The Relationships Between Organizational Citizenship Behavior, Affective Commitment and Team Effectiveness in A Non-Profit Organization

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Abstract: Non-profit organizations play a crucial role in fostering healthy communities by providing vital services that contribute to economic stability and mobility. However, the effectiveness of these organizations hinges on the positive and engaged behavior of their employees. These organizations may face challenges in staffing and resource management that can hinder performance and funding, making team effectiveness and organizational citizenship behavior essential for success. This study investigates the relationships between organizational citizenship behavior (OCB), affective commitment, and team effectiveness in a non-profit organization based in Selangor. Utilizing a cross-sectional design and a quantitative approach, 118 employees across local and international branches of a non-profit organization participated in an online survey. Data analysis was conducted using SPSS version 26. The study found that conscientiousness, courtesy, and civic virtue are the dimensions of (OCB) that positively influence team effectiveness, while altruism and sportsmanship did not show a significant impact in the non-profit context. Conscientious employees who are diligent and responsible, along with those who exhibit courtesy by being considerate and communicative, and those who actively participate in organizational activities, contribute meaningfully to team success. Furthermore, affective commitment, or employees' emotional attachment and identification with the organization, was also found to enhance team effectiveness, highlighting the role of an engaged and committed workforce in driving positive outcomes.

Keywords: *Organizational Citizenship Behaviour, Affective Commitment, Team Effectiveness, Non-Profit Organisation*

1. Introduction and Background

Team effectiveness is a critical element for the success of any organization, including non-profit organizations. It refers to the ability of a team to work together efficiently and produce high-quality outcomes. As organizations increasingly rely on teams to tackle complex projects, the importance of fostering effective teamwork has become more pronounced (Goh, Tuckey, & Johnson, 2021). High team effectiveness leads to increased productivity, better decision-making, and improved organizational outcomes (Salas, Shuffler, Thayer, Bedwell, & Lazzara, 2021). However, achieving team effectiveness can be challenging due to various factors, such as team member behavior, organizational culture, and the external environment (Parker & Knight, 2020). While much research has focused on team effectiveness in profit-making organizations, there is a significant gap in understanding how these dynamics play out in non-profit organizations (Mahembe, 2014). In the context of non-profit organizations, team effectiveness is even more crucial due to the unique challenges these organizations face, such as fundraising difficulties, donor distrust, and a lack of skilled human resources (Uddin, 2019). The absence of effective teamwork can lead to wasted resources, missed deadlines, and ultimately, a failure to meet organizational goals. This inefficiency can result in increased operational costs and financial risks, potentially leading donors to withdraw funding (Bahati, 2013; Ross, 2008).

Additionally, effective teamwork is a result of higher levels of organizational citizenship behavior (OCB), which refers to the voluntary, extra-role activities that employees engage in to support their organization (Ng & Feldman, 2022). OCB has been shown to positively influence team effectiveness by promoting cooperation, reducing conflicts, and enhancing the overall functioning of the team (Li, Chen, & Yang, 2021). In non-profit organizations, where resources are often limited, fostering OCB among employees can lead to significant

improvements in team effectiveness and organizational performance (Tuan, Yuen, & Dinh, 2022). Within the social work profession, OCB can significantly enhance the effectiveness and efficiency of non-profit organizations. Social workers who practice OCB exhibit behaviors such as altruism, civility, and conscientiousness, which not only solve problems but also create a strong sense of belonging within the organization. These behaviors motivate social workers to take responsibility, show awareness, and value their time with the organization, which in turn inspires them to develop innovative methods for task completion (Gad, 2018).

