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Presenting a Paradigmatic Model of Organizational Citizenship Behavior in Banks with an Emphasis on Organizational Communication

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Abstract

The present study aims to propose a paradigmatic model of organizational citizenship behavior in Bank Maskan, emphasizing organizational communication. This research was conducted using a mixed-methods approach. In the qualitative section, grounded theory was employed, while in the quantitative section, structural equation modeling was utilized. The statistical population in the qualitative phase comprised 16 experts and stakeholders in the management of Bank Maskan in Tehran, who were selected using the snowball sampling method until theoretical saturation was reached. Semi-structured interviews were conducted with these participants. Data analysis was performed in three stages: open coding, axial coding, and selective coding, based on which the qualitative research model was designed. In the quantitative section, a total of 384 researcher-designed questionnaires were distributed among employees, with their validity and reliability confirmed. The research findings identified 284 open codes, 94 subcategories or concepts, and 6 overarching categories: causal conditions (strategic changes, organizational leadership, organizational development-oriented attitudes); central category (effective leadership, internal communication, individual-level characteristics); strategies (utilization of information technology, training and education, encouragement of cooperation and interaction, promotion of organizational values, community orientation); intervening conditions (lack of use of domestic social platforms, value changes, collective capital, deficiencies in internal communication, lack of training and education); contextual factors (individual characteristics of organizational followers, information and communication technology, policies and procedures); and outcomes (motivation and drive, organizational trust, employee performance, social, organizational, and individual dimensions).

Keywords: Organizational Citizenship Behavior, Organizational Communication, Bank Maskan, Grounded Theory

1. Introduction

The most significant characteristic of today's work environment is the measurement and assessment of competitive boundaries in the labor market (Ardestani & Razaghi Shirsavar, 2019). Consequently, organizations today are aware that their human resource management costs must be accompanied by the effective administration of human capital. If organizations can manage their human resources in a way that aligns employees' capabilities with organizational goals, the rate of accidents, absenteeism, errors, and waste will decrease, while employees with an appropriate morale will provide high-quality services,



ultimately enhancing organizational productivity and profitability (Khoshfar & Jandaghi Mirmahaleh, 2016). Therefore, employee performance is directly related to organizational productivity. Analyzing aspects of employee performance that have been overlooked or neglected by organizations can take a valuable step toward improving employee performance and increasing organizational productivity (Mohseni et al., 2018). Accordingly, organizations seeking success in today's world need employees who go beyond their formal job responsibilities (Pfeffer & Veiga, 1999).

Organizational citizenship behavior (OCB) is defined as a set of behaviors that employees exhibit beyond personal productivity goals to enhance their performance effectiveness (Bohlouli Zeinab et al., 2024; Faris et al., 2024). Teng et al. (2019) define OCB as voluntary behavior that extends beyond an individual's formal role and aims to assist other individuals in the organization or demonstrate conscientiousness and support for the organization (Teng et al., 2019). Kang and Jang (2019) also describe OCB as discretionary behavior, stating that such behaviors are not explicitly recognized or directly rewarded by formal systems but significantly contribute to enhancing organizational effectiveness (Kang & Jang, 2019). The term "discretionary" indicates that these behaviors are neither included in job role expectations nor employment contracts; they are entirely voluntary, and neglecting them does not result in any penalties (Ram et al., 2024; Yusnita, 2024; Zarnegarian, 2024). Such behaviors contribute to organizational benefits by fostering and maintaining the psychological and social fabric of the workplace and are not performed due to work demands. In another definition, OCB is characterized as behaviors that employees engage in beyond their personal productivity goals to enhance their performance effectiveness (Li, 2024; Mach et al., 2024).

In this regard, improving and refining OCB in banks can be influenced by numerous factors, one of which is undoubtedly organizational communication. In any organization, whether viewed from a traditional hierarchical perspective or a contemporary perspective, organizational communication enhances employee cohesion, strengthens public and horizontal communication at different levels, facilitates the execution of internal processes, and significantly improves intra-organizational relationships (Azimzadeh et al., 2015).

