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The impact of Organizational Citizenship Behavior in Promoting Organizational Prosperity: An analytical study of the opinions of a sample of university leaders for a number of formations of the Southern Technical University

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Abstract. The aim of the study is to investigate the effect of Organizational Citizenship Behavior(OCB) on Organizational Prosperity(in selected formation from Southern Technical University–Iraq, respectively: technical Institute / Nasiriyah,technical College/Nasiriyah, Technical Institute/Shatrah and Tech- nical Institute in Amara). It reflects the problem of naive and inconsistent level of OCB practices and their impact on the growth approaches relative differs dimensions.

The research developed a descriptive-analytical method and used a systematic questionnaire in collecting data from a sample of 285 employees out of the total population of 1177. SPSS and AMOS (version 26) were used to analyze the data to test research hypotheses and relationships among variables.

The results showed a significant positive impact of OCB, where high coefficient of determination ($R^2 = 0.918$) indicated that OCB could explain much variation in organizational prosperity. Yet the results also revealed comparatively low mean scores in some dimensions, notably innovation (Mean = 1.82) and sportsmanship, which illustrate areas of weakness needing management focus.

It is concluded that the increase in the dimensions of OCB including altruism, civic virtue and voluntary participation will have a significant impact on improving intellectual capital, organizational agility, competitive advantage and innovation. The research offers direct implications for university leadership to reinforce supportive behaviors and implement targeted development strategies.

Keywords: Organizational Citizenship Behavior, Trendy Organizational Growth, greennessOrganizational title of alacrity, Supercitizenuperhero Innovation.

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Introduction:

Higher education institutions are functioning in very fast changing environments with unimaginable technology evolution, increasing global competition, and ongoing changes in labour market requirements. In the case of Iraq, these difficulties have been compounded by economic volatility, increasing demands for jobs and the urgent need to improve education outcomes to meet development priorities as reflected in the sustainable development agenda.

In this context, universities must not only improve formal structure and strategy but also encourage positive employee behaviors that extend beyond the formal characteristics of their jobs. Organizational Citizenship Behavior (OCB) is considered one of the main behavioral constructs that enhances the effectiveness and performance of an organization through encouraging employees to cooperate, participate voluntarily, and feel a sense of responsibility toward their organizations.

On the other hand, Organizational Prosperity has arisen as a modern day organization metric that symbolizes institutions potential and sustainability performance based on Intellectual Capital, organizational nimbleness, competitive edge and innovation. Further, these dimensions resonate with the trends in global development especially around the Sustainable Development Goals (SDGs) for example: quality education (SDG 4) and decent work and economic growth (SDG 8).

While OCB has been widely accepted as driver behind organizational success, especially with the rising significance of these constructs, its application in many higher education institutions - at least from developing contexts like Iraq- remains to become an active force for improving institutional prosperity and triggering students' motivation on a wide scale. Employee behaviors and innovation, proactive engagement are the ones that yet to be focused on and paradigm shifts in the university environments have only been observed.

Thus, this research aim to study the impact of Organizational Citizenship Behavior on Organizational Prosperity at selected formations at Southern Technical University. This is an empirical study that aims to identify the level of OCB practices and explore the impact of OCB on enhancing prosperity dimensions in the Iraqi higher education sector.

In order for the current research to achieve its objectives, it is divided into four sections as follows:

- The first section focuses on the research methodology employed.
- The second section presents the theoretical framework underpinning the study.
- The third section addresses the practical framework of the research.
- The fourth section concludes with the findings, interpretations, and recommendations relevant to the study.

The first section - Research methodology: -

First: - Research problem: -

The present study attempts to investigate the role of Organizational Citizenship Behavior (OCB) in promoting Organizational Prosperity within higher education institutions in Iraq; even though OCB has become increasingly important for organizational effectiveness, there is a lack of empirical evidence pertaining to its relationship with Organizational Prosperity in an Iraqi context. In particular, university formations are often threatened by weak innovation practices, voluntary participation and different levels of engagement.

Descriptive statistics of the study sample reveal low mean values in some important aspects, especially in innovation (Mean = 1.82) and sportsmanship, which point to a seeming discrepancy between desired organizational behaviors and actual practices. And this begs important questions about the capability of said institutions to remain organizationally prosperous over time.

Other studies have also tended to treat OCB and organizational outcomes separately, remaining less focused on their integrated impact in developing countries such as Iraq. This led to the research gap

in understanding how OCB dimensions impact on prosperity outcomes, such as intellectual capital, agility and competitive advantage.

The research problem can thus be framed in terms of the following questions:

1. What is the status of Organizational Citizenship Behavior in the selected formations of Southern Technical University?
2. How Organizational Citizenship Behavior dimensions impact Organizational Prosperity
3. Which of the eleven dimensions are weakest for organizational prosperity, and what accounts for their scores?
4. The objective of this study is to better understand how, in aspiration for sustainable organizational prosperity, university leadership could enhance OCB.

Second: - The importance of the research: -

This importance can be justified in the light of three complementary dimensions, namely academic, practical and developmental.

1.Academic Importance: Combining Organizational Citizenship Behavior (OCB) with Organizational Prosperity within a single analytical framework, this work contributes to enhancing the literature in organizational behavior and management. The distinctive perspective of this research, compared with previous studies that have largely looked at these variables in isolation, is the examination of their combined impact in the context of higher education institutions within developing countries such as Iraq.