Moreover, research suggests that team effectiveness is strongly influenced by leadership and the extent to which leaders can foster affective commitment among team members (Garavan, Carbery, & Rock, 2020). Affective commitment, which refers to the emotional attachment individuals feel toward their team or organization, has been found to enhance team cohesion and effectiveness (Caniëls, Semeijn, & Renders, 2021). Employees with high levels of affective commitment are motivated to contribute positively and voluntarily to their company, driven by a genuine desire to do so rather than by a sense of obligation (Meyer & Allen, 2002). This form of commitment reflects an employee's emotional connection to the organization, leading them to stay because they "want to," rather than because they "have to" (Ozdem, 2012). Leaders who can cultivate a sense of emotional connection among team members are more likely to achieve higher levels of team effectiveness, which is critical for the success of non-profit organizations (Hammond, Clapp-Smith, & Palanski, 2020). In all kinds of organizations, no matter whether they are for-profit or non-profit, organizational affective commitment has proven to be strongly related to the internalization of organizational values, dedication and loyalty, as well as with the alignment with the organization's goals (Beck & Wilson, 2000).

The non-profit organization in this study has experienced a notable increase in employee turnover for the past two years and also struggling with internal challenges of individuals who have attempted to disrupt the workplace environment. To overcome these challenges, it is essential for the organization to proactively develop strategies to enhance teamwork, foster a positive organizational culture, and promote OCB among employees. Therefore, the objectives of the study are to (1) determine the relationship between various dimensions of OCB and team effectiveness; and (2) determine the relationship between affective commitment and team effectiveness.

2. Literature Review

Team Effectiveness: In the context of non-profit organizations, team effectiveness is particularly crucial in overcoming challenges related to fundraising, donor engagement, and the retention of skilled personnel (Williams, 2020). Non-profit organizations often face unique difficulties, including limited resources and high employee turnover, which can impede their ability to achieve their goals (Bianchi, Sanches, & Labate, 2022). Research indicates that fostering a positive organizational environment and promoting teamwork can significantly enhance the effectiveness of non-profit teams, ultimately leading to better organizational performance (Borzaga & Tortia, 2021). In addition, non-profit organizations, which often operate under constraints such as limited resources and high employee turnover can undermine organizational performance, making it essential for non-profits to foster strong team dynamics.

Team effectiveness is widely recognized as a crucial approach to achieving complex objectives through the collaborative efforts of multiple individuals. Compared to solo efforts, individual achievement is often less effective without the support and collaboration of others with similar responsibilities. Recent studies by Johnson and Scott (2023) have demonstrated that teamwork can lead to more efficient and effective outcomes, including enhanced creativity, better management of diversity, improved financial success, and overall organizational performance. In non-profit organizations, team effectiveness is especially critical, as effective and efficient teams are essential for achieving organizational goals (Rodriguez, 2022). A report by Strub (2023) from Forbes reveals that 45 percent of non-profit organization employees are expected to seek new or different employment by 2025, highlighting the need for organizations to focus on improving team effectiveness to retain talent.

Organizations can address these challenges by enhancing team effectiveness. A survey by TeamStage (2023) found that effective teamwork can increase individual loyalty to an organization by 33 percent and boost

productivity by 20 percent to 25 percent. Bahati's (2022) research further supports the benefits of team effectiveness, noting that it can reduce operational costs, improve supervisory support, enhance planning and coordination of programs, streamline workloads, mitigate financial risks, and ensure tasks are completed on schedule.

Additionally, interpersonal relationships within teams play a vital role in building social capital, which is essential for innovation and productivity (D'Amato & Zijlstra, 2021). Teams that foster strong interpersonal connections are more likely to engage in information-sharing and collaborative problem-solving, which enhances their ability to meet organizational objectives (Lee, Kim, & Lee, 2020). Additionally, positive interpersonal interactions contribute to higher job satisfaction and employee motivation, leading to increased productivity and better team outcomes (Loch & Festing, 2021).