Within any organization, information must be consistently communicated to managers and employees so that they can perform their duties with full awareness. In this context, Henry Mintzberg identified informational and communicative roles as fundamental managerial responsibilities. Organizational communication is so critical that the primary duty of managers can be considered the development and strengthening of communication (Damghanian & Yazdani Ziarat, 2015). Before making any decisions, necessary information—including facts, ideas, and emotions—must be taken into account. Therefore, if an organization's objective is to achieve maximum productivity, its communication system must be designed in a way that ensures information is always available to managers and employees through appropriate channels. Each organization, based on its fundamental structure, has distinct forms of organizational communication (Ghazanfari & Mazrouei, 2015).

When establishing organizational structures, communication patterns are integral to the design. These patterns, which define formal communication channels, hold particular significance. In some organizations, these channels may be designed so that employees are required to communicate only with their direct managers (vertical communication). In contrast, other organizations may design channels that facilitate horizontal communication among employees (Hadavi Nejad & Baharloo, 2015).

Given these considerations, it can be concluded that outstanding organizational performance is not achieved merely through ordinary employee efforts. One key factor in the success of large organizations is the presence of employees who go beyond their formal job responsibilities—an impact that the concept of OCB has contributed to the field of organizational knowledge (Nazari et al., 2013; Nazari & Tahani, 2014).

The literature on organizational citizenship behavior (OCB) and organizational communication highlights various influential factors and relationships. Yusnita (2024) found that only managerial communication dimensions, particularly altruism and civic virtue, were significantly related to OCB (Yusnita, 2024). Saleh et al. (2022) demonstrated that workplace quality, organizational commitment, job development, and entrepreneurial orientation positively influence OCB (Saleh et al., 2022). Boonparn et al. (2020) explored the relationship between internal marketing and OCB among credit card issuers in Thailand, revealing that satisfaction with internal marketing directly enhances both OCB and brand citizenship behavior, with the latter



having a stronger effect on OCB ([Boonpam et al., 2020](#)). Zbirovski (2019) examined high-performance organizational features and found a strong positive direct relationship between high-performance indicators and organizational effectiveness, with OCB and entrepreneurial orientation acting as partial mediators ([Zbierowski, 2019](#)). Taskiran (2019) identified a significant relationship between OCB and entrepreneurial orientation, while Bugler et al. (2019) demonstrated that increased internal social capital positively impacts OCB ([Taşkıran, 2019](#)). Zhijie et al. (2019) examined perceived organizational politics and found that job stress partially mediates its effect on OCB ([Zhijie et al., 2019](#)). Newman et al. (2018) indicated that greater engagement between managers and employees enhances OCB ([Newman et al., 2017](#)). Musringudin et al. (2017) confirmed that organizational justice has a positive and significant effect on OCB ([Musringudin et al., 2017](#)). Deery et al. (2017) found that excessive organizational pressure to display OCB can have negative consequences for employees ([Deery et al., 2017](#)). Islam et al. (2015) showed that organizational learning culture and psychological empowerment influence OCB and employee retention, with affective commitment mediating these relationships ([Islam et al., 2016](#)). Mihaan Dost et al. (2023) developed an Islamic OCB model for tax organizations, emphasizing strategic, intermediary, and operational strategies ([Mihaan Dost et al., 2022](#)). Ghanbari and Norollahi (2023) found that political behavior negatively affects OCB and job engagement, while job satisfaction positively influences OCB ([Ghanbari & Noorollahi, 2023](#)). Falah Hosseini Ayadi et al. (2021) revealed that job satisfaction positively correlates with OCB and reduces absenteeism and anxiety ([Falah Hossein Ayadi et al., 2021](#)). Alam Beigi (2019) explored the role of social network ties and organizational commitment in OCB, finding that loyalty and cooperation were more influenced by commitment, while service provision was affected by social ties ([Alam Beigi et al., 2019](#)). Ardestani and Shirsavar (2019) confirmed that ethical intelligence, including integrity, compassion, responsibility, and forgiveness, positively correlates with OCB ([Ardestani & Razaghi Shirsavar, 2019](#)). Ebrahimi et al. (2017) found that altruism, humility, magnanimity, conscientiousness, and civic virtue positively influence brand equity, with Islamic work ethics moderating the relationship ([Ebrahimi et al., 2017](#)). These studies suggest that effective organizational communication, job satisfaction, ethical intelligence, and leadership styles are critical determinants of OCB, impacting both individual and organizational outcomes.

