THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF THE AFRICAN GLASS COMPANY IN JIJEL, ALGERIA

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Abstract

This study aims to examine the impact of perceived organizational support on organizational citizenship behavior among employees of the African Glass Company in the state of Jijel. A questionnaire was distributed using simple random sampling to 169 employees of the African Glass Company in Jijel in order to obtain data processed using the Statistical Package for the Social Sciences (SPSS). The study's results indicate the presence of an impact of perceived organizational support on the organizational citizenship behavior of employees in the company under study, attributed to the positive influence of fairness and supervisor support on organizational citizenship behavior. However, organizational rewards and working conditions do not affect the organizational citizenship behavior of employees in the company under study. Explanations and suggestions are provided based on the findings.

Keywords: Perceived organizational support, fairness, supervisor support, organizational rewards and working conditions, organizational citizenship behavior.

Introduction

Employees in the era of globalization and intense competition among institutions are increasingly required to exhibit extra-role behavior that can exceed organizational expectations (i.e., extra-role behavior) and improve its effectiveness. Employees who receive good organizational support tend to form positive behavior as a form of mutual support for the organization. They develop a sense that the organization cares about them and values their contributions to its success. This concern is reflected in the organization's performance by improving overall organizational performance and reducing turnover, which can influence their organizational citizenship behavior.

With the development of the modern work environment, understanding the impact of perceived organizational support on organizational citizenship behavior has become vital for business sustainability and enhancing employee well-being. The African Glass Company in Jijel adopts solid principles in providing a work environment that encourages fairness, enhances supervisor support, and provides organizational rewards. It also seeks to improve working conditions for its employees, forming the basis for understanding how this comprehensive interaction affects levels

of organizational citizenship. In this context, this study aims to explore and analyze the potential impact of perceived organizational support in enhancing positive interaction and commitment among employees in the company, contributing to improving overall performance and social cohesion within the company's organizational structure.

Problem Statement: Perceived organizational support can be used to predict organizational citizenship behavior among employees of the African Glass Company in Jijel. Individuals who receive support and resources from their organization are more likely to develop positive relationships with their colleagues at work. They are likely to engage in organizational citizenship behaviors, feeling a high level of psychological comfort, problem-solving ability, and good morale. Therefore, they tend to adopt organizational citizenship behavior. This study will answer the following main question: What is the impact of perceived organizational support on organizational citizenship behavior among employees of the African Glass Company in Jijel?

The main question encompasses the following sub-questions:

- What is the level of perceived organizational support among employees of the African Glass Company in Jijel?

- What is the level of organizational citizenship behavior among employees of the African Glass Company in Jijel?

- How does organizational citizenship behavior among employees of the African Glass Company in Jijel relate to the dimensions of perceived organizational support, including fairness, supervisor support, organizational rewards, and working conditions?

Study Hypotheses

In order to answer the main question of the study and the sub-questions, the following hypotheses have been formulated: Main Hypothesis:

- Perceived organizational support does not affect organizational citizenship behavior among employees of the African Glass Company in Jijel.

Sub-hypotheses

- Fairness does not affect organizational citizenship behavior among employees of the African Glass Company in Jijel.

- Supervisor support does not affect organizational citizenship behavior among employees of the African Glass Company in Jijel.

- Organizational rewards and working conditions do not affect organizational citizenship behavior among employees of the African Glass Company in Jijel.

Study Objectives

Through this study, we aim to achieve the following objectives:

- Provide a conceptual framework for both perceived organizational support and organizational citizenship behavior.

- Test the nature of the impact of perceived organizational support, with its dimensions, on organizational citizenship behavior among employees of the African Glass Company in Jijel.

- Provide explanations for the results obtained and offer a set of recommendations for company management.

Significance of the Study

The current study derives its scientific significance as the first study in Algeria - to the best of the researchers' knowledge - that links perceived organizational support as an independent variable and organizational citizenship behavior as a dependent variable, taking the African Glass Company as a field for the applied study. As for the practical significance of the study, it lies in the importance of the results it will yield. It will reveal the reality of practicing both perceived organizational support and organizational citizenship behavior among employees of the African Glass Company in Jijel. It will also uncover whether there is a statistically significant impact of the dimensions of perceived organizational support on organizational citizenship behavior. Based on these results, a set of recommendations can be provided to help decision-makers in the company develop perceived organizational support and organizational citizenship behavior among the company's employees.