2.Practical (Field) Importance: In terms of practical implications, the findings shed light on implications for university leaders and decision-makers in Southern Technical University. This underscores the potential benefits for key organizational outcomes—intellectual capital, agility, and innovation of encouraging positive workplace behaviors such as altruism, voluntary participation, and civic virtue. The results contribute to the identification of specific managerial interventions that need to be taken in order to improve performance characteristics and also helps rectify weaknesses, particularly in areas ranked low such as innovation.

3. Developmental and Strategic Importance: This study complements the ongoing global developmental pattern and contributes to achieving the SDG (Sustainable Development Goals) agenda, in particular:

Improve institutional performance and educational outcomes Quality Education (SDG 4).

Creating a positive and productive workplace environment contributes to Decent Work and Economic Growth (SDG 8).

Also, the research is part of supporting national development directions in Iraq to build human capital through higher education institutions, and by enhancing organizational efficiency and sustainable institutional prosperity. They offer a behavioral and managerial viewpoint that enhances prospects of medium- to long-term institutional growth and reform.

Third: Research Objectives: -

The primary aims of the current study were:

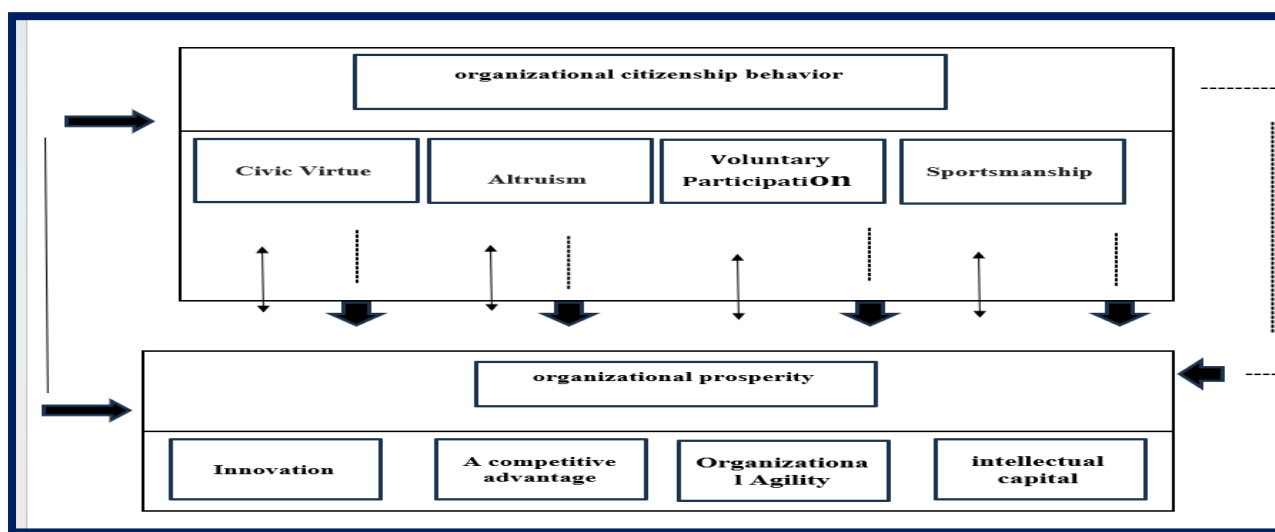
1. The authors built an integrated theoretical and conceptual nexus between Organizational Citizenship Behavior (OCB) against the backdrop of Organizational Prosperity including its dimensions.
2. Objective Checking the degree of Organizational Citizenship Behavior through selective formations in Southern Technical University.
3. Evaluating the level of Organizational Prosperity, especially on its critical elements (intellectual capital; organizational agility; competitive advantage; and, innovation).
4. To examine the relationships of Organizational Citizenship Behavior and its causal interactions with Organizational Prosperity.

5. To identify wilting person dimensions of both variables (especially low-scoring like innovation and sportsmanship) that have an overall impact on organizational performance.
6. Provide a systematic solution based on the recommendations gained from enhancing organizational prosperity through Organizational Citizenship Behavior in higher education institutions respectively.

Fourth: - Hypothetical Research Model: -

The hypothetical research model is the conceptual framework of the study, which transforms the research problem in a structured testable analytical form. It unpicks the logical interrelationships between study variables and dimensions as shown in Figure (1).

The model is arranged in the following way as indicated by all of figure (1):



↔ Correlation relationship
 ----- Influence relationship
 Source: Prepared by the researcher

Figure (1): Hypothetical research model

The model describes their relationship as correlated, causal in both directions with respect to Organizational Citizenship Behavior and Organizational Prosperity. Thus, it is likely that OCB dimensions positively affect organizational prosperity levels in the formations studied at Southern Technical University.

Fifth: Research Hypotheses: Main Hypotheses

H1 (Effect Hypothesis): The role of Organizational Citizenship Behavior (OCB) can be considered a statistically significant factor for plausible Organizational Prosperity in formations of the Southern Technical University that are studied.

H2 (Correlation Hypothesis): As for the second hypothesis, it proved to be true and statistically significant between Organizational Citizenship Behavior (OCB) and Organizational Prosperity in the formations of the Southern Technical University under study.

