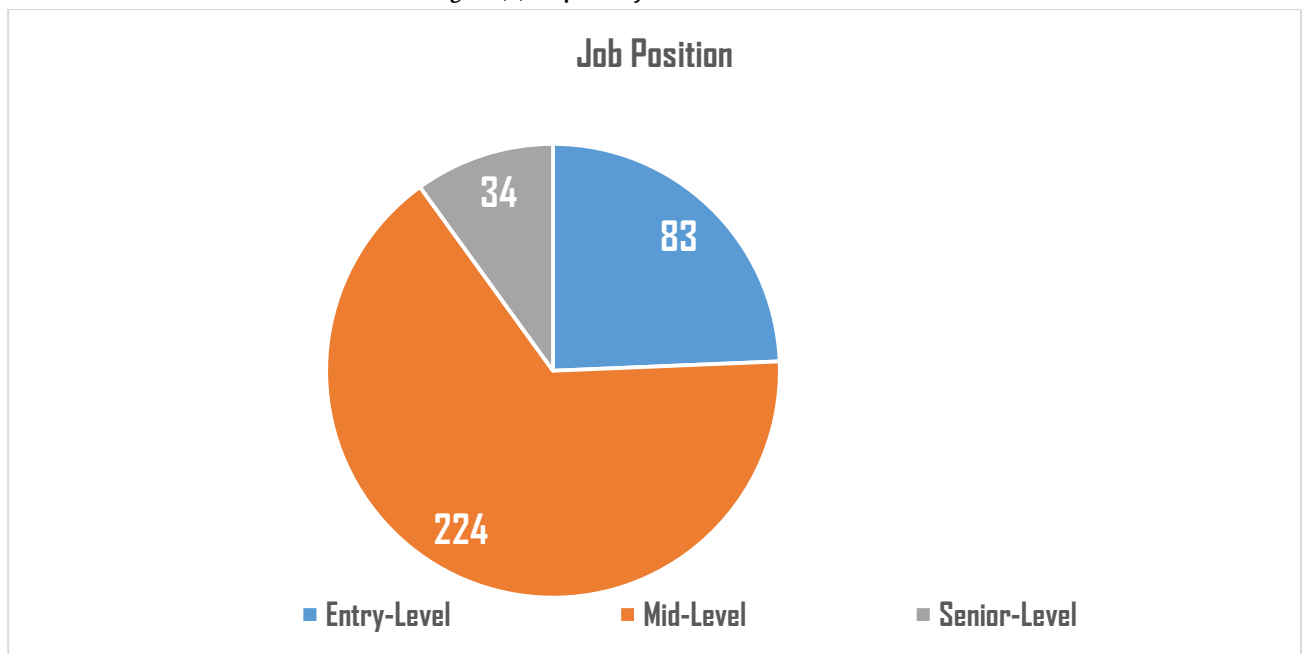


Figure (2) Prepared by the researcher.