Study Methodology

Considering the nature of the study topic and the objectives it seeks to achieve, a descriptive approach was adopted in collecting the study's data. This approach focuses on describing the studied phenomenon, expressing it quantitatively and qualitatively as it exists in reality, analyzing it, and revealing the relationships between its variables. The current study used two main approaches from the descriptive methodology: the documentary approach and the social survey approach for the sample.

Study Limitations

- *Objective limitations:* The current study focuses on studying the impact of perceived organizational support, with its three dimensions of fairness, supervisor support, and organizational rewards and working conditions, on organizational citizenship behavior among employees of the African Glass Company in Algeria.

- *Spatial limitations:* The field study was conducted at the African Glass Company in Jijel, Algeria.

- *Human limitations:* The study was applied to a simple random sample of individuals working at the African Glass Company in Jijel, Algeria.

- *Time limitations:* The field data for the study was collected from February 2023 to January 2024.

Literature Review

Several studies have investigated the relationship between perceived organizational support and organizational citizenship behavior (OCB). Nisar et al. (2014) conducted a quantitative study titled "Impact of Perceived Organizational Support on Organizational Citizenship Behavior: Empirical Evidence from Pakistan." They collected data from 250 respondents in the banking and education sectors in Pakistan using non-probabilistic sampling techniques over two months. The study revealed a strong positive impact of perceived organizational support on OCB. Ali et al. (2018) examined the effects of perceived organizational support on OCB in their study titled "Effects of perceived organizational support on organizational citizenship behavior – Sequential mediation by well-being and work engagement." They surveyed 273 employees from various service organizations in Lahore and its surrounding areas. Their findings demonstrated a direct effect of perceived organizational support on OCB. Bell and Menguc (2015) proposed a model for managing customer service employees in their study titled "The employee-organization relationship, organizational citizenship behaviors, and superior service quality." Their model explored the relationship between organizational citizenship behaviors and employee-organization relationship aspects such as perceived organizational support and organizational identity. Additionally, the study investigated the role of job autonomy in facilitating employees' engagement in organizational citizenship behaviors.

On the other hand, Abdulrab et al. (2018) investigated the mediating role of psychological empowerment in the relationship between perceived organizational support and OCB in Malaysian higher education institutions. Their study aimed to provide guidance for policymakers and university management based on the expected results. Oussama and Johari (2016) aimed to identify the relationship between perceived organizational support, organizational citizenship behavior (individual OCB-I and organizational OCB-O), and turnover intention (TI). Their study proposed a framework to examine the impact of perceived organizational support on information technology through the mediation role of organizational citizenship behavior. Muhammad (2014) conducted a study titled "Perceived Organizational Support and Organizational Citizenship Behavior: The Case of Kuwait" to understand the relationship between perceived organizational support, organizational affective commitment, and employee citizenship behavior in Kuwaiti business organizations. The study proposed that emotional organizational commitment to employees mediates the relationship between perceived organizational support and employee organizational citizenship behavior.

Commentary on Previous Studies

The current study intersects with studies by Muhammad (2014), Nisar et al. (2014), Bell and Menguc (2015), Oussama and Johari (2016), Abdulrab et al. (2018), and Ali et al. (2018) in one of its objectives, which is measuring the impact or relationship of perceived organizational support on organizational citizenship behavior. Moreover, this study is similar to previous studies in being quantitative, with most using surveys as a data collection tool and relying on the descriptive approach. However, despite the aforementioned similarities, this study distinguishes itself through two aspects: first, it integrates and synthesizes multiple dimensions of organizational support into one model, and second, the applied aspect of the study was conducted on a sample of employees working at the African Glass Company in Jijel, Algeria.

Study Model

The following figure represents the study model, which was developed based on previous studies.