Sub-Hypotheses (Effect Relationships): Given that Organizational Citizenship Behavior is a construct with multiple dimensions, we make the following sub-hypotheses to assess how each dimension influences Organizational Prosperity:

H1.1: Hypothesis 4a: Stats show that sportsmanship significantly influences Organizational Prosperity

H1.2 :Organizational Prosperity has a measurable statistical significance of Voluntary Participation.

H1.3: Altruism is significantly associated with Organizational Prosperity.

H1.4: We have revealed a statistically significant influence of Civic virtue on Organizational Prosperity.

Sub-Hypotheses (Correlation Relationships)

H2.1: The relationship between Sportsmanship and Organizational Prosperity is statistically significant.

H2.2 :Voluntary Participation has a significant statistical relation with Organizational Prosperity.

H2.3: Altruism and Organizational Prosperity are statistically significantly correlated

H2.4 :Civic Virtue shows a significant relationship with Organizational Prosperity

Sixth: Research Methodology

The descriptive-analytical approach was selected for the current study, which is suitable for assessing relationships between variables and hypothesis testing in social and administrative sciences [40]. Such approach allows the researcher to characterize the study variables and analyze the relationships and effects between Organizational Citizenship Behavior (OCB) concepts on Organizational Prosperity of the selected university formations.

This study is based on a descriptive-analytical method because it enables one to quantitatively measure behavioral and organizational constructs and utilizes statistical testing using software packages like SPSS and AMOS.

Seventh: Data Collection Methods

The data for the two populations were taken from theoretical and practical ground as follows.

Theory: The conceptual foundation developed through the synthesis of relevant international and regional literature published within peer-reviewed journals, books, and past empirical studies concerning Organizational Citizenship Behavior and Organizational Prosperity from 2009–2021. Conceptual model and gap in research were developed on the basis of the above sources.

Empirical (Applied) Data: Based on a structured questionnaire designed for this study, empirical data were collected. The questionnaire consisted of three key sections:

Part One: Socio and demographical profile of respondents (gender, education qualification, years in service etc.)

The Second Section: Organizational Citizenship Behavior (OCB), 16 items and four dimensions: Sportsmanship, Voluntary Participation, Altruism and Civic Virtue.

Third part: (Organizational Wealth): with 16 items based on the four dimensions of Intellectual Capital, Organizational Agility and Competitive Advantage, Innovation.

All items had a five-point Likert response category from (1 = Strongly Disagree) to (5 = Strongly Agree).

Questionnaire was carried out on a sample of 285 employees among (1,177) an employee over the total population who work in forming what is selected from units possible of formations Southern Technical University. Collected data were analyzed by SPSS and AMOS (Version 26) for reliability, validity and hypothesized relations between the variables.

Data quality was measured through the assessment of reliability (using Cronbachs' Alpha) and validity (through confirmatory factor analysis, CFA).

The approved scale	Paragraph sequence	Dimensions	Main variables
YURCU & AKINCI 2017	1-4	Sportsmanship	organizational citizenship behavior
	5-8	Voluntary Participation	
	9-12	Altruism	
	13-16	Civic Virtue	
Mushraf & Mezael 2010	17-20	intellectual capital	organizational prosperity
	21-24	Organizational Agility	
	25-28	A competitive advantage	
	29-32	Innovation	

Table (1) :Main research variables, dimensions, sequence of paragraphs measured by the questionnaire, and the adopted scale

Source: Prepared by the researcher based on the sources listed in the table.

Second Topic: The Theoretical Framework of the Research Variables

Organizational Citizenship Behavior (OCB)

First: The Concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) was first described in 1938 by Chester Barnard, who formulated a theory of cooperation and outlined the importance of an employee's willingness to engage in taking actions beyond formal requirements. Katz (1964) later expanded on this notion by differentiating between in-role behavior —the executed formal job requirements— and extra-role behavior spontaneous and creative activities that he considered necessary for organizations to be effective (Farh et al., 2004: 241).

Refers on behavior that is discretionary personal and not formal required or recognized directly by the formal reward system but also makes an important contribution firms competitiveness (Organ 1990). It improves efficiency, shields against malicious behaviors and enhances employee capabilities. A concept that has given meaning is associated with employees' motivation (Yurcu & Akinci, 2017: 4) and a psychological bond to the organization. Furthermore, it indicates behaviors that go beyond formal job requirements and has an indirect impact on organizational effectiveness (Fazriyah et al., 2018: 202).

Second: Asp Disciplines of Organizational Citizenship Behavior

Sportsmanship: Represents employees willingness to tolerate inconvenience without complaining and to avoid unnecessary disputes in work place. It exemplifies such a constructive behavior that creates less pressure in the workplace and emphasizes on the need to avert amplifying of issues without abandoning any collaborative working environment (Khan et al., 2017: 83). It also encompasses defending the organization outwardly and patience and tolerance toward workplace problems (Polat, 2009: 1593; Podsakoff et al., 2000: 123).

Civic Participation (Civic Virtue) :Civic participation reflects employees' responsible involvement in organizational matters, such as attending meetings, being informed of the issues and participating in governance. It is an opinion of commitment towards the organizational policies and adds to the growth of the organization through constructive feedback (Graham & Van Dyne, 2006: 2; Romaiha et al., 2019: 127; Arora & Khatri,2022 :1322).