In the banking sector, the existence of multiple managerial levels and branches at regional, district, and local levels has established various layers of communication among employees and between employees and managers, highlighting the critical role of organizational communication. Organizational communication in institutions such as banks, due to their structural characteristics, plays a significant role in improving banking performance. While OCB has been widely examined in prior research, its interaction with organizational communication in the banking sector remains an underexplored issue. Therefore, the objective of this study is to develop a model of organizational citizenship behavior in Bank Maskan, with an emphasis on organizational communication.

2. Methods and Materials

This study was conducted using a qualitative approach based on grounded theory and is applied in terms of its objective. The statistical population in the qualitative section consisted of 16 experts and stakeholders in the management of Bank Maskan in Tehran, who were selected using the snowball sampling method. Semi-structured interviews were conducted with these participants, and data collection continued until theoretical saturation was reached. As the interviews progressed, the coding and analysis of the data led to the summarization and categorization of the information.

Data analysis was carried out in three stages: open coding, axial coding, and selective coding, following the grounded theory approach. To ensure the validity and reliability of the study, the interview questions were reviewed and confirmed by several experts. Lincoln and Guba, in their evaluation of qualitative research, highlighted the criteria of credibility, dependability, confirmability, transferability, and authenticity. To achieve these standards, the following measures were taken: transcription of the interviews, continuous analysis alongside data collection during the interviews, and verification of the coding process by another expert to ensure the accuracy and objectivity of the researcher's interpretation. Ultimately, the qualitative analysis was conducted using MAXQDA software.



3. Findings and Results

Grounded theory follows a structured approach, and this study employed the Strauss and Corbin method, which examines each phenomenon through six conceptual elements. According to these theorists, any phenomenon consists of a central category, causal conditions, contextual and intervening conditions, a set of strategies for influencing the central category, and ultimately, a series of outcomes.

For data analysis, the Strauss and Corbin (1998) comparative technique was employed, consisting of three stages: open coding, axial coding, and selective coding.

a) Open Coding: After transcribing an interview, the open coding process began. Open coding involves breaking down the collected data into the smallest possible conceptual components.

b) Axial Coding: Categorization and conceptualization during open coding reduce the number of units to be analyzed, facilitating the grounded theory process at the axial coding stage. In this phase, coding was performed axially by identifying the underlying processes within the data. The Strauss and Corbin coding paradigm was used to simplify the identification of these processes. In other words, this stage involved linking different categories, allowing information to be interconnected in new ways. The relationships among the core categories and the identified dimensions in the research were illustrated in the paradigmatic model.

c) Selective Coding: Selective coding is the final stage of coding, in which the core category is chosen and its relationships with other categories are defined. The interpretation and articulation of the connections between the core category and the other categories were carried out based on the research model, as axial coding provides the foundation for selective coding. The coding of the interviews revealed that the factors related to the organizational citizenship behavior model in Bank Maskan, with an emphasis on organizational communication, were classified into specific categories, as outlined in the corresponding table of categories.

Table 1. Results of Open, Axial, and Selective Coding

Paradigm	Main Components	Subcomponents	Concept	
Central Phenomenon	Effective Leadership	Behavioral Pattern	Organizational Citizenship Behavior Pattern	
		Establishing Open Communication	Honest Behavior Pattern Aligned with Ethical Values	
			Ability to Motivate	
	Ability to Foster Trust for Effective Internal Communication			
	Internal Communication	Transparency and Communication Adaptation	Leaders Promoting Open and Constructive Communication	
			Transparent and Effective Communication	
			Existence of Cohesive Internal Organizational Communication	
	Creating Communication Opportunities	Enhancement of Employee Relations		
		Opportunities for Two-Way Communication Between Managers and Employees		
		Opportunities for Exchange of Employee Information and Perspectives		
	Individual-Level Characteristics	Social Etiquette	Politeness	
			Social Behaviors	Observance of Ethical Principles
				Proper Social Conduct
	Altruism	Work Conscientiousness		Courtesy
			Purposeful Interaction with Others	
			Group Behaviors	
Organizational Flexibility	Promoting Organizational Learning	Engagement with Others		
		Sense of Empathy		
		Helping Resolve Others' Problems		
		Understanding Others		
		Valuing Others' Work		
		Prioritizing Others' Work		
		Supporting Organizational Culture		



