# Organizational Citizenship Behavior Among Social Workers at NGOs

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## ABSTRACT:

The study aimed to identify the degree of practicing organizational citizenship behaviors by social workers (OCBSW) at non-governmental organizations in the Helwan Area of South Cairo Governorate, and the impact of demographic variables; gender, years of service, and income, on the degree of practice. The study also addressed obstacles that hinder the practice of organizational citizenship and makes proposals to boost the practice of organizational citizenship by social workers at NGOs. The study was applied to (130) social workers. The results of the survey indicate that the extent of the practice of organizational citizenship, across its seven dimensions, is high. The results of the study showed no significant statistical differences in the degree of practicing organizational citizenship behaviors due to the gender variable, with the exception of the dimension of 'commitment to work'. Furthermore, there is no statistically significant correlation between the degree of practicing organizational citizenship behaviors and the experience variable, with the exception of 'active participation'. Moreover, there is no statistically significant correlation between the degree of practicing organizational citizenship behaviors and the income variable, with the exception of 'active participation'. Finally, the study concludes with a number of recommendations.

**KEYWORDS:** Organizational Citizenship - Social Workers - NGOs

## INTRODUCTION:

The concept of organizational citizenship behavior is significant, especially for contemporary organizations. It underscores the need to utilize human resources at various organizations which represent an essential element of progress in any institution.

Organ (1988) is one of the first people to come up with the concept of organizational citizenship behavior. It represents the voluntary, discretionary behavior of an organization's workers, which does not fall under the official system of rewards, aimed at strengthening the performance of an enterprise and achieving its goals (Organ, 1988, p.5).

Organizational citizenship behavior is very important to any organization in that it positively improves the efficiency and effectiveness of the organization, reduces employee turnover, raises the morale of workers, enhances the creativity of the institution, and increases the institution's chances of success and continuity (Al Ameri, 2003, p.79). Thus, the practice of organizational citizenship

behavior achieves positive results and better performance by employees (Skinnie, 2017), it bridges the deficit of the workforce, satisfies the needs of workers (SunHee and Yunsoo, 2017), through increased salaries, promotions, and performance evaluation (Ali, 2015).

Therefore, organizational citizenship behaviors contribute to improving organizational effectiveness, because they primarily constitute organizational, social, and psychological aspects, which work as a catalyst for the performance of activities within the organization (Borman and Motowidlo, 1997, p.100).

During recent years, organizational citizenship behavior has been studied on a large scale in governmental and private bodies. However, NGOs, including volunteers and workers, have been examined very little. Organizational citizenship in NGOs may promote not only individual adjustment of workers or volunteers, but also enhance the performance of the organization itself. This highlights the importance of organizational citizenship in influencing workers and volunteers as important components of NGOs. Consequently, the study of organizational citizenship behavior in these organizations has become a necessity to promote their performance, achieve efficiency and effectiveness, improve their reputation in the community, and develop their capacity to provide quality services (Chattopadhyay, 1999).

Therefore, it can be said that the effectiveness and efficiency of NGOs is linked to the practice of organizational citizenship behavior by social workers who are proactive in participating in voluntary activities in the work environment.

Certainly, the voluntary behaviors that reflect the spirit of organizational citizenship are positive practices in which organizations are keen to invest and develop, increasing the effectiveness and advancing the aims of the organization.

Social workers represent an important component of NGOs. There is no doubt that the ability of a non-governmental organization in achieving its goals depends primarily on the availability of efficient social workers, although sufficiency may not make a difference. The difference, in case of sufficient availability, may be effected by the level of morale exhibited by the social worker. High morale results from the practice of citizenship behavior within the organization to which a social worker belongs and works, and where organizational citizenship behavior is considered a valuable aspect of the organization.

Social workers are therefore the main factors that help in overcoming many of the problems facing NGOs through practicing altruism, demonstrating civilized behavior, creating a sense of belonging, having an awareness of conscience, and behaving courteously. These behaviors encourage social workers to behave responsibly, show awareness and conscientiousness, and recognize the value of their time spent with the organization. This is an incentive for social workers to devise new and varied methods in the performance of tasks and duties assigned to them.

On the other hand, there is much research that deals with the study of organizational citizenship behavior among workers. Especially through the study of the five organizational citizenship behavior components presented by Organ, 1988, as follows: altruism, conscientiousness, sportsmanship, courteousness, and civilized behavior. These are in addition to: organizational loyalty, self-development, personal initiative (Organ et al, 2006), harmony (Tachia, 2015), positive participation, and commitment (Swidan,2006). However, the majority of the studies deal with the most commonly well-known first five components (Diane et al., 2003; Aboudi, 2008; Aal Mozher, 2012; Altayeb, 2011; Noah, 2012; Salloum and Adilah, 2013; Khasawneh and Monoya, 2013; Ali, 2013; Nora, 2014; Mammeri and Mansour, 2014; Moumni, 2017; Bahari and Kharmosh, 2017; Noureddine and Kazraa, 2017; Melhem and Musleh, 2017; Ferjany, 2017; Steohen, et al., 2017; Melanie, 2015). These studies conclude that the overall level of performance of organizational citizenship behaviors oscillates between low, medium, and high.

