



**ST. MARY'S UNIVERSITY
SCHOOL OF POSTGRADUATE STUDIES
MBA-PROGRAM**

**DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, THE CASE
OF HIBRET BANK S.C.**

**Research Submitted to the School of Graduate Studies of St. Mary's University in partial
fulfillment of the requirements for the Award of Degree of Masters of Business
Administration (MBA)**

DBY:- Selam Woldesemayat

Advisor: -Mohammed M. (Asst.Prof.)

**June, 2024
Addis Ababa, Ethiopia**

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DECLARATION

I, the undersigned, declare that this study entitled “Determinants of organizational citizenship behavior” evidence From Hibret Bank S.C is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

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Endorsement

This thesis entitled “Determinants of organizational citizenship behavior” has been submitted to St. Mary’s University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

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Signature

Addis Ababa June, 2024

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ACKNOWLEDGEMENTS

First my deepest and at most gratification goes to mighty God who has been with me through all my footsteps patching my way and making things work the way it should, if not by him I wouldn't have. Then I'm grateful to my Advisor. Mohammed M. who has been giving me corrective and constructive comment in doing my research and for guiding me throughout the process. And I am so much thankful to my supervisor Wondessen Tadesse who have been nothing but supportive in helping me attend my class and in doing my research. My loving and caring husband for helping me be programmed, for believing in my capacity to accomplish anything if I put my mind to it, us learning our MBA together has been hard for our kids but enjoyable and constructive for each other. To my kids and my whole family who have been patient enough and understanding when I can not avail myself on social events. To my loving neighbors who have been like a family to us, for supporting us in prayer. Finally, to my help Senait who handles all the work at home and taking care of the kids, thank you for not letting me worry about almost anything at home and letting me focus on my study. All of you have my sincere gratefulness and God bless you all.

ABSTRACT

The objective of the study is to examine the factors affecting organizational citizenship behavior of employees and examine organizational citizenship behavior of employees in Hibret Bank S.C. the study considered independent variable, Procedural justice, Organizational structure, leaders' behavior and job satisfaction with the dependent variable, organizational citizenship behavior in order to determine whether a relationship exist between the variables. In order to show the study's objectives, the researcher used both descriptive and explanatory survey design. A total of 125 questionnaires were distributed to the employees of the bank and only 115 were valid and utilized. The samples were selected using proportionate stratified random sampling technique. The questionnaires were deeply sorted and edited to have the required quality, accuracy, consistency and completeness. The data collected from the survey was analyzed using SPSS software and presented in the form of descriptive data analysis, correlations and Regression Analysis. The finding of the study indicated that the independent variables, procedural justice and organizational structure have strong positive correlation and leaders' behavior and job satisfaction have very strong positive correlation with organizational citizenship behavior and the regression result showed with r square value of 79.5%, the independent variables as a set significantly predict organizational citizenship behavior and the researcher proved that the entire hypothesis was accepted. Finally, the study recommended some valuable insights and corrective measures that are advisable to be taken by the bank such as improving perceived procedural justice of employees, giving employees the autonomy of decision making on their own risk, leaders effort in creating awareness of employees of the organization's objectives and encouraging them to feel self-confident in their engaged duties, for the company to work on intrinsically motivating employees and improving the incentives and rewarding system of the organization.

Key words: Organizational citizenship behavior, Procedural justice, Organizational Structure, Leaders' behavior and job satisfaction

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LIST OF ACRONYMS

HB = Hibret Bank

HQ = Head Quarters

OCB = Organizational Citizenship Behavior

SPSS = Statistical Package for Social Science

PJMEAN=Procedural justice mean

OSMEAN=Organizational structure mean

LBMEAN=Leaders' behavior mean

JSMEAN=Job satisfaction mean

OCBMEAN= Organizational citizenship behavior men

CHAPTER ONE

INTRODUCTION

1.1. Back Ground Of The Study

Employees play a direct or indirect role in numerous factors that affect the operational results of an organization ,a growing body of research consistently demonstrates that organizational citizenship behavior has a positive effect on many business outcomes of an organization , (Organ and Ryan ,[1995](#)), have shown a positive correlation between organizational citizenship behavior and organizational performance. (Williams and Anderson ,1991) and (Organ and Konovsky ,1989) indicates a negative relationship between organizational citizenship behavior and the desire to leave. Workers who participate in organizational citizenship behavior are more likely to remain with the company, which lowers turnover. And according to (Organ and Ryan,[1995](#))Workers who participate in organizational citizenship behavior enhance the organization's general efficacy and productivity, which improves performance outcomes. And thus, employee's engagement in an organization either in their formal call of duty or informally beyond their call of duty affects organizational performance and productivity. The researcher here focused on the determinants of engagement of employees in an organization beyond their call of duty that is generalized with the term Organizational citizen ship behavior (OCB)

Organizational citizenship behavior (OCB) is a concept that has gained significant attention in the field of organizational behavior. OCB refers to discretionary behaviors exhibited by employees that go beyond their formal job requirements and contribute to the overall effectiveness of the organization. These behaviors include helping colleagues, volunteering for extra tasks, and showing a positive attitude towards work. OCB has been linked to several positive outcomes, such as reduced turnover, and improved organizational performance. Therefore, it is important for organizations to understand the determinants of OCB. This study has investigated the factors that influence OCB in Hibret Bank S.C., one of the leading financial institutions in Ethiopia. The study has examined the impact of job satisfaction, procedural justice, organizational structure, and leaders' behavior on OCB. The findings of this study will provide valuable insights into how organizations can promote OCB among their employees and improve overall organizational effectiveness.

Hibret Bank (HB) S. Co is one of the Pioneer Private banks established in Ethiopia. It was incorporated as a Share Company on 01 September 1998 in accordance with the Commercial Code of Ethiopia of 1960 and the Licensing and Supervision of Banking Business Proclamation No. 84/1994. The Bank was granted a banking service license from the National Bank of Ethiopia and is registered with the Trade, Industry and Tourism Bureau of the Addis Ababa City Administration.

Over the years, the bank built itself into a progressive and modern banking institution, endowed with a strong financial structure and strong management, as well as a large and ever-increasing customers and correspondent base. HB provides a full-fledged commercial banking service in all its branch outlets to customers with its networked branches that have now reached more than 405. Strengthening its capital basis, optimizing return on equity, and utilizing cutting-edge technology are HB's top priorities for the upcoming years in order to stay up to date with the most recent advancements in the regional and global financial services sectors. The banking service is directly oriented with service rendering and Organizational citizenship behavior has a positive impact on customer relations, employees who engage in organizational citizenship behavior contribute to better customer service, leading to increased customer satisfaction and loyalty (Podsakoff et al., 2000). And more over according to (Astatu et al, 2019) organizational citizenship behavior is one of the factors affecting employees' performance. Thus as the competition of the banking sector is becoming stiff in our country HB needs employees that are highly engaged and that have the interest to go above and beyond their call of duty. Thus the researcher has intended to know how these determining factors, job satisfaction, procedural justice, leaders' behavior and organizational structure are affecting employees' exhibition of OCB and provide corrective action and recommendation depending on the finding of the research.

1.2. Statement of the Problem

Today, changes in organizational environments, their subsequent innovations, and flexibility, which necessarily calls for voluntary behavior from members of an organization. (Lee et al,2013). Thus, organizations should be able to change the egoistic behaviors of its members into attitudes and actions that promote organizational growth. With regard to this issue, many researchers have paid attention to organizational citizenship behavior (OCB). Organizational

citizenship behaviors come in a variety of forms such as loyalty, helping others, and organizational compliance (Podsakoff et al., 2000) and organizations benefit employees who are willing to contribute their efforts and abilities to the organizations even though that is not officially required of them. This contribution of organizational citizenship behavior to organizations has received much attention in the business area (Todd, 2003)

The concept of organizational citizenship behavior appeared over two decades ago in the field of organizational behavior. Since then, there has been considerable research, primarily in the US, enabling diverse understanding and interpretations of this concept (e.g., Borman and Motowidlo, 1997; Bukhari et al., 2009; Joireman et al., 2006; Podsakoff et al., 2000). Recently, there has also been a growing interest in OCB in the fields of marketing and strategy. However, to the best of the researchers' knowledge, studies on OCB of HB have focused on dimensions of OCB, altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Little or no research has focused on the factors that affect OCB as, organizational structure, leadership, procedural justice and job satisfaction, how these factors are affecting HB's OCB. To overcome the limitations of previous studies and to improve the value of practical research on OCB, this study aimed to analyze and investigate OCB of HB with respect to these factors affecting OCB, organizational structure, leadership, procedural justice and job satisfaction. The main purpose of the study is to investigate employees' perceptions on organizational justice (procedural justice), leaders' behaviors (transformational leadership), Job satisfaction and organizational structure (complexity) and its effects on OCB.

1.3. Objective of The Study

1.3.1 General Objective

The general objective of the study is to examine the factors that affect Organizational Citizenship Behavior, i.e. procedural justice, job satisfaction, organizational structure & leaders' behaviors (transformational leadership) on employees of Hibret Bank.

1.3.2. Specific Objective

To achieve the general objective of this study, the following research objectives should be addressed specifically to:

1. Determine how procedural justice is affecting OCB of HB
2. Determine how the structure of the organization is affecting OCB of HB

3. Determine how leader's behavior is affecting OCB of HB
4. Determine Job satisfaction is affecting OCB of HB
5. To examine the OCB of employees of HB with regard to the above stated factors.

1.4. Significance of the study

Banking is deeply interconnected with money and consequently, with the broader economy. Banks make a complex economy by far easier to carry out the extraordinary range of transactions that occur in goods, labor, and financial capital markets. The commitment and sense of ownership of bank employees have a significant impact on the quality of services provided (Alembante ,2022). Individuals must take initiative to go beyond their typical responsibilities and job descriptions to improve the quality and performance of banking. Employees have the greatest impact on the efficiency and quality of service provided by a firm. As a result, good organizational citizenship behavior is vital.

This study is critical for companies that wants to improve their organizational effectiveness and competence. Improving OCB is the cheapest and most effective strategy for organizations to achieve organizational effectiveness (Alembante, 2022).

Furthermore this study has the following significant implications on HB:

- It gives managers information on the status of OCB of employees
- gives direction to managers to take corrective measures
- Provides additional dimension of OCB research made on HB,
- Finally yet importantly, it will detect knowledge gaps, increase employees and organizational awareness regarding OCB of the bank as well as serve as a foundation for future research in the field.

1.5. Scope and Limitation of the Study

1.5.1. Scope of the study

The scope of this study is delimited to investigating how the factors, Procedural justice, Job satisfaction, Organizational structure & Leaders behavior effect OCB of employees of HB staffs situated at HQ offices located at Ras Abebe Aregay Road, Hibir Tower Addis Ababa, Ethiopia in the 2023/2024 fiscal year. The concepts which have been covered under this study are regarding the factors affecting OCB. The researcher selected the above listed variables based on literatures. The researcher chooses descriptive and explanatory research design to analyze the research. The

study has employed quantitative approach and collected data from different Head office employees of HB at a single point in time (cross sectional) through the distribution of questionnaires to respondents. The study tried to examine how the factors procedural justice, Job satisfaction organizational structure & leaders' behavior affect OCB of HB.