Organizational citizenship behavior (OCB) and team effectiveness: Organizational citizenship behavior (OCB) represents a set of discretionary behaviors by team members that collectively contribute to the effective functioning of the organization and consists of five dimensions which are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Altruism involves voluntarily helping colleagues with work-related tasks and is driven by a genuine concern for the well-being of others within the organization (Organ, 1988). For instance, employees who demonstrate altruism might assist a colleague who is struggling with their workload or provide mentorship to new employees. This behavior not only supports individual team members but also promotes a collaborative culture. Conscientiousness refers to behaviors that exceed the basic job requirements, demonstrating a high level of responsibility and commitment to the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2009). Conscientious employees are those who adhere strictly to rules, complete tasks on time, and often take the initiative to improve work processes. This dimension is crucial because it ensures that organizational operations are carried out efficiently and effectively.

Courtesy encompasses actions that prevent work-related conflicts by being considerate and mindful of the impact one's actions may have on others (Podsakoff et al., 2009). This might include keeping colleagues informed about changes that could affect them or avoiding behaviors that could cause unnecessary stress. Courtesy helps maintain a harmonious work environment by reducing interpersonal conflicts. Sportsmanship is characterized by an employee's ability to maintain a positive attitude even when faced with challenges or frustrations (Organ, 1990). Additionally, employees who exhibit sportsmanship do not engage in complaining about trivial issues and remain supportive of their colleagues and the organization, even during tough times. This behavior contributes to a resilient organizational culture and can help buffer the effects of stress and adversity. Finally, civic virtue reflects an employee's active involvement in the organization's governance and a strong sense of responsibility toward the organization's well-being (Borman & Motowidlo, 1993). This includes behaviors like attending voluntary meetings, staying informed about organizational policies, and engaging in decision-making processes. Employees who display civic virtue are seen as those who take an active interest in the future of the organization, demonstrating a deep commitment to its success. Together, these dimensions foster a collaborative and efficient organizational culture (Organ, 1988; Podsakoff et al. 2009; Borman & Motowidlo, 1993). Initially conceptualized by Organ (1988), OCB was posited to significantly enhance an organization's overall effectiveness. Over the years, research has continued to explore and affirm the link between OCB and various organizational outcomes, including team effectiveness.

Karambayya (1990) conducted one of the earliest empirical studies investigating the association between OCB and team effectiveness. The findings indicated that high-performing teams exhibited higher levels of employee satisfaction and a greater prevalence of OCB. This relationship has been consistently supported in subsequent research, which suggests that OCB, particularly when driven by intrinsic motivation, leads to exceptional team performance and effectiveness (Ansari, 2021). A motivated employee, who is engaged in OCB, not only enhances their productivity but also contributes to the long-term effectiveness of the team.

Ansari (2021) further elucidates the significance of OCB and team effectiveness in service organizations, highlighting that these behaviors are integral to achieving organizational goals and objectives. The study indicates that the impact of OCB on team effectiveness is moderated by the motivation of team members. Specifically, OCB has been shown to enhance team effectiveness most significantly when motivation levels are high. This relationship underscores the dual role of OCB and motivation in driving team and organizational

success (Sevi, 2010). Moreover, Nawaz (2018) found that OCB contributes to a team's success by fostering a collective focus on maximizing efficiency. Furthermore, organizational success often hinges on the willingness of individuals to exceed their formal responsibilities to achieve the organization's mission (Makvandi, 2017).

According to Podsakoff et al., (2009), OCB enhances organizational performance by "lubricating" the social machinery, reducing friction, and increasing efficiency. Subsequent empirical research has demonstrated that OCB is associated with desirable outcomes across various industries, including higher sales effectiveness, increased profits, and improved workgroup performance. These findings collectively suggest that OCB has a positive impact on organizational outcomes, which in turn enhances team effectiveness. Based on these, the following hypotheses are proposed:

H1: There is a positive relationship between OCB and team effectiveness
H1a: There is a positive relationship between altruism OCB and team effectiveness.
H1b: There is a positive relationship between conscientiousness OCB and team effectiveness.
H1c: There is a positive relationship between courtesy OCB and team effectiveness.
H1d: There is a positive relationship between sportsmanship OCB and team effectiveness.
H1e: There is a positive relationship between civic virtue OCB and team effectiveness.

