

# The Determinants of Citizenship Behaviour in Nigerian Organisations

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## Abstract

For any organisation to succeed, its people must be able and willing to deliver optimally on their job description. However, beyond meeting the requirement of job descriptions is the greater need for employees to exhibit organisational citizenship behaviour (OCB). OCB represents those specific instances where employees go beyond the call of duty to get the organisation's work done. Citizenship behaviour is believed to be one important component of what gives organisations competitive advantage that permits them to successfully accomplish goals. Thus, the study primarily investigated the determinants of citizenship behaviour in Nigerian organisations as well as the demographic variables that mediate the level at which it is manifested. The study adopted the survey research design. Employees from both public and private organisations were involved in the study. The questionnaire was used to elicit data on the variables in the study. Data was analysed using both descriptive and inferential statistics. The study revealed that citizenship behaviour in Nigerian organisations is predicted by the personality of individual employees; the employees' degree of affective commitment; the employees' perception of organisational justice; the employees' spirituality; and whether the employee belongs in the public or private sector. The study also found that none of the demographic factors investigated had any mediating effect on the determinants of OCB in Nigerian organisation. It was recommended that Nigerian organisations should implement measures aimed at improving affective commitment and organisational justice as well as encouraging employee spirituality in order to foster citizenship behaviour in the workplace.

**Keywords:** Behaviour; Citizenship; Discretionary; Organisation

## 1. Introduction

Organisations are formed for realizing goals. For goals to be realized, productive resources have to be deployed effectively and efficiently. The human resource of the organisation is saddled with the peculiar responsibility of ensuring that the organisation reaches its goals. It is the human resource that supplies the creative spark required to meet, and even surpass the competition. Hence, an organisation's people are considered to be its *most critical resource*. The notion of the 'most critical resource' is hinged on the assumption that employees deliver optimally on their job descriptions. However, this expected level of employee performance is not a given. It often requires a great deal of tactical combinations of motivational techniques and packages on the part of the employer/organisation. Beyond meeting the requirement of job descriptions is the greater need for employees to exhibit organisational citizenship behaviour (OCB). By OCB we refer to a universal set of behaviours exhibited by employees that are supportive, discretionary, and go beyond normal job requirements (Organ, 1988).

The state of today's business environment makes it more difficult for organisations to completely specify all work behaviours expected in formal job descriptions. And as Williamson (1990: 179) puts it, "all complex contracts are unavoidably incomplete". Thus, as formal job roles and descriptions in global and service economy become less specific and fixed, opportunities and demands for increasing OCB could become more desired and consequential for business organisations (Borman & Motowidlo, 1997). In fact, citizenship behaviour may describe one important component of what gives organisations competitive advantage that permits them to successfully accomplish massive and complex goals (D'Intino, 1999).

Over the years, the topic of OCB has generated a considerable amount of scholarly attention (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Lievens & Anseel, 2004), and has emerged as an extremely popular topic in organisational psychology, human resource management, organisational behaviour (Organ & Ryan, 1995; Motowidlo, Borman, & Schmit, 1997; Motowidlo & Schmit, 1999; Lepine, Hanson, Borman, & Motowidlo, 2000), marketing, economics and health care (Lievens & Anseel, 2004). This widespread interest in OCB emanates from the fact that OCB leads to improved organisational effectiveness (Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie 1997).

To the best of our knowledge, research in OCB in Nigeria is still very scanty despite the Nigerian economy being branded as a 'depressed economy'. The notion of a 'depressed economy' according to Akinmayowa (2006) presents negative implications for the psyche and morale of the Nigerian employee. Where morale is low, attitude to work is often negative, and this portends graver implications for the management of human resources in Nigerian organisations. Consequently, getting 'depressed' employees to deliver on their job description becomes an almost insurmountable challenge. The foregoing analysis most likely gives the

impression that Nigerian employees may be far from exhibiting OCB. However, the works of Onyishi (2007; 2010), Okediji, Esin, Sanni, and Umoh (2009), and Uhiara, Njoku, Ngozi and Jimogu (2011) have suggested otherwise. A considerable high level of OCB exists in Nigerian organisations. What is yet to be known are the major determinants or predictors of such behaviours. Thus, the study primarily investigated the determinants of OCB in Nigerian organisations as well as the demographic variables that mediate the level of OCB in Nigerian organisations.

## 2. Review of Literature

### 2.1 *The Meaning of Organisational Citizenship Behaviour (OCB)*

Organisational writers have long recognised the willingness of organisational participants to exert efforts beyond the formal obligations dictated by their positions as an essential component of effective organisational performance (Jahangir, Akbar & Haq, 2004). Particularly, Barnard (1938) opines that the willingness of individuals to contribute cooperative efforts to the organisation was indispensable to effective attainment of organisational goals. Katz (1964) distinguished between dependable role performance and innovative and spontaneous behaviours. Katz and Kahn (1966) further extended this argument by asserting that the organisational system would break down were it not for the countless acts of cooperation exhibited by its employees. They pointed to the importance of a class of discretionary and spontaneous behaviours that are beyond explicit role requirements, but are essential for organisational effectiveness (Farh, Zhong & Organ, 2004). These insights prompted much of the subsequent research in OCB.

Relying on both the notions of Barnard (1938), Katz (1964), and Katz and Kahn (1966), Organ (1988) developed the concept of OCB. Organ (1988:4) defines OCB as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promote the effective functioning of the organisation.” Organ explains *discretionary* to “mean that the behaviour is not an enforceable requirement of the role or job description, that is the clearly specifiable terms of the person’s employment contract with the organisation; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable” (Organ, 1988:4).

Organ’s (1988) definition of OCB has generated a lot of criticisms. Critics have questioned whether or not OCBs, as defined by Organ, were discretionary in nature (Eastman, 1994; Morrison, 1994) and whether they are not formally rewarded. In response to these criticisms, Organ (1997) notes that, since his original definition, jobs have moved away from a clearly defined set of tasks and responsibilities and have evolved into much more ambiguous roles. Without a defined role, it quickly becomes difficult to define what is outside of that role. What might be considered extra-role behaviour to one manager or subordinate might be considered in-role to another. What behaviours are and are not extra-role also vary greatly by job. However, at some point there must be some sort of distinction. This distinction, according to Organ, is that in-role behaviour will attract a direct, formal reward and punishment in the case of omission, but extra-role behaviour will not. Organ goes further to clarify that OCB need not be limited to gestures that are utterly and eternally lacking in any tangible return to the individual but that over time, a steady stream of OCB of different types is capable of determining the impression that an individual makes on a supervisor or co-workers. This impression, he claims, could in turn influence the recommendation by the boss for a salary increase or promotion. The idea, according to Organ (1988, 1997), is that the rewards will be indirect, uncertain, and not within the contractually guaranteed formal rewards systems.

### 2.2 *The Major Determinants of OCB*

A range of employee, task, organisational, and leader characteristics have been consistently found to predict different types of OCB across a range of occupations (Podsakoff et al., 2000). Organ and Ryan (1995) specifically concluded after a meta-analytic review of 55 studies, that job satisfaction, fairness perception, organisational commitment and perception of leader supportiveness were empirically adduced predictors of OCB. In the same vein, Staufenbiel (2000) found positive relationships between OCB and job satisfaction, fairness perceptions, organisational commitment and leadership behaviour. These findings are similar to that of LePine, Erez, and Johnson (2002), who however, added a fifth predictor, trait conscientiousness.

The determinants of citizenship behaviour in Nigerian organisations may not be too different from what exists in the extant literature. In other words, job satisfaction, organisational commitment, perception of fairness, personality, age, and leadership behaviour, may also predict citizenship behaviour in Nigerian organisations. Beyond these however, we believe that other factors such as *spirituality (religion)*, *work culture (collectivism versus individualism)*, and *type of organisation* will also likely predispose workers in Nigerian organisations to exhibiting OCBs.

#### 2.2.1 *Job satisfaction*

Job satisfaction is a term that describes a positive feeling about a job, resulting from an evaluation of its characteristics (Robbins & Judge, 2009). Job satisfaction is also seen as an effective or emotional response

towards various facets of one's job (Kreitner & Kinicki, 2004). While some researchers (Chen, Hui, & Segó, 1998; Schappe, 1998; Randall, Cropanzano, Bormann, & Birjulin, 1999) have found no significant relationship between job satisfaction and OCB, job satisfaction has however been described to be the best predictor of OCB (Smith, Organ, & Near, 1983; Bateman & Organ, 1983; Organ, 1997), irrespective of the intended beneficiary (Ilies, Fulmer, Spitzmuller & Johnson, 2006). Werner (2007) asserts that only satisfied employees seem more likely to display positive behaviours that can effectively contribute to the overall functioning of the organisation. Bateman and Organ (1983) examined the relationship between job satisfaction and OCB and found a correlation of .41 between employee satisfaction and supervisory OCB. William and Anderson (1991) found positive relationships between both extrinsic job satisfaction and intrinsic job satisfaction and each of the OCB dimensions (OCB-I and OCB-O). Becker and Billings (1993) also tested the relationship between job satisfaction and OCB and found a positive relationship between job satisfaction and OCB. Workers with high levels of job satisfaction are more likely to exhibit OCB (Brown, 1993). Satisfied employees would apparently be more likely to have a positive word of mouth about the organisation, help others and go a step ahead than the average expectations in their job (Kashif, Khan, & Rafi, 2011).

*H<sub>1</sub>: There is a positive relationship between job satisfaction and OCB.*

### **2.2.2 Organisational Justice**

Organ and Konovsky (1989) opine that when subordinate perceive that they are being fairly treated in the organisation and are confident that such fair treatment will continue they are more likely to feel the need for a reciprocal social exchange relationship with the organisation. Three main proposed components of organizational justice are distributive, procedural, and interactional justice (Cropanzano, Bowen, & Gilliland, 2007). Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (e.g., pay) or intangible (e.g., praise). Procedural justice refers to the means by which outcomes are allocated, but not specifically to the outcomes themselves (Cropanzano et al., 2007). A just process is one that is applied consistently to all, free of bias, accurate, representative of relevant stakeholders, correctable, and consistent with ethical norms. Interactional justice refers to how one person treats another. It comprises: interpersonal and informational justice (Colquitt, Conhon, Wesson, Porter, & Ng, 2001). Interpersonal justice refers to perceptions of respect and propriety in one's treatment. It reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes. On the other hand, informational justice relates to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness. It focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. While Moorman (1991) concludes that perceptions of fairness are positively related to OCB, Masterson, Lewis, Goldman, and Taylor (2001), Colquitt et al., (2001) specifically found in their study that interactional justice affected interpersonal OCBs while procedural justice affected organisational OCBs. However, in a Nigerian study, Uhiara et al., (2011) concluded that organisational justice was not significantly related to OCB and is therefore not a good predictor of OCB.

*H<sub>2</sub>: There is a positive relationship between organisational justice and OCB.*

### **2.2.3 Organisational Commitment (Affective)**

Empirical research supports the profound relationship between commitment (affective) and OCB (Liu, Huang, & Chen, 2008). Affective commitment means that the individual identifies strongly with the organisation because it stands for what he stands for; he believes strongly in its goals and objectives. It is an emotional attachment to the organisation and a belief in its values (Robbins & Judge, 2009) and a strong desire to maintain membership in the organisation (Van Dyne, Graham, & Dienesch 1994). Employees that are affectively committed to their organisations will tend to exhibit more OCB. Research suggests that organisational (affective) commitment is more strongly related to OCB directed at the organisation (Colquitt, et al., 2001). Since affective commitment maintains behavioural direction when there is little expectation of formal rewards (Allen & Meyer, 1996), it would seem logical that affective commitment drives discretionary behaviours that do not depend primarily on reinforcements or formal rewards (Jahangir, et al., 2004).

*H<sub>3</sub>: There is a positive relationship between affective commitment OCB.*

### **2.2.4 Personality**

Though empirical support for personality as a predictor of OCB has been inconsistent (Organ, 1994), it is believed though, that some people are naturally predisposed to exhibiting OCB. Organ and Ryan (1995) report that personality variables including positive affectivity, negative affectivity, conscientiousness and agreeableness have been found to predispose people to orientations that make them more likely to exhibit OCB. Jahangir et al., (2004: 81) observe "that the fact that OCB is conceptualised as a set of behaviour primarily influenced by

perception of the workplace (rather than by enduring personality traits) might be why measures of personality has not been widely applied in studies of OCB.” Agreeableness and conscientiousness are dispositional aspects of personality that predict performance of OCB in a wide variety of settings (Organ & Ryan, 1995; Barrick, Stewart, Nuebert, & Mount, 1998; Podsakoff et al., 2000). Research shows that agreeableness is more strongly associated with interpersonally focused OCBs, while conscientiousness is a more effective predictor of organisationally focused OCBs (Organ & Ryan, 1995; Ilies et al., 2006).

*H<sub>4</sub>: There is a positive relationship between personality and OCB.*

### **2.2.5 Organisational Collectivism and Individualism**

Chatman and Barsade (1995) found that individuals with cooperative or individualistic orientation interacted with the simulated organisational culture to predict cooperative behaviours and preferences for certain types of organisational practices suggesting that individualism and collectivism might be an important predictor of behaviours and attitudes. Van Dyne, Vandewalle, Rostova, Letham, and Cummings (2000) found a positive relationship between collectivism (as an individual orientation) and OCB, and we believe that the relationship may not also be different at an organisational level.

*H<sub>5</sub>: There is a positive relationship between organisational collectivism and OCB.*

*H<sub>6</sub>: There is a negative relationship between organisational individualism and OCB.*

### **2.2.6 Leader-Member Exchange (LMX)**

The influence of leadership on OCB is particularly reflected in the quality of an employee’s relationship with his or her leader (leader-member exchange (LMX)) and not with leadership styles per se (Podsakoff et al., 2000). Whereas, transformational, transactional, Path-goal leadership behaviours, and LMX have been found to be significantly related to OCB (Podsakoff et al., 2000), dyadic relationships between leaders and followers are more strongly related to OCB than universal leadership behaviours such as transformational and transactional leadership (Organ & Ryan, 1995; Podsakoff et al., 2000). In fact, LMX is believed to be one of the most powerful predictors of OCB (Spitzmuller, Van Dyne, and Ilies, 2008). Podsakoff et al. (2000) report that in a review of previous research on OCB, LMX was not only found to be the strongest predictor of OCB among leadership behaviours, but among all predictors considered in their analyses, including individual characteristics, tasks characteristics, organisational characteristics, and leadership behaviours. Also, a recent meta-analysis by Ilies, Nahrgang, and Morgeson (2007), shows particularly strong relationship between LMX and interpersonal citizenship. In addition, research shows that employees reciprocate high-quality LMX relationships with OCB-I directed specifically at the leader (Kamdar & Van Dyne, 2007).

*H<sub>7</sub>: There is a positive relationship between LMX and OCB.*

### **2.2.7 Spirituality**

Spirituality allows workers to rise above their differences and naturally look to their organisation as a communal centre (Mirvis (1997). Empirical research has shown that spiritual individuals in the workplace are more likely to demonstrate enhance teamwork (Neck & Milliman, 1994; Mitroff & Denton, 1999), greater kindness and fairness (Biberman & Whitty, 1997), increased awareness of other employees’ needs (Cash & Gray, 2000), increased honesty and trust within their organisations (Brown, 2003), and higher incidence of organisational citizenship behaviour (Nur & Organ, 2006). Also, research has shown that spiritual individuals have greater organisational commitment (Milliman, Czaplewski & Ferguson, 2003), increased job motivation (Jurlewicz and Giacalone, 2004), increased productivity (Duchon & Plowman, 2005), and greater job satisfaction (Nur & Organ, 2006).

*H<sub>8</sub>: There is a positive relationship between spirituality and OCB.*

### **2.2.8 Type of organisation and OCB**

In a particular study of OCB in the public and private sector and its impact on job satisfaction in India, Sharma and Bajpai (2011) found that significant differences exist in the degree of citizenship behaviour of employees in public and private sector organisations. Specifically, they found that public sector employees exhibited higher degree of OCB as compared to employees in the private sector. The reasons for the differences were explained in terms of differences in the level of competitiveness in the two types of organisations. They explained further that within organisational competitiveness tends to be high in private sector organisations and that this may be a probable reason why employees in the private sector exhibit less OCB as compared to employees in the public sector. Thus, we are likely to find that differences exist in the level of OCB exhibited by employees in the Nigerian public sector and those in the private sector.

*H<sub>9</sub>: There is a positive relationship between sector and the level of OCB.*

### 3. Methodology

This study adopted the survey research design. Employees from both public and private (formal) organisations were involved in the study. The questionnaire was used to elicit data on the variables in the study. Moon, Van Dyne and Wrobel (2004) 24-item OCB scale was used to measure OCB, while the determinants of OCB, beginning from job satisfaction was measured using the Andrew and Whitley *Job Satisfaction Scale* (1976). Organisational justice was measured using Price and Mueller's (1986) 6-item *Distributive Justice Index (DJI)* and by Moorman (1991) 12-item *Procedural and Interactional Justice Measure* for distributive justice and procedural and interactional justice respectively. Organisational commitment (Affective) was measured by Allen and Meyer's (1996) *Organisational Commitment Scale*. Personality was measured using an 18-item variant of the John, Donahue and Kentle's (1991) *Big Five Inventory (BFI)*. LMX was measured using the LMX-7 questionnaire recommended by Graen and Uhl-Bien (1995) to measure the quality of dyadic relationships, while spirituality was measured by using Jones and Cox's (2010) 2-item measure of spirituality and religiosity. Finally, organisational collectivism and individualism variables was measured using Robert and Wasti's (2002) 13-item Organisational Collectivism (OC) and Organisational Individualism (OI) Scale.

The questionnaires were administered on both managerial and non managerial employees of some selected public and private organisations in Nigeria. Only organisations with at least fifty (50) employees were eligible for inclusion in the study. All study variable items used in the questionnaire have been used in several other similar studies with reported reliability scores ranging from .77 to .95. The main concern of the study in terms of how the organisations are classified was restricted only to whether the organisations are public or private. This is solely to enable comparison of data between the two sectors. Thus, the location of the organisations was inconsequential, irrespective of whether the organisations appear to be clustered in a particular location or region, or dispersed across several locations or regions. It sufficed that the respondents are employees working in either the public or private sector in Nigeria.

Data was analysed using both descriptive and inferential statistics. First, descriptive statistical analysis was performed on all variable items. Thereafter, correlation analysis was performed to ascertain whether a linear relationship exist between the independent variables and the dependent variable. Based on the result of the correlation analysis, a regression analysis was performed to determine which of the independent variables significantly predict OCB. The backward selection method was used in the regression analysis. Using this method, SPSS entered all the predictor variables into the model. The weakest predictor variable was then removed and the regression re-calculated. Where this significantly weakened the model, the predictor variable was re-entered, otherwise, it was deleted. The procedure was then repeated until only useful predictor variables remained in the model.

### 4. Data Presentation and Analysis

#### 4.1 Descriptive Statistics of Sample

Table 1 shows the demographic and personal characteristics of the respondents. In terms of the sector to which the respondents' organizations belong, the table shows that a slightly higher percentage of the respondents were employed in the public sector. This category of respondents accounted for 53.7% of the total number of respondents, while respondents from the private sector accounted for 46.3%. Also, the table shows that a majority of the respondents were males. This category of respondents accounted for 62.3% of the total number of respondents, while 37.7% of the respondents were females. With respects to the age of the respondents, the table shows that a majority of the respondents were between the ages of twenty six (26) and thirty-five (35). This category of respondents accounted for 45.7% of the total number of respondents. Similarly, respondents between the ages of thirty-six (36) and forty-five (45) accounted for 30.4% of the total number of respondents. 10.6% of the respondents were between the ages of eighteen (18) and twenty-five (25), while 13.2% of the respondents were aged forty-six (46) and above. The table also shows that a majority of the respondents were married. This category of respondents accounted for 62.9% of the total number of respondents. 36.6% of the respondents were single, while 6% were widowed. None of the respondents was either divorced or separated. With respects to the length of service in their organisations, table 1 reveals that a majority of the respondents have worked in their organisations for less than five (5) years. This category of respondents accounted for 52.8% of the total number of respondents. 23.5% of the respondents have worked in their organizations for between five (5) to ten (10) years; 10.6% have worked for between eleven (11) and fifteen (15) years; while the remaining 13.1% have worked in their organizations for about sixteen (16) years and above.

#### 4.2 OCB in Nigerian Organisations

As set out in table 2, using a possible 7-point rating, compliance (a protective and organisationally-focused OCB) appears to be the most exhibited form of OCB by employees (Mean = 5.90, SD = 0.896). However, helping, innovation, and sportsmanship all had mean value greater than 5 (M = 5.09, SD = 1.068; M = 5.58, SD = 1.061; M = 5.58, SD = 0.801 respectively). The overall mean for OCB was 5.54 out of 7.00 (SD = 0.700). The level of

OCB amongst employees appears to be high.

#### **4.2 The Determinants of OCB in Nigerian Organisations**

*Means, standard deviations, and Intercorrelations for all study variables.*

Table 3 reveals the means, standard deviation, and intercorrelations for all study variables. The table shows that OCB is significantly related to interpersonally-focused OCB; organisationally-focused OCB; type of organisation, affective commitment, personality, organisational justice, organisational individualism, organisational collectivism, job satisfaction, leader-member exchange (LMX), and spirituality. Similar results were repeated for interpersonally-focused OCB and organisationally-focused OCB. In addition, age was significantly related to organisationally-focused OCB, while gender showed a negative relationship to organisationally focused OCB. However, no significant relationship was established between OCB and gender; age, marital status; and the length of service in organisation.

Correlation however does not indicate causality between the variables under study. Thus, the issue was investigated further using multiple regression.

##### *Multiple Regression Analysis*

The summary of multiple regression analysis for OCB on Type of organisation, Affective commitment, Personality, Organisational justice, Organisational individualism, organisational collectivism, Job satisfaction, LMX, and Spirituality are shown in Tables 4, 5, and 6. The backward selection method was employed in the regression analysis. Thus, our analysis is confined to the final model in the regression (Model 4) which is the optimal regression model.

Table 4 shows the coefficient of correlation for the optimal regression model. Model 4 in table 4 above reveals that personality ( $\beta=0.337$ ,  $\rho < 0.0005$ ), affective commitment ( $\beta=0.298$ ,  $\rho = 0.0005$ ), organisational justice ( $\beta=0.250$ ,  $\rho < 0.0005$ ), spirituality ( $\beta=0.096$ ,  $\rho = 0.046$ ), and type of organisation ( $\beta=0.098$ ,  $\rho = 0.036$ ), are the factors that have significant positive relationships with OCB. In other words, OCB in Nigerian organisations is predicted by the personality of the employees; the employees' degree of affective commitment; the employees' perception of organisational justice; the employees' spirituality; and whether the employee belongs in the public or private sector. Job satisfaction, though included in the optimal regression model, was not significant, and hence, do not predict OCB. Thus, we accept  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_8$  and  $H_9$ . Consequently, we reject  $H_1$ ,  $H_5$ ,  $H_6$ , and  $H_7$ . The beta value for the significant predictor variables shows that personality tends to have the greatest impact on OCB, followed by affective commitment, organisational justice, type of organisation, and lastly, spirituality.

The ANOVA table for the optimal regression is presented in table 5. The table simply shows that, using the backward selection method, Model 4 is significant ( $F_{6,265}=32.868$ ,  $\rho < 0.0005$ ).

Table 6 shows that the Adjusted ( $r^2$ ) for the optimal regression model is .414 or 41%. This means that our model account for 41% of the variance in OCB. In other words, 41% of the variability in OCB is accounted for by factors defined in our optimal model.

#### **4.3 The demographic variables that mediate the level of OCB in Nigerian organisations**

Three conditions for mediation are necessary (Baron and Kenny, 1986). The first condition is that the predictors must be significantly related to the mediating