1.5.2. Limitation of the study

Due to limited time boundary the researcher conducted the study on head office employees of HB. Moreover the researcher might not have exhaustively considered all the possible variables that could affect OCB. Thus further studies must make use of additional that are excluded in this research in order to have full-fledged factors affecting OCB

1.6. Organization of the Study

There are five chapters in the research paper. The first chapter focuses on introduction of the study, which included the background, the problem statement, the research objectives, significance and scope and limitation of the study. The literature review is the main focus of the second chapter which contains theories, conceptual and empirical studies. The research design target population, sampling strategies, sample size, tools used for data collecting and techniques for data processing and presentation are covered in the third chapter. Demographic details, results and their interpretations as well as descriptive and inferential analysis is covered in the fourth chapter. The last chapter which is the fifth covers the research study's main results recommendations and conclusion.

CHAPTER TWO

LITRATURE REVIEW

2.1. Theoretical Literature

2.1.1. The Concept and Definition of OCB

The idea of OCB has had a considerable scholar attention over the years. And a number of scholars has been defining and giving more explanation about it. The need for cooperation among members of the organizations was examined by (Bernard ,1938). Later (Katz ,1964) also emphasized the importance of working in group for effective functioning of the organization. And then in the mid-1980s the concept of Organizational Citizenship Behavior (OCB) introduced by Dennis Organ. At first, this idea was studied in the United States (US) (Organ, 1988; Smith 1983) and then its concept reached to other countries as it can be seen from different researches made on it. The year 1983 was a year that OCB was considered as a distinct variable and recommended an extensive study. This is because it is important for the organization wellbeing (Organ & Ryan, 1995).

Organizational citizenship behavior (OCB) has undergone subtle definitional revisions since the term was first created in the late 1980s, but the construct remains the same at its core (Organ & Ryan, 1995). OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified duty. In other words, it is discretionary. OCB can facilitate future reward gain indirectly. And, OCB must critically promote the effective functioning of the organization" (Organ, 1988).

Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as „performance that supports the social and psychological environment in which task performance takes place“ (Organ, 1997,). While this reflects the flexible nature of workers“ roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the common understanding of OCB as going „the extra mile“ or „above and beyond“ to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB.

OCB was first as a concept created by Organ while he was trying to understand this yet unnamed behavior of "satisfaction-causes-Performance". This work has paved the way for various studies that are examining a variety of predictors of OCB, including job satisfaction, organizational commitment, and perceptions of justice and attitudinal variables (e.g., satisfaction, fairness, and commitment) showed the strongest relationships with OCB (Organ & Ryan, 1995). But support for personality predictors of OCB has been inconsistent, as studies have failed to replicate findings across samples (Organ, 1994; Organ & Ryan, 1995). OCB have also been viewed as "affiliative and promotive" behaviors that shows the doer's desire to maintain a relationship with the target, that can be (coworkers or the organization). On the other hand, others have portrayed OCB as socially desirable behaviors. Walz and Niehoff (1996). noted that OCB is a collection of desirable behaviors that demonstrate multi-dimensional relationships having positive outcome to the organization. What has been missing, however, is a conceptually sound framework for understanding why OCB occurs Mohammad M & Mahmudul Haq(2004).

A definition and brief explanation about OCB was given by Organ (1988), and (Organ 2006). "It is an individual behavior that is discretionary and not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization"(Organ ,1988)We will get three key points that they thought very important in the definition of OCB. Firstly, they took the discretionary nature of OCB and described it as a behavior which is done beyond the normal job activities and this is done by employees of their personal interest. They continue defining what discretionary mean, "the specific behavior in a specific context is not an absolute requirement of the job description (that is the literal or clearly specifiable terms of the person's employment contract with the organization)" (Organ , 2006). The second important term in their definition of OCB is that about the reward system, that is, OCB reward is not direct or formal. An employee who works beyond the contractual obligation may also be nominated for extra payment for his contribution to the organization. Finally, the positive contributions of OCB to overall organizational effectiveness were also mentioned. For an efficient operation, to have a good financial performance and to satisfy customer, all employees in the organization should employ OCB this defiantly leads to service quality of the organization. This is because individual's works or only some employees work cannot bring alone the organizational effectiveness (Organ 2006).

Additionally, (Borman,2004) discussed the traits of OCB the go above and beyond the call of duty in their roll of supporting the organization's goal of providing high quality services and productive work to meet its vision , Here are a few instances from description of these kinds of actions . These are voluntary activities that they perform because they are not required by their job description. Example of such voluntary activities include cooperating with one another to complete tasks successfully, adhering to procedures and rules even when they are inconvenient, and performing other activities that advance organizational goals. According to (Dyne et al., 1994) all positive behavior and extra-role activities which are important to the organization for the quality of service function can be expressed as OCB.

2.1.3. Dimensions of OCB

Organ's (1988) research, he identified five different types of behavior to exemplify organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. And (Fan et al ,2023) discussed each characters as follows:

Altruism: discretionary assistance provided to peers or colleagues concerning job-related tasks, such as helping newcomers and freely dedicating time to others that enhances group efficiency and improves individual performance.

Conscientiousness: refers to a behavior that surpasses the minimal expected levels, like efficient time use and exceeding base expectations, thereby enhancing both personal and group efficiency.

Sportsmanship: is individual's capacity to endure suboptimal situations without complaints such as refraining from unnecessary grievances, thereby enhancing productive organizational time (Dipaola and Hoy, 2005)

Courtesy: is a polite and thoughtful action toward colleagues. Employees exhibiting courtesy consciously evade causing issues for others, thereby reducing managerial burdens and amplifying organizational performance.

civic virtue: encompasses behaviors emphasizing participation in overarching organizational issues, like committee work and voluntary attendance at events, bolstering the organization's interests.

2.1.4. Determinants of Organizational Citizenship Behavior(OCB)

Instruments Organizational citizenship behavior (OCB) was defined as a free act of a person's own will and behavior contributing to performing more effective functions, though without any official compensation (Lee et al, 2013). And this behavior comes as a result of presence of factors such as procedural justice, leaders behavior , organizational structure. The study of Ung Hee Lee , Hye Kyoung Kim and Young Hyung Kim, 2013 focused on these three factors with the thought several other factors may contribute to the display of OCB on factors. On their study they have managed to observe the relation between these stated factors and OCB. The main purpose of the study was to verify the structural relationships among procedural justice, transformational leadership, complexity of organizational structure, and OCB.

Their study indicated that procedural justice showed a significant effect on OCB Thus, it is known that justice in the process of decision making perceived by employees turned out to be a variable having a significant effect on OCB and this result is consistent with that of the previous studies (e.g., Konovsky and Pugh, 1994; Muhammad, 2004; Nieoff and Moorman, 1993; Robinson and Morrison, 2002). Transformational leadership was also shown to be a significant predictor of OCB meaning that employees believe they are more prepared to conduct OCB when a leader actively motivates them to meet the organization's goals and when they believe they are capable of handling the tasks they are performing and the last factor in their study , organizational structure factors, complexity was shown to have a negative effect on OCB, meaning that when employee's OCB will decline if an organizations is differentiated with a number of decision making process classes of complicated decision-making process . Here under let us try to see studies made on the stated factors one by one.

2.1.4.1. Procedural Justice and OCB

According to (Colquitt et al.,2001), the term justice denotes the "righteousness" or "fairness" of a course of action or behavior. And the phrase "organizational justice" was originally used in organizational contexts by (Greenberg ,1987a). It describes how workers view the fairness of organizational policies and choices as well as how these views affect workers' actions (Greenberg, 1990b). The premise that fairness perceptions will influence employees' attitudes toward their organizations favorably is what motivates research on organizational justice. This concept has been empirically supported in a number of studies. And organizational fair treatment

has been found to exert important effects on individual employee attitudes, such as satisfaction and commitment, individual behaviors, such as absenteeism and citizenship behavior (Colquitt et al., 2001). According to (Musafa Colak & Hayat Ebru , 2004), Procedural justice is among the dimensions of organizational justice.

Procedural justice (PJ) is the measure of how fair people who have to go through decision-making processes think the processes are (Tyler and Lind, 1992). According to the research, people are impacted by both the fairness of the decision-making process and the outcomes of decisions (McFarlin and Sweeney, 1992).

According to (Leventhal ,1980), in order for an allocation process to be perceived as fair, it must meet the following six rules:

- Consistency rule -procedures should be consistent across persons and time,
- Bias suppression rule-procedures should be neutral and impartial,
- Accuracy rule -Procedures and decisions should be based on as much accurate information as possible,
- correct ability rule -procedures should include mechanisms for rectifying poor decisions,
- Representativeness rule -procedures should consider the views and opinions of all affected parties, and
- Ethicality rule (procedures should be based on prevailing standards of ethics).

Findings gained from the relationship of each of the components of organizational justice with OCB show that procedural justice includes structural and interpersonal dimensions of how to treat individuals when enforcing procedures. The findings from the present study suggest that procedural justice has a meaningful correlation with organizational citizenship behavior , which is in agreement with Corpanzano's 2007 studies and indicates a relationship between OCB and structural and interpersonal dimensions of procedural justice. And according to (Soner Polat, 2007), numerous studies have revealed a favorable relationship between the propensity to exhibit organizational citizenship behavior and one's view of organizational fairness.

Employees will perceive procedural justice favorably if organizations can treat all workers equally and consistently, reward them based on their performance and benefits, and remove any personal bias. This will improve workers' perception of the relationship between justice and performance.

2.1.4.2. Organizational Structure & OCB

A system that outlines how specific activities are handled to fulfill a strategic mission is known as an organizational structure. Rules, roles, and obligations are all part of these activities.

The organizational structure also determines the flow of information between divisions within the corporation. A centralized structure, for example, makes choices from the top-down, whereas a decentralized structure distributes decision-making power throughout the organization. Effective organizational structures clarify each employee's role and how it interacts with the rest of the system. According to (Gholam Ali Ahmadya, Maryam Mehrpourb &Aghdas Nikooravesh ,2016) organizational structures can be one of the following:

- **Simple structure:** This is a set of flexible relations and due to limited separation, it has low complexity. The members of such organization can design organization chart with focusing on leaders and there is no need to formality.
- **Functional:** It is often known as a bureaucratic organizational structure, which divides a corporation into departments based on the specialization of its employees.
- **Divisional or Multidivisional structure”** This strategy structures a company's leadership team based on the goods, projects, or subsidiaries it manages.
- **Structure of the Matrix:** It's also the most confusing and underused. Employees are matrixes across superiors, divisions, and departments under this system
- **Hybrid structure:** In a hybrid structure, one section is devoted to one kind of structure and the other to a different kind. The creation of hybrid structures results from designers combining the best features of two different structures, or from organizational changes. Similar to hybrid structures, shifting from one structural component to another might alter the relational base and result in confusing hybrid forms. However, a hybrid structure makes it possible for an organization to utilize the most effective and adaptable structure possible.
- **Network structure:** The networks are formed when the organizations are faced with rapid changes of technology, short life cycles of product and dispersed and specialized markets. In a network structure, a kind of free market system is established and the partners are connected through customer-supplier relationships. It indicates that the products are exchanged among network participants in the same way as they are in a free market (Jo. hatch, Danayifard, 2014).

- **Bureaucracy:** The foundation of machine bureaucracy is the core notion of standardization, which involves developing and unifying work practices.

Before determining which style of organization is ideal for their company, senior leaders should consider several aspects, including the company's goals, industry, and culture.

Businesses of all types and sizes rely heavily on organizational structures. They establish a hierarchy inside an organization. Each employee's role and how it integrates into the larger system are defined by a successful organizational structure. Simply defined, the organizational structure establishes who does what in order for the company to fulfill its objectives. This structuring provides a visual representation of a company's structure and how it can best fulfill its goals. Organizational factors vary, but they are frequently shown as a pyramid chart or diagram, with the most powerful people at the top and the least powerful people at the bottom.

Certain organizations may find it difficult to function without a defined structure in place. Employees, for example, may be unsure to whom they should report. This might lead to confusion about who is responsible for what in the company. A structure can help with efficiency and provide clarity for everyone at all levels.

