

The Level of Organizational Citizenship Behavior among Budgetary Oversight Employees in the *Wilaya* of Ghardaia

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Abstract

This paper aims at exploring the extent of organizational citizenship behavior among employees of budgetary oversight in the *Wilaya* of Ghardaïa. It also seeks to identify whether variations in this behavior could be attributed to specific demographic and professional variables, namely gender, seniority, and age. To address these objectives, a questionnaire was designed and distributed to a sample comprising 90 employees. The researcher adopted a descriptive methodology and employed an array of advanced statistical techniques, including frequencies, percentages, arithmetic means, standard deviations, chi-square tests, Pearson's correlation coefficient, Cronbach's alpha, and three-way ANOVA. The paper revealed some key findings, some important of which are that the level of organizational citizenship behavior among employees of budgetary oversight in the *Wilaya* of Ghardaïa is notably high. Furthermore the research manifested that there were no statistically significant differences observed in the level of organizational citizenship behavior based on the variables of age, gender, or seniority.

Keywords: Consciousness, civic virtue, altruism, courtesy, sportsmanship

Introduction :

Organizational citizenship behavior is deemed as a contemporary concept that has captured the attention of numerous researchers and scholars, owing to its critical role in fostering organizational effectiveness and facilitating the achievement of the institution's objectives. Furthermore, organizational citizenship behavior has emerged as a highly effective strategy for enhancing the performance levels of organizations and their employees, particularly within the public sector. These institutions strive to achieve a range of goals, including the development of a highly skilled workforce. Consequently, modern organizational policies necessitate the integration of such voluntary behaviors.

II-Research problem:

Human resources are recognized as one of the most pivotal assets within administrative institutions, given their fundamental role in ensuring organizational continuity, enhancing operational efficiency, and promoting growth. Indeed, human resources represent a highly complex asset, susceptible to a myriad of internal and external influences. The nuances of human nature result in varied responses among employees to these influences, leading to diverse behavioral patterns and reactions. Consequently, research on human behavior within organizations has garnered considerable attention from scholars in the field of management. Among the most prominent behaviors studied, organizational citizenship behavior has emerged as a pivotal factor significantly affecting the success and sustainability of institutions. At the individual level, a variety of studies has demonstrated

that organizational citizenship behavior serves as the most impactful avenue for enhancing employee performance, productivity, and self-development. At the collective level, organizational citizenship behavior plays a vital role in enhancing the productivity of both leaders and employees. It facilitates interaction among organizational members, fosters a sense of teamwork, and reinforces their commitment to the organization. Furthermore, this behavior epitomizes the interpersonal relationships that exist within the group, thereby increasing job satisfaction and elevating morale. As a result, it significantly enhances the overall performance and productivity, contributing meaningfully to the attainment of the institution's objectives.

Various studies stressed the importance of organizational citizenship behavior and its role in improving performance within organizations. For instance, a research conducted by Podsakoff et al. (2009) indicated a positive correlation between employees' organizational citizenship behavior and their performance evaluations, as well as productivity, efficiency, cost reduction, and employee satisfaction. Based on the aforementioned insights, the following questions can be formulated:

- What is the level of organization citizenship behaviour among employees within the budgetary oversight institutions in the *Wilaya* of Ghardaia?
- Are there any differences in the level of organizational citizenship behavior among budgetary oversight employees in Ghardaïa *Wilaya* attributable to personal variables (age, gender, seniority)?

III- Research hypothesis:

The hypotheses of this study are as follows:

1. The level of organizational citizenship behavior among budgetary oversight employees in Ghardaïa *Wilaya* is high.
2. There are differences in organizational citizenship behavior among budgetary

control employees in Ghardaïa *Wilaya* attributable to personal variables (age, gender, seniority).

IV-Research significance:

The importance of this study is rooted in its examination of the topic through its various dimensions and components, categorizing it as a novel subject within the domain of work and organizational psychology. Organizational citizenship behavior represents a salient aspect of employee conduct that exerts a positive influence on organizations. It facilitates interaction among employees, enhances their sense of belonging, and elevates morale. Ultimately, such behaviors are instrumental in advancing the attainment of organizational objectives.