The researcher has tried to formulate a group of dimensions that are consistent with the nature of NGOs, in light of the results of previous studies and commensurate with the work of social workers, through the seven dimensions that measure organizational citizenship behavior among social workers (altruism, virtuous behavior, active participation, commitment to work, sportsmanship, conscientiousness and courtesy).

In spite of studying organizational citizenship behavior by employees of different organizations, there is no study on organizational citizenship behavior among social workers at NGOs, which studies the different dimensions. This prompted the researcher to study the organizational citizenship behaviors among social workers for their active role in assisting NGOs in achieving their

objectives effectively and efficiently, because they represent a fundamental human component of these organizations in Egypt.

Therefore, the social work profession, in general, and the method of community organization, in particular, have an interest in the concept of organizational citizenship behavior. Particularly where the method of community organization focusses on promoting organizational citizenship as a firm principle and moral goal, achieving improvement within the organization through efforts made within the framework of existing organizations which improve their status and conditions for their staff. Thus, the objective of a community organization is to satisfy requirements, and achieve greater organizational effectiveness and efficiency, through strengthening organizational citizenship behavior and improving or maintaining associated practices among social workers, at NGOs in particular.

## THEORTICAL GUIDELINES OF THE RESEARCH:

**Social Exchange Theory:** Social exchange theory is advantageous in understanding the reciprocal relationship between workers and the organization, and organizational citizenship reflects good reciprocal relations between the organization and its employees. The process of social exchange is a positive sign of a high-performance group. Therefore, being considerate of workers within the organization leads to safeguarding the sense of support within the organization. This is positively related to the behavior of organizational citizenship. Supportive human resources practices are represented as follows: participation in decision-making and opportunities for growth, which contribute to enhancing and promoting the practice of organizational citizenship. In addition, it creates feelings of commitment from the worker, benefitting the organization by taking advantage of mutual exchange (Eisenberger, et al., 1986).

## RESEARCH GOALS:

- Measuring the degree of organizational citizenship behavior among social workers at NGOs.
- Examining statistically significant differences between the means of male scores and the means of female scores on dimensions of OCBs.
- Examining the relationship between the degree of social workers' practice of organizational citizenship behavior and demographic variables (experience, income, etc.).

- Recognizing the obstacles that hinder the practice of organizational citizenship behaviors among social workers at NGOs.
- Identifying proposals that enhance the practice of organizational citizenship behavior by social workers at NGOs.

**QUESTIONS:**
- What is the level of organizational citizenship behavior exhibited among social workers at NGOs?
- What are the obstacles that hinder the practice of organizational citizenship behavior among social workers at NGOs?
- What proposals may enhance the practice of organizational citizenship behavior among social workers at NGOs?

**Hypotheses:**
- There is a statistically significant difference between the means of male social workers scores and the means of female social workers scores on the dimensions of OCBs.
- There is a statistically significant correlation between variables (experience / income) and the degree of social workers' practice of organizational citizenship behavior.

**The Concept of Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior is recognized as human behavior exhibited by the personnel of an organization voluntarily and beyond their official role of engagement. It has a positive influence on the organization in terms of enhancing organizational performance capabilities (Podaskoff and Mackenzie, 1997).

**The operational definition of Organizational Citizenship Behavior**

It is an individual voluntary behavior performed by a social worker employed by an NGO in the Helwan Area, and is not related to the applicable system of rewards. It can be measured through responses of social workers to the questionnaire of the study which contained 74 items measuring the seven accepted behaviors of organizational citizenship (Altruism, Virtuous Behavior, Active Participation, Commitment to Work, Sportsmanship, Conscientiousness and Courtesy):

- Altruism: refers to the behaviors that have an impact on the assistance of social workers to another person in the performance of tasks and solving of problems relating to work.
- Virtuous Behavior: is represented in the responsible

participation of the social worker in the political process of the organization, which represents the importance of the organization as a whole, such as the expression of views and awareness of the issues of the organization.

- Active Participation: refers to the personal initiatives of social workers through practices which improve the overall performance of the organization.
- Commitment to Work: means behaviors performed by the social worker to achieve the vision and mission of the organization, demonstrating an individual commitment towards the organization.
- Sportsmanship: means that the social worker has a positive attitude towards and tolerance for less than ideal working conditions.
- Conscientiousness: refers to the behavior of the social worker that goes beyond the organization's requirements in terms of attendance, punctuality... and similar.
- Courtesy: is represented in the behaviors of the social worker which aim to prevent work related problems that negatively affect themselves and their organization, such as helping people before acting.