2.1.4.3. Leader's Behavior & OCB

Because of the complexity and dynamism of globalization, managers and leaders today must deal with unforeseen and unexpected circumstances at work. However, in order to prevent less-than-ideal performance, workers need to be productive and go above and beyond the call of duty in their job descriptions and thus managing human resources requires competent leadership that drives employees to exert their effort above and beyond their call of duty. Such leaders(leader who drive employees to go above and beyond use a range of approaches to improve the effectiveness of employees to enhance organizational performance.

A definition proposed by (Wren, 1995) postulates that leadership is a consequence of one's effective determination to achieve compliance by using authority (Wren, 2013). A more broadly accepted definition states leadership as: (1) A persuasive procedure leading to the achievement of goals between leaders and followers; and (2) an awareness of the persuasive procedure's impact, given that each leader in their respective field is capable of correctly putting it into practice and communicating it in a way that consistently impacts the followers (Day & Antonakis, 2012). On the other hand, according to (Gunavathy and Indumathi ,2011), leadership

is acknowledged as the motivated means of influencing follower behavior. However, according to (Northouse,2016), "leadership is a process whereby an individual influences a group of individuals to achieve a common goal" (p. 6). This indicates that a leader and their followers interact to support one another in overcoming obstacles in the environment in order to achieve common objectives. In a similar (vein Daft ,2015) contends that leadership is an activity that involves involving leaders and followers, with leaders encouraging followers to make changes and work toward a common goal. In general, the act of leading a group of people or an organization is what is meant by leadership. But a leader is more than just someone in a position of authority telling people what to do; there are many more facets involved. A good leader should have integrity, self-awareness, courage, respect, compassion, and resilience. They should be learning agile and flex their influence while communicating the vision, showing gratitude, and collaborating effectively.

According to (Nye, 2013) leaders adjust their style to the situation and to their followers need., Therefore important for a leader to know that there is no “one best way” of leading and adjust his/her style to fit the situation and/or the specific group of followers. Accordingly, there are many types of leadership style that a leader pursue that fits the situation. Such as:

- A. Autocratic Leadership: is leadership style where leaders have absolute power over their subordinates. It discourages participative decision making, prefers that decisions be made by the leader for the subordinates (Marshal, 2001).
- B. Democratic Leadership: is where leaders involve team members in the decision-making process. Employees who work for participative leader tend exhibit greater involvement, commitment and loyalty than employees who work under a directive leader 22 Bass (1981),
- C. Transactional Leadership: Leaders recognize followers’ needs and desires and then clarify how those needs and desires will be met in exchange for enactment of the followers work role (Waldman et al, 1990). An effective transactional leader able to recognize and reward followers' accomplishments
- D. Transformational Leadership: is a method of persuasion whereby leaders shift their subordinates' perception of what matters and help them to view themselves, their surroundings, and the possibilities and problems they face in a different light.

Leadership in relation to OCB: good leadership style is closely related to increase OCB level of the employees (Fauzia Ahmed, Dr. Saubia Ramzan , Dr. Jameel Ahmad, 2022)

2.1.4.4. Job Satisfaction & OCB

I. Job satisfaction

Job satisfaction is a term that has been defined in different way by different scholars , Oshagbemi (2000) defined it as “an emotional response that occurs as a result of the interaction between the worker’s values concerning his/her job and the profits he/she gained from his/her job.,(Igbaria and Guimaraes,1993) defined it as “the primary affective reactions of individuals to various facets of the job and the job experiences” , according to (Tantiverdi, 2008) it is the state of pleasure an employee gains from the job and experience. One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction is employee’s sense of accomplishment and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one relishes, doing it well and being rewarded for his or her efforts. Job satisfaction further implies enthusiasm and happiness with one’s given work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

American psychologist **Frederick Herzberg (1976)** is regarded as one of the great original thinkers in management and motivational proposed theory known as Herzberg’s “**Two Factor Theory**”. He hypothesized that there are two different sets of factors governing job satisfaction and job dissatisfaction: “hygiene factors,” or extrinsic motivators and “motivation factors,” or intrinsic motivators.

A.Hygiene factors, or extrinsic motivators, tend to represent more tangible, basic needs—i.e., the kinds of needs included in the existence category of needs in the ERG theory or in the lower levels of Maslow’s hierarchy of needs. Extrinsic motivators include status, job security, salary, and fringe benefits. It’s important for managers to realize that not providing the appropriate and

expected extrinsic motivators will sow dissatisfaction and decrease motivation among employees.

B.Motivation factors, or intrinsic motivators, tend to represent less tangible, more emotional needs—i.e., the kinds of needs identified in the “relatedness” and “growth” categories of needs in the ERG theory and in the higher levels of Maslow’s hierarchy of needs. Intrinsic motivators include challenging work, recognition, relationships, and growth potential. Managers need to recognize that while these needs may fall outside the more traditional scope of what a workplace ought to provide, they can be critical to strong individual and team performance.

According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. That is, intrinsic motivators tend to increase motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent. This is due to employees’ expectations. Extrinsic motivators (e.g., salary, benefits) are expected, and they will not increase motivation when they are in place, but they will cause dissatisfaction when they are missing. Intrinsic motivators (e.g., challenging work, growth potential), on the other hand, can be a source of additional motivation when they are available.

II. The Impact of Job Satisfaction on Organizational Citizenship Behavior

A number of researchers have explained the relationship between job satisfaction and OCB. (Mohammad ,2016) has found the relationship between job satisfaction and OCB, which is both intrinsic job satisfaction and extrinsic job satisfaction have a positive effect on OCB. (Unal, 2013) revealed that the relationship between four factors of job satisfaction (company policies, supervision and promotion, job itself, pay and fellow workers) and four dimensions of OCB. (Altruism, courtesy, sportsmanship, and civic virtue) is that factors of job satisfaction have various impacts on different dimensions of OCB.

Company policies, supervision and promotion have a positive effect on altruism, civic virtue and courtesy.. Fellow workers have a positive effect on altruism, civic virtue while pay has a positive effect on courtesy.(Basirudin et al ,2016) have developed a conceptual model to explain the relationship between job satisfaction and OCB. In this model five factors of job satisfaction (pay, promotion, co-workers, supervision and work itself) have been taken as independent variables where five dimensions OCB (altruism, sportsmanship, courts, conscientiousness and civic-virtue)

have been taken as dependent variable and he found that there is a significant relationship between job satisfaction and OCB of employees . Job satisfaction is crucial for determining the organization citizenship behavior (OCB) among employees. Employees, those having high level of OCB will contribute organization to achieve its objectives and further contributes to organization effectiveness and performance (Organ 2018). Therefore job satisfaction is important not only to satisfy employees, but also to improve OCB. And according to Fadillah 2015) researchers have to determining the effect of Job satisfaction on OCB, which implied the existence of job satisfaction, contributes for the increased manifestation of OCB.

2.1.5. EMPERICAL LITRATURE

The researcher came across research made on INGO organizations that examines how the leadership styles employed by leaders and managers in International Non-Governmental Organizations (INGOs) influences Organizational Citizenship Behavior (OCB). The findings reveal that four leadership styles were employed by INGO leaders. And on the research on the employees, employees with good support from their leaders, or line managers, are to be motivated to work for others or perform good citizenship behaviors in the workplace without expecting any reward from the organization. This finding confirms that a supportive leader gives all of their staff members the impression that they are well-supported, which enables them to perform better for the company. According to Dugan (2017) Supportive leaders, put their subordinates' personal needs first and create a welcoming work atmosphere. Similarly, Daft (2018) asserts that leaders who are supportive are seen as approachable and kind by their subordinates and show concern for their workers by creating a supportive environment that guarantees equitable treatment for all. Leadership that can influence employees to practice OCB in the workplace. These include democratic, transactional, leader-member exchange approach, authenticity and transformational leadership styles. For example, Employee trust, stability, and a supportive work environment are all fostered by transformational leaders, and these factors motivate staff to exhibit more OCB at work (Rodrigues & Ferreira, 2015). Effective leadership, or leaders with the capacity to adopt active constructive leadership (transformational and contingent reward leadership), has been demonstrated by (Jiao, Richards, and Zhang ,2011) to increase employees' OCB by helping them develop a more robust perception of organizational and individual instrumentalities.

According to (Bhatti et al., 2019), there is a strong correlation between participative leadership and open communication because leaders that adopt this style empower their followers and provide them more opportunities to participate in decision-making. Reciprocity, a concept from social exchange theory, describes how employees contribute more to the objectives of the organization when they feel empowered by their leaders or supervisors

(Lilly ,2015) discovered in a similar manner that when their bosses display specific leadership characteristics (either relationship- or task-oriented), employees show high levels of OCB. According to (Ariani ,2014), employee engagement and supportive leadership have a favorable relationship with overall corporate behavior (OCB). As a result, leadership has an impact on workers' motivation and output. Helpful leaders can establish a positive work atmosphere that encourages higher respect, cooperation, and trust among staff members. It is suggested that when followers feel empowered by their leaders, they will become more involved in the organization, which will increase their OCB.

Friendly managers might give staff members more self-assurance to offer to perform tasks that go beyond what is expected of them. (Meierhans, Rietmann, and Jonas,2008) discovered that improving workplace equity and encouraging leadership can be advantageous to the objectives of the organization. Employees may be discouraged from acting in a decent way if leaders do not encourage them to help their colleagues with their work and if line managers are rigid about work regulations.

The type of structure determines power distribution which then plays an important role in determining the behavior of individuals. The outcomes of organizational structure, namely formalization and centralization, have been examined in a number of studies. Better task performance is hardly achievable in organizations with highly formalized rules and centralized decision making (Organ et al.,2006).

It is generally expected that as an organization becomes more structured and complex, it moves towards greater rigidity and inflexibility and hence, gives fewer chances to its employees to engage in extra role behaviors. The negative influence of formalization and centralization on OCB has been reported in most empirical investigations. A study conducted by (Nasurdin ,2006) examined the influence of organizational structure (formalization and centralization) on job

stress among salespersons in the stock broking industry of Malaysia. It was found that formalization had a positive influence on job stress because job that is bounded by inflexible rules and procedures allowed lesser autonomy and freedom for the incumbents on how to perform their tasks. This will most likely lead to job stress. It is evident that stress has negative influence on overall organizational effectiveness of which OCB is considered an indicator.

(Johari and Yahya ,2009) proposed that organizational structure namely centralization and formalization has direct effect on employee task performance and organizational citizenship behavior. Jain (2011) conducted a study in motorbike organizations of India in order to investigate how different dimensions of organization structure predict various forms of OCB in the particular work setting. Data was collected form a sample of 250 executives. Results of stepwise regression analysis revealed that among other dimensions, Centralization was found to be a negative predictor of OCB.

Formalized rules and procedures and centralized decision making also hinder employees from ‘thinking outside the box’ in performing tasks. Hence, employees do not put extra effort or take any initiative to improve the way their jobs are performed. In other words, formalized and centralized organization discourages employees from exerting more in achieving organizational goals (Organ et al., 2006). This is a clear hint that OCB may be negatively correlated with formalization and centralization.