Outcomes	Motivation and Drive	Change Management	Creating an Innovation-Friendly Environment
		Effective Change Management	Facilitating and Flexibly Disseminating Organizational Knowledge
		Inspirational Leadership	Adaptability to Change
	Goal Alignment	Continuity and Coordination Between Individual and Organizational Goals	Increasing Employee Motivation
	Organizational Trust	Adherence to Commitments	Recognition of Employees' Outstanding Performance
			Inspirational Leadership
			Career Advancement Opportunities
	Employee Performance	Commitment to Values and Ethics	Alignment of Individual and Organizational Needs
			Enhanced Trust
			Observance of Commitments
			Loyalty to Promises
			Commitment to Ethical Principles
Strategies and Actions	Social Organizational Dimension	Support for Flexibility and Innovation	Commitment to Organizational Values
		Commitment and Motivation	Creating a Flexible Environment
			Establishing an Innovative Atmosphere
		Flexibility and Adaptability	Maintaining Motivation
			Commitment to Organizational Values
	Individual Dimension	Participation and Knowledge Sharing	Enhancing Policy Adoption and Implementation
			Ability to Adapt to Changes and Needs
		Collaboration and Interaction	Establishing Positive and Constructive Communication
			Knowledge-Sharing Culture
			Culture of Experience Transfer Among Employees
	Use of Communication Technology	Virtual Platforms	Participation Culture
			Enhancing Effective Organizational Communication
			Strengthening Interaction and Collaboration
			Improving Quality of Work Life
			Enhancing Convergence
	Online Training and Support	Technical Support	Strengthening Social Commitment
			Improving Decision-Making Conditions
			Enhancing Loyalty
			Growth, Efficiency, and Effectiveness
			Responsible Organization
	Communication Platforms	Tools for Internal and External Organizational Communication	Boosting Employee Motivation
			Meritocracy and Competency-Based Selection
			Increasing Individual Competence
			Effort to Attract More Clients
			Sense of Usefulness
		Psychological	Generating a Sense of Nonviolence
			Creating a Sense of Self-Efficacy
			Increasing Work Conscientiousness
			Emphasizing Altruism Culture
			Humanistic Development

Knowledge Management Systems	Strengthening Employee Collaboration and Interaction	Implementation of Customer Relationship Management (CRM) Systems Storing and Sharing Organizational Knowledge and Experience Using Knowledge Management Systems for Data Collection
Collaborative Systems	Use of Project Collaboration Software	Team Portals Knowledge Management Systems
Training and Development	Professional Ethics Training	Professional Values in Customer and Colleague Relations Frameworks for Professional Ethics Communication Principles
	Organizational Communication Principles	Negotiation Techniques Handling Customer Complaints Communication Skills
	Collaboration and Interaction Training	Enhancing Collaboration Skills Constructive Criticism and Encouragement
	Time and Stress Management Training	Stress Management Training Time Management Training Improving Stress Management Skills Conflict Resolution Skills
	Negotiation and Conflict Resolution Training	Essential Negotiation Skills
Creating an Open Communication Environment	Encouragement of Constructive Feedback	Promoting Free Expression of Opinions
	Open External Communication	Open Discussion Forums External Organizational Interactions External Discourse Space
	Open Internal Communication	Internal Communication Platforms Internal Discourse Space
	Transparent Information Dissemination	Conscious Information Sharing Employee Performance Transparency Engaging in Collaborative Activities
Encouragement of Collaboration and Interaction	Assigning Joint Responsibilities	Performing Shared Tasks Encouraging Team Collaboration
	Creating an Environment for Cooperation and Interaction	Interaction in Activities Joint Efforts in Task Execution Providing Constructive Feedback
	Encouragement of Positive and Negative Feedback	Rewarding Feedback Providers
Promotion of Organizational Values	Enhancing Workplace Culture	Creating External Communication Spaces with Customers, Colleagues, and Society via Social Media, Blogs, etc. Promoting Organizational Values Internal Communication Space
	Internal Media	Use of Internal Portals Use of Internal Publications (including journals, videos, and podcasts)
	Visual Media	Organizing Conferences and Seminars Arranging Meetings
	Training and Research	Establishing Training Spaces Including Workshops, Scientific Meetings, and Online Training Providing Research-Oriented Organizational Values
	Supervision and Feedback	Use of Performance Monitoring Systems Use of Feedback Mechanisms
Community-Oriented Approach	Role Representation	Increasing Social Awareness Promoting Receptiveness to Criticism Strengthening Various Aspects of Social Behavior Enhancing Social Role Performance
	Public Culture Development	Increasing Trust Atmosphere