Figure 01: Study Model
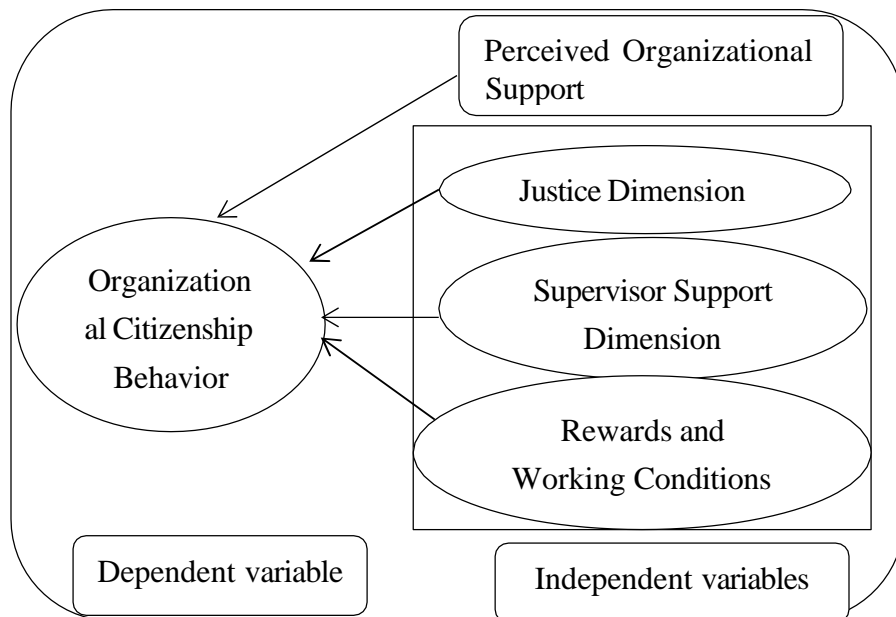
1. Theoretical Framework of Study Variables

The theoretical background of both perceived organizational support and organizational citizenship behavior is elucidated as follows:

1.1. Perceived Organizational Support

The concept of perceived organizational support (POS) and its dimensions can be elucidated as follows:

1.1.1- Concept of Perceived Organizational Support

Perceived organizational support, often referred to as POS, is a significant concept in organizational behavior literature, as it can provide an explanation for the relationship between organizational treatment of employees and their attitudes and behaviors towards their work and organization. Eisenberger (2002) defined perceived organizational support as "employees' perception that their organization values their contributions and cares about their well-being." This fosters their sense of commitment to performing well. Such perception creates a positive mood among employees and addresses their important social and emotional needs by considering their aspirations and values.

1.1.2. Dimensions of Perceived Organizational Support

The components of perceived organizational support include:

Fairness: Refers to the fairness of methods used in distributing resources among employees.

Supervisor Support: Employees develop general perceptions about the extent to which supervisors value their contributions and care about their well-being. Supervisors, acting as agents of the organization, bear responsibility for guiding and evaluating the performance of subordinates, and employees perceive their supervisor's positive or negative behavior towards them as an indicator of organizational support.

Job Conditions and Organizational Rewards: Shore and Shore (1995) proposed that HR practices acknowledging employee contributions should positively relate to perceived organizational support – diverse job conditions and rewards such as recognition of pay, promotions, job security, autonomy, and role pressures.

1.2. Organizational Citizenship Behavior

The concept of organizational citizenship behavior (OCB) and its significant dimensions are elucidated as follows:

1.2.1. Concept of Organizational Citizenship Behavior

The readiness to engage in extra-role efforts beyond formal job requirements is an essential element of organizational effectiveness. Bernard (1963) highlighted the importance of cooperative efforts for organizational performance in his formal cooperation theory. Organ (1988) termed such cooperative actions as "organizational citizenship behaviors" (OCBs) and defined them as "voluntary, discretionary actions that employees undertake and that are not part of their formal job descriptions, contracts, or under the organization's formal incentive system, aimed at promoting organizational effectiveness." OCBs also contribute to establishing good relationships among employees and enhancing their psychological environment, leading to improved performance. OCB includes several behaviors such as helping others, volunteering for extra tasks, and adhering to rules and procedures in the workplace. Organizational citizenship behavior promotes teamwork,

enhances employee engagement, reduces error costs, and fosters a positive organizational environment. It is an unspecified behavior not formally linked to incentive systems and performance evaluations in organizations. Organizational citizenship behavior also contributes to reducing the organization's need by allocating scarce resources, maintaining its cohesion and unity, and helping employees perform their work by allocating more time for effective planning and problem-solving. Its importance lies in providing creativity, innovation, and idea development, enhancing motivation for achievement, improving performance, and instilling a sense of responsibility towards the organization.