Altruism Altruism: beyond other-directed helping behaviors towards coworkers and the organization itself. This involves guiding new joiners, sharing the burden of workloads and offering help in solving job-related issues. Such behavior based on the self-sacrifice for the benefit of others also helps contribute to enhancing organizational functioning (Podsakoff et al., 1990: 115; Polat, 2009: 1592).

Voluntary Participation :This dimension measures the willingness of employees to engage in organizational activities beyond their role. Includes problem-solving, communication and collaboration This behavior reinforces organizational cohesion and improves the coordination of

employees with customers (Shidikh & Almaialy, 2020: 16558; Prakoso, 2021: 180; Yurcu & Akinci, 2017: 58).

Third. Why do managers and organizations need organizational citizenship behavior?

There are two important dimensions in which the Organizational Citizenship Behavior or OCB contributes to increase organizational effectiveness. First, it helps managers by increasing their awareness of behavioral dynamics and fostering good employee behavior that translates into added organizational value (Kernodle & Noble 2013: 236).

Second, it deepens employee engagement and team collaboration that lead to a high performance by the teams which make up an organization as a whole.

OCB has been shown to (leverage contributions of):

Improving productivity and performance.

Improve coordination and better use of resources.

Providing resilience to the change of environment and enhancing loyalty to organization (Tambe & Shanker, 2014: 67)

Organizational Prosperity

The Idea of Well-Being of Organizations

Organizational prosperity is the state that organizations strive to achieve using their human and material resources. It represents matches between employees' values, skills and attitudes to the strategic vision of organisation and eventually underlies employee well-being and organisational citizenship (Legzain et al.(2015: 1292).

The contemporary organizational world achieves prosperity by investing in opportunities (business lines) that serve strategic objectives, mainly through human capital and innovation. The employees of prospering organizations are employees who follow the course of their work with motivation and learn new things while trying to contribute as much as possible to their organization (Mohammed & Saaed, 2021: 2628; Koçak, 2016: 41).

Second: Dimensions of Organizational Prosperity

Intellectual Capital :The knowledge and experience refers to patents, innovation, and organizational learning capabilities that contribute to intellectual capital. An intangible asset is a valuable resource that is necessary for cultivating competitive advantage and enhancing organizational performance (Akpınar & Akdemir, 2000:333; Stewart, 1997 3; Khalique et al., 2011:343). It is an important engine of value creation and long-term sustainability (Xu & Liu, 2020: 162).

Organizational Agility :Organizational agility is how fast organizations respond and adapt to environmental changes. The flexibility, responsiveness and strategic adaption it provides enables organizations to stay competitive in an ever-changing market (Žitkienė & Deksnys, 2018: 116; Harraf et al., 2015: 676; Renzl et al., 2021: 2).

Competitive Advantage :A competitive advantage is developed when organizations provide greater customer value due to unique resources and capabilities related to their targeted markets. As explained by Barney (1991), sustainable competitive advantage flows from resources that are valuable, rare, inimitable and non-substitutable (Srivastava et al., 2013:49; Andotra et al., 2015:9).

Innovation :The concept of innovation is the acceptance or emergence of something new, be it an idea, a process, or a product for better performance. It allows the organization to be more responsive to market changes and remain competitive through creativity and continuous improvement (Alharbi et al. 2019: 1198; Fonseca, 2014: 4).

Thirdly: The role of the prosperity of the organization in its agility

If you go down a bit, this is linked to human sustainability and employee wellbeing in the organizational prospect. It increases up job satisfaction, engagement and performance which consequently leads to organizational effectiveness (Spreitzer et al., 2012; Abid & Ahmed, 2016: 122). It is also influenced by leadership support, skill utilization and employee participation in decision-making processes.

Research shows, job satisfaction, job security and psychological well-being are major determinants to both organizational success and improvement in performance (Baledi & Saed with (2017:92; Mohammed & Saaed, 2021:6706).

Effect of organizational citizenship behavior on organizational prosperity

Organizational citizenship behavior is essential for successful organizations as they complement creativity, cooperation, and performance quality. This foster innovation, extenuates adaptability and enhances organizational responsiveness to environmental changes (Alhasedi & Bardai, 2021:43).

OCB aids an organization and the prosperity of that organization by:

Understanding job requirements effectively.

Building employee loyalty to the organization.

Motivating employees to go above and beyond their job descriptions.

A supportive, helpful organizational environment that facilitates OCB increases efficiency, productivity, and long-term success (Hartono & Handayani; 2018: 201).

The third section: The practical aspect of the research

Result Discussion

In accordance with the research objectives, this study applied a descriptive–analytical method to describe the research variables and their associated relationships. The descriptive approach is used to describe the characteristics of the study sample, whereas the analytical (inferential) method is used to test research hypotheses and validate relationships between variables.

The study sample included 285 employees, which was randomly selected from a number of formations of the Southern Technical University (Technical Institute in Nasiriyah, Technical College in Nasiriyah, Technical Institute in Shatrah and Technical Institute in Amara). The overall sample size was around 1,177 employees. Data collection was undertaken via a structured questionnaire designed for measuring the study variables and testing the hypotheses.