Contextual Conditions	Organizational Followers' Personal Characteristics	Ultimate Values	Elevating the Prestige of Social Activities Prioritizing Responsible Behaviors Enhancing the Status of Responsible Conduct Having a Defined Goal
			Belief in Growth and Development Commitment to Responsible Cooperation Sensitivity to Job Responsibility Sense of Responsibility Helping Others
	Behavioral Norms	Avoiding Contradictory Behaviors	Internal Sense of Commitment Emphasizing Convergent Behaviors Helping Each Other Grow and Excel Software-Based Feedback Mechanisms
	Information and Communication Technology (ICT)	Monitoring and Feedback Systems	Monitoring Systems Performance Management Software
			Use of Internal Communication Systems (e.g., Email, SMS, Chat) Improving the Quality of Information Flow Idea and Opinion Sharing Experience Sharing
		Internal Communication Systems	Maintaining Transparency in Organizational Communication Regular and Honest Information Dissemination to Employees and the Public Establishing a Transparent Decision-Making Process Interaction Between Different Organizational Levels Organizational Hierarchy Processes Ensuring Employees Feel Recognized Safeguarding Employee Rights
			Creating a Culture of Organizational Citizenship Behavior Managing Organizational Communication Encouraging Effective Communication by Leaders
	Organizational Hierarchy and Leadership	Transparency Principles	Promoting Organizational Citizenship Behavior by Leaders
			Strong Motivation in the Workplace Belief in Collective Values Over Individual Ones Commitment to Organizational Norms Dynamic Work Environment High Work Motivation Sense of Collective Identity Emphasizing Group Cohesion Emphasizing Growth-Oriented Culture Maintaining a Friendly Atmosphere Creating a Supportive Environment Increasing Trust Levels
		Hierarchical Interactions	Encouraging Continuous Improvement Reinforcing Positive Organizational Citizenship Behavior Establishing Formal Feedback Processes for Employees
			Use of Communication Tools Promoting Positive Organizational Citizenship Behavior Creating a Safe Environment for Employees to Express Opinions Ensuring Secure and Confidential Communication Processes Strengthening Effective Communication Within the Organization
	Organizational Characteristics	Value-Oriented Culture	
		Organizational Climate	
	Policies and Procedures	Feedback Mechanisms	
		Communication Policies	
		Knowledge Transfer Policies	

Causal Conditions	Strategic Changes	Transparency and Information Dissemination Policies	Enhancing Positive Organizational Citizenship Behavior
			Implementing Policies and Procedures for Knowledge and Experience Transfer Across Employees and Units
		Enhancing Ethical Values	Internal and External Information Sharing
			Increasing Employee and Customer Trust
		Adapting to New Transformations	Declaring Policies and Procedures Related to Transparency
			Creating a Collaborative Environment
		Organizational Leadership	Voluntary Acceptance of Responsibilities
			Developing an Efficient Work Ethic
		Organizational Commitment	Commitment to Social Unity
			Strengthening Adaptive and Ethical Capabilities Among Employees
Intervening Conditions	Lack of Internal Social Platforms Usage	Organizational Leadership	Encouraging Ethical Behavior Development
			Diversifying Activities
		Organizational Commitment	Expanding the Scope of Human Resource Activities
			Necessity of Continuous Change Acceptance
		Development-Oriented Organizational Attitudes	Quick Response to Changes
			Training Skilled Human Resources
		Promoting Participatory Actions	Developing Employee Dynamism
			Respect for Diversity
		Limited Information Dissemination	Creating a Transparent Environment
			Presenting Inspirational Concepts
		Transparency and Information Dissemination Policies	Creating a Favorable Work Atmosphere
			Effective Communication Skills
		Enhancing Ethical Values	Multilateral Communication
			Interactive Leadership Style
		Adapting to New Transformations	Inclusive Decision-Making
			Promoting a Developmental Legal Culture
		Organizational Leadership	Compliance with Organizational Regulations
			Organizational Citizenship Behavior Practices
		Organizational Commitment	Shared Feelings Among Organizational Members
			Loyalty of Employees to Organizational Goals
		Development-Oriented Organizational Attitudes	Commitment to Core Organizational Values
			Training Organizational Citizenship Behavior
		Promoting Participatory Actions	Addressing Core Needs
			Institutionalizing Organizational Citizenship Values
		Limited Information Dissemination	Sensitivity Toward Organizational Citizenship Behaviors
			Balancing Individual and Collective Interests
		Lack of Organizational Culture Reflection	Enhancing Teamwork Culture
			Raising Public Awareness
		Decrease in Internal Communication	Increasing Job Meaningfulness
			Encouraging Collaborative Decision-Making
		Transparency and Information Dissemination Policies	Weak Communication Flow
			Non-utilization of Internal and Social Platforms
		Enhancing Ethical Values	Internal Platforms as an Infrastructure
			Encouraging Organizational Citizenship Behavior
		Adapting to New Transformations	Weak Internal Communications
			Failure to Transmit Organizational Citizenship Behavior Concepts
		Organizational Leadership	Ignoring Internal Platforms
			Decline in Employee Interaction
		Organizational Commitment	Weak Direct Interactions