V- Research objectives:

The objectives of this research are to assess the level of organizational citizenship behavior among budgetary oversight employees in Ghardaïa *Wilaya* and to identify the differences in organizational citizenship behavior with respect to personal variables such as age, gender, and seniority.

1- Research concepts

1-1- Organizational citizenship behavior

Organizational citizenship behavior refers to a set of voluntary, discretionary actions that go beyond the formal rewards and incentives system, undertaken by employees to satisfy their own needs while also assisting others. These behaviors ultimately benefit the organization as a whole, contribute to its cohesion, and help achieve its goals and effectiveness (Al-Qahtani, 2014, p. 9). This concept encompasses five dimensions: (civility, altruism, sportsmanship, conscientiousness, and civic virtue).

2- The theoretical background of the research

2-1- the concept of citizenship behavior

It is defined by Meharma, as: "It is a voluntary behavior that extends beyond formal roles. It encompasses an employee's commitment to their organization's continued success, safeguarding its reputation, assets, time, and future. It also includes a dedication to assisting colleagues and adhering to the organization's values, principles, policies, and systems, along with a proactive effort to increase productivity and improve performance. (Meharma, 2007, P. 168

Mc Allister further explains the concept by referring to it as the unimposed behavior. According to Allisten, it is a type of behavior exhibited by the employee who is not officially obligated by the organization's formal regulations or law. (Allister cited by El-Saaoud & Soltan, 2008, p.29). Accordingly, he defined it as: "a social act or behavior exhibited voluntarily by an individual who is not expecting any material reward, as the act is form the first place undertaken due to ethical, social, humanitarian, and religious considerations." (Al-Hattali, 2010, P. 29).

2-2- Dimensions of the citizenship behavior

The Organ's five-dimensional model (1988), encompassing altruism, civic virtue, courtesy, conscientiousness, and sportsmanship, is the most prevalent model adopted in research studies that investigate the dimensions of organizational citizenship behavior.

2-2-1- Altruism

This dimension consists of giving a voluntary assistance to an individual, taking into account that assistance specifically concerns a task or a problem within the institution. This dimension reflects an individual's strong willingness and interest in helping others, such as supervisors, colleagues, or even clients. For instance; sharing new work methods or techniques with others, or

willingly assisting and training new employees (Abdullah, et al, 2008).

2-2-2- Courtesy

These are behaviors focused on preventing problems and taking necessary steps to mitigate their future impacts. This includes considering others' feelings, treating them with respect and kindness, avoiding exploitation, and communicating accurate information in the right time.

2-2-3- Sportsmanship

This dimension means consists of the individual's willingness to undertake required tasks without complaint, as well as their contribution to resolving organizational conflicts in a constructive way (El-Dhahabi, 2014, P. 109).

2-2-4- Conscientiousness

This dimension refers to the individual's dedication to ideals that serve as a norm for their behavior. They strive to perform their work at a level exceeding expectations, going beyond the minimum requirements of their official role. This includes respecting regulations, working diligently, and prioritizing the common good even at the expense of personal gain (Organ & Lingle, Personality 1994, pp 339-350).

2-2-5- Civic virtue

This includes active participation in organizational management, demonstrating interest for its well-being and future. It manifests as loyalty and commitment, improving the organization's image, preserving its assets, and defending it (Al-Saaoud & Soltan, 2008, P. 36).

2-3- Theories that explained organization citizenship behavior

2-3-1- The theory of social exchange

Social exchange theory is one of the most widely used theories for addressing workplace behavior. Specific workplace variables create social exchange relationships. According to this theory; when employers show concern for their employees, this leads to productive behavior and positive work attitudes within the institution. This theoretical framework helps understand the relationships connected to organizational citizenship behavior (OCB). Employees are more likely to reciprocate positive behavior when they perceive fairness in decision-making processes and receive support from leaders (Al-Qaryouti, 1993, P.121).