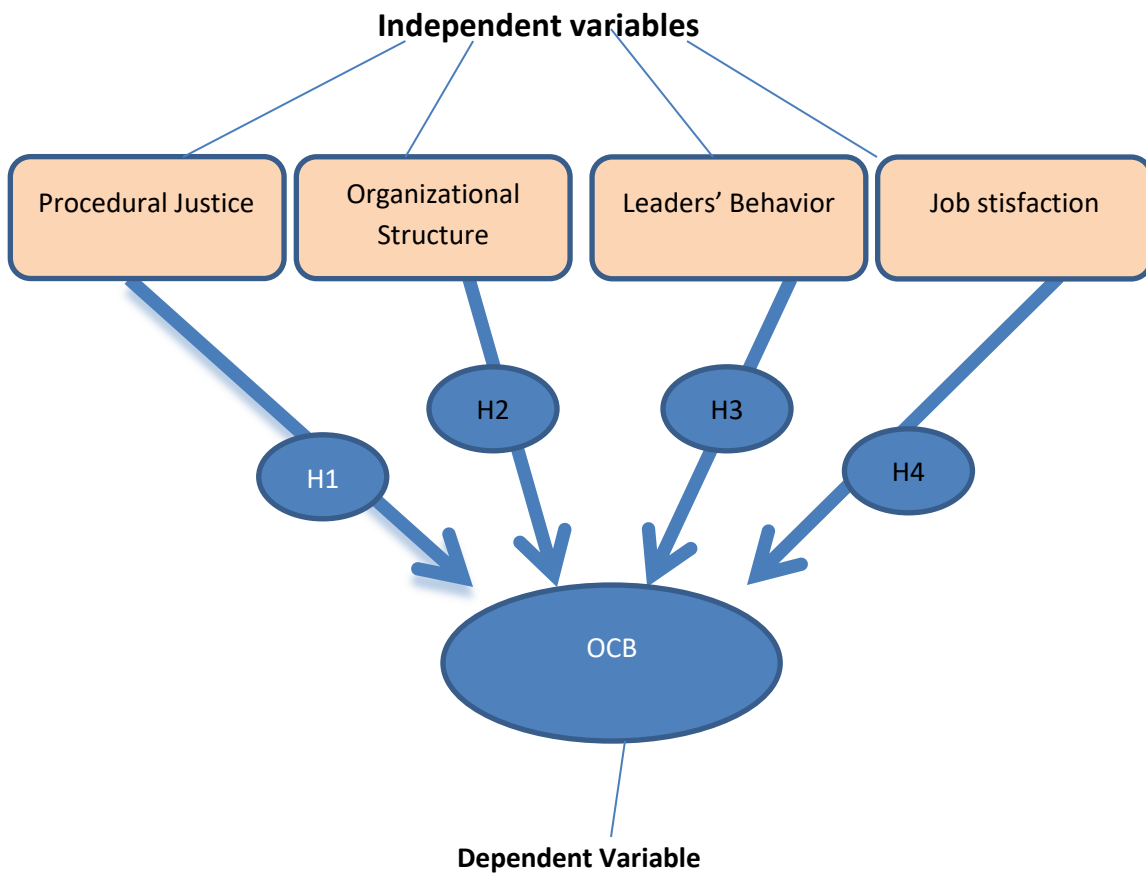
Ung Hee Lee, Hye Kyoung Kim, and Young Hyung Kim,2013 on their study of determinants of organizational citizenship behavior considered procedural justice as one of the determining factors of OCB along with leaders’ behavior and organizational structure. They tried to examine the effect of organizational procedural features, organizational structural features, and leadership on OCB in relation to job satisfaction.

The empirical analysis's findings demonstrated that, in general, the relationships between the measured and theoretical variables agreed with the findings and the researchers, Ung Hee Lee, Hye Kyoung Kim, and Young Hyung Kim,2013 have concluded their finding was further confirmation of previously done researches on the issue. Procedural justice transformational leaders and organizational structure have significant impact on OCB

Furthermore a piece of research by (Saxenaa et al ,2019) to find out the impact of job satisfaction on Organizational citizenship behavior. For the study simple linear regression was applied on job satisfaction and OCB where job satisfaction was taken as an independent variable while OCB was taken as dependent variable and they have found that there is a significant impact of job satisfaction on OCB.

The summery finding of the researches suggests that employees could engage in organizational citizenship behavior when they perceive fairness in the decision-making process, receive leaders’ support and care, recognize less complexity of the organizational process and become satisfied with work.

Figure 2.1. Conceptual Frame work of the Study



Source: own source 2024

2.1.7. List of Hypothesis

Table 2.1. List of Hypothesis

The following alternative hypotheses are proposed to address the objectives of this study:

Hypothesis list
Hypothesis 1: There is a significant positive relationship between procedural justice and OCB of HB employees
Hypothesis 2: There is a significant positive relationship between Organizational structure and OCB of HB employees
Hypothesis 3: There is a significant positive relationship between Leaders Behavior and OCB of HB employees
Hypothesis 4: There is a significant positive relationship between Job satisfaction and OCB of HB employees

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

The research approach used by the researcher is quantitative approach in order to provide statistical evidence of the relationship between OCB and the various factors

3.2. Research Design

The researcher has followed explanatory and descriptive research design. Explanatory research design in order to identify cause and effect relationship between the factors and OCB. and descriptive to describe or summarize the particular phenomenon of the study.

And a cross sectional survey design is chosen by the researcher considering the time provided for conducting the research is short.

3.3 Target population

Referring to HB's HR database as of April 2024, the bank had 4,882 permanent employees working in different branches in different states of the country. Since the core departments and personnel that are essential for the effective functioning of the bank reside at the HQ premises. Thus, only clerical staffs situated at HQ were considered for the survey since the research objective for the variable could be addressed by the clerical employees. Therefore, the study population encompasses permanent employees of HB working at HQs, which is 442 employees according to the data collected from HR of HB.

3.4. Sample size determination

According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no common rules, the sample size usually depends on the total population from which the sample is to be taken. The total sample frame or population size is 442 employees therefore a sample size of employees selected from a total population of employees of the organization sample using the scientific formula (Yamane, 1967).

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

$$\text{I.e. } n = \frac{442}{1 + 442(0.08)^2}$$

$$n = 115.44 \approx 115$$

Therefore, sample size is 115. The study covered only clerical and permanent employees of the bank.

3.5. Sampling Techniques

Probability sampling technique is used to select the targeted respondents from the sampling frame. There are two basic sampling techniques namely probability and non-probability sampling. Systematic random sampling is one of the probability sampling techniques that help select the targets from each stratum based on lottery method or through random number tables. The researcher used proportionate stratified sampling technique to select samples from each department of the total population, and distribute questionnaire and collect the required information from the samples by lottery method. This technique is preferred because it assists in minimizing bias when dealing with the population. With this technique, the sampling frame was organized into a stratum before selecting elements for the sample. According to Janet (2006), this step increases the probability that the final sample is representative in terms of the stratified groups and in doing so it helped the researcher so that the finding can be a fit to the entire population, the strata departments are situated at HQ. there are 15 departments in HQ that facilitate the smooth running of the bank's number of branches daily operation. and therefore these departments will serve as a stratum for the study. In order to get sample size of each stratum the number of staffs in each stratum is multiplied by the total sample size taken for the study and then divide the result by the target population.

$$\text{Sample size of each stratum} = \frac{\text{Number of staffs in each stratum} \times 115}{\text{Target population of the study}}$$

Table 3.1. Sample size of each stratum

Department	Total number of clerical staffs in HB HQ	Sample size
Credit Department	40	10
Engineering Department	15	4
Legal service Department	19	5
Risk & Compliance Department	31	8
Retail Banking Department	31	8
Facilities Management Department	60	16
Corporate Banking Department	25	7
Human Capital Department	47	12
IT Service Department	9	3
Trade Finance Department	73	19
Internal Audit Department	23	6
Finance Department	31	8
Interest Free Banking Department	13	3
Chief Strategy & Transformation Department	9	2
Marketing and Branding Department	16	4
Total	442	115

3.6. Data Source and Data Collection Method

In this study, primary data was used for analysis. Primary data regarding the employee's perception towards the presumed factors affecting their OCB. As primary data is self-administered questionnaire in order to collect relevant data from the target Population. The questionnaire is designed to get primary data from HB staff. According to (Borge, 1996) questionnaire used extensively in research to collect information that is not directly observable. It helps to require detail information.

Even if it can't be guaranteed research made on sample of population to be fully unbiased and error free the researcher will try to minimize error and degree of bias by properly scrutinizing the collected data to the most possible extent.

3.7. Data Gathering Techniques

A survey questionnaire was used to collect the primary data. Administering questionnaires allows the researcher to collect data with low cost even when the population is large and is scattered geographically. Respondents who are not easily approachable can be reached conveniently and large samples can be taken. The survey questionnaire contained two parts. The first part will describe the demographic profile of the respondents. The second part of the questionnaires was designed to collect data relating to the study variables. The questionnaires were prepared on five-point Likert Scales ranging from strongly disagree to strongly agree and a dichotomous scale alternating between satisfied and dissatisfied. The value assigned will be 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree.

3.8. Data Analysis Technique

Cooper and Schindler (2008) describe data analysis as the process where collected data is reduced to a more controllable and convenient size. Both descriptive and inferential statistics was used to analyze the quantitative data that is collected through structured questionnaire. All the variables are coded and entered into the SPSS to analyze data obtained through questionnaires. Descriptive statistics was used to describe the usefulness of the data set and examine relationships between variables. Inferential statistics allows the researchers to infer from the data analysis on the relationship between two or more variables; differences in variables among different subgroups, and how several independent variables might explain the variance in a dependent variable (Sekaran, 2000). The following inferential statistical methods was used for the current study; the Pearson's product moment correlation coefficient analysis. Before conducting the regression analysis, regression assumption tests were carried out.

3.9. Validity and reliability

As stated in the literature review part a number of studies have been made on the determinants of organizational citizenship behavior being procedural justice, organizational structure, leaders behavior and job satisfaction in different approaches and considering all factors or one by one as factors influencing OCB, moreover the researcher has discussed with advisor and double-

checked by experts in the field ,the variables chosen for determining factors of OCB is valid. And can be used to determine OCB of employees of HB. And as for the reliability of data collected Cronbache’s alpha test was used to measure its reliability and consistency, it is important to do so as it helps minimize results inconsistency, produce accurate and comprehensive conclusions, and improve the study's validity. as per the Chronbach’s alpha test done on all the variables all the variables independently turn out to be valid for conducting the research analysis. The table below depicts the test result for each variable.

Table 3.2. Reliability Statistics of Cronbach’s Alpha

Reliability Statistics			
S.No	Variables	Cronbach's Alpha	N of Items
1	Procedural Justice	.970	14
2	Organizational structure	.974	8
3	Leaders’ behavior	.990	7
4	Job satisfaction	.980	7
5	OCB	.914	7

Source: Own survey, 2024

3.10. Ethical Considerations

The researcher conducted the research taking in to consideration of all the possible Ethical Issues since defying research ethics will lower the credibility of the research. The researcher took all the necessary precaution by informing the company that the research is being conducted on for distributing questionnaire and by providing awareness to respondents about the research being conducted and by designing questionnaires that do not violate research ethics.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter of the study presents the detail of data analysis, interpretation and discussion of the outcomes obtained from the data collected on the research topic. Raw data was collected from HB's head quarter clerical employees by using structured questionnaire (Appendix-A) which the researcher first run pilot test by distributing 30 questionnaires to investigate the validity and fitness of the questionnaire which afterwards was deeply sorted and edited to have the required quality, accuracy, consistency and completeness.

4.1 Response Rate

The structural questionnaire was distributed to 125 of which 3 were not responded and 7 were rejected due to being incomplete or inconsistency of data field on the questionnaires and thus 125 responses were considered on conducting the research.

Table 4.1 Response Rate

Questionnaire	Response in number	Response in percent
Distributed	125	100%
Returned	3	2.4%
Rejected	7	5.65
Used	115	92%

4.2 Respondents Personal Profile

During data collection respondents were asked to fill their personal profile in the questionnaire, the demographic profile questionnaire based sex, age and educational qualification. These profiles have been presented in the tables below.