In summary, good behavior or organizational citizenship behavior arises from employees performing extra work beyond job requirements without expecting any anticipated reward, which overall strengthens or supports the effective performance of the organization.

1-2-2 Dimensions of Organizational Citizenship Behavior

Research into the dimensions of Organizational Citizenship Behavior (OCB) began in the 1980s when Smith, Organ, and Near (1983) divided OCB dimensions into two categories: Altruism, "behavior specifically directed at assisting individuals," and General Compliance, "behavior that reflects compliance with general rules, standards, and expectations, i.e., doing what the good employee should do." OCB can take various forms, but the main forms can be summarized as follows:

Sportsmanship: Organ (1988) defined it as the willingness to tolerate and bear annoyances and burdens that are inevitable for an employee while performing their duties.

Altruism: It is the behavior of employees willing to help their colleagues facing a task or personal problems.

Civic Virtue: Represents civic virtue, i.e., responsible behavior for participating in various supportive activities.

Courtesy: Refers to appreciative behaviors aimed at avoiding work-related issues conflicting with others.

Conscientiousness: Conscientiousness refers to dedication to work and achievement to achieve results higher than the specified standards. It involves independent decision-making to perform tasks beyond the minimum job requirements, such as working long hours without wasting time and voluntarily complying with company regulations and other related work behaviors.

1.3. Relationship between Perceived Organizational Support and Organizational Citizenship Behavior

Individuals who receive support and resources from their organization are more likely to develop positive relationships with their colleagues at work and are likely to engage in Organizational Citizenship Behavior (OCBs) such as helping others. According to the principle of reciprocity in social exchange theory, individuals who perceive high levels of organizational support are likely to have skills and abilities that benefit their colleagues at work, surpassing their legal requirements, thus promoting Organizational Citizenship Behavior (OCBs). Perceived Organizational Support (POS) is also evaluated as a guarantee, and such assistance will be available from the organization when needed for individuals to effectively perform their work and deal with challenging situations.

2. Methodology and Tools

The study's population and sample, as well as the tool used in the study, will be clarified, along with data quality verification, as follows:

2.1. Population and Sample of the Study

The applied study was conducted at the African Glass Company in Jijel, Algeria, where the study population consists of all employees of the African Glass Company, totaling 192 workers. Due to the difficulty of accessing all members of the population, a sample of 169 workers was randomly selected, representing 88% of the total. To obtain more accurate results reflecting the practical reality, a questionnaire was developed based on previous studies that addressed the same topic.

2.2. Study Tool

To determine the impact of perceived organizational support on organizational citizenship behavior, previous studies addressing the variables of the topic were relied upon, which included dimensions of perceived organizational support and statements of organizational citizenship behavior. This study is quantitative as it relies on a questionnaire comprising two axes: the first axis is specific to the variable of perceived organizational support and its dimensions, including fairness, supervisor support, as well as job conditions and organizational rewards. The second axis pertains to the variable of organizational citizenship behavior, and a five-point Likert scale was utilized, with its options and values detailed in the following tables.

Strongly agree	Agree	Neutral	disagree	Strongly disagree
5	4	3	2	1

Source: Prepared by the researchers using a five-point Likert scale.

Table (02): Categories of the Five-Point Likert Scale and Their Meanings

Category Domain	Scores	Categories
Very low agreement	From 1 to less than 1.80	Strongly Disagree
low agreement	From 1.80 to less than 2.60	Disagree
Moderate Agreement	From 2.60 to less than 3.40	Neutral
High Agreement	From 3.40 to less than 4.20	Agree
Very high agreement	From 4.20 to 5	Strongly Agree

Source: Prepared by the researchers using a five-point Likert scale

Statistical Methods

The Statistical Package for the Social Sciences (SPSS 28) was used to analyze the data obtained from the study sample, employing various statistical methods including Cronbach's alpha coefficient, skewness and kurtosis coefficients, as well as variance inflation factor (VIF) and tolerance, mean and standard deviation, and multiple regression analysis.