2-3-2- The theory of cooperation

The theory of cooperation serves as a foundational framework for interpreting organizational citizenship behaviors. Conversely, the theory of social exchange focuses mainly on the dyadic relationship between individuals and organizations, or among individuals themselves, the theory of cooperation emphasizes the importance of collective effort in achieving group objectives. This theory posits that cooperation becomes feasible when individuals recognize that they are all striving toward common goals. In other words, the success of each individual contributes to the success of others, thereby reinforcing the group's ability to achieve its overarching objectives. Furthermore, the theory of cooperation has enabled researchers to investigate organizational citizenship behaviors, as it can be applied to identify the determinants of such behaviors that influence the work environment as a whole or within smaller groups (Maamri 2014, P. 103).

VI- The practical framework of the study:

1- Methodology of research

The researcher employed the descriptive approach as an applicable methodology for the current research. The methodology emphasizes the examination and a precise description of the phenomenon as it exists in reality, utilizing both qualitative and quantitative approaches. This involves collecting relevant information about the subject and analyzing it to uncover its various relationships, ultimately aiming to interpret the findings and draw conclusions that contribute to improving and developing the existing situation (Obaidat, et al, 1999).

1-1- Population and sample:

1-1-1-Population

The population selected for the application of this study and the achievement of its objectives consists of the employees of the budgetary oversight departments in the Ghardaïa region. This includes four municipal budgetary oversights: Metlili, el Menia, Ghardaïa, and El-Kerara, as well as the budgetary Oversight of the *Wilaya* of Ghardaïa itself. The estimated number of employees in these institutions is 90. This is illustrated by the following table:

Table 1 : Distribution of the Original Population depending on the Budgetary Oversight

Budgetary Oversight	Original population	Percentage
Budgetary Oversight of El-Menia Province	18	20%
Budgetary Oversight of Metlili Province	19	21%
Budgetary Oversight of Gharaia Province	12	13%
Budgetary Oversight of El-Kerara Province	10	11%
Budgetary Oversight of the <i>Wilaya</i> of Ghardaia	31	35%
Total	90	100%

We can observe from the table above that the budgetary oversight in the Ghardaïa region is one of the largest in terms of personnel, comprising 31 employees, which accounts for 35% of the total. This is followed by the province of Metlili, which has 19 employees, representing 21%. In third place comes the province of Menia with 17 employees constituting 19%. The fourth position is held by the financial oversight in the province of Ghardaïa, which has 12 employees, amounting to 14%. Lastly, the lowest figure is 10 employees, corresponding to 11%.

1-1-2-Sample

The study population, as previously indicated, comprises the employees of the budgetary oversights associated with the

Regional Directorate of Budgetary in Ouargla, specifically within the Ghardaïa Province, including the municipalities of Metlili, Menia, Ghardaïa, and El Guetar.

According to statistics recorded as of December 31, 2022, the total number of employees is estimated to be 90. A complete sampling approach was employed, incorporating all 90 employees, selected based on accessibility and the relatively small size of the original population. Consequently, this resulted in the total sample size for the main study population (Table 02).

It is noteworthy that this study was conducted specifically across five budgetary controls located within the *Wilaya* of Ghardaïa.

Table 2: Distribution of the Original Population and its Sample Size from each Budgetary Oversight

Budgetary Oversight	Original population	Sample Size	Percentage
Budgetary Oversight of El-Menia Province	18	18	20%
Budgetary Oversight of Metlili Province	19	19	21%
Budgetary Oversight of Ghardaïa Province	12	12	13%
Budgetary Oversight of El-Kerara Province	10	10	11%
Budgetary Oversight of the <i>Wilaya</i> of Ghardaïa	31	31	35%
Total	90	90	100%

1-1-2-1-Characteristics of the sample

Through the data obtained from the questionnaires collected, the characteristics of the study sample can be elucidated as follows:

1-1-2-2- Distribution of the sample according to gender

Tableau 3: Distribution of sample according to gender

Gender	Frequency	Percentage
Female	34	45%
Male	42	55%
Total	76	100%

The table above indicates that the number of females reached 34, representing 45%, while the number of males was estimated at 42, representing 55%. Thus; it is evident that the proportion of males exceeds that of females.