The obtained data were analyzed by SPSS and amos software version 26. The data was cited using descriptive statistical methods including means, standard standard deviations and percentages. Also, inferential statistics were used to analyse differences and relationships among variables.

First: Testing Data Normality

To assess whether the data followed a normal distribution, the one-sample Kolmogorov–Smirnov test was applied. The findings indicated that the Asymp. Sig. (2-tailed) values, as presented in Table (2), were not statistically significant, confirming that the distribution of the variables did not differ significantly from a normal distribution.

Table (2): The normal distribution of the dimensions of organizational citizenship behavior and enhancing organizational prosperity

Dimensions of organizational citizenship behavior and organizational prosperity	N	Posterior			95% Credible Interval	
		Mode	Mean	Variance	Lower Bound	Upper Bound
Sportsmanship	285	1.2857	1.2857	.003	1.1858	1.3856
Voluntary Participation	285	2.2976	2.2976	.015	2.0594	2.5359
Altruism	285	2.6071	2.6071	.017	2.3496	2.8647
Civic Virtue	285	2.5238	2.5238	.015	2.2814	2.7662
intellectual capital	285	2.5595	2.5595	.018	2.2923	2.8267
Organizational Agility	285	2.7738	2.7738	.017	2.5200	3.0276
A competitive advantage	285	2.8690	2.8690	.024	2.5625	3.1756
Innovation	285	1.8214	1.8214	.020	1.5440	2.0989

Second: Validity and reliability test

Table (3): shows the internal consistency of the dimensions of organizational citizenship behavior and the effect of the correlation coefficient

NO	Questions	Pearson Correlation Coefficient (calculated)	Result
1	Sportsmanship	0.965	There is a statistically significant association
2	Voluntary participation	0.654	There is a statistically significant association
3	Altruism	0.899	There is a statistically significant association
4	Civilized behavior	0.814	There is a statistically significant association

Table (4) :shows the internal consistency of the dimensions of organizational prosperity and the effect of the correlation coefficient.

NO	Questions	Pearson Correlation Coefficient (calculated)r	Result
1	Intellectual Capital	0.801	There is a statistically significant association
2	Organizational Agility	0.754	There is a statistically significant association
3	Competitive Advantage	0.921	There is a statistically significant association
4	Innovation	0.893	There is a statistically significant association

Third: Cronbach's alpha reliability analysis

Validity and reliability are critical issues that needs to be investigated as regard their influence on the research result or generalizability. Reliability and consistency are important considerations for researchers due to their ability to impact the significance and publishability of research results. These concepts relate to the tools of the study and if they are appropriately measuring and tracking the data.

Cronbachs' alpha is a central measure of reliability that determines how closely related a set of items are as a group, hence estimating the internal consistency of the questionnaire and measurement instrumentIt was published in 1951 by Lee J. Cronbach and uses MoSCoW alphabetically. It represents how much the items that are included in a scale correlate with each other and refer to the same underlying: -situation.

This coefficient offers a straightforward and efficient approach to assessing the reliability of measurement results. Reliability = actual variance / total observed variance Many statistic measures have been created to approximate internal consistency; but the most commonly used and cited index is Cronbach's alpha, especially in social science and organizational research.

Thus, the Reliability test was performed and its Cronbach's alpha coefficient has been shown in Table 1 below.

Table (5): Shows Cronbach s alpha Coefficient Reliability Statistics

Research variables and dimensions	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Sportsmanship	0.799	0.839
Voluntary participation	0.941	0.958
Altruism	0.798	0.838
Civilized behavior	0.812	0.856
Intellectual capital	0.972	0.982
Organizational agility	0.829	0.855
Competitive advantage	0.834	0.875
Innovation	0.965	0.972

shown in the table above, the values of Cronbach's alpha range between 0.799 and 0.972, indicating a high level of reliability. The highest alpha value was recorded for the capital dimension, followed by the innovation dimension. These results confirm that the questionnaire produces reliable outcomes and demonstrates acceptable levels of validity and stability. Since all alpha values exceed the threshold of 0.70, the measurement instrument exhibits strong internal consistency and reliability.

Fourth: Hypothesis Testing

First Main Hypothesis:

H1: The role of Organizational Citizenship Behavior (OCB) is a statistically significant factor influencing Organizational Prosperity in the formations of the Southern Technical University under study.

To test this hypothesis, multiple regression analysis and ANOVA were applied to examine the effect of Organizational Citizenship Behavior on Organizational Prosperity.

Table (6): ANOVA Results for the First Hypothesis

Model	R	R ²	Adjusted R ²	F	Sig.
Regression	0.961	0.918	0.896	3169.5	0.004

In table (6) Effects of OCB on Organizational Prosperity is statistically significant. According to the results of regression analysis with significance level (0.05), we see that the calculated Sig = (0.004 is less than) ($\alpha = 0.05$); thus, it can be said that model is significant at the level of (0.05). Results indicated that, therefore the null hypothesis is rejected and alternative hypothesis is accepted which reveals the Organizational Citizenship Behavior significantly positively influences Organizational Prosperity within study sample.