Value Transformations	Growth in Pluralistic Values	Lack of Transparent Communication Inclination Toward Organizational Improvement Self-Assessment Spontaneous Behaviors Increased Acceptance of Criticism Prioritizing Collective Interests Over Individual Ones Growth of Volunteerism Strengthening the Culture of Interaction Enhancing the Culture of Patience Assisting Others Without Expectation of Reward Strengthening Social Attitudes Promoting Tolerance in Social Interactions
	Development of Social Culture	Increasing Social Vitality Hope for Societal Progress Strengthening Succession Planning Encouraging a Positive Outlook Enhancing Social Well-Being Belief in Infrastructure Development Commitment to Collective Living Strengthening Public Trust Encouraging Cooperative Behaviors Knowledge Sharing Systems
Collective Capital	Psychological Capital	Role in Experience Transmission Knowledge Sharing via Virtual Platforms Lack of Dynamic Knowledge Transfer Employees Not Feeling Valued
	Public Culture	Absence of a Knowledge-Sharing Culture Opaque Decision-Making Processes
Lack of Knowledge and Experience Sharing	Deficiencies in Knowledge Transfer Processes	Lack of Transparency in Organizational Policies and Procedures Inefficiency of Modern Organizational Technologies Lack of Access to Necessary Information Failure to Hold Regular Meetings
	Non-utilization of Virtual Workspaces	Reduced Exchange of Opinions and Coordination Among Employees Absence of Encouragement for Employee Learning
Deficiencies in Internal Communication	Lack of Encouragement for Knowledge Sharing	Lack of Access to Skill Development Training Lack of Awareness Employees' Limited Understanding of Proper Organizational Citizenship Behavior Employees Not Providing Feedback
	Lack of Transparency	Lack of Proper Validation of Feedback and Supervision Weak Feedback Mechanisms Inadequate Communication Processes Deficiencies in Monitoring Systems Employee Performance Monitoring Systems Ineffective Information Transmission
Deficiencies in Training and Research	Insufficient Information	Flaws in Communication Mechanisms
	Lack of Meetings and Discussion Forums	
Deficiencies in Supervision and Feedback Systems	Lack of Skills	
	Reduced Awareness	
Deficiencies in Supervision and Feedback Systems	Weak Feedback Processes	
	Weak Supervisory Systems	
Deficiencies in Supervision and Feedback Systems	Deficiencies in Communication Processes	

In grounded theory, the integration of data is of significant importance. In the research process, after data collection, analysis, and interpretation, the next step is to present a model, draw conclusions, and summarize the findings. In the first stage, after assessing the current situation, the obtained data were classified into 94 categories within six main themes. Based on expert opinions, from all the indicators extracted from the qualitative grounded theory analysis of the interviews, 284 indicators were



utilized to develop the organizational citizenship behavior model in Bank Maskan with an emphasis on organizational communication. The following figure represents the paradigmatic model of organizational citizenship behavior in Bank Maskan, emphasizing organizational communication.

