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The Impact of Organizational Citizenship Behavior on Employee Performance in Saudi Private Sector Organizations

Brief Background

In today's competitive business environment, organizations increasingly realize that long-term success relies not only on employees' formal job performance but also on their voluntary, extra-role behaviors — known as Organizational Citizenship Behavior (OCB). OCB refers to discretionary actions that are not formally rewarded yet significantly contribute to an organization's effectiveness and culture. Such behaviors include helping coworkers, volunteering for additional responsibilities, maintaining a positive attitude, and representing the organization favorably.

Over the past decade, Saudi Arabia's private sector has undergone major transformation driven by Vision 2030, which aims to diversify the economy, strengthen competitiveness, and enhance human capital. As private companies adopt modern management practices and face growing market competition, understanding employee behaviors beyond job descriptions has become essential. Flatter structures, performance-based rewards, and team-oriented work environments have heightened the importance of OCB in achieving sustainable success.

Prior studies highlight that OCB improves teamwork, reduces turnover, and boosts organizational performance. However, much of the existing literature in the Saudi context has focused on the public or educational sectors, leaving a research gap in understanding how OCB functions in private-sector environments, where competition, digital transformation, and workforce localization (Saudization) are defining factors.

This study aims to explore how employees in Saudi private companies demonstrate OCB, identify the factors that influence it — such as leadership style, organizational culture, and job satisfaction — and determine its effect on individual and organizational performance. By integrating empirical insights with managerial implications, the research bridges theory and practice to support the development of productive, motivated, and committed workforces.

Statement of the Problem

Although OCB is recognized as a key factor in organizational success, many private-sector companies in Saudi Arabia struggle to foster and maintain such behaviors among their employees. Despite significant investments in leadership development and employee engagement initiatives, managers frequently encounter challenges in encouraging employees to go beyond formal job roles.

The core issue lies in the limited understanding of the determinants of OCB — including workplace culture, leadership style, and motivational factors — within Saudi private organizations. Most previous studies have examined OCB in public or academic settings, leaving limited evidence about its presence and drivers in competitive, profit-oriented environments.

This study seeks to address that gap by investigating the key predictors of OCB and its direct and indirect impact on employee performance in Saudi private-sector companies. Understanding these dynamics will help business leaders enhance their management strategies and align employee behaviors with organizational goals.

Research Questions

To what extent do employees in Saudi private-sector organizations exhibit Organizational Citizenship Behavior?

What are the primary factors influencing OCB in Saudi private companies (e.g., leadership style, organizational culture, job satisfaction, motivation)?

How does OCB affect individual and organizational performance?

What managerial practices can effectively promote OCB within the Saudi private sector?

Research Objectives

To assess the level of Organizational Citizenship Behavior among employees in Saudi private-sector organizations.

To identify key factors (leadership, culture, motivation, satisfaction) shaping OCB.

To analyze the relationship between OCB and employee performance.

To propose managerial and HR recommendations for enhancing OCB and overall organizational performance.

Scope and Significance of the Study

This study will focus on employees in Saudi private-sector organizations from diverse industries such as retail, technology, and services, primarily targeting medium to large enterprises. It will exclude government and non-profit entities to maintain focus on competitive, profit-driven environments.

The academic significance of this study lies in expanding understanding of OCB within an under-researched context — the Saudi private sector — and enriching global literature on

workplace behavior in emerging economies. The practical significance lies in providing actionable insights for business leaders and HR professionals to foster positive employee behaviors that enhance collaboration, innovation, and productivity.

By uncovering the relationship between OCB and employee performance, this research aims to inform effective HR policies, leadership development programs, and organizational strategies that support high-performing, engaged, and ethically aligned workforces.