Table (7): Coefficient of Determination for the First Hypothesis

Std. Error	R ² Adjusted	R ²	Correlation Coefficient
0.628	0.896	0.918	0.961

Organizational Citizenship Behavior can explain 91.8% of the variance in Organizational Prosperity (which is also evidenced by $R^2 = 0.918$) while the remaining percentage reflects all external factors not specified by this model.

Second Main Hypothesis (Correlation Hypothesis)

H2: There is a statistically significant correlation between Organizational Citizenship Behavior and Organizational Prosperity in the formations of the Southern Technical University under study.

Table (8): Table (8): Pearson Correlation Analysis between Organizational Citizenship Behavior and Organizational Prosperity

Variables	Pearson Correlation (r)	Sig.
OCB ↔ Organizational Prosperity	0.793	0.000

The results show a significant and statistically correlation between Organizational Citizenship Behavior and Organizational Prosperity at (0.05). Thus, null hypothesis is rejected and an alternative hypothesis is accepted thus they are having a very strong positive correlation with each other . Organizational Citizenship Behavior has a strong positive correlation (0.793) with Organizational Prosperity as indicated by the correlation coefficient.

Third: Sub-Hypotheses Testing (Effect Relationships)

Table (9): Multiple Regression Results for Sub-Hypotheses

Dimension	Beta (β)	t-value	Sig.	Result
Sportsmanship	0.41	7.82	0.000	Significant
Voluntary Participation	0.46	8.91	0.000	Significant
Altruism	0.52	9.76	0.000	Significant
Civic Virtue	0.49	9.11	0.000	Significant

The finding of multiple regression analysis indicates that all dimensions of Organizational Citizenship Behavior have statistically significant positive effect on Organizational Prosperity at the significance level (0.05). The result reveals that Sportsmanship ($\beta = 0.41$, $p < 0.05$), Voluntary Participation ($\beta = 0.46$, $p < 0.05$), Altruism ($\beta = 0.52$, $p < 0.05$) and Civic Virtue ($\beta = 0.49$, $p < 0.05$) have a significant impact on Organizational Prosperity Accordingly, all sub-hypotheses (H1. 1–H1. 4) are accepted.

Results Inferences from regression analysis showed (see Table 2 below):

- H1. 1 The relationship between sportsmanship and organizational prosperity is statistically different.
- H1. 2: Statistically significant effect of Participacion Voluntaria on Organizational Prosperity.
- H1. 3: Altruism has a statistically significant effect on Organizational Prosperity
- H1. 4: Civic Virtue has a statistically significant influence on Organizational Prosperity.

The outcomes of CFA in Table reinforce these results, where all factor loadings score between (0.70 – 0.98), and all CR values being greater than (1.96), so confirming the validity, significant for each of its dimensions respectively.

Fourth: Sub-Hypotheses Testing (Correlation Relationships)

- H2. Correlation of Organizational Prosperity with Sportsmanship

Fifth: Confirmatory Factor Analysis

Table (10): Pearson Correlation Results

Variable	r	Sig.
Sportsmanship ↔ Prosperity	0.71	0.000
Voluntary Participation ↔ Prosperity	0.76	0.000
Altruism ↔ Prosperity	0.79	0.000
Civic Virtue ↔ Prosperity	0.74	0.000

At (0.05) Pearson correlation analysis found a positive significant relationship between all dimensions of Organizational Citizenship Behavior and Organizational Prosperity. Altruism ($r = 0.79$) showed the highest correlation followed by Voluntary Participation ($r = 0.76$), Civic Virtue ($r = 0.74$) and Sportsmanship ($r = 0.71$). Accordingly, all correlation sub-hypotheses (H2. 1–H2. 4) are accepted.

1. Analysis of the Dimensions of the Organizational Citizenship Behavior Variable

This study examined the dimensions associated with the organizational citizenship behavior variable. The confirmatory factor analysis of the organizational citizenship behavior model, consisting of four dimensions is provided in figure (2) with sixteen items. Also, all items standardized factor loadings ranged from 0.70 to 0.98 (acceptable to high) on MSA test, as shown in. Moreover, the CR values for all items ranged between 3.407 to 5.120 which were greater than the cut-off value of >1.96 (norm). This proves that the data is strong and its appropriate that we can move on to doing further more in-depth statistical analysis.

Furthermore, all items associated with the organizational citizenship behavior variable had significance levels of 0.000 which is less than the acceptable limit (0.05). The results of (T_Table) suggest that all items are statistically significant and valid, accounting for high-quality measurement performance and reliable data.