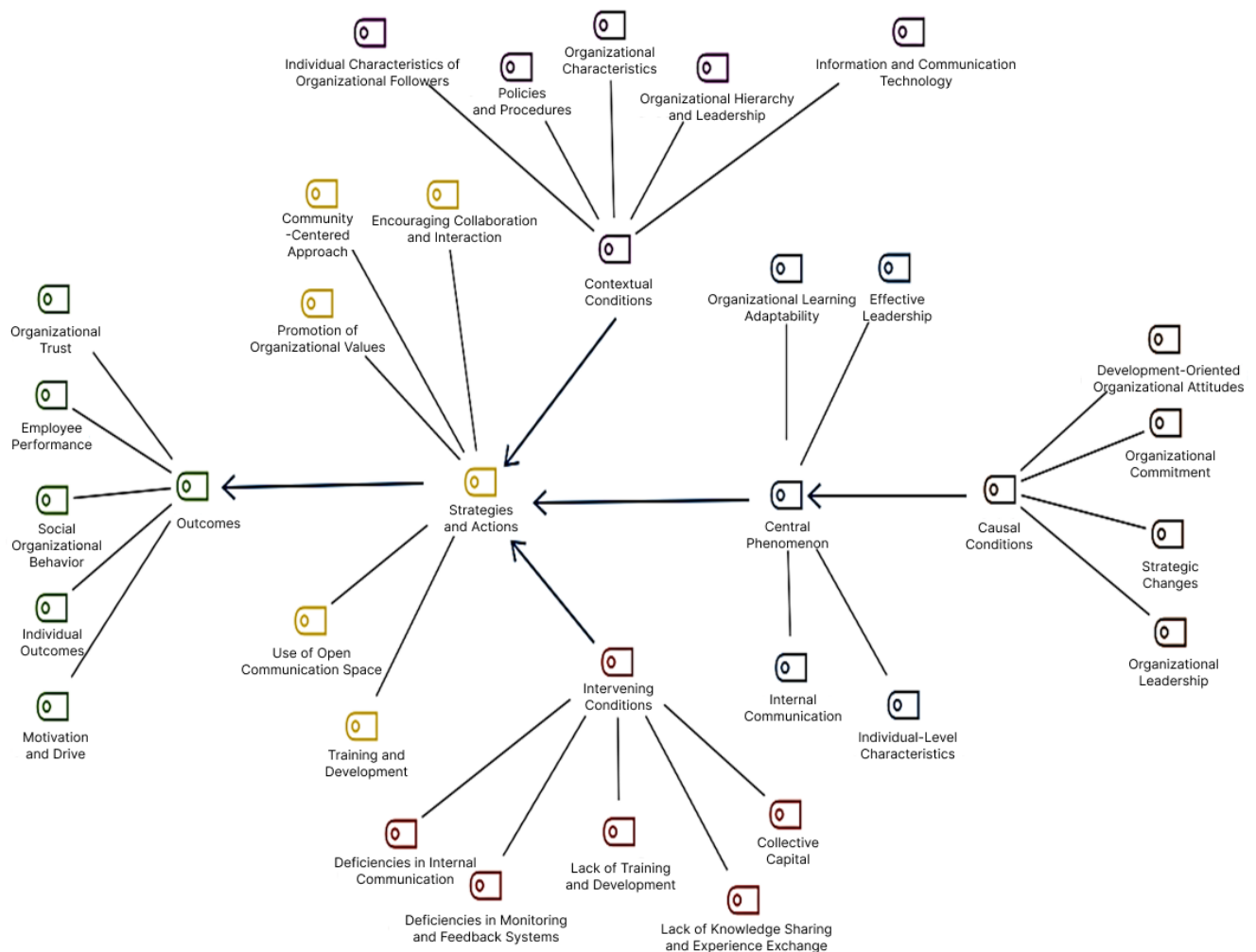


Figure 1. The Paradigmatic Model of Organizational Citizenship Behavior in Bank Maskan with an Emphasis on Organizational Communication Using MAXQDA

4. Discussion and Conclusion

This study aimed to design a model of organizational citizenship behavior (OCB) in Bank Maskan, emphasizing organizational communication. OCB is recognized as a crucial concept in organizational management, referring to voluntary activities and behaviors exhibited by organizational members that go beyond their core job responsibilities. In the context of Bank Maskan and organizational communication, it can be argued that organizational communication plays a critical role in enhancing OCB.