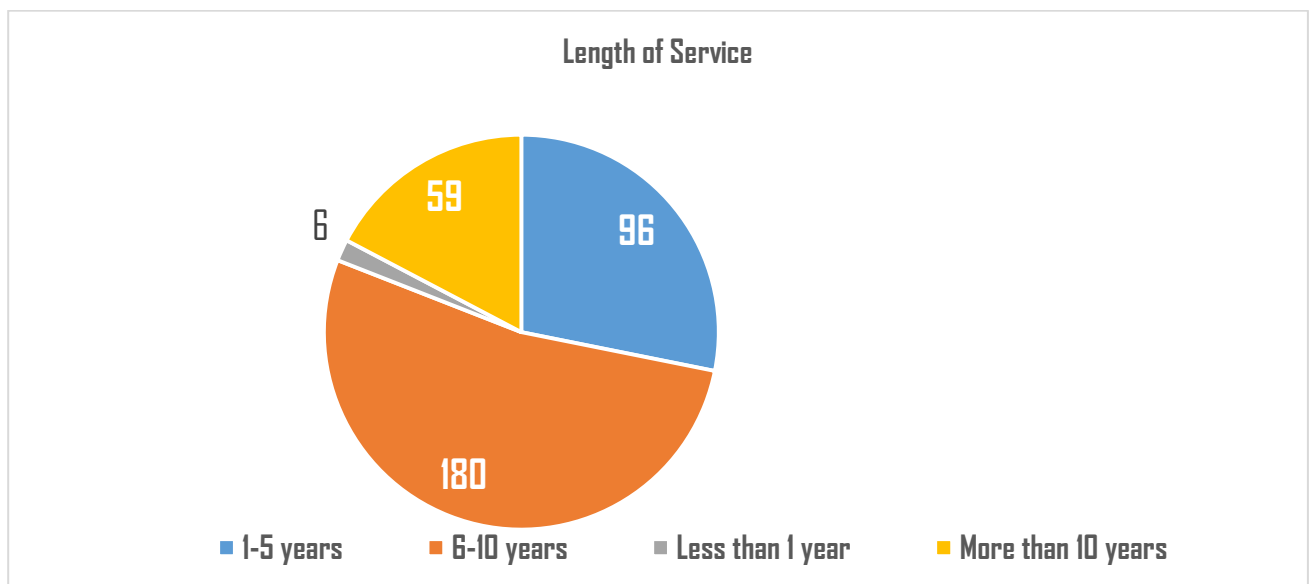


Figure (3) Prepared by the researcher.

5-Conclusion.

In light of the statistical analysis results provided and obtained through our calculations, we can conclude the following:

1. **OCB and Job Performance Relationship:** The regression analysis conducted in this study did not support the initial hypothesis that Organizational Citizenship Behavior (OCB) and job performance would be positively correlated. Instead, the analysis revealed a slight negative relationship between OCB and job satisfaction, with a beta coefficient (β) of -0.0541. However, this relationship was not statistically significant ($p = 0.283$), indicating that within the context of this particular study, a higher level of OCB does not necessarily correspond to enhanced job performance.
2. **Impact of Training:** The analysis demonstrated the constructive and meaningful impact of training on job performance, with a beta coefficient of 0.1041 ($p = 0.010$). The incorporation of training in the model resulted in a decrease in the organizational citizenship behavior (OCB) coefficient, suggesting that training may function as a mediator in the relationship between OCB and job satisfaction. The change in the OCB coefficient upon including training (from 0.0508 to 0.0382) implies partial mediation, emphasizing the potential role of training as a crucial mechanism through which OCB influences job satisfaction in the private automotive sector in Saudi Arabia.
3. **No Moderation Effect Found:** The findings did not offer support for the moderating impact of job attributes on the association between organizational citizenship behavior and job performance.

The presented findings underscore the complex interplay between organizational citizenship behavior (OCB), training, and job satisfaction. Although the expected positive relationship between OCB and job performance was not substantiated, the analysis highlights the independent and mediating influence of training in enhancing job satisfaction. These insights contribute to a more comprehensive understanding of the underlying dynamics and suggest that organizations should consider implementing training programs as a strategic approach to fostering job satisfaction and potentially shaping the effects of OCB within the organizational context.

Recommendations:

Based on the findings of this study on the relationship between Organizational Citizenship Behavior (OCB) and job performance within the private automotive sector in Saudi Arabia, several recommendations can be made to organizations operating in this sector:

1. **Foster the culture of OCB:** Organizations should actively promote and encourage behaviors that go beyond job requirements and contribute to the overall well-being and success of the organization. This can be achieved through clear communication, setting expectations, providing recognition and rewards for OCB, and incorporating it into performance evaluation criteria.

2. **Invest in training and development:** The study revealed a positive and significant impact of training on job satisfaction, indicating the importance of investing in employee development. Organizations should provide relevant and ongoing training opportunities to enhance employees' skills, knowledge, and job satisfaction, which in turn can potentially improve job performance.
3. **Enhance job satisfaction:** As job satisfaction was found to have a positive impact on job performance, organizations should prioritize efforts to improve employee satisfaction. This can be achieved through various means, such as offering competitive compensation and benefits packages, providing opportunities for growth and advancement, fostering a positive work environment, and promoting work-life balance.
4. **Continuously assess and address job stratification:** Although the study did not find a significant relationship between job stratification and OCB, organizations should still regularly assess job stratification practices to ensure fairness and equity. Addressing any disparities in job stratification can contribute to a more positive work environment and potentially enhance employee performance.
5. **Conduct further research:** This study provides valuable insights into the relationship between OCB, job stratification, training, job satisfaction, and job performance in the private automotive sector in Saudi Arabia. However, more research is needed to delve deeper into these relationships and explore additional factors that may influence OCB and job performance. Further studies can also focus on the effectiveness of specific interventions and strategies aimed at improving OCB and job performance within this sector.