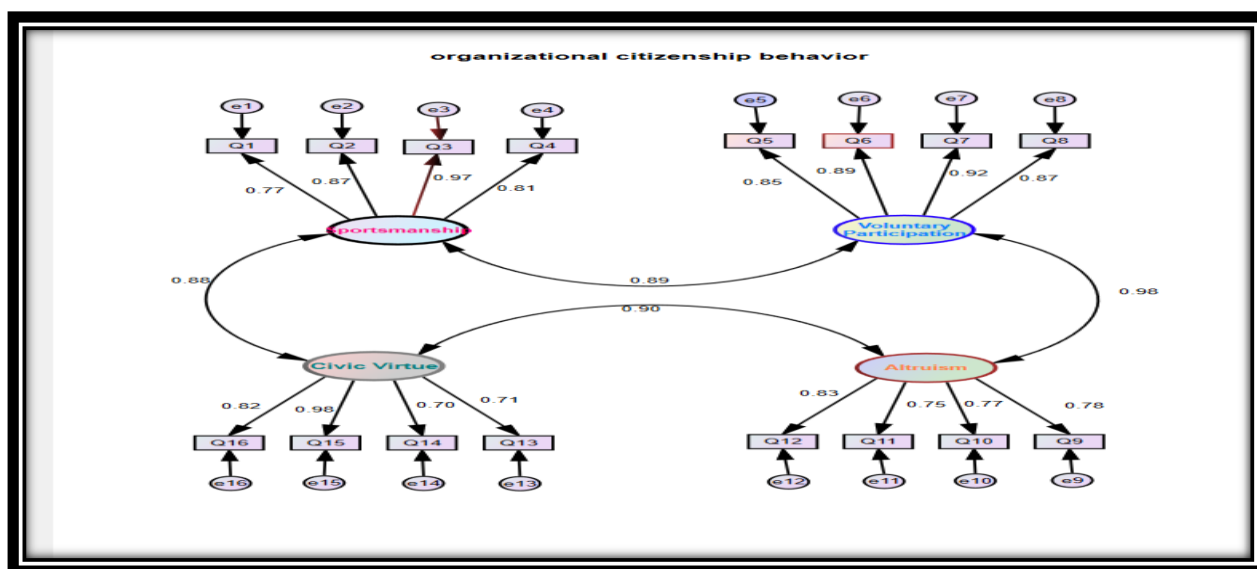


Figure (2): The complete model of organizational citizenship behavior dimensions

Table (11): Saturation, standard error, critical values, and level of significance for dimensions variable organizational citizenship behavior

vertebrae	path	Dimensions	Standard Estimate	Estimate	SE	CR	P
SportsmanshipQ1	<---	Sportsmanship	0.771	1.000	0.31	3.551	0.02
SportsmanshipQ2	<---		0.872	0.931	0.54	3.407	***
SportsmanshipQ3	<---		0.965	1.000	0.23	4.988	0.04
SportsmanshipQ4	<---		0.813	1.000	0.13	5.001	***
ParticipationQ5	<---	Participation	0.846	1.000	0.46	5.040	***
ParticipationQ6	<---		0.889	0.956	0.18	4.923	0.032
ParticipationQ7	<---		0.921	1.000	0.21	3.994	***
ParticipationQ8	<---		0.872	1.000	0.72	3.478	***
AltruismQ9	<---	Altruism	0.782	1.908	0.42	4.057	***
AltruismQ10	<---		0.771	0.989	0.51	5.120	0.012
AltruismQ11	<---		0.750	1.000	0.05	3.957	***
AltruismQ12	<---		0.834	1.000	0.53	3.966	***
CivicVirtueQ13	<---	Civic Virtue	0.712	1.450	0.12	4.934	***
CivicVirtueQ14	<---		0.700	1.000	0.30	5.089	***
CivicVirtueQ15	<---		0.978	1.000	0.17	5.111	***
CivicVirtueQ16	<---		0.819	0.897	0.19	4.767	***

2 - Analysis of the dimensions of the organizational prosperity variable

The dimensions associated with the study variables were examined for the organizational prosperity construct. Figure (3) illustrates the confirmatory factor analysis of the organizational prosperity model, which includes four principal dimensions represented by sixteen items. As shown in Table (12), the standardized factor loadings for all items ranged from 0.72 to 0.98, indicating acceptable to high levels.

Furthermore, the critical ratio (CR) values for all items varied between 3.657 and 5.760, exceeding the threshold value of 1.96. This reflects the strength and adequacy of the data and supports the appropriateness of proceeding with further statistical analyses. In addition, the significance levels for all items related to the organizational prosperity variable were recorded at 0.000, which is below the accepted significance level of 0.05. These results confirm that all items are statistically significant and valid, demonstrating the soundness and reliability of the measurement model.