**METHODOLOGY**

**Population:**

Non-governmental organizations of Helwan Social Region, Cairo Governorate. The number of these organizations reached (7) after the performance of a comprehensive survey on all organizations with social workers. These organizations included the following:

| Name of Organization | social workers Number |
|---|---|
| Freedom Generation Association in Ain Helwan | 19 |
| Ms. Nafisa Association in Helwan | 18 |
| Local Society Development Association in Helwan | 20 |
| Resala Charity Organization in Wadi Hoof | 21 |
| Masr El Mahrousa Baladi Association in Helwan | 19 |
| Coptic Evangelical Organization for Social Services | 20 |
| Qalb Kabeer Association | 17 |
| **Total** | 130 |

The researcher uses a comprehensive social survey on all organizations with social workers working for NGOs. They employ

(130) social workers. The majority of social workers working for NGOs were males, accounting for (51.5%), with females making up (48.5%). Married social workers working for NGOs formed (58.5%) of the survey; single social workers amounted to (34.6%). The vast majority of social workers working for NGOs range in age between (35-45) years old. The majority of social workers working for NGOs have (6-9) years' experience. The great majority of social workers receive salaries ranging from (500 - 1500) Egyptian pounds, with an average salary amounting to (1313) Egyptian pounds.

**Tool**: The current research depends on a questionnaire adopted to determine the extent to which social workers practice organizational citizenship behavior. It consists of (7) dimensions that include (74) items distributed between them. The responses to the questionnaire were either Strongly Agree =5, Agree=4, Neutral = 3, Strongly Disagree = 2, Disagree =1. A section on constraints and proposals are included at the end of the tool. The following steps were adhered to in the design of the tool: The researcher took advantage of the conceptual framework, and reviews other scientific instruments that measure organizational citizenship. Accordingly, the tool was adopted by (8) faculty members at the Faculty of Social Work in the Community Organization Department at Helwan University for review. The faculty members' agreement rate of more than 80% approved the tool. Qualitative variables were converted into quantitative variables to determine levels of the tool through the following scale: Low (1-2.33), medium (2.34-3.67), and high (3.68-5).

**Validity and Reliability of the Study's Tool:**

The researcher, using internal consistency, after applying the questionnaire to a sample of 20 social workers (male and female), calculated the correlation coefficient between: (1) the scores of each questionnaire item, and the total number of questionnaire scores, (2) the total scores of each dimension of the questionnaire, and the total number of test scores as shown in the following tables:

Table (1) - The correlation coefficient between the scores of each questionnaire item and the total number of questionnaire scores

| item | correlation | item | correlation | item | correlation | item | correlation |
|---|---|---|---|---|---|---|---|
| 1 | 0.614** | 20 | 0.669** | 39 | 0.801** | 58 | 0.655** |
| 2 | 0.675** | 21 | 0.789** | 40 | 0.445* | 59 | 0.486* |
| 3 | 0.632** | 22 | 0.701** | 41 | 0.474* | 60 | 0.551* |

| 4 | 0.748** | 23 | 0.706** | 42 | 0.461* | 61 | 0.580** |
|---|---------|----|---------|----|--------|----|---------|
| 5 | 0.734** | 24 | 0.605** | 43 | 0.463* | 62 | 0.475* |
| 6 | 0.682** | 25 | 0.493* | 44 | 0.451* | 63 | 0.647** |
| 7 | 0.727** | 26 | 0.583** | 45 | 0.692 | 64 | 0.555* |
| 8 | 0.697** | 27 | 0.588** | 46 | 0.538* | 65 | 0.533* |
| 9 | 0.924** | 28 | 0.551* | 47 | 0.501* | 66 | 0.808** |
| 10 | 0.627** | 29 | 0.583** | 48 | 0.763** | 67 | 0.779** |
| 11 | 0.617** | 30 | 0.482* | 49 | 0.555* | 68 | 0.729** |
| 12 | 0.485* | 31 | 0.584** | 50 | 0.533* | 69 | 0.710** |
| 13 | 0.584** | 32 | 0.584** | 51 | 0.809** | 70 | 0.741** |
| 14 | 0.451* | 33 | 0.811** | 52 | 0.669** | 71 | 0.486* |
| 15 | 0.336 | 34 | 0.638** | 53 | 0.707** | 72 | 0.563 |
| 16 | 0.173 | 35 | 0.601** | 54 | 0.726** | 73 | 0.487* |
| 17 | 0.544* | 36 | 0.596** | 55 | 0.452* | 74 | 0.564** |
| 18 | 0.728** | 37 | 0.614** | 56 | 0.547* | 75 | 0.758** |
| 19 | 0.786** | 38 | 0.813** | 57 | 0.492* | 76 | 0.640** |

Table (1) shows a statistically significant correlation between the scores of each questionnaire item, and the total number of its scores at a level of significance of 0.01 and 0.05 (two items were deleted No.15 and 16).