Affective commitment and team effectiveness: Affective commitment, defined as the emotional attachment, identification, and involvement an individual has with their organization or team, plays a pivotal role in determining team effectiveness. According to Mahembe (2014), when leaders actively cultivate a sense of affective commitment within their teams, they not only foster a more cohesive group dynamic but also enhance overall team performance. This occurs because affective commitment leads to a deeper emotional connection among team members, encouraging them to actively participate and collaborate, which ultimately results in heightened team effectiveness.

Affective commitment is developed through the emotional bonds that individuals form with their team or organization, often influenced by perceived opportunities for growth, support, and shared values (Hammond, 2008). When team members feel that their values align with those of the group, they are more likely to experience a strong sense of belonging and responsibility toward the team's goals. This alignment of values, often referred to as value congruence, is crucial for creating a team culture that supports effective commitment and, consequently, team effectiveness. The process of integrating and transforming values within a team culture is critical for fostering long-term commitment and success. Team members must not only understand the importance of the values being promoted but also genuinely embrace and commit to them. When this occurs, the team is better positioned to achieve the desired outcomes from these value shifts. As Hammond (2008) notes, the congruence between individual and team values significantly impacts the qualities that drive the development of practical team commitment.

Recent studies continue to support the idea that affective commitment is a significant predictor of team effectiveness. Affective commitment positively influences various team outcomes, including collaboration, communication, and overall performance. Moreover, it is often the most reliable predictor of these outcomes, making it an essential focus for leaders aiming to build successful teams. For example, more recent research by Klein, DiazGranados, & Salas (2021) found that teams with high levels of affective commitment demonstrated superior performance metrics, including productivity, innovation, and employee satisfaction. These findings have substantial implications for team-building interventions, suggesting that strategies aimed at enhancing affective commitment can lead to more effective, harmonious, and productive teams. Based on these insights, the following hypothesis is proposed:

H2: There is a positive relationship between affective commitment and team effectiveness.

Figure 1 shows the research framework of the study. The research framework predicts the relationship between organizational citizenship behavior, affective commitment, and team effectiveness.

Figure 1: Research Framework
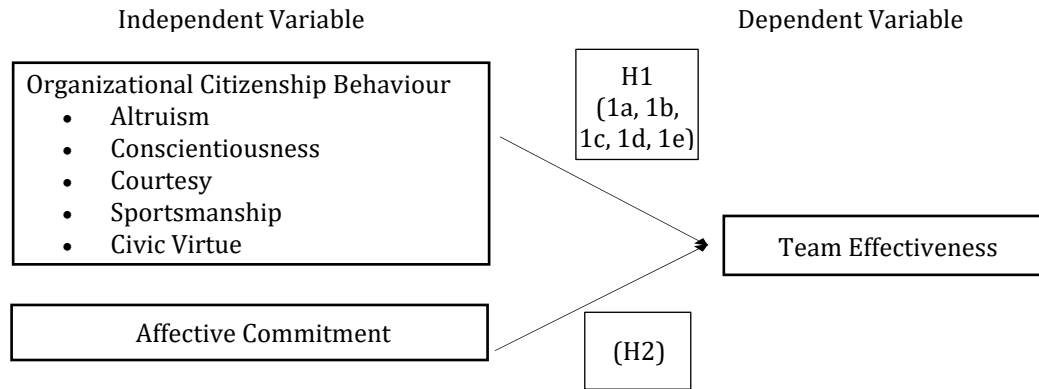
3. Research Methodology

Given the small population size, a census sampling method was employed to include all eligible employees of the non-profit organization in the study. This encompassed individuals in full-time, contract, and part-time positions, ensuring comprehensive coverage and representation of the entire workforce. The employees, spread across various divisions such as operations, marketing, creative, public relations, finance, human resources, and others, were invited to participate in the survey via an online questionnaire. A total of 164 sets of questionnaires were distributed to all employees. Each questionnaire set included a cover letter explaining the study's objectives and purpose. The respondents were given two weeks of working days to complete the questionnaires. Only 118 questionnaires were returned and validated for further analysis.