Quality Check of Study Data

The stability of the study instrument, the nature of the distribution of study variables, analysis of variance inflation factor and tolerance, and testing of study hypotheses are verified as follows:

3-1. Testing the Stability of the Study Instrument

The stability of the measurement tool was verified through Cronbach's alpha coefficient, and the results are presented in the following table:

Table (03): Results of Cronbach's Alpha Coefficient Test

Study Variables	Number of Items	Cronbach's Alpha Coefficient
Fairness	08	0.874
Supervisor Support	08	0.639
Regulatory Rewards & Work Conditions	24	0.884
Perceived Regulatory Support	12	0.780
Organizational Citizenship Behavior	36	0.908

Source: Prepared by the researchers using outputs from SPSS 28

Through Table (03), we observe that the values of Cronbach's alpha coefficient for the study variables range between (0.639) and (0.908). These values indicate that the stability of the questionnaire used for the study is achieved and is acceptable to continue the study. The construct exhibits good and acceptable reliability (Khan, Chishti, & Safdar, 2019).

3-2. Testing the Nature of Study Variables Distribution:

Skewness and kurtosis coefficients are relied upon to determine the nature of the distribution of study variables and to ensure that they follow a normal distribution, as illustrated in the following table:

Table (04): Skewness and Kurtosis Coefficients

Study Variables	Skewness Coefficient	Kurtosis Coefficient
Fairness	-0.970	-0.012
Supervisor Support	-0.219	-0.197
Regulatory Rewards & Work Conditions	-0.628	-0.073
Perceived Regulatory Support	-0.182	-0.250
Organizational Citizenship Behavior	-0.234	-0.298

Source: Prepared by the researchers based on the outputs of SPSS 28 software.

It is evident from Table (04) that the skewness coefficients for all variables range from (-0.250) to (-0.011), which is less than (3) and falls within the acceptable range for normal distribution, ranging between (-3 and 3). As for the kurtosis coefficients, they are confined between (-0.970) and (-0.182), which is less than (20). These results indicate that the data follow a normal distribution (Cao & Dowlatshahi, 2005, p. 542).

3-3 - Analysis of Variance Inflation Factor and Permissible Variance:

The Variance Inflation Factor (VIF) and Tolerance Variance (Tolerance) tests are relied upon to ensure that the independent variables in the study are not correlated and that there is no overlap between them. The results obtained are listed in the following table:

Table (05): Variance Inflation Factor and Permissible Variance

Study Variables	permissible variance inflation	variance inflation factor
Fairness	0.655	1.526
Supervisor Support	0.680	1.471
Regulatory Rewards & Work Conditions	0.637	1.571

Source: Compiled by the researchers based on the outputs of SPSS 28 program.

Through Table (05), we notice that the values of the variance inflation factor are confined between (1.471) and (1.571), which are less than 10. However, the values of the permissible variance inflation factor are between (0.637) and (0.680), and these values are greater than 1.0 (Muchtadin & Chaerudin, 2020, p. 936). Hence, there is no problem in the correlation between the independent variables, and they are suitable for testing the hypotheses of the study.

3-4 - Descriptive Analysis of Study Variables and Testing Hypotheses: Descriptive analysis of study variables and testing hypotheses can be conducted according to the following statement:

3-4-1 - Descriptive Analysis of Perceived Organizational Support and Organizational Citizenship Behavior Variables: The results of the sample individuals' responses for the perceived organizational support and organizational citizenship behavior variables can be clarified, and the obtained results are illustrated in Table (06).

Table (06): Results of the sample individuals' responses for the perceived organizational support variable and organizational citizenship behavior.

Variable	Direction Score	Standard Deviation	Mean
Equity	Moderate Agreement (3)	0.745	3.225
Supervisor Support	Moderate Agreement (2)	0.522	3.391
Regulatory Rewards & Work Conditions	High Agreement (1)	0.664	3.509
Perceived Regulatory Support	Moderate Agreement (--)	0.529	3.375
Organizational Citizenship Behavior	Moderate Agreement (--)	0.544	3.292

Source: Prepared by the researchers relying on the outputs of SPSS 28 software program.

Table (06) illustrates the means and standard deviations of the responses of the study sample regarding the axis of perceived organizational support. The dimensions of this axis are ranked as follows: In the first rank, organizational rewards and working conditions had a mean of (3.509) with a standard deviation of (0.664). The second rank was returned to supervisor support with a mean of (3.391) and a standard deviation of (0.522). As for the fairness dimension, it ranked third with a mean of (3.225) and a standard deviation of (0.745).