Table (2): shows the correlation coefficient between the total scores of each dimension of the questionnaire and the total number of questionnaire scores.

| Dimensions | Correlation coefficient | Significance level |
|-----------|------------------------|--------------------|
| Altruism | 0.782** | 0.01 |
| Virtuous behavior | 0.487* | 0.05 |
| Active participation | 0.788** | 0.01 |
| Commitment at work | 0.553* | 0.05 |
| Sportsmanship at work | 0.879** | 0.01 |
| Conscientiousness | 0.731** | 0.01 |
| Courtesy at work | 0.637** | 0.01 |

Table (2) shows a statistically significant correlation between the scores of each dimension of the questionnaire and the total number of its scores at a level of significance of 0.01 and 0.05. This indicates that there is an appropriate degree of validity of the questionnaire.

Table (3) - Results of Reliability Using Cronbach's Coefficient Alpha

No. (20)

| Dimensions | Number of items | Cronbach's Alpha |
|---|---|---|
| Altruism | 11 | 0.729 |
| Virtuous behavior | 12 | 0.919 |
| Active participation | 10 | 0.789 |
| Commitment to work | 10 | 0.752 |
| Sportsmanship at work | 12 | 0.810 |
| Conscientiousness | 8 | 0.828 |
| Courtesy at work | 11 | 0.882 |
| Total Dimensions | 74 | 0.942 |

The table above shows that most coefficient variables have a high degree of reliability. Thus, the results are reliable.

## Results:
### 1. The Level of Organizational Citizenship Behavior practiced by Social Workers at NGOs

Table (4) Shows the Level of Organizational Citizenship Behavior by Social Workers at NGOs

| Behaviors of OC | Mean | S.D | LEVEL | Rank |
|---|---|---|---|---|
| Altruism | .3.99 | 0.72 | High | 4 |
| Virtuous behavior | 4.2 | 0.70 | High | 1 |
| Active participation | 4.1 | 0.73 | High | 2 |
| Commitment to work | 3.95 | 0.75 | High | 6 |
| Sportsmanship at work | 4 | 0.77 | High | 3 |
| Conscientiousness | 3.87 | 0.78 | High | 7 |
| Courtesy at work | 3.98 | 0.81 | High | 5 |
| OCBSW | ٤,١ | ٠,٧٤ | High | |

Table (4) shows that the arithmetic average of the level of organizational citizenship behavior practiced by social workers at NGOs reached (4.1) at a standard deviation of (0.74) with a high practice level. This indicates that the degree of social workers practicing this behavior is high. This is considered a high indication ranging from (3.68-5).

**2. A statistically significant difference exists in the degree of organizational citizenship behavior practiced by social workers according to the gender variable.**

Table (5) shows a significant difference between the means of male scores and the means of female scores on dimensions of

| Variables | Gender | N | M | S. D | T VALUE | SIG |
|---|---|---|---|---|---|---|
| Altruism | Male | 67 | 44.58 | 5.3 | 1,270 | 0.206 |
| | Female | 63 | 43.93 | 5.9 | | |
| virtuous Behavior | Male | 67 | 51.1 | 6.31 | 1.205 | 0.230 |
| | Female | 63 | 49.6 | 7.27 | | |
| Active participation | Male | 67 | 41.6 | 4.61 | 0.171 | 0.865 |
| | Female | 63 | 41.46 | 5.48 | | |
| Commitment to work | Male | 67 | 40.79 | 5.24 | 2.389 | 0.018 |
| | Female | 63 | 38.60 | 5.15 | | |
| Sportsmanship at work | Male | 67 | 48.56 | 6.04 | 1.486 | 0.140 |
| | Female | 63 | 49.00 | 5.96 | | |
| conscientiousness | Male | 67 | 31.58 | 3.87 | 1.652 | 0.101 |
| | Female | 63 | 30.41 | 4.19 | | |
| Courtesy | Male | 67 | 44.61 | 5.03 | 1.837 | 0..69 |
| | Female | 63 | 42.92 | 5.46 | | |
| **OBC** | Male | 67 | ٣٠٢,٨٥ | ٢٨,٣٦ | 1.843 | 0.068 |
| | Female | 63 | 293.19 | 30.13 | | |

The previous table (3) shows that:

- There are no statistically significant differences in the degree of practice of organizational citizenship behavior by social workers according to a gender variable (male / female) for the total dimensions of organizational citizenship behavior (OCB), with a significant level of 0.05.
- There are statistically significant differences in one component of the dimensions of organizational citizenship behavior (commitment to work), with a significant level of 0.05 in favor of males.