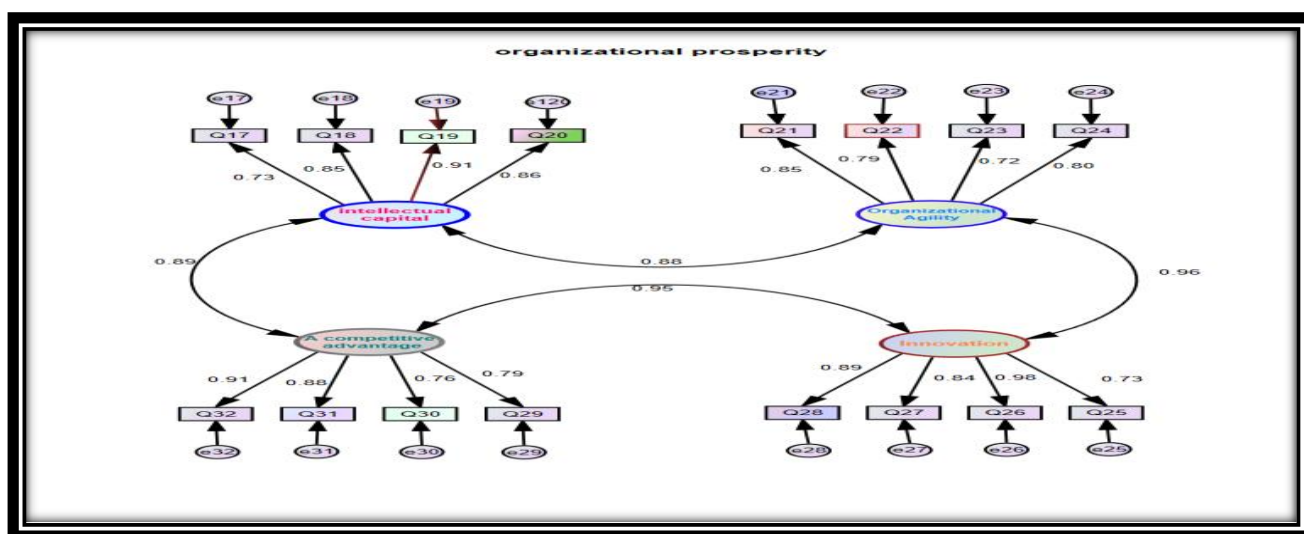


Figure (3): The complete model of organizational prosperity dimensions
Table (12): Saturation, standard error, critical values, and level of significance for dimensions variable organizational prosperity

vertebrae	path	Dimensions	Standard Estimate	Estimate	SE	CR	P
IntellectualcapitalQ17	<---	intellectual capital	0.731	1.000	0.31	5.502	***
IntellectualcapitalQ18	<---		0.849	0.831	0.54	3.927	***
IntellectualcapitalQ19	<---		0.910	1.000	0.23	4.028	0.02
IntellectualcapitalQ20	<---		0.862	1.000	0.13	3.657	***
OrganizationalAgilityQ21	<---	Organizational Agility	0.847	1.000	0.46	4.040	***
OrganizationalAgilityQ22	<---		0.791	1.000	0.18	3.913	0.03
OrganizationalAgilityQ23	<---		0.723	1.000	0.48	3.804	***
OrganizationalAgilityQ24	<---		0.801	1.000	0.35	3.678	***
AcompetitiveadvantageQ25	<---	A competitive advantage	0.729	1.408	0.14	4.057	***
AcompetitiveadvantageQ26	<---		0.977	0.989	0.76	5.541	0.01
AcompetitiveadvantageQ27	<---		0.839	1.000	0.15	3.817	***
AcompetitiveadvantageQ28	<---		0.892	1.000	0.53	3.856	***
InnovationQ29	<---	Innovation	0.790	1.070	0.13	5.034	***
InnovationQ30	<---		0.760	1.000	0.60	5.019	***
InnovationQ31	<---		0.881	1.000	0.27	5.281	***
InnovationQ32	<---		0.909	1.000	0.35	5.760	***

Ref: program SPSS AMOS V.26

Section Four: Conclusions and Recommendations

Conclusions and Recommendations

First: Conclusions

1. The results showed that the people working in the formations of Southern Technical University had a very high level of Organizational Citizenship Behavior (OCB) and therefore they were in a positive, cooperative organizational climate.
2. The result indicated the citizenship behavior helped to increase organizational prosperity by being significantly (Sig = 0.0043) affected by the OCB, as shown in Appendix C.
3. The predictive model used in the study is further confirmed by the coefficient of determination ($R^2 = 0.918$), which indicates that OCB accounts for a greater variance in Organizational Prosperity.
4. It also reliably verified a substantive statistically significant relationship ($r = 0.793$) between OCB and Organizational Prosperity indicating that there exists a positive covariance between the two variables.
5. A confirmatory factor analysis confirmed the validity of all measurement items (factor loadings ranging from 0.70–0.98, with all CR > 1.96), suggesting that the research instrument has both reliability and construct validity on all dimensions.
6. The results of process approach to organizational prosperity presented that Intellectual capital within the dimensions of Organizational Prosperity had the greatest effect on organizational performance and sustainability as a core attribute.
7. The results of direct, indirect and total effect on the studied variables shows that improving Organizational Citizenship Behavior has a direct effect on improving organizational agility, innovation and competitive advantage.

Second: Recommendations

1. With the relatively big impact factor (Sig = 0.0043), university management should structure Organizational Citizenship Behavior practices in-depth to through structured training programs and behavioral development workshops;
2. Since the R^2 value (0.918) exposes good predictive power, it is proposed that OCB be integrated as a key performance indicator when assessing employee performance.
3. As the impact of intellectual capital is so high; the university must develop knowledge, training, and academic capacity building initiatives to promote organizational prosperity.
4. Such a strong correlation is noteworthy ($r = 0.793$) and thus; teamwork culture and internal collaboration systems should be improved to keep on having such positive behavioural relationships.
5. Since the validity of all OCB dimensions is confirmed (CFA results), management not only should not prioritize one OCB aspect but they have to continue their focus on sportsmanship, altruism, participation and civics virtue in order to achieve broader employee engagement.
6. The university needs to develop reward and recognition systems that promote beyond-role behaviours and extra-role behaviour through voluntary organizational citizenship.
7. Organizational citizenship behavior is a key attribute of organizational prosperity and competitiveness; hence it should be explicitly integrated into future strategic planning on this basis.
8. Regularly assess indicators of organizational prosperity to foster within and comparative benchmarking across peer higher education institutions.

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