Table 4.2. Demographic Profile of respondents

Demographic Characters	Features	Frequency	Percentage
Gender	Male	53	46.09
	Female	62	53.91
	Total	115	100
Age	20-30	26	22.61
	31-40	51	44.35
	41-45	22	19.13
	46-50	16	13.91
	Above 50 years	0	0
	Total	115	100
Educational Level	High school complete	0	-
	Diploma	8	6.96
	Degree	71	61.74
	Master’s Degree	36	31.30
	PHD	0	0
	Total	115	100

Source: Own survey, 2024

The above table 4.2 depicts gender profile of respondents it shows that out of 125 respondents 53.91% were female and 46.08% were male which tells that female respondents are more than male respondents and that the gender composition of the questionnaire is close to fair. And it indicates that female respondents are greater than male respondents.

The age profile of respondents and it was categorized as age 20-30, 31-40, 41-50, 41-45.46-50 and above 50. A large portion of respondents lie under the age between 31-40 that is 44.35% followed by the age between 20-30 which is 22.61 and the remaining 19.13% and 13.91% is respondents under the age 41-45 and 46-50 respectively. The researcher didn’t come across respondents above the age of 50.this indicates that HB’s work force composition majorly lies on the productive working force age groups.

The educational level of respondents. It was classified under High school complete, Diploma BA/BSC degree .MA,Msc degree and PHD and above. Large portion of the respondents lie under BA/Bsc degree which 61.74% the remaining 6.96% and, 31.3% account for Diploma and MA,Msc respectively . The researcher didn't come across with educational profile of high school complete and PHD employees and above. Implicating that HB's employees are educated employees who have the capacity for performing their duties and also capable enough to understand the questionnaires distributed and provide response.

4.3 Descriptive Analysis

in this part of the analysis the characteristics of the collected data is presented in a more meaning full and understandable way such as percentage, mean and standard deviation. The study is composed of independent variables which are procedural justice, organizational structure, leaders' behavior and job satisfaction and a dependent variable OCB.

Descriptive statistics, according to Kenton (2018), are condensed descriptive coefficients that provide an overview of a specific data collection, which may be a sample or the full population. Murry, J. (2013) states that the mean score ranges from 1.00 to 1.80 (strongly disagree), 1.81- 2.60 (disagree), 2.61 – 3.40 (neutral), 3.41 – 4.20 (agree), and 4.21 – 5.00 (strongly agree), as seen below.

Table 4.3 Comparison based on the mean score of five-point Likert scale

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

Source: Murry.J. (2013)

Based on the above table 4.2 being as cut point. below we will describe response of employees for the variables, procedural justice, organizational, structure leaders' behavior, job satisfaction and OCB one by one in detail:

Table 4.4 Respondents Opinion on Procedural justice

Statement	Mean	Sta.De
	PJQ1, There is adequate training and information on policies related to recruitment in HB	2.6348
PJQ2, There is adequate training and information on policies related to salary increment in HB	2.6348	1.14960
PJQ3, There is adequate training and information on policies related to interoffice transfer in HB	2.5304	1.16470
PJQ4, There is adequate training and information on policies related to promotion in HB	3.1130	1.18296
PJQ5, There is fair and transparent procedures in HB in terms of salary increment	2.6261	1.23161
PJQ6, There is fair and transparent procedures in HB in terms of interoffice transfer	2.5913	1.21320
PJQ7, There is fair and transparent procedures in HB in terms of promotion	2.6000	1.23402
PJQ8, There is fair and transparent procedures in HB in terms of recruitment and selection	2.6261	1.18811
PJQ9, I'm being fairly treated and respected with regard to my rights and obligations in HB	2.6348	1.17973
PJQ10, I have positive personal experience procedural justice regarding salary increment in HB	2.6696	1.19738
PJQ11, I have positive personal experience procedural justice regarding promotion in HB	2.6696	1.22633
PJQ12, I have positive personal experience procedural justice regarding interoffice transfer in HB	2.6348	1.17973
PJQ13, I have positive personal experience procedural justice regarding recruitment and selection in HB	2.6348	1.14960
PJQ14, HB is addressing perceived or actual injustice in the organization for further improvement	2.5304	1.16470

Aggregate Mean and St.De.	2.5963	.94879
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Source: Survey Result, SPSS (2024)

As illustrated in the above table regarding the independent variable procedural justice, PJQ1 which states that there adequate training and information on policies and procedure related to recruitment in HB has a mean value of 2.63, PJQ2 which states that there is adequate training and information on policies and procedures related to salary increment has mean value of 2.63, PJQ4 which states that there is adequate training and information on policies and procedures related to promotion in HB has mean vale of 3.11, PJQ5 which states that there is fair and transparent procedures in HB in terms of Salary increment has mean vale of 2.62, PJQ8 which states that there is fair and transparent procedures in HB in terms of recruitment and selection has a mean value of 2.62, PJQ9 which is stated as “I am being fairly treated and respected with regard to my rights and obligations in HB” has a mean value of 2.63, PJQ10 which is stated as “I have positive personal experience of procedural justice regarding salary increment in HB” has a mean value of 2.66, PJQ11 which is stated as “I have positive personal experience of procedural justice regarding promotion in HB” has a mean value of 2.66, PJQ12 the question that is stated as “I have positive personal experience of procedural justice regarding interoffice transfer in HB has a mean value of 2.63 and PJQ13 which stated as “I have positive personal experience of procedural justice regarding recruitment and selection in HB” has a mean value of 2.63, all of which represent the Neutral on the Likert scale implicating that larger portion of the respondents are indifferent regarding the procedural justice of the organization with regard to the items stated above for procedural justice. PJQ6 which states that there is fair and transparent procedures in HB in terms of inter office transfer has amean value of 2.59, PJQ7 which states that there is fair and transparent procedures in HB in terms of promotion has a mean value of 2.60 and PJQ14, the question which states that HB is addressing perceived or actual injustices in the organization for further improvement has a mean value of 2.53. and all the three questions PJQ6, PJQ7 and PJQ14 has a mean score that represent disagree in the Likert scale, implicating that employees are likely not happy over the interoffice transfer, promotion and the measures that the bank is taking to improve its perceived procedural justice,

Table 4.5 Respondents Opinion on Organizational Structure

Statement	Mean	Sta.De
	OSQ1, HB's organizational structure is supportive and conducive to collaboration	2.6957
OSQ2,Organizational structure of HB is easy for on time decision making	2.6609	1.13854
OSQ3,HB's organizational structure is well defined (clarity of who reports to whom)	2.6957	1.02746
OSQ4,HB's provided me detailed job description to perform my job	2.6957	1.07747
OSQ5, HB's organizational structure has given me the autonomy to make my own decision at my own risk.	2.5826	1.10010
OSQ6,Organizational structure of HB is professional based	2.6261	1.00403
OSQ7, Organizational structure of HB is nor bureaucrat in decision making.	2.5739	1.04345
OSQ8, HB's organizational structure facilitates teamwork and cooperation.	2.5652	1.00114
Aggregate Mean and St.De.	2.6370	.98174

Source: Survey Result, SPSS (2024)

This above table is concerned with the response of employees regarding the independent variable organizational structure. OSQ1 up to OSQ8, OSQ1 which states that HB's organizational structure is supportive and conducive to collaboration has a mean value of 2.69 OSQ2 which states that Organizational structure of HB is easy for on time decision making has mean value of 2.66, OSQ3 which states that HB's organizational structure is well defined structure(clarity of who reports to whom) has a mean value of 2.69, OSQ4 which states that HB has provided me detailed job description has a mean value of 2.69 and OSQ6 which states that the Organizational structure of HB is professional based has a mean value of 2.62, all of which mean values represent the Neutral in the Likert scale implicating most employees are indifferent regarding these items. OSQ5 which is stated as "HB's organizational structure has given me the autonomy

to make my own decision at my own risk to perform my job” has a mean value of 2.58, OSQ7 which states that Organizational structure of HB is not bureaucrat in decision making has a mean value of 2.57 and OSQ8 which states that HB's organizational structure facilitates team work and cooperation has a mean value of 2.56 , implicating all the three items OSQ5,OSQ7 and OSQ8 represent disagree in the Likert scale indicating that employees are not happy with regard to the autonomy of their decision making , the bureaucracy of the organization and the structure facilitating team work and cooperation.

Table 4.6 Respondents Opinion on leaders’ behavior

Statement		
	Mean	Sta.De
LBQ1,My leader is supportive and empathetic.	2.6957	1.15602
LBQ2,May leader is fair and transparent in his/her decision making	2.7130	1.19035
LBQ3, My leader provides me clear guidance about my duties	2.6696	1.18264
LBQ4,My leader is good communicator, he/she creates a positive work environment	2.6696	1.23346
LBQ5,My leader encourages team work	2.6435	1.26485
LBQ6, My leader is setting a positive example by actively engaging in organizational activities them selves	2.6696	1.22633
LBQ7, My leader is implementing policies and procedures setting a positive example	2.6261	1.23161
Aggregate Mean and St.De.	2.6696	1.17915

Source: Survey Result, SPSS (2024)

The above table is respondents’ opinion regarding the independent variable, leaders’ behavior. LBQ1 to, LBQ7 have a mean value of 2.69, 2.71, 2.66, 2.66, 2.64 , 2.66 and 2.66 respectively implicating for all the items under this variable the average response represents Neutral in the Likert scale implicating that average of the employees are indifferent with regard to all the items stated under this variable

Table 4.7 Respondents Opinion on Job satisfaction

Statement		
	Mean	Sta.De
JSQ1,I am satisfied with my current job role	2.3739	1.08790
JSQ2,I feel that my job provides me with opportunities for growth and development	2.4000	1.04125
JSQ3, The working environment and culture of the organization is convenient	2.3565	1.04455
JSQ4, I feel recognized and rewarded for my contributions to the organization	2.4609	1.03692
JSQ5,I am satisfied with the work life balance provided by the organization	2.4000	.98051
JSQ6,HB has positive reward system that is encouraging	2.4087	.94494
JSQ7,I'm encouragd by the incentives provided by HB	2.3739	.95017
Aggregate Mean and St.De.	2.3963	.95646

Source: Survey Result, SPSS (2024)

the table above shows opinion of respondents for each items under the variable job satisfaction with scale of Strongly agree, agree, neutral, disagree and strongly disagree .for all items under the variable from JSQ1 to JSQ7 has a mean value of 2.37, 2.40, 2.35, 2.46, 2.40, 2.40 and 2.37 respectively indicating disagree in the liker scale which implies that average of the employees don't have good compliment with regard to the items under the variable ,Job satisfaction implicating that most employees may not be satisfied with their job , the opportunity for growth and development their job provides them ,with the rewarding system of the organization ,work life balance provided by the organization or with the incentives provided by the bank., A combination of any one of these responses or one.