- **3. Correlation between variables (experience / income) and the degree of social workers' practice of organizational citizenship behaviors.**

Table (6) shows the correlation between the variables (experience/ income) and the degree of social workers' practice of organizational citizenship behaviors

| OCBs | experience | | income | |
|---|---|---|---|---|
| | Correlation | sig | Correlation | sig |
| Altruism | 0.127 | 0.150 | 0.006 | 0.949 |
| Virtuous Behavior | 0.119 | 0.176 | -0.048 | 0.584 |
| Active participation | 0.181* | 0.039 | 0.332** | 0.001 |
| Commitment to work | -0.134 | 0.128 | -0.061 | 0.491 |
| Sportsmanship at work | 0.086 | 0.332 | -0.004 | 0.965 |
| Conscientiousness | -0.032 | 0.717 | -0.024 | 0.783 |
| Courtesy | 0.102 | 0.250 | -0.152 | 0.085 |
| OCBs – composite | 0.090 | 0.309 | -0.171 | 0.052 |

The previous table (5) indicates:
- There is no statistically significant correlation between the degree of organizational citizenship behavior practiced by social workers and the experience variable for the total dimensions of organizational citizenship behaviors.
- There is a statistically significant correlation between the degree of social workers' practice in 'active participation' and the experience variable, with a significant level of 0.05.
- There is no statistically significant correlation between the degree of social workers' practice of organizational citizenship behavior and the income variable for the total dimensions of organizational citizenship behaviors.
- There is a statistically significant correlation between the degree of social workers' practice in 'active participation' and the income variable, with a significant level of 0.01.

**4- Obstacles that Hinder the Performance of Organizational Citizenship Behavior by Social Workers at NGOs**

Table (7) shows Obstacles that Hinder the Performance of Organizational Citizenship Behavior by Social Workers at NGOs

| Obstacles | mean | S.D | Rank | Level |
|---|---|---|---|---|
| Poor incentives for the practice of organizational citizenship behaviors | 3.05 | 1.08 | 2 | Average |
| Lack of strong organizational affiliation | 3 | 1.02 | 3 | Average |
| Inadequacy in sharing constructive views and | 2.94 | 1.09 | 4 | Average |

| Obstacles | mean | S.D | Rank | Level |
|---|---|---|---|---|
| proposals | | | | |
| Existence of an ineffective board of directors | 2.82 | 1.05 | 7 | Average |
| Lack of confidence in the organization's director between the staff | 2.86 | 0.98 | 6 | Average |
| Weak channels of communication among the staff and the organization's board of directors | 2.91 | 0.93 | 5 | Average |
| Lacking sense of justice | 3.17 | 1.08 | 1 | Average |
| TOTAL | 2.97 | 1.14 | | **Average** |

Table (7) above shows that there are obstacles that may affect the performance of organizational citizenship behaviors practiced by social workers as a whole at the average level with an Arithmetic Average amounted to (2.97), and a standard deviation of (1.14). The obstacle "Lacking sense of justice within the organization" was ranked first with an Arithmetic Average of (3.17), and a standard deviation of (1.08) at the average level. While the obstacle "Existence of an ineffective board of directors at the organization" placed seventh and last with an Arithmetic Average of (2.82), and a standard deviation of (1.05) at the average level.

**5-Proposals to Enhance the Performance of Organizational Citizenship Behavior by Social Workers at NGOs**

Table (8) shows Proposals to Enhance the Performance of Organizational Citizenship Behavior by Social Workers at NGOs

| Proposals | mean | S.D | Rank | Level |
|---|---|---|---|---|
| Establishment of a research center or a consulting unit in the area of organizational citizenship | 4.27 | 0.89 | 10 | High |
| Necessity of developing organizational citizenship behavior by the organization's Board of Directors | 4.30 | 0.65 | 9 | High |
| Necessity of involving social workers in decision-making and the development of formal and informal channels of communication | 4.31 | 0.73 | 8 | High |
| Development of the skills of social workers and raising awareness of organizational citizenship behavior | 4.36 | 0.73 | 4 | High |
| Selection of social workers on the basis of voluntary qualities | 4.33 | 0.79 | 7 | High |
| Granting rewards for practicing organizational citizenship behavior within the organization | 4.34 | 0.81 | 6 | High |
| Including organizational citizenship behavior as one of the criteria for assuming leadership positions | 4.34 | 0.78 | 5 | High |
| Development of relations within the organization during informal meetings | 4.47 | 0.72 | 2 | High |

| Proposals | mean | S.D | Rank | Level |
|---|---|---|---|---|
| Activating participation and supporting morale | 4.43 | 0.70 | 3 | High |
| Development of behavioral and organizational skills of the organization's social workers | 4.53 | 0.67 | 1 | High |
| Total | 4.37 | 0.88 | | High |