Organizational communication generally refers to the exchange of information and interactions between individuals and organizational units. In Bank Maskan, improving and strengthening both internal and external communication can contribute to increasing OCB. Effective communication between employees, managers, and customers can foster a motivational and supportive environment, encouraging discretionary behaviors such as assisting colleagues, participating in organizational development, and engaging in cooperative efforts beyond primary job responsibilities.

Overall, Bank Maskan can improve employee performance and engagement by fostering a dynamic, flexible, and supportive work environment that values OCB and organizational communication. The research findings addressing the question "How does the OCB model function in Bank Maskan with an emphasis on organizational communication?" revealed that OCB in Bank Maskan consists of 284 indicators and 94 subcategories, grouped into 32 main categories.

According to the results, the causal conditions include strategic changes, organizational leadership, organizational commitment, and development-oriented organizational attitudes. The central category consists of effective leadership, internal communication, individual-level characteristics, and organizational flexibility. The strategies include the use of information technology, training and development, establishing an open communication environment, encouraging collaboration and interaction, promoting organizational values, fostering community-centered initiatives, and cultivating an organizational culture. The intervening conditions include the lack of internal social platforms, value shifts, collective capital, the absence of knowledge and experience sharing, deficiencies in internal communication, insufficient training and development, and flaws in monitoring and feedback systems. Additionally, the contextual conditions include the characteristics of organizational followers, information and communication technology (ICT), organizational hierarchy and leadership, organizational characteristics, and policies and procedures. The outcomes include motivation and drive, organizational trust, employee performance, organizational social factors, and individual impacts.

The findings of this study align with previous research ([Alam Beigi et al., 2019](#); [Ardestani & Razaghi Shirsavar, 2019](#); [Boonparn et al., 2020](#); [Damghanian & Yazdani Ziarat, 2015](#); [Falah Hossein Ayadi et al., 2021](#); [Ghanbari & Noorollahi, 2023](#); [Kang & Jang, 2019](#); [Mihan Dost et al., 2022](#); [Nazari & Tahani, 2014](#); [Saleh et al., 2022](#); [Taşkıran, 2019](#); [Teng et al., 2019](#); [Yusnita, 2024](#); [Zbierowski, 2019](#); [Zhijie et al., 2019](#)).

Based on the findings, organizational communication plays a significant role. Effective internal and external communication is among the most influential factors affecting OCB, shaping employee attitudes and responses toward the organization. The use of ICT to improve internal and external communication is crucial for enhancing productivity and improving customer service. Additionally, strong organizational hierarchy, successful leadership, and exemplary role models can contribute to building a trust-driven, motivated work environment. Furthermore, transparent and well-defined organizational policies and procedures can enhance trust, reduce conflicts, and create an adaptable work environment.

For designing an OCB model in Bank Maskan while considering factors such as motivation and drive, organizational trust, employee performance, organizational social dynamics, and individual behavior, the study suggests conducting training programs focused on motivation and drive for bank employees to help them work with greater enthusiasm and energy. Additionally, fostering organizational trust through transparency in internal and external communication is recommended.

Encouraging employee performance enhancement through appropriate rewards and incentives is crucial, as organizational communication is a key factor in creating a positive and dynamic work environment. Moreover, providing positive reinforcement for OCB through the recognition and appreciation of employees who demonstrate responsible and constructive behaviors can be an effective strategy for strengthening OCB within the organization.

Finally, this study is not without limitations. One notable constraint is its cross-sectional design, which limits the generalizability of the findings. The use of cross-sectional data prevents the assessment of causal relationships in the development of the OCB model in Bank Maskan with an emphasis on organizational communication. Therefore, it is recommended that longitudinal studies be conducted to improve understanding of potential causal relationships.

Additionally, the lack of similar studies on the OCB model in banking with an emphasis on organizational communication presents another limitation, making it difficult to compare the findings of this research with those of other studies. Given these limitations, future researchers are encouraged to explore the role of leadership in organizational communication and its impact on organizational commitment and OCB. Future studies could also compare the levels of organizational communication and OCB in Bank Maskan with other organizations and examine the factors influencing these levels. Additionally, researchers could investigate the relationship between effective organizational communication and the enhancement of service quality in Bank Maskan as well as the link between organizational communication and employee motivation to improve performance and organizational development.

Ethical Considerations



All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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