References:

- Abbasi, A., & Wan Ismail, W. K. (2023). Linking organizational citizenship behavior and organizational trust towards reducing workplace deviance behavior in higher education. *Cogent Social Sciences*, 9(1), 2157538.
- Al-Ahmadi, A.T., & Mahran, S.M. (2022). Organizational Citizenship Behavior and Job Satisfaction from the Nurses' Perspective. www.ajol.info/index.php/ebnr/article/view/219523/207161
- Al-Hajri, S. (1990). The Effect of Organization Type on Job Satisfaction: Private and Public Sector Employees in Saudi Arabia. scholarworks.wmich.edu/cgi/viewcontent.cgi?article=2036&context=masters_theses
- Altassan, M.A. (2017). Employee training to increase efficiency in the Saudi private sector. digitalcommons.pepperdine.edu/cgi/viewcontent.cgi?article=1817&context=etd
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.
- Bolino, M. C., & Grant, A. M. (2016). The Bright Side of Being Prosocial at Work, and the Dark Side, Too: A Review and Agenda for Research on Other-Oriented Motives, Behavior, and Impact in Organizations. *Academy of Management Annals*, 10(1), 599-670.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56-74.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595-616.
- Freund, A., & Carmeli, A. (2003). The Relationship Between Work Commitment and Organizational Citizenship Behavior among Lawyers in the Private Sector. jbm.scholasticahq.com/article/9610-the-relationship-between-work-commitment-and-organizational-citizenship-behavior-among-lawyers-in-the-private-sector/attachment/22995.pdf
- Hemakumara, M.G.G, Ph.D. (2020). The Impact of Job Satisfaction on Organizational Citizenship Behavior: A Review of Literature. http://ijbssnet.com/journals/Vol_11_No_12_December_2020/6.pdf
- Khuzaini, Z., M., & Zamrudi, Z. (2019). Organizational Citizenship and Employee Performance: The Role of Spirituality. *Pakistan Administrative Review*. www.ssoar.info/ssoar/bitstream/handle/document/62777/ssoar-par-2019-1-khuzaini_et_al-Organizational_Citizenship_and_Employee_Performance.pdf?sequence=1&isAllowed=y&lnkname=ssoar-par-2019-1-khuzaini_et_al-Organizational_Citizenship_and_Employee_Performance.pdf
- Mahrani, S.W., & Alwi, S. (2022). The effect of Organizational Citizenship Behavior on Performance mediated by Job Satisfaction. *International Journal of Management and Education in Human Development*. Retrieved from <http://www.ijmehd.com/ijmehd.com/index.php/ijmehd/article/download/116/111>

- Mendiratta, A., & Srivastava, S. (2023). Workplace bullying and organizational citizenship behavior: the parallel mediating effects of job satisfaction and resilience. *International Journal of Emerging Markets*, 18(7), 1565-1586.
- Meniado, J.C. (2020). Organizational Citizenship Behavior and Emotional Intelligence of EFL Teachers in Saudi Arabia: Implications to Teaching Performance and Institutional Effectiveness. files.eric.ed.gov/fulltext/EJ1287796.pdf
- Morgeson, F. P., Humphrey, S. E., & Campion, M. A. (2007). Social and contextual influences on self-regulation: Implications for OCB and job performance. *Journal of Applied Psychology*, 92(3), 745-757.
- Nassani, A.A., Alwuhebi, J.A., & Alzeer, L.A. (2023). The Mediating Effect of Job Satisfaction and Burnout Between Job Stress and Organizational Commitment in the Saudi Private Sector. aja.journals.ekb.eg/article_253696_1a13f8af0ad37d098ef0f4d6d077d103.pdf
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77.
- Rizaie, M. E., Horsey, E. M., Ge, Z., & Ahmad, N. (2023). The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance. *Frontiers in psychology*, 13, 997643.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.
- Sharma, J.P., Bajpai, N., & Holani, U. (2011). Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective. pdfs.semanticscholar.org/2783/dcd53e5e5a44c0cfcae5a7c1d730233161f5.pdf
- Sindi, A., & Javed, U. (2021). IMPACT OF EMPLOYEE JOB SATISFACTION ON EMPLOYEE PERFORMANCE. archives.palarch.nl/index.php/jae/article/download/8389/7832/16433
- Soelton, M. (2023). Conceptualizing Organizational Citizenship Behavior and Learning Organization in the Labor Sector. jurnal.ut.ac.id/index.php/jom/article/download/4067/1455/16613
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. Yale University Press.
- Triani, F., Halin, H., & Wadud, M. (2020). Effect of Organizational Citizenship Behavior on Employee Performance at PT Surya Dermato Medica Palembang. *International Journal of Community Service & Engagement*. journal.jis-institute.org/index.php/ijcse/article/download/75/53