The questionnaire was divided into four sections. Sections A, B, and C were designed according to established frameworks, incorporating validated measurement scales. Specifically, Section A assessed Organizational Citizenship Behavior (OCB) using a 22-item scale adapted from Podsakoff and Mackenzie (1994), which measured five dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Section B measured affective commitment using a 6-item scale adapted from Allen & Meyer (1990), while Section C evaluated team effectiveness through a 6-item scale adapted from Larson & LaFasto (2001). Section D was dedicated to collecting demographic information, including gender, age, ethnicity, education level, volunteering preferences, years of volunteering experience, department, and overall work experience. Respondents were asked to indicate their responses on a six-point Likert scale, ranging from 1 (strongly disagree) to 6 (strongly agree).

The collected data from 118 respondents were then analyzed using the Statistical Package for the Social Sciences (SPSS) software, version 26, to draw insights and conclusions from the study. The data analysis process began with the use of descriptive statistics, such as percentages, means, frequencies, and standard deviations, to determine the demographic characteristics of the respondents. The study also utilized multiple regression analysis to investigate the predictive relationships between organizational citizenship behavior, affective commitment and team effectiveness.

4. Results

Demographic information of the 118 respondents was analyzed through frequency analysis. The gender distribution among respondents shows a predominance of female employees, who constitute 72 percent of the sample, while male employees represent 28 percent. Most respondents, 49 individuals (41.5%), fall within the age range of 26-30 years. Ethnically, most respondents are Malay, accounting for 106 individuals (89.8%). Academically, a significant proportion of respondents, (72.9%), hold a university degree. Volunteerism is strongly embraced among the respondents, with 88.1 percent expressing a positive attitude towards participating in volunteer programs. A smaller percentage, 9.3 percent, were uncertain about volunteering, and 2.5 percent expressed disinterest. Regarding volunteer experience, 26.3 percent of respondents have been active as volunteers for 7-10 years, while the departmental distribution shows that the largest group of

respondents, 35.6 percent, work in the operations department. In terms of work experience, most respondents (24.6%) have less than 1 year of experience in this non-profit organization, and the least 0.8 percent each with 21-25 years and over 26 years of work experience.

Reliability analysis of the study's scales, as indicated by Cronbach's alpha values in Table 1, shows a strong internal consistency across most measures. The values exceeded the proposed minimum threshold of 0.60 which has been proposed by Nunnally (1978). The scales for organizational citizenship behavior (OCB) exhibit good reliability, with altruism (α = .80), conscientiousness (α = .77), sportsmanship (α = .81), and courtesy (α = .88) demonstrating high reliability, while civic virtue (α = .67) is slightly lower but still acceptable. Affective commitment (α = .93) and team effectiveness (α = .94) show excellent internal consistency, indicating that the items within these scales reliably measure the intended constructs. Overall, the study's measures exhibit good to excellent reliability, supporting the dependability of the data for further analysis.

Table 1: Reliabilities (Cronbach Alpha) of the measures: (n=118)

Scales	Original Items	Reliability Cronbach Alpha (n=118)
Organizational citizenship behaviour		
Altruism	4	.80
Conscientiousness	5	.77
Courtesy	5	.88
Sportsmanship	5	.81
Civic virtue	3	.67
Affective commitment	6	.93
Team effectiveness	16	.94

The descriptive analysis provided in Table 2 demonstrates the distinct characteristics of each variable. Altruism exhibits a relatively high mean score of 4.89 (SD=.68) indicating that most participants consistently display altruistic behaviors. Conscientiousness has a slightly lower mean of 4.53 (SD=.83) suggesting some variability in the conscientious behaviors among the participants. Courtesy stands out with the highest mean score of 5.10 (SD=.76), implying that this behavior is the most exhibited among participants. Sportsmanship scored a mean of 4.61 (SD=.81). Civic virtue has a mean of 4.76 (SD=.79) showing moderate engagement in civic behaviors. Affective commitment scored a mean of 5.01 (SD=.91) indicating more variability in emotional attachment to the organization. Lastly, team effectiveness scored a mean of 4.89 (SD=.63) suggesting that participants generally perceive their teams as effective.