The above table (8) indicates that there is a set of proposals which may enhance the performance of organizational citizenship behaviors by social workers. The proposal "Development of behavioral and organizational skills of the association's social workers" is placed first with an Arithmetic Average of (4.53), and a standard deviation of (0.67) at the high level. The proposal "Development of relations within the organization during informal meetings" is second with an Arithmetic Average of (4.47), and a standard deviation of (0.72) at the high level. The proposal "Activating participation and supporting morale" is placed third with an Arithmetic Average of (4.43), and a standard deviation of (0.70) at the high level. The proposal "Development of the skills of social workers and raising awareness of organizational citizenship behavior" is fourth with an Arithmetic Average of (4.36), and a standard deviation of (0.73) at the high level. The proposal "Including organizational citizenship behavior as one of the criteria for assuming leadership positions" is ranked fifth with an Arithmetic Average of (4.34), and a standard deviation of (0.78) at the high level. The proposal "Granting rewards for practicing organizational citizenship behavior within the organization" is sixth with an Arithmetic Average of (4.34), and a standard deviation of (0.81) at the high level. The proposal "Selection of social workers on the basis of voluntary qualities" is seventh with an Arithmetic Average of (4.33), and a standard deviation of (0.79) at the high level. The proposal "Necessity of involving social workers in decision-making and the development of formal and informal channels of communication" is placed eighth with an Arithmetic Average of (4.31), and a standard deviation of (0.73) at the high level. The proposal "Necessity of developing organizational citizenship behavior by the organization's Board of Directors" is ranked ninth with an Arithmetic Average of (4.30), and a standard deviation of (0.65) at the high level. The final proposal ranked tenth is "Establishment of a research center or a consulting unit in the area of organizational citizenship" with an Arithmetic Average of (4.27), and a standard deviation of (0.89) at the high level.

**The Results of the First question:**
**What is the Level of practice of Organizational Citizenship Behavior by Social Workers at NGOs?**
Ultimately, the overall level of social workers in practicing organizational citizenship behaviors is high, as the arithmetic average of organizational citizenship behaviors amounted to (4.1) as a whole.
**Results of the Second Question:**
**What are the obstacles that hinder the performance of social workers in organizational citizenship behavior at NGOs?**
The application of the questionnaire shows that some obstacles may affect the practice of organizational citizenship behaviors as a whole by social workers, with an arithmetic average of (2.97), at the average level. The results of the study concluded that the most serious obstacles are: the lacking sense of justice within the organization with an arithmetic average of (3.17) at the average level; poor incentives for the practice of organizational citizenship behaviors at the organization with an arithmetic average of (3.05) at the average level; the lack of strong organizational affiliation at the organization with an arithmetic average of (3.00) at the average level; the inadequacy in sharing constructive views and proposals with an arithmetic average of (1.09) at the average level; the shortage of channels of communication among the organization's staff and board of directors with an arithmetic average of (2.91) at the average level; the lack of confidence in the director of the organization between the workers with an arithmetic average of (2.86) at the average level; and finally the presence of an ineffective board of directors at the organization with an arithmetic average of (2.82) at the average level.
**Results of Third Question:**
**What are the Proposals for Enhancing the Performance of Social Workers in Organizational Citizenship Behavior at NGOs?**
    The application of the questionnaire resulted in a series of proposals that could enhance the practice of organizational citizenship behaviors by social workers. The proposal "Development of behavioral and organizational skills of social workers working for the organization" is first with an arithmetic average of (4.53) at a high level. The proposal "Development of relations within the association during informal meetings" is placed second with an arithmetic average of (4.47) at a high level. The proposal "Activation of participation and support of morale" is third with an arithmetic average of (4.43) at a high level. The proposal "Development of the skills of social workers

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and raising their awareness of organizational citizenship behavior" is fourth place with an arithmetic average of (4.36) at a high level. The proposal "Including organizational citizenship behavior as one of the criteria for assuming leadership positions" is placed fifth with an arithmetic average of (4.34) at a high level. The proposal "Granting rewards for practicing organizational citizenship behavior within the organization" is sixth with an arithmetic average of (4.34) at a high level. The proposal "Selection of social workers on the basis of voluntary qualities" is ranked seventh with an arithmetic average of (4.33) at a high level. The proposal "Necessity of involvement of social workers in decision-making and the development of formal and informal channels of communication" is ranked eighth with an arithmetic average of (4.31) at a high level. The proposal "Drawing the Board of directors' attention to the necessity of the development of organizational citizenship behavior" is ninth with an arithmetic average of (4.30) at a high level; while in tenth and last position was the proposal "Establishment of a research center or consulting unit in the field of organizational citizenship" with an arithmetic average of (4.27) at a high level.