1-1-2-3- Distribution of the sample according to seniority

Table 4: Distribution of sample according to seniority

Years of seniority	Frequency	Percentage
Less than 5	25	33%
More than 5	51	67%
Total	76	100%

The table above reveals that the category of employees with less than five years of service comprises 25 individuals, accounting for 33%, which represents the smallest proportion of the sample size. In contrast, employees with five years of service or more account for 51, representing 67% of the sample.

1-1-2-4-Determination of sample according to age

Table 5: Determination of sample according to age

Age	Frequency	Percentage
Less than 36 years	42	55%
More than 36 years	34	45%
Total	76	100%

The results showed in the table above indicate that the number of individuals under the age of 36 is 42, accounting for 55%. However, those aged 36 and above total 34, representing 45%. Therefore; It becomes evident that the number of employees working in budgetary oversights who are under 36 years of age exceeds that of their counterparts aged 36 and older.

2-1- Validity of the Organizational Citizenship Scale

The validity of the Organizational Citizenship Scale was established through internal consistency and criterion-related validity methods.

2-2- Internal consistency

The Pearson correlation coefficient was utilized to assess the internal consistency between each item and the total score of the dimension to which it belongs. The results are presented in the following tables:

Table 6: Values of the correlation coefficients between the level of each item and the total level of the first dimension (Altruism)

Number	Item	The Correlation Coefficient Value	Statistical Significance
01	I am concerned with helping new employees adapt quickly to the work environment.	0.80**	Significant
02	I fill in for my colleagues when they are absents	0.77**	Significant
03	I help my colleagues who have extensive tasks	0.62**	Significant
04	I come to work early and I leave late if needed	0.83**	Significant
05	I encourage my colleagues to perform their tasks effectively	0.65**	Significant
06	I prioritize the administration interests or my personal ones	0.87**	Significant

2- Research Tools and its Psychometrics Properties

In any research study, the researcher must choose appropriate tools for data collection and analysis. A specific questionnaire was conducted to assess organizational citizenship behavior. The properties are stated as follows:

07	I positively cooperate with correspondents from other institutions.	0.33*	Significant
08	I respond to the directives of the Regional Director of Oversight without hesitation	0.84**	Significant
32	I encourage my colleagues to prioritize the public interest over personal ones.	0.37*	Significant

We can observe from the table above that the Pearson correlation coefficients ranged from 0.87 to 0.33, with all item values within the dimension being statistically significant at the 0.01 level of significance.

Table 7: Values of the correlation coefficients between the level of each item and the total level of the second dimension (Consciousness)

Number	Item	The Correlation Coefficient Value	Statistical Significance
09	I adhere to the laws, directives and regulations within the institution	0.78**	Significant
10	I inform the institution in advance when I am unable to attend.	0.73**	Significant
11	I assure to perform my work after the official time if needed	0.83**	Significant
12	I carefully consider the specificities and requirements of the work.	0.56**	Significant
13	I volunteer for additional tasks without hesitation	0.78**	Significant
14	I strictly respect the time of attendance departure	0.80**	Significant

This table indicates that the Pearson correlation coefficients ranged from 0.83 to 0.56, with all item values within the dimension being statistically significant at the 0.01 level of significance.

Table 8: Values of the correlation coefficients between the level of each item and the total level of the third dimension (Sportsmanship)

Number	Item	The Correlation Coefficient Value	Statistical Significance
15	I handle work pressure and emergency circumstances without complaint	0.70**	Significant
16	I overlook minor inconveniences in the workplace	0.63**	Significant
17	I take the initiative to apologize to those I have wronged	0.57**	Significant
18	I adapt to any change or initiatives presented by the administration, even if they are contrary to my preferences.	0.71**	Significant
19	I accept advice with an open heart and act accordingly	0.48**	Significant

This table shows that the Pearson correlation coefficients ranged from 0.71 to 0.48, with all item values within the dimension being statistically significant at the 0.01 level of significance.