Table 4.8 Respondents Opinion on OCB

Statement		
	Mean	Sta.De
OCBQ7,I am encouraged by the incentives provided by HB	2.5826	1.09210
OCBQ6, I'm dedicated to the organization missions, values and goals.	2.6261	1.15820
OCBQ5,I am willing to help others and go above and beyond my job responsibilities for the benefit of the organization	2.5739	1.06013
OCBQ4,I actively participate in organizational activities, initiatives and decision making process	2.6957	2.11168
OCBQ5, I take the initiative to identify and address problems in the organization	2.6174	1.12064
OCBQ6,I prioritize the need of the organization collectively before mine	2.5304	1.15714
OCBQ7,I am engaged in voluntary activities that benefit the organization	2.5304	1.13417
Aggregate Mean and St.De.	2.5938	1.06259

Source: Survey Result, SPSS (2024)

The above table shows the response frequency of the response scales, strongly agree, agree, neutral, disagree and strongly disagree for the dependent variable OCB, the questionnaire with this regard are the characters and actions seen on an employee having OCB, and by analyzing the items under this variable from OCBQ1 to OCBQ7 the respondents mean value for OCBQ1,OCBQ3,OCBQ7 and OCBQ7 is 2.58, 2.57, 2.53 & 2.53 respectively all of which implicates disagree in the Likert scale and OCBQ2,OCBQ4 and OCBQ5 has a mean score of 2.62, 2.69 and 2.61 all of which implicate Neutral in the Likert scale.

The aggregate mean score for the variable is 2.5938 which implicates disagree in the Likert scale indicates that employees are reluctant of showing OCB in the organization and the Aggregate standard deviation of 1.06259 implicates response data deviate from the mean value within approximately 1.1 standard deviation above and below the mean. Again, this deviation may be across departments or within a department.

4.3.1 Summary of Descriptive Analysis

Table 4.9 Aggregate Mean and St. Deviation of Respondents Opinion on all variables

Statistics					
	PJMEAN	OSMEAN	LBMEAN	JSMEAN	OCBMEAN
Mean	2.5963	2.6370	2.6696	2.3963	2.5938
Std. Deviation	.94879	.98174	1.17915	.95646	1.06259

As shown in table 4.9 above, the aggregate mean value of the variable procedural justice is 2.5963 which implicates the average response employees lie around 2.5963 regarding procedural justice and that represents disagree in the Likert scale implying employees may not be satisfied with the overall procedural justice system being served by the organization. and the standard deviation of 0.94879 indicates the data points are within approximately 1 standard deviation above and below the mean.

The aggregate mean value for the variable organizational structure is around 2.6370 implying Neutral in the Likert scale and furthermore indicating that employees are indifferent towards the Organizational structure of HB. The standard deviation of .98174 shows data points are within approximately 1 standard deviation above and below the mean.

The aggregate mean for the variable leader's behavior is 2.66 which indicates average response of employees is around 2.6696 and represents Neutral on the Likert scale, implying average of the respondents are indifferent and the standard deviation 1.17915 showing data points are within approximately 1.2 standard deviation above and below the mean. And this deviation may be across leaders of departments or due to employees' personal interest over their leaders with in a department which will need further research on the matter.

The aggregate mean value for the variable Job satisfaction is 2.3963 which indicates the average response of employees concentrate around 2.3963 which also indicates disagree in the Likert scale showing that average of the employees are not terms with what the organization is providing in terms of this variable and the standard deviation is 0.95646 indicates that response data may deviate from the mean value within approximately 1 standard deviation above and below the mean. This deviation may be across departments or with in a department.

The aggregate mean score for the variable is 2.5938 which implies disagree in the Likert scale indicates that employees are reluctant of showing OCB in the organization and the Aggregate standard deviation of 1.06259 implicates response data deviate from the mean value within approximately 1.1 standard deviation above and below the mean. Again, this deviation may be across departments or with in a department.

4.4 Inferential Analysis

The researcher used multicollinearity, independence of residuals, linear relation and homoscedasticity, normal distribution tests for this analysis part

4.4.1. Correlation Analysis

According to Kothari(2004), Correlation is a statistical technique used to measure the degree and direction of the relationship between two or more variable it is used for understanding the extent to which changes in one variable are associated with the change in another variable. This relationship can be either positive or negative. Although correlation can be measured with various statistical technics the researcher used Pearson correlation coefficient to provide numeric value that represents the strength and direction of the relationship between the variables, It is a simple bi-variant relationship analysis between the dependent and independent variables. The range of values for the Pearson correlation coefficient is -1.00 to +1.00. A perfect positive correlation is represented by a correlation value of +1.00, a perfect negative correlation by a value of -1.00, and no linear association between the variables X and Y or between two variables by a value of 0.00. (Pallant, 2007; Tabachnick & Fidell, 2007). Here under the table illustrates correlation of each independent variables, procedural justice, organizational, structure, leader's behavior and job satisfaction have with the dependent variable OCB.

Table 4.10 Pearson Correlation Test

		PJMEAN	OSMEAN	LBMEAN	JSMEAN	OCBMEAN
	Pearson Correlation					
	Sig. (2-tailed)					
	N					
PJMEAN	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	115				
OSMEAN	Pearson Correlation	.689**	1			
	Sig. (2-tailed)	.000				
	N	115	115			
LBMEAN	Pearson Correlation	.591**	.768**	1		
	Sig. (2-tailed)	.000	.000			
	N	115	115	115		
JSMEAN	Pearson Correlation	.592**	.737**	.835**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	115	115	115	115	
OCBMEAN	Pearson Correlation	.671**	.798**	.810**	.839**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	115	115	115	115	115

Source: Respondents Survey Test, 2024

Table 4.11 correlation scale range

Pearson correlation scale range	Degree of relation
0-0.2	No relationship
0.2-0.4	Weak relationship
0.4-0.6	Moderate relationship
0.6-0.8	Strong relationship
0.8-1.00	Very strong relationship

Source: Hair et al (2002)

As per the scale range of Hair et al(2002) shown on Table4.11 and correlation test table 10 , above there is positive strong correlation between procedural justice and OCB with a value of($r=0.671$ and $P>0.01$), organizational structure and OCB correlation result($r=0.798$ and $p>0.01$) also shows that there is strong positive relationship between organizational structure and OCB, meaning the increase in either procedural justice or organizational structure will positively affect or increase OCB or decrease the decrease in either procedural justice or organizational structure quality will adversely affect or decrease OCB.

Again, the relationship between leaders' behavior and OCB correlation value is ($r=0.810$ and $p>0.01$) and that of job satisfaction and OCB value ($r=0.839$ and $p>0.01$), implicates that there is very strong positive relationship of each independent variables (leaders' behavior and job satisfaction) with dependent variable OCB. Meaning the increase in either leader's behavior or job satisfaction has high chance of increasing OCB or the decrease in either leaders' behavior or job satisfaction has very strong tendency of decreasing OCB.

4.4.2 Regression Assumption tests

4.4.2.1 Multicollinearity

Multicollinearity occurs when the independent variables have a high degree of correlation, this happens when the independent variables overlap or share predictive power and thus the unique contribution of each predictor variable is difficult to measure when the predictor factors are interrelated.

The Variance Inflation Factor (VIF) assesses the impact of correlations among the independent variables on the precision of regression results, was used to verify this. There will be multicollinearity among the predictors if the VIF is greater than 10 (Shrestha,2020). And tolerance measures how much of the variability of a given independent variable is not explained by the model's other independent variable. If this value is less than 0.10, it is suggesting that multiple correlation with other variables is quite high, implying the likelihood of multicollinearity (Robert, 2006).

As depicted on the table below the tolerance and VIF of all the independent variables are greater than 0.1 and less than 10 respectively showing the independent variables multicollinearity

diagnosis is negative or the absence of multicollinearity among the independent variables. can be seen from the table below, regarding this study the tolerance level.

Table 4.12 Multicollinearity Test

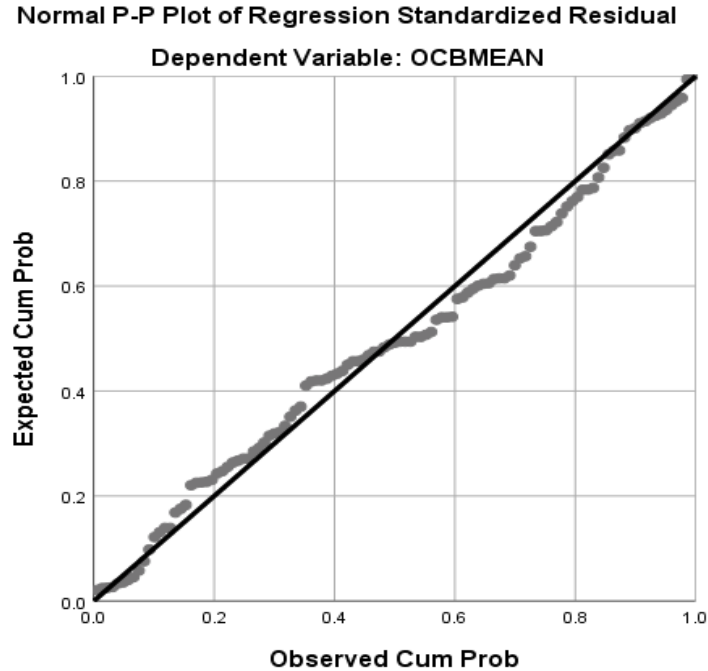
Independent variables of the model	Collinearity Statistics Measures	
	Tolerance	VIF
Procedural Justice	.510	1.963
Organizational Structure	.313	3.198
Leader's behavior	.251	3.986
Job Satisfaction	.276	3.619

Source: Survey Result, SPSS (2024)

4.4.2.2 Linearity Test

As linear regression is a statistical method used to model the relationship between the dependent and independent variable(s). Procedural justice, organizational structure, leaders' behavior and job satisfaction each are believed to be linearly connected to OCB so that change in any one of the independent variables (procedural justice, organizational structure, leaders' behavior, job satisfaction) will affect the dependent variable OCB. A normal probability plot can be used to test the assumption that the residuals are normally distributed. The predicted value from the standard normal distribution is plotted against the ordered values of the standardized residuals in this plot. If the residuals are properly distributed, they should fall on the diagonal roughly and we may conclude that residuals are normally distributed since they lie approximately on the diagonal as depicted on the graph below. The graph below is retrieved from SPSS shows linear relationship between each independent variable (procedural justice, organizational structure, leaders' behavior, job satisfaction) and the dependent variable, OCB