**Results of the Hypotheses:**
- **There is a significant difference between the means of male scores and the means of female scores on dimensions of OCBs.**

Results of the hypotheses are represented in the following points: -
- There are no statistically significant differences in the degree of practice of organizational citizenship behavior as a whole by social workers in accordance with the gender variable.
- There is a statistically significant difference in one dimension of organizational citizenship behavior, namely 'commitment to work'.
- **There is a statistically significant correlation between variables (experience / income) and the degree of social workers' practice of organizational citizenship behavior.**

The study found out the following:
- There is no statistically significant correlation between the degree of social workers' practice of organizational citizenship behavior and the experience variable across the total dimensions of organizational citizenship behaviors, except for the behavior of 'active participation'.
- There is no statistically significant correlation between the degree of social workers' practice of organizational

citizenship behavior and the income variable across the total dimensions of organizational citizenship behaviors, except for the behavior of 'active participation'.

**Discussion:**

The study determined the level of organizational citizenship behavior practiced by social workers at NGOs. This was achieved through the study of altruistic behavior, virtuous behavior, active participation, commitment to work, sportsmanship, conscientiousness and courteousness. The degree of social workers practice of these behaviors is high (4.1). The high level of organizational citizenship among social workers may be due to their interest in the needs and problems of the local community, and sense of community responsibility toward community issues. This encourages them to carry out additional voluntary behaviors. In addition, the emphasis of social work is in carrying a humanitarian message rather than undertaking an official profession, which has led to the rise in organizational citizenship behavior among social workers.

The high level of organizational citizenship behavior practiced by social workers, in accordance with the theory of social exchange, is due to the positivity of reciprocal relationships between social workers and their organizations, where the process of social exchange is evidence of the positive impact of high performance. Therefore, the staff within the organization feel that they are supported, and the practice of organizational citizenship behavior is a form of loyalty towards the organization. This is positively linked to organizational citizenship behavior, and agrees with the study of (Eisenberger, et al, 1986). The increased performance of organizational citizenship behavior among social workers at NGOs may be due to relations within the organization being based on respect and mutual exchange of views between managers and workers. Additionally, the practice of democratic functions within NGOs such as; involving workers in making decisions, which encourages and motivates employees, improves their self-esteem and sense of belonging within the organization, may lead to an increase in organizational citizenship behavior leading employees to protect the organization and work towards improving its reputation. The reason for promoting appreciation of organizational citizenship behavior among social workers may be due to a prevailing organizational culture at NGOs which endorses the individual dimensions of organizational citizenship behavior, as well as workers' knowledge and awareness of

the organization for which they work. This is consistent with the results of the study of (Salloum & Adilah, 2013), (Ali, 2013), (Melhem & Musleh, 2017), and (Ferjany, 2017), which identified a high level of organizational citizenship. However, it contradicts the studies of (Aboudi, 2008), (Aal Mozher, 2012), (Moamerry & Mansour, 2014), (Moumni,2017), and (Noureddine, and Kazraa ,2017), which indicated an average level of organizational citizenship.

On the other hand, the practice of organizational citizenship behaviors among social workers is not affected by gender variables, except in the practice of 'commitment to work'. The results of the study indicated that there are no statistically significant differences in the degree of practice of organizational citizenship behavior by social workers, according to the gender variable (male/female), across the total dimensions of organizational citizenship behaviors (OCBs). This is consistent with the study of (Salloum & Adilah, 2013), but contradicts the study of (Khasauna & Monaya, 2013). This may be due to the fact that social workers at NGOs are engaged in this type of behavior voluntarily, setting an example for other colleagues in the organization who appreciate and respect them as roles models, positively affecting the performance of the organization as a whole (Podaskoff, and Mackenzie, 1997). The results of the study also indicated the existence of statistically significant differences in the dimension of 'commitment to work', according to the gender variable, in favor of males, meaning male social workers are more likely to practice the behavior of 'commitment to work' than females. This may be due to a community culture that imposes restrictions on females lessening their desire to perform voluntary actions outside the scope of the determinants of their official post. In addition, the responsibility of females towards their families may lead them to be less willing to work overtime. The researcher found out, through inadvertent contact with such organizations, that working hours may extend late into the night, curtailing a female's readiness to perform additional voluntary actions.

The practice of organizational citizenship behaviors by social workers is not affected by the experience variable except for the behavior of 'active participation' within the organization, where the results of the study showed no statistically significant correlation between the degree of social workers practicing organizational citizenship behavior as a whole, and the experience variable. This is because organizational citizenship behavior is a voluntary, ethical

behavior for social workers, meaning working hours may not make any difference. While the practice of social workers in the behavior of 'active participation' within the organization is affected by the experience variable. This is because the participation needed to provide a positive climate within the organization may require a longer period of work for NGOs, in order for the social worker to achieve the quality, and provide the best solutions and proposals, for improving the performance of the organization. Thus, a longer service period at an organization generates a sense of belonging and promotes active participation for social workers. The practice of 'active participation' requires knowledge of the volume of responsibilities required. This reflects those whose professional lives are extended, and is consistent with the study of (Aaal Mozher, 2012), and the study of (Noah, 2012), while the study of (Khasauna & Monaya, 2013) varies.