Table 9 : Values of the correlation coefficients between the level of each item and the total level of the fourth dimension (Courtesy)

Number	Item	The Correlation Coefficient Value	Statistical Significance
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20	I take into consideration the feelings of my colleagues and their circumstances in my actions and behaviors	0.58**	Significant
21	I make sure to respect my colleagues' privacy and refrain from interfering in their personal matters.	0.47**	Significant
22	I interfere gently to correct any inappropriate behavior within the administration.	0.27**	Significant
23	I treat my colleagues with kindness and respect in the administration.	0.66**	Significant
24	I take necessary precautions and measures in advance to reduce the likelihood of problems occurring at work.	0.65**	Significant
25	I assure compliment my colleagues at work.	0.54**	Significant

This table shows that the Pearson correlation coefficients ranged from 0.58 to 0.27, with all item values within the dimension being statistically significant at the 0.01 level of significance.

Table 10: Values of the correlation coefficients between the level of each item and the total level of the fifth dimension (Civic virtue)

Number	Item	The Correlation Coefficient Value	Statistical Significance
26	I give a positive image about the administration	0.76**	Significant
27	I stay updated on every news regarding my work	0.69**	Significant
28	I care about the reputation of the administration and support it to achieve its vision and goals.	0.84**	Significant
29	I always speak positively about the finance sector when addressing people outside of it.	0.74**	Significant
30	I contribute by giving new suggestions in order to improve the working conditions	0.77**	Significant
31	I encourage my colleagues to spend the working time effectively	0.65**	Significant

This table demonstrates that the Pearson correlation coefficients ranged from 0.84 to 0.65, with all item values within the dimension being statistically significant at the 0.01 level of significance.

2-3- The divergent validity

Table 11: Results of the divergent validity of the tool

	n	Arithmetic mean	Standard variation	Degree of freedom	Calculated T-value	Tabulated T-value	Statistical significance
Upper group	09	144.11	8.03	16	7.11	2.91	Significant at 0.01
Lower group	09	108.88	12.45				

The table above shows that the calculated t-value (7.11) is greater than the tabulated t-value (2.91), and it is significant at the 0.01 level. Accordingly, the questionnaire demonstrates the ability to distinguish between the two groups and possesses a high degree of validity.

3-1- Split-half validity (the first and second half)

The test is divided into two equal parts, and the test of the current study is composed of 32 items, where the first half includes items 1 to 16, and the second half includes items 17 to 32.

3- Validity of organizational citizenship scale

Table 12: Results of the split-half validity

Correlation coefficient	Before adjustment	After adjustment	Level of significance
Organizational citizenship	0.80	0.85	Significant at 0.01

We can observe from this table that the correlation coefficient reached 0.80, and after adjustment with the Guttman's coefficient, it increased to 0.85, which is significant at the 0.01 level. This indicates that the questionnaire is reliable.

3-2- Validity using Cronbach's alpha coefficient

Table 13: Validity of the organizational citizenship scale using Cronbach's alpha coefficient

Scale	Number of items	Cronbach's alpha coefficient value
Organization citizenship	32	0.91

The Cronbach's alpha coefficient for the organizational citizenship questionnaire was estimated at 0.91, indicating a high degree of validity.

VII- Application of the Study Tools:

After receiving approval from the administration of each budgetary oversight to carry out the study and completing a pilot study to assess the psychometric properties of the research tools, the final version of the data collection instruments was prepared for distribution to the designated sample of 90 participants. The questionnaire was then administered by visiting various departments within each budgetary oversight office. Initial coordination was made with the department heads to obtain permission to interact with employees and distribute the questionnaire among them. Personal contact was then established with the employees, during which instructions and response methods were explained. Throughout the distribution process, an agreement was made with each budgetary oversight on a suitable time for returning and collecting the completed questionnaires. A total of 76 copies were retrieved, with no copies of the questionnaire being discarded.