In general, the table results indicate that the agreement level of the sample individuals regarding the dimensions of the perceived organizational support axis is moderate, with a low dispersion degree. The mean was (3.375) with a standard deviation of (0.529), which is less than (1), indicating a moderate level of organizational support among employees of the African Glass Company in Jijel. Additionally, the mean for the axis of organizational citizenship behavior was (3.292) with a standard deviation of (0.544), also less than (1), indicating that the study sample individuals have moderate levels of organizational citizenship behavior.

3-4-2 Hypotheses Testing

The hypotheses regarding the impact of perceived organizational support with its three dimensions on organizational citizenship behavior among employees of the African Glass Company in Jijel are tested based on the multiple linear regression analysis results shown in Table (07), relying on studies (Putri & Kusuma, 2023, p. 12) and (Manullang, 2017, p. 25), which confirm the acceptance of the null hypothesis, i.e., that the independent variable does not affect the dependent variable if the significance level (sig) is greater than the significance level of 0.05, and if the calculated T-value is less than the tabulated T-value. Therefore, the null hypothesis is rejected if the opposite is true and the alternative hypothesis is accepted.

Table (07): Results of the multiple regression analysis for testing the impact of dimensions of perceived organizational support on organizational citizenship behavior.

Variable	Beta	Standard Error	Calculated T-value	Significance Level
Constant	-	0.254	3.798	0.000
Equity	0.466	0.060	5.650	0.000
Supervisor Support	0.359	0.084	4.430	0.000
Regulatory Rewards &	- 0.014	0.069	-1.165	0.870

Table (07): Results of the multiple regression analysis for testing the impact of dimensions of perceived organizational support on organizational citizenship behavior.

Variable	Beta	Standard Error	Calculated T-value	Significance Level
Work Conditions				

Durbin Watson index =1.776, "R²" = 0.496, "R"= 0.704[a], the overall significance level (Sig) is 0.000

From the previous table, we observe that the overall significance level (Sig) is 0.000, which is less than the significance level of 0.05 (Syaifullah, 2021, p. 1082), indicating the suitability and validity of the study model. It confirms that perceived organizational support positively influences organizational citizenship behavior among employees. Additionally, the correlation coefficient "R" value was 0.704, representing a very strong relationship (Davis, 1997), primarily due to organizational citizenship behavior, indicating its higher association with perceived organizational support. When the organization provides support to employees, it achieves a parallel effect such as self-motivation and dedication to work. Perceived organizational support allows employees to feel they are part of the organization (Osman, Othman, Rana, Solaiman, & Lal, 2015, p. 178). Furthermore, the coefficient of determination "R²" value is 0.496, meaning that 49.6% of the variance in organizational citizenship behavior among employees at the studied company is attributed to the influence of the three dimensions representing perceived organizational support, while 50.4 % is attributed to other variables. The Durbin Watson index value of 1.776 is less than 2, indicating no autocorrelation in the regression model. The appropriateness of the study model can be tested through regression analysis of variance (Wahyu, 2019, p. 40). Based on this, we reject the null hypothesis, which states: "Perceived organizational support does not affect organizational citizenship behavior among employees at the African Glass Company in Jijel," and accept the alternative hypothesis, which states: "Perceived organizational support affects organizational citizenship behavior among employees at the African Glass Company in Jijel."

This result implies that employees perceive a positive impact of perceived organizational support on organizational citizenship behavior, contributing to enhancing positive interaction and commitment at the African Glass Company in Jijel.

This finding is consistent with the results of studies (Muhammed, 2014), (Nisar, et al., 2014), (Bell, Menguc, 2015), (Oussama & Johari, 2016), (Abdulrab, et al., 2018), (Ali, et al., 2018), all of which

concluded that perceived organizational support positively influences or is related to organizational citizenship behavior among employees at the African Glass Company in Jijel.