Table 2: Descriptive Statistic of All Study Variables (n=118)

Variables	Mean	Standard Deviation
Organizational citizenship behaviour		
Altruism	4.89	.68
Conscientiousness	4.53	.83
Courtesy	5.10	.76
Sportsmanship	4.61	.81
Civic virtue	4.76	.79
Affective commitment	5.01	.91
Team effectiveness	4.89	.63

Table 3 summarises the result of a multiple regression analysis on the relationship between organizational citizenship behavior (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue), affective commitment, and team effectiveness. The R-squared value of .542 suggests that 54.2% of the variance in the dependent variable is accounted for by these predictors. Specifically, only three dimensions of OCB namely conscientiousness (β = .19, $p < .05$), courtesy (β = .20, $p < .05$), and civic virtue were found to have positive relationships with team effectiveness (β = .20, $p < .05$). In addition, affective commitment was found to have a positive significant relationship with team effectiveness (β = .35, $p < .01$).

Table 3: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
OCB					
Altruism	.06	.07	.07	.88	.38
Conscientiousness	.14	.06	.19	2.27	.02
Courtesy	.16	.07	.20	2.19	.03
Sportsmanship	-.03	.06	-.04	-.46	.65
Civic virtue	.16	.06	.20	2.53	.01
Affective commitment	.24	.05	.35	4.67	.00
F-value			21.93		
Sig.			000*		
Adjusted R^2			.52		
R^2			.54		

5. Discussion and Conclusion

The study examined the relationship between organizational citizenship behavior (OCB) and team effectiveness, focusing on five dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue as independent variables. The hypotheses proposed that each dimension of OCB would positively influence team effectiveness. However, the findings indicate that the relationship between OCB and team effectiveness was only partially supported, with only three dimensions - conscientiousness, courtesy, and civic virtue - showing a positive relationship with team effectiveness. Thus, hypotheses H1b, H1c, and H1e were supported.

Based on this study, it was found that conscientiousness has a significant positive relationship with team effectiveness. A study from Hall et al., (2021) supports this finding, showing that conscientiousness is a key factor in team performance across various settings, including both virtual and face-to-face environments. They emphasize that teams with higher levels of conscientiousness tend to exhibit better task coordination, reliability, and overall performance, emphasizing the critical role of conscientiousness in enhancing team effectiveness. This study finding suggests that employees who are diligent and responsible in their work contribute meaningfully to the effectiveness of their teams. Most respondents believe in giving an honest day's work for an honest day's pay, which aligns with the concept that conscientious individuals set high expectations for themselves across all aspects of their lives (Ahmed Iqbal, 2021). In the context of this non-profit organization, conscientiousness is reinforced through organizational practices such as beginning meetings with a recitation of the Al Quran and engaging in regular Qur'anic circles to foster spiritual growth. These practices serve as internal motivators, strengthening the underlying drive to succeed, as suggested by Ahmed Iqbal (2021). Moreover, respondents noted that adherence to company rules and regulations, even in the absence of supervision, is another key aspect of conscientiousness that positively impacts team effectiveness. Gao (2021) supports this, highlighting that conscientious individuals are less prone to procrastination, take proactive steps in their work, and adhere strictly to rules, all of which contribute to their team's success.