VIII- Limits of the study:

- **Human limits:** The study was applied on a sample of budgetary oversight employees in the Wilaya of Ghardaia, totaling 90 employees.
- **Time limits:** The field study was conducted during the academic year (2021/2022), from March 2022 to April 2022.
- **Spatial limits:** The study was conducted in five budgetary oversight within Ghardaia Province.

IX- Statistical analysis tools:

After collecting the questionnaires, the data were inserted into the Statistical Package for the Social Sciences (SPSS) software. The results were analyzed using appropriate statistical tests to verify the psychometric properties of the study tools on one hand, and to test the formulated hypotheses on the other hand. The researcher utilized the following statistical analysis tools:

- **Percentages and Frequencies:** Utilized to determine the level of organizational citizenship behavior among employees.
- **Pearson Correlation Coefficient:** Used to assess the validity of the study instrument.
- **Cronbach's Alpha Coefficient:** Employed to measure the validity of the study instrument.

- **The three-way ANOVA**

X- Results analysis

1- Results of the first hypothesis

The first hypothesis stated that the level of organizational citizenship behavior among employees of the budgetary oversight in Ghardaïa Province is high. To assess this hypothesis, the levels of organizational citizenship behavior (high, medium, low) were determined using the methodology of Shragly and Kobala (cited in Maamri, 2014,

p. 150). This involved calculating the midpoint of the questionnaire (number of items/2, i.e., $32/2 = 16$) and adding this value to the neutral point to obtain the minimum threshold for the high range ($96 + 16 = 112$). This value was then subtracted from the neutral point to determine the maximum threshold for the low range ($96 - 16 = 80$). Thus, between these two ranges lies the neutral point range (medium) ($112 - 80$). Consequently, the high behavior range is ($160 - 112$) and the low behavior range is ($80 - 32$). Accordingly, the results were as follows:

Table 14: Results of organizational citizenship behavior among employees

The level of organizational citizenship behavior	Frequencies	Percentages
High	66	86.84%
Medium	10	13.16%
Low	00	0%
Total	76	100%

It is evident from the table that the level of high organizational citizenship behavior reached 86.84%, followed by the medium level at 13.16%, while the percentage of low organizational citizenship behavior was 0%. This confirms the validity of the hypothesis,

indicating that the level of organizational citizenship behavior among employees of the budgetary oversight in the *Wilaya* of Ghardaïa is high.

Table 15: Results of the nonparametric test of the organizational citizenship behavior level

The level of organizational citizenship behavior	Frequencies	K ² Value	Statistical significance
High	66	44.236	Significant at 0.01
Medium	10		
Low	00		

The table indicates that the chi-square value (K²) reached 44.236, which is statistically significant at the 0.01 level. This shows that there are differences in levels and confirms a high level of organizational

citizenship behavior among employees of the budgetary oversights in the *Wilaya* of Ghardaïa.

2- Results of the second hypothesis

The second hypothesis stated that there are differences in organizational citizenship behavior among employees of the budgetary oversight in the *Wilaya* of Ghardaïa attributable to the following variables: age,

gender, and seniority. To assess this hypothesis, a three-way ANOVA (2x2x2) was utilized, and the results are presented in the following table:

Table 16: The results of the differences of organizational citizenship behavior attributable to age, gender and seniority

Source of variance	Total sum of squares	Degree of freedom	Mean squares	F-Value	Level of significance
Age x seniority	761.70	1	761.70	3.60	Not significant
Gender x seniority	97.69	1	97.69	0.45	Not significant
Gender x age	622.96	1	622.96	2.94	Not significant
Gender x age x seniority	85.35	1	85.35	0.39	Not significant
Error	14343.40	68	210.93		
Total	1289296.00	76			

The results presented in the table above demonstrate that there are no statistically significant differences in the performance of organizational citizenship behavior based on the variables of age, gender, and seniority. The F-value for seniority and age was 3.60, for seniority and gender 0.45, and for age and gender 2.94. When considering the variables collectively, the F-value was 0.39. These values are not statistically significant at the 0.01 level.