Furthermore, the dimension of fairness has an impact on organizational citizenship behavior among employees at the African Glass Company in Jijel because the significance level is 0.000, which is less than the significance level of 0.05. The calculated T-value is 5.650, which is greater than the tabular T-value of 1.98. Additionally, the standardized coefficient beta (0.466) indicates that a one-unit increase in the fairness dimension leads to a 46.6% increase in the development of organizational citizenship behavior, a somewhat high value. Thus, we reject the first sub-null hypothesis, which states: "Fairness does not affect organizational citizenship behavior among employees at the African Glass Company in Jijel," and accept the alternative hypothesis, which states: "Fairness affects organizational citizenship behavior among employees at the African Glass Company in Jijel."

This result suggests that supervisor support enhances employees' sense of belonging and contribution, leading to the development of positive behavior towards work and the company. Supervisor support positively influences the constructive relationship between supervisors and subordinates, fostering a desire to contribute to the development of the company and improve organizational performance. Additionally, effective and open communication between supervisors and employees provides a deeper understanding of team needs and expectations, contributing to enhancing positive interaction. The moderate effect indicates that other factors need to be considered in analyzing organizational citizenship behavior.

Finally, we note from the table that the dimension of rewards and working conditions does not have an impact on organizational citizenship behavior among employees at the African Glass Company in Jijel because the significance level is 0.870, which is greater than the significance level of 0.05. The calculated T-value is 1.165, which is less than the tabular T-value of 1.98. Thus, we accept the third sub-null hypothesis, which states: "Rewards and working conditions do not affect organizational citizenship behavior among employees at the African Glass Company in Jijel."

The results indicate that rewards and working conditions, as measured in the study, may not be the primary factors influencing organizational citizenship behavior. It is important for leaders and managers at the African Glass Company in Jijel to consider other organizational or individual factors that may have a greater impact on employee behavior, including leadership styles, organizational culture, or personal motivations.

Conclusion

Through the study conducted in its applied aspect to understand the nature of the impact of perceived organizational support on organizational citizenship behavior among employees of the African Glass Company in Jijel, we have found that perceived organizational support influences

the organizational citizenship behavior of employees at the African Glass Company in Jijel. After statistically processing the data, the following results were obtained:

4-1 Results of the Study

These include:

- An increase in perceived organizational support leads to an improvement in the performance and productivity of employees at the African Glass Company in Jijel, contributing to the enhancement of their organizational citizenship behaviors.

- The absence of incentivizing programs and rewards encouraging active participation in organizational activities reflects the values of organizational citizenship among employees at the African Glass Company in Jijel and allows for providing a suitable work environment and administrative support to enhance their satisfaction towards the company.

- There is a moderate practice of perceived organizational support among employees at the African Glass Company in Jijel.

- Employees of the African Glass Company in Jijel exhibit moderate levels of organizational citizenship behavior.

- Fairness influences the organizational citizenship behavior of employees at the African Glass Company in Jijel.

- Supervisor support influences the organizational citizenship behavior of employees at the African Glass Company in Jijel.

- Organizational rewards and working conditions do not influence the organizational citizenship behavior of employees at the African Glass Company in Jijel.

4-2 Study Recommendations

Based on the study results, several recommendations can be made, including:

- Increasing the transparency of organizational decisions and ensuring fairness in employee treatment at the African Glass Company in Jijel.

- Providing training courses for supervisors to develop support and guidance skills among employees at the African Glass Company in Jijel.

- Encouraging supervisors to understand employee needs and meet their expectations at the African Glass Company in Jijel.

- Focusing on improving working conditions, such as providing comfortable workspaces and enhancing the collective work environment, which may enhance employees' willingness to

positively contribute to the company and thus promote their organizational citizenship behaviors.

- Adopting an effective system to recognize and appreciate employees' achievements and positive contributions through launching incentivizing programs and rewards that encourage active participation in organizational activities reflecting the values of organizational citizenship among employees at the African Glass Company in Jijel.

- Management may wish to explore alternative means to motivate employees, understanding that rewards alone may not be the primary driver of organizational citizenship behavior.

4-3 Study Prospects

In the context of our research in this study and the results we have obtained, we propose some topics related to the subject, which constitute prospects for the current study:

- Generalizing the current study and its variables by expanding the study sample to include a range of economic institutions to make the results more comprehensive.

- We focused in this study on the impact of perceived organizational support on organizational citizenship behavior among employees of the studied company, where the independent variable can be replaced with one of its dimensions.

- The impact of organizational support on organizational citizenship behavior: the mediating role of organizational commitment in a sample of economic institutions.

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