Courtesy also showed a significant positive relationship with team effectiveness. The courtesy survey revealed high mean scores, with respondents particularly valuing the impact of their actions on co-workers and being mindful of how their behavior affects others' jobs. Ng and Van Dyne (2005) provide empirical evidence supporting the link between courtesy and team performance. Individuals who are mindful of the impact of their actions on co-workers and demonstrate considerate behaviors contribute to a supportive team climate. This supportive environment reduces friction, enhances communication, and allows for more efficient functioning of the team. Their findings reinforce the idea that courtesy plays a pivotal role in boosting team effectiveness by fostering a positive and collaborative team atmosphere. In non-profit organizations, where relationships are fundamental, fostering cooperation and maintaining a friendly workplace climate is crucial for organizational

success (Alexander, 2009; Asif, 2013).

The study also found a positive relationship between civic virtue and team effectiveness. Civic virtue involves active participation in the organization's governance and volunteering efforts. From the findings, 72 percent of respondents had been involved in volunteering for more than a year, which should have resulted in a stronger outcome. A study by Liao (2002) found that while civic virtue is generally positively associated with team effectiveness, the strength of this relationship is affected by several other variables, such as the quality of leader-member exchanges and the level of trust within teams. This finding aligns with the notion that while civic virtue contributes to team effectiveness, it is not the sole determinant and is often part of a more complex interplay of factors within teams.

Contrary to expectations, altruism and sportsmanship did not show a significant positive relationship with team effectiveness in this non-profit organization. This is aligned with a study by Lee and Allen (2002), in which it was found that altruism did not consistently correlate with team effectiveness in some organizational settings, suggesting that its influence may depend on specific contextual factors. Similarly, a study by Podsakoff et al., (2009), noted that sportsmanship may not always contribute significantly to team effectiveness, suggesting that its impact can be minimal in certain contexts where team dynamics or task structures do not align with the value of sportsmanship. The lack of significance in this study suggests that other factors may play a more critical role in influencing team effectiveness within this specific organizational context. The research model explained 54 percent of the variance in team effectiveness, indicating that other unexamined factors account for the remaining 46 percent. Briefly, while conscientiousness, courtesy and civic virtue positively contribute to team effectiveness, the roles of altruism and sportsmanship in this context may be less influential than previously thought. This highlights the importance of considering the unique characteristics of an organization when assessing the impact of OCB on team effectiveness.

Affective commitment refers to an employee's emotional attachment, identification with, and involvement in their organization. The results of this study supported Hypothesis H2, that there is a positive relationship between affective commitment and team effectiveness, indicating that affective commitment indeed enhances team effectiveness. A study by Joo and Park, (2010) indicates that teams with members who have high levels of affective commitment tend to perform better because such employees are more engaged, show higher levels of cooperation, and are more willing to go beyond their job requirements to help their team succeed. The study highlights that affective commitment contributes to team effectiveness by fostering a positive work environment and enhancing communication and trust among team members. The high affective commitment values among respondents can be attributed to the organization's focus on youth development, with 90.7 percent of respondents being under 35 years old. Weekly mentoring sessions in the organization further foster a sense of togetherness and alignment with the organization's mission and vision. Ozdem (2012) emphasizes that such an organizational environment is crucial for employees to strongly identify with the company, feel proud to be a part of it and feel comfortable working there. Meyer & Allen (2016) argue that for organizational affective commitment to improve, the organization must ensure fairness and justice in its treatment of employees. Affective commitment is strengthened when employees perceive that their rewards are commensurate with their contributions and merits. These findings emphasize the importance of fostering an environment where employees feel valued and fairly treated, as these factors are crucial for building strong affective commitment.

Conclusion

The objective of this study was to investigate the relationship between organizational citizenship behavior (OCB), affective commitment, and team effectiveness within a non-profit organization. This study revealed that three OCB dimensions (conscientiousness, courtesy, civic virtue) and affective commitment were found to have a positive relationship with team effectiveness, while other dimensions in OCB (altruism and sportsmanship) do not have a positive significant relationship with team effectiveness. Based on the findings, it is recommended for future studies on the relationships of other variables with team effectiveness to enable better decision-making to help organizations make the necessary adjustments to their best practice standard operating procedures and re-design the future workforce in non-profit organizations.

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