3- Discussions of the results

3-1- Discussion of the first hypothesis results

The hypothesis posited that the level of organizational citizenship behavior among employees of the budgetary oversights in the *Wilaya* of Ghardaïa is high. The results obtained confirm the validity of this hypothesis. According to the researcher, the high degree of exhibition of organizational citizenship behavior among employees can be attributed to the additional voluntary

behaviors demonstrated by employees on their own initiative. This means that these behaviors extend beyond the formally defined scope and are based on ethical, social, or religious considerations. Furthermore, other variables, such as job satisfaction, organizational loyalty, and organizational culture, among others, may play a significant role in promoting organizational citizenship. This is supported by studies indicating that job satisfaction is a key determinant of these behaviors. The more an individual experiences high levels of emotional satisfaction with their job and working conditions, the stronger their intrinsic motivation to exert greater effort and assume additional tasks and roles. Indeed, the relationship between organizational citizenship and job satisfaction is reciprocal, rooted in mutual goodwill between the employee and those who have supported them.

The researchers believe that the high level of organizational citizenship behavior among employees of the budgetary oversights in the

Wilaya of Ghardaïa may be attributed to the values, customs, and norms derived from Islamic and Arab culture that encourage such positive behaviors. These behaviors may be the results of many principles and ethics of Islamic work.

Indeed, employees' sense of responsibility towards their roles, their feeling of belonging to their administrations, and their awareness that achieving their institution's goals depends on their work may contribute to this high level of voluntary behavior. Exhibiting such behavior and working as a team encourages them to prioritize the public interest over personal interests.

Accordingly, this study aligns with the research conducted by Rashid Menasria and Farid Ben Khatou (2015), titled "Organizational Citizenship Behavior and its Importance in improving Employee Performance: A Case Study of Mobilis Mobile Communications Company in Ouargla" which manifested a high degree of organizational citizenship behavior among employees.

3-2- Discussion of the second hypothesis results

The hypothesis posits that there are differences in the exhibition of organizational citizenship behavior based on personal variables (age, gender, seniority). However, the results presented in Table 16 confirm that there are no differences in organizational citizenship behavior among employees in budgetary oversights attributed to (age, gender, seniority).

The researchers argue that personal variables have minimal influence on the level of organizational citizenship behavior among employees in Ghardaia's budgetary oversight offices. Instead, it appears that other factors, such as cultural and religious awareness and formative experiences, play a more significant role in shaping employee motivation. Organizational citizenship behavior, closely associated with

volunteerism, is deeply embedded in the societal value and cultural framework. Employees are expected to exhibit this behavior in alignment with their roles and positions to help achieve organizational objectives.

The findings of our study are consistent with those of Maamri and Ben Zahi (2014), which indicated that there are no significant differences in the exhibition of organizational citizenship behavior among employees attributed to gender. Furthermore, our results corroborate the conclusions of Maamri (2014), which manifested no differences in the demonstration of organizational citizenship behavior based on age, gender, or seniority among secondary education teachers.

From another perspective, the researchers posit that organizational justice and the supervisory methods employed within the regional budgetary directorate are critical factors that facilitate the emergence of voluntary behaviors. Furthermore, job satisfaction elements—such as salary, various forms of promotion (including both rank and grade advancements), oversight, and social relationships within the directorate—serve to enhance trust between the administration and employees, thereby fostering organizational loyalty. This loyalty is recognized as a significant determinant of voluntary behavior.

In the same respect, Maamri (2014) identified a relationship between organizational justice and organizational citizenship behavior. In accordance with social exchange theory, individuals may engage in organizational citizenship behaviors as a reciprocal response to the positive treatment they perceive from their supervisors.

XI- Recommendations:

-Promoting organizational citizenship behavior among employees in various administrative departments.

- Fostering an organizational environment that encourages and cultivates organizational citizenship behavior.
- Enhancing the role of social services committees through entertainment and sports activities.
- Establishing regular and ongoing meetings between employees and budgetary oversight supervisors to identify the challenges they face, as well as to gather their opinions regarding their work practices and discuss them objectively. This initiative aims to involve them in the management process and decision-making.

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