Figure 4.1. Linear relationship graph



Source: Respondents Survey Test, 2024

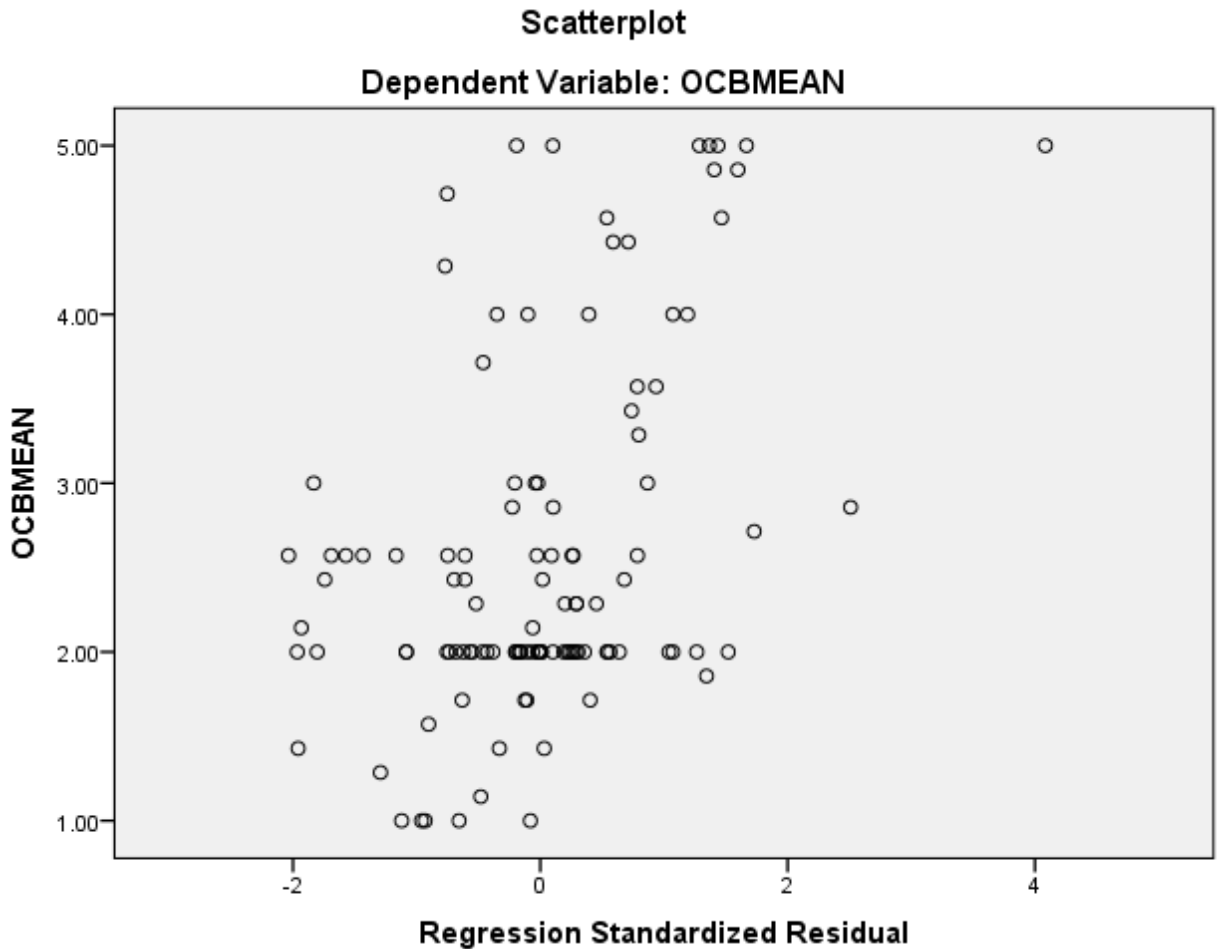
4.4.2.3 Homoscedasticity (Equal variance)

The term "homoscedasticity" refers to the residuals' tendency to cluster together at some values and spread out at others, or if they are evenly distributed. The model errors with an unknown but finite variance that is constant across all levels of the predictor variables are analyzed under the homogeneity of variance assumption. This assumption is supported by visual examination of a plot of the standardized residuals.

On the examination all levels of the independent variables should have uniform variance for the error terms (residuals). There shouldn't be any patterns seen in a scatterplot of residuals versus anticipated values, such as a cone-shaped distribution.

The distribution was verified for homoscedasticity by plotting ZRESID against ZPRED; the graph was checked to see if it looked like a random array of dots uniformly spread around zero. Moreover, in a linear regression model homoscedasticity occurs when the variance of the error term is constant and this indicates that the model is well defined and that the dependent variable is adequately defined by the predictors. The assumption of homoscedasticity was met, as shown in the graph below.

Figure 4.2. Homoscedasticity Graph



4.4.2.4 Normality Distribution

Skewness is the measure of asymmetry of a distribution or how much the probability distribution of a random variable deviates from the normal distribution. and normal distribution is the probability distribution without any skewness (Sharma,2023)

The value of skewness for a normal distribution is zero or zero skewness. But in reality, no real world data has a perfectly normal distribution. Therefore, even though the value of skewness is not exactly zero it should be near to zero for being normally distributed. Skewness values within -0.5 to 0.5 is considered normally skewed distribution. (Shailes ,2023). Whereas Kurtosis is a statistical measure of the peakedness of the curve for the given distribution. For normally distributed data kurtosis shall be within -3 to 3, preferably close to zero. (Shukla,2022).

Here the table below illustrates the normality test value of each variable. And as per the result we can argue that the sample data of this research is normally distributed.

Table 4.13 Normality Test

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
PJMEAN	115	.318	.226	-.997	.447
OSMEA	115	.593	.226	-.574	.447
LBMEAN	115	.526	.226	-.874	.447
JSMEAN	115	.847	.226	.121	.447
OCBMEAN	115	1.027	.226	.160	.447
Valid N (listwise)	115				

Source: Respondents Survey Test, 2024

4.4.3 Multiple Regression Results

Table 4.14 Model summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892a	.795	.787	.48986
a. Predictors: (Constant), JSMEAN, PJMEAN, OSMEAN, LBMEAN				

As shown on table 4.14 above R square score is 0.795 which implies, taken as a set, the indicators Procedural justice, organizational structure, leader's behavior and job satisfaction account for 79.5% of the variance in OCB. The remaining 20.5% is the effect of other variable that are not included in this study affecting OCB. But it can be said the included independent variable have significant effect on OCB of HB HQ employees.

Table 4.15 Regression ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.322	4	25.581	106.604	.000b
Residual	26.396	110	.240		
Total	128.718	114			
a. Dependent Variable: OCBMEAN					
b. Predictors: (Constant), JSMEAN, PJMEAN, OSMEAN, LBMEAN					

Table 4.15 regression ANOVA together with table 4.15, $F(4,110)=106.60, p<.001, R^2=79.5$ sig. 0.000b, indicate that R square in table 4.12 is significantly greater than zero and over all our regression analysis was statistically significant which implies the independent variables procedural justice, organizational structure, leaders' behavior and job satisfaction as a group account for a significant amount of variance in the dependent variable OCB of employees of HB HQ.

Table 4.16 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-.089	.146		-.608	.545
	PJMEAN	.160	.068	.143	2.359	.020
	OSMEAN	.271	.084	.251	3.245	.002
	LBMEAN	.170	.078	.189	2.194	.030
	JSMEAN	.458	.091	.412	5.019	.000

a. Dependent Variable: OCBMEAN

4.4.3.1. Regression Model

The regression analysis is to predict HB OCB based on (procedural justice, organizational structure, leader's behavior and job satisfaction, and thus we have four independent variables

Let PJ stand for procedural justice

OS stand for organizational structure

LB stand for leaders behavior and

JS for job satisfaction

As shown on table 4.12 regression coefficient beta values

β_1 population regression coefficient for PJMEAN=0.16

β_2 Population regression coefficient for OSMEAN=0.271

β_3 Population regression coefficient for LBMEAN=0.170

β_4 population regression coefficient for JSMEAN=0.458 and

ϵ is the error term, which accounts for the variability in the dependent variable OCB that cannot be explained by the regression model

$$\text{OCB} = -0.89 + \beta_1(\text{PJ}) + \beta_2(\text{OS}) + \beta_3(\text{LB}) + \beta_4(\text{JS}) + \varepsilon$$

$$\text{OCB} = -0.89 + 0.16(\text{PJ}) + 0.271(\text{OS}) + 0.170(\text{LB}) + 0.458(\text{JS}) + \varepsilon$$

4.4.3.2. Interpretation of the model and Hypothesis Testing

Table 4.16 regression coefficients provide the regression coefficient (B), the p value to test the statistical significance the independent variable has over the dependent variable. If β is positive means the independent variable and the dependent have positive or direct relationship and p value is less than 0.05, the said independent variable has significant effect on the independent variable.

A. Procedural Justice

The variable of procedural justice was analyzed using multiple regressions whether it influences OCB of HB staff situated at HQ. The results from multiple regression coefficient show that procedural justice value positively influences the levels of OCB of employees situated at HQ and the variable is statistically significant p value 0.02 and multiple logistic regression coefficient ($\beta = .160$, $p = 0.020$). The result implies that a one-unit increase in procedural justice values will increase OCB HQ employees by a factor of 0.160 keeping all other variables constant. The relationship between independent variable procedural justice and the dependent variable OCB are statistically significant at 0.02 significance levels. This indicates that, there is strong relationship between procedural justice and OCB. Therefore, the overall respondents' response indicates that procedural justice influences OCB levels as we have seen from the quantitative respondents.

B. Organizational Structure

Here the variable of organizational structure was also analyzed using multiple regressions whether it influences OCB of HB staff situated at HQ. The results from multiple regression coefficient depicts that organizational structure value positively affects the levels of OCB of employees situated at HQ. The variable is statistically significant p value 0.002 and multiple logistic regression coefficient ($\beta = 0.271$, $p = 0.002$). The result implies that a one-unit increase(improvement) in Organizational structure values will increase OCB of HB HQ employees by a factor of 0.271 keeping all other variables constant. The relationship between independent variable organizational structure and the dependent variable OCB are statistically

significant at 0.002 significance levels. This indicates that, there is significant relationship between organizational structure and OCB. Thus aggregate response of the respondents indicates that organizational structure also influences OCB level positively.

C. Leaders' Behavior

The third independent variable under consideration when doing the multiple regression analysis was Leaders' behavior. to check whether it influences OCB of HB staff situated at HQ. The results from multiple regression coefficient show that leaders' behavior value positively influences the levels of OCB of employees situated at HQ (see table 4.16). The variable is statistically significant p value 0.02 and multiple logistic regression coefficient ($\beta = .170$, $p = 0.030$). The result implies that a one-unit increase (positive change) in leaders' behavior values will increase (positively affect) OCB of HB HQ employees by a factor of 0.170 keeping all other variables constant. The relationship between independent variable leaders' behavior and the dependent variable OCB is statistically significant at 0.03 significance levels. Meaning there is significant relationship between leaders' behavior and OCB as per the response of respondents of the distributed with regard to leader's behavior.

D. Job satisfaction

Job satisfaction was the last variable under consideration when doing the multiple regression analysis, it was analyzed to check whether it affects OCB of employees situated at HQ . result from the regression coefficient show that Job satisfaction value positively influences the levels of OCB of employees situated at HQ. The variable is statistically significant p value 0.000 and multiple logistic regression coefficient ($\beta = .458$, $p = 0.000$). The result implies that a one-unit increase(positive change) in Job satisfaction values will increase?(positively affect) OCB of employees HB ,HQ by a factor of 0.458 keeping all other variables constant. Therefore relationship between independent variable Job satisfaction and the dependent variable OCB are statistically significant at 0.000 significance levels. This implicates that, there is statistically significant relationship between Job satisfaction and OCB.

Table 4.17 Hypothesis Testing

Hypothesis list	P value	Decision
Hypothesis 1: Procedural justice have a positive effect on OCB of HB employees	.020	Accept
Hypothesis2: Organizational structure has a positive effect on OCB of HB employees	.002	Accept
Hypothesis 3: Leaders Behavior has a positive impact on OCB of HB employees	.030	Accept
Hypothesis 4: Job satisfaction has a positive impact on OCB of HB employees	.000	Accept

4.4.4. Discussion

This study was conducted to examine the determinants of organizational citizenship behavior in the case of Hibret bank S.C. In order to achieve the objectives of this study 115 Hibret Bank Head quarter employees were selected by using systematic random sampling technique and structured questionnaire were used.

The researcher came across with the following findings with regard to the four independent variables: The aggregate mean value of procedural justice, 2.5963 shows that employees have negative perception towards the organization’s procedural justice in terms of recruitment and selection, promotion, salary increment and interoffice transfer. And when we come to the second variable, Organizational structure, 2.6370, it implies that most of the employees either have neutral stance over the matter or refrain from giving negative compliment. The third variable, Leaders’ behavior whose aggregate mean is 2.6696 also implies neutral stance of employees, either due reluctance of employees from reflecting their opinion or employees’ indifferent stance .and as for the last variable Job satisfaction with aggregate mean value of 2.3963 shows employees dissatisfaction with their job, the opportunity their job provides them, the work life balance, with the reward system, with recognition they are being given for their contribution, with the incentives being provided or with the working environment. A combination of these or one.

And the dependent variable aggregate mean 2.5938 show that employees are reluctant to practice OCB in the organization. These shows the status of practicing OCB in HB is low. And as there is positive strong correlation between the independent variables procedural justice, organizational structure, leaders' behavior and job satisfaction each with OCB. There is an implication that OCB practice in the organization is low due to the effect of the independent variables, procedural justice, organizational structure, leaders' behavior and job satisfaction

And the finding is in line with other scholars who have studies OCB with respect to the variables under consideration. Thus the researcher hereunder shows its conformity of the research with respect to other scholars study

- ❖ Procedural justice showed a significant effect on OCB.
- ❖ The organizational structure also showed positive effect on OCB
- ❖ Leaders' behavior was also shown to be a significant predictor of OCB.
- ❖ At last job satisfaction was shown to be significant predictor of OCB

The correlation analysis of the study indicates a statistically significant positive correlation between each procedural justice, organizational structure, leaders' behavior and job satisfaction with OCB. So the empirical finding of this study is consistent with the study conducted by Lee and his colleagues (2013) on how procedural justice, organizational structure and leaders' behavior affects employees engagement in organizational citizenship behavior and the results of correlation indicated that procedural justice and leaders' behavior each are positively correlated with OCB of employees and complex organizational structure is negatively correlated with OCB. And they have also confirmed on their study that other studies such as Konovsky and Pugh, 1994; Muhammad, 2004; Nieoff and Moorman, 1993; Robinson and Morrison, 2002 have found the same result. This implies OCB is impacted by procedural justice, organizational structure. And (Saxenaa et al, 2019) on their study titles impaction of job satisfaction on organizational citizenship behavior indicated that job satisfaction has positive correlation with OCB. This implies that OCB is impacted by Job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This Chapter constitutes summary of major findings in the research, conclusions based on findings and relevant recommendations based on findings as follows:

5.1. Summary of Major Findings

This research has made a useful addition to the field of business administration studies. Its goal is to know the status of OCB of HQ employees of HB and encourage head office staff in providing various means and recommendations. It also paves the way for further studies on the mater on HB and other financial institutions. In view of this, it aimed to assess the influence or effect of the key independent variable procedural justice, organizational structure, leaders behavior and Job satisfaction have over the dependent variable OCB.

This survey included 115 head office staff members as a sample. These were chosen by basing stratified sampling approach. The researcher employed an explanatory and descriptive research design for the analysis. Several questionnaires were employed for each variable in the collection of primary data. Following that, statistical techniques and instruments were used to examine the responses from the target respondents. Descriptive statistics like mean and standard deviation as well as inferential analysis like regression and correlation were employed in the study. Thus, in the study the researched found the following points:

- ❖ The aggregate mean value of procedural justice indicates that average of the employees have complain over the procedural justice of the organization in terms of recruitment and selection, salary increment, interoffice transfer, and promotion that is being done among employees.
- ❖ The aggregate mean value of organizational structure indicated that average of the employees is neutral toward organizational structure of HB. Which either implicates refrainment of employees in giving negative complement or employees being indifferent over the variable's items.

- ❖ The aggregate mean value of leaders' behavior implies neutral stance of employees, which implicates either reluctance of employees from reflecting their opinion or employees' indifferent stance over the items considered for the variable.
- ❖ The aggregate mean value for Job satisfaction shows that average of the employees are not happy with their job, the opportunity their job provides them, the work life balance, with the reward system, with recognition they are being given for their contribution, with the incentives being provided or with the working environment. A combination of these or one.
- ❖ The aggregate mean value for OCB indicates that average of the employees are reluctant to portray characteristics of OCB
- ❖ The result from correlation analysis indicated that PJMEAN with an r value of 0.671 indicates that there is a direct strong correlation between procedural justice and OCB. OSMEAN with an r value of 0.798 implies there is a positive strong correlation between organizational structure and OCB. LBMEAN with an r value 0.810 indicate very strong positive correlation between leaders' behavior and OCB. And finally, JSMEAN with an r value 0.839 implies very strong direct correlation between job satisfaction and OCB.
- ❖ The result of the hypothesis indicated that all hypothesis were accepted, since the p values of the independent variables are less than 0.05.

5.2 Conclusion

The main purpose of the study was to verify the structural relationships among procedural justice, organizational structure, leaders' behavior, Job satisfaction, and OCB. To accomplish these study purposes, the researcher first reviewed the literature on OCB and its outcomes, and then developed the research model and hypotheses. To verify the hypothesized model empirical analysis. As the study results indicated:

- ❖ Procedural justice has a significant effect on OCB. Thus, justice in the process of decision making perceived by employees is a variable having a significant effect on OCB.
- ❖ The organizational structure also has positive effect on OCB., therefore the more an organization is straight forward, simple, free of bureaucracy is ,the more employees are encouraged to perform OCB.

- ❖ Leaders' behavior is a significant predictor of OCB .This means that the more a leader encourages employees to achieve the objective of an organization and become exemplary in their action the more employees will follow the footsteps of their leaders in their readiness of performing OCB
- ❖ Last Job satisfaction is a significant predictor of OCB. This means that the more satisfied employees are over their job, the reward system, the work life balance, the incentives being provided, the working environment etc. the more they are likely to perform OCB.

In conclusion , the findings suggest that employees could engage in organizational citizenship behavior when they perceive fairness in the decision-making process, recognize less complexity of the organizational process, receive leaders' support and care, and when they earn satisfaction from their job.

5.3 Recommendation

- ❖ The bank should work on improving perceived procedural justice of employees with regard to promotion, salary increment and interoffice transfer by making the process as transparent as possible to clarify ambiguity of employees.by clearly defining the criteria for promotion, salary increment and interoffice transfer ,by making regular communication with the employees in respective manner, by making regular performance review so that employees can know where they stand in terms of promotion and salary increment opportunities, by involving employees in the process of promotion, salary increment and interoffice transfer.
- ❖ That bank organizational structure is already decentralized for decision making process but still individual employees to some extent shall have the autonomy to decide on their own risk and keep the structure in an uncomplicated decision making process state for enhancing organizational effectiveness by revising the job description providing the right of decision making up to a certain level of individual employees, depending the experience of the employee.
- ❖ Leaders should recognize their potential effect on employees 'behavior and attitude. An effective leader is one who can motivate employees and provide individualized consideration and this type of leader lets employees be fully engaged in their job and citizenship behavior for organizational success. Therefore, leaders should make their employees very aware of the organization's objectives and encourage them to feel more

self-confident in their engaged duties by avoiding autocrat leadership style and play the role model for the work to be done, the commitment, engagement etc..

- ❖ The company shall work on intrinsically motivating employees and improve the incentives and rewarding system of the organization and keep them satisfied with their job since the return is engagement of employees beyond their duty call which might increase productivity in terms of keeping customers satisfied with the organization, increasing number of customers, increasing deposit amount ,profit etc..

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APPENDICIES -A

ST. MARY 'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Questionnaire: - To be filled by employees of Hibret Bank

Dear Respondent: This Questionnaire is prepared to gather information thoughts and view of respondent on OCB (Organizational Citizenship Behavior) and the determining factors, here in this research the variables considered are Organizational structure, Procedural Justice, leaders' behavior and Job satisfaction. The purpose of this study is purely academic and it will be confidentially reserved. Therefore, the researcher thoughtfully requests your cooperation by providing relevant information and filling out the questionnaire given. I would like to thank you for your faithfulness and for taking your time to complete the questionnaire.

For further clarification and comment you can contact the researcher. Tele No. 0910055703

Email: philandagnu@gmail.com

Please put the tick mark (✓) on the appropriate space as per your choice for each closed-ended question.

Part 1: Respondents Information

1, Gender

Male Female

2, Age

18-30 years 31to 40 years 41 to45 years

46 to 50 years above 50 years

3, Educational Level

High school Complete Diploma Degree

Master's Degree Doctorate Degree

If any other, please specify_____

Part 2

The below lists of questioners are related to OCB (Organizational Citizenship Behavior) of Hibret Bank employees. The questions can help assess the relationship between Organizational structure, Procedural Justice, leaders' behavior and Job satisfaction with OCB within an organization. Analyzing the responses can provide valuable insights into how these factors influence employees' willingness to engage in OCB and contribute to the organization.

Please indicate whether you agree or disagree with each statement by ticking (√) on the spaces that specify your choice from the options that range from "strongly agree" to "strongly disagree".

N.B: **Strongly disagree – 1, Disagree – 2, Neutral – 3, Agree – 4, Strongly agree – 5**

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Code no.	Statement	5	4	3	2	1
	Procedural Justice					
PJQ1	There is adequate training and information on policies and procedures related to recruitment in HB					
PJQ2	There is adequate training and information on policies and procedures related to salary increment in HB					
PJQ3	There is adequate training and information on policies and procedures related to inter office transfer in HB					
PJQ4	There is adequate training and information on policies and procedures related to promotion in HB					

PJQ5	There is fair and transparent procedures in HB in terms of salary increment					
PJQ6	There is fair and transparent procedures in HB in terms of interoffice transfer					
PJQ7	There is fair and transparent procedures in HB in terms of promotion					
PJQ8	There is fair and transparent procedures in HB in terms of recruitment and selection					
PJQ9	I'm being fairly treated and respected with regard to my rights and obligations in HB					
PJQ10	I have positive personal experience procedural justice regarding salary increment in HB					
PJQ11	I have positive personal experience procedural justice regarding Promotion in HB					
PJQ12	I have positive personal experience procedural justice regarding inter office transfer in HB					
PJQ13	I have positive personal experience procedural justice regarding recruitment & selection in HB					
PJQ14	HB is addressing perceived or actual injustices in the organization for further improvement					
	Organizational Structure					
OSQ1	Hibret Bank's organizational structure is supportive and conducive to collaboration.					
OSQ2	Organizational structure of HB is easy for on time decision making					

OSQ3	HB's organizational structure is well defined. (clarity of who reports to whom)					
OSQ4	HB's has provided me detailed job description to perform my job					
OSQ5	HB's organization's structure has given me the autonomy to make my own decision at my own risk.					
OSQ6	Organizational structure of HB is professional based					
OSQ7	Organizational structure of HB is not bureaucrat in decision making.					
OSQ8	HB's organizational structure facilitates teamwork and cooperation,					
Leaders' Behavior						
LBQ1	My Leader is supportive and empathetic.					
LBQ2	My leader is fair and transparent in his/her decision-making					
LBQ3	My leader provides me clear guidance about my duties.					
LBQ4	My leader is a good communicator, he/she creates a positive work environment.					
LBQ5	My Leader encourages team work.					

LBQ6	My leader is setting a positive example by actively engaging in organizational activities themselves?					
LBQ7	My leader is implementing policies and procedures, setting a positive example					
	Job Satisfaction					
JSQ1	I am satisfied with my current job role					
JSQ2	I feel that my job provides me with opportunities for growth and development					
JSQ3	The working environment and culture of the organization is convenient					
JSQ4	I feel recognized and rewarded for my contributions to the organization					
JSQ5	I am satisfied with the work-life balance provided by the organization					
JSQ6	HB has positive reward system that is encouraging					
JSQ7	I'm encouraged by the incentives provided by HB					
	OCB (Organizational Citizenship Behavior)					

OCBQ1	I'm encouraged by the incentives provided by HB					
OCBQ2	I'm dedicated to the organization missions, values and goals					
OCBQ3	I'm willing to help others and go above and beyond my job responsibilities for the benefit of the organization.					
OCBQ4	I actively participate in organizational activities, initiatives and decision making process					
OCBQ5	I take the initiative to identify and address problems in the organization					
OCBQ6	I prioritize the need of the organization collectively before mine					
OCBQ7	I'm engaged in voluntary activities that benefit the organization					