The practice of organizational citizenship behavior among social workers is not affected by the income variable except for in 'active participation'. The results of the study showed no statistically significant correlation between the degree of practice of organizational citizenship behavior as a whole, and the income variable across the total dimensions of organizational citizenship behavior (OCB). This may be due to the fact that organizational citizenship is a voluntary, additional behavior, unrecognized in the official reward system of the organization. Therefore, the income variable does not affect the practice of organizational citizenship behavior among social workers, with the exception of 'active participation' where the results of the study showed that the practice of organizational citizenship behaviors associated with 'active participation' may cause them to be more highly appreciated by the leaders of the organization, leading to increases in salaries and promotions (Diane et al., 2003). This may be due to social workers' greater interest in the social problems and issues experienced by people rather than in salaries. This is remarked upon in the study by (Melanie J. Hitchcock, 2015).

However, there are obstacles that may hinder the practice of OCBs, including the following: a lacking sense of justice, poor incentives for the practice of organizational citizenship behaviors, a lack of strong organizational affiliation, inadequate sharing of constructive views and proposals, weak channels of communication among the staff and the organization's board of directors, lack of confidence in the organization's director between the staff, and the

inefficiency of the board of directors. The study provides a set of requirements, in terms of community organizations, to promote organizational citizenship behavior among social workers at NGOs. These proposals are as follows: the development of behavioral and organizational skills of the organization's social workers,    the development of relations within the organization through informal meetings, activation of participation and support for morale, development of the skills of social workers and raising their awareness of organizational citizenship behavior, the necessity to include organizational citizenship behavior as one of the criteria for assuming leadership positions, granting rewards for the practice of organizational citizenship behavior within the organization, the selection of social workers on the basis of volunteer qualities, the need for involving social workers in decision-making and the development of formal and informal channels of communication, the interest of the board of directors as a steady tool in the development of organizational citizenship behavior, and finally, the establishment of a research center or consulting unit to activate practicing organizational citizenship behavior within NGOs.

Ultimately, organizational citizenship is the positive, individual, voluntary behavior related to work and is not explicitly recognized in the organization's system of rewards. It aims to enhance the effectiveness and efficiency of the organization learnt by individuals through working for the organization. This behavior stimulates the individual's inner motivations who goes on to use his initiative for his own sense of accomplishment, competence, belonging and loyalty to the organization. This is also noted by (Organ, 1988). This behavior can be seen as an indicator of an employee's competence, which is reflected in the improved effectiveness and efficiency of the organization, maintaining the satisfaction of the individual's superiors at work, and the survival of his profession or promotion (Ali, 2015). Since it is an acquired behavior and not instinct, the individual learns it through his interaction with the organization for which he works. Organizational citizenship behavior can be reinforced through leadership style, organizational culture, provision of a positive organizational climate, encouraging teamwork, organizational support, organizational loyalty enhancement, organizational justice, and training thereby promoting an employees' practice of organizational citizenship behavior to serve as organizational efficiency, adding added value to the organization by performing tasks more efficiently and creatively.

**The Study's Recommendations:**

(1) Disbursement of rewards as an incentive for the practice of organizational citizenship behavior by social workers, especially at NGOs, because material or moral appreciation may affect the enrichment or continuity of such voluntary behavior. (2) The assessment of the performance of social workers in accordance with the application of organizational citizenship behavior at NGOs, to differentiate between workers (the highly assessed is of a good performance). (3) The organization of training courses and workshops on a regular basis to enhance organizational citizenship behavior by social workers working for NGOs. (4) The organization of social workers' promotion and occupation of leading posts with the practice of organizational citizenship behavior at organizations for which they work. (5) The attention of the boards of directors and managers of NGOs to strengthen organizational citizenship behavior. (6) Department of Community Organization, Faculty of Social Work, expansion of further studies and researches associated with organizational citizenship behavior and linking them to other variables such as: organizational promotion, organizational culture, patterns of leadership, rewards, organizational effectiveness, service quality, and institutional excellence among social workers at governmental and NGOs.

**Limitations:**

- The researcher encountered difficulties related to NGOs managers' concerns about using the data collected from their organizations in monitoring and evaluation. The researcher faced this problem by interviewing all managers and explaining to them the importance of this research to develop their organizations in general, and not to catch mistakes personally.

- The process of collecting data was difficult, because of the distance between the organizations locations, causing discomfort to the researcher. To facilitate the process of data collection, the researcher requested assistance from certain faculty members' colleagues in the Department of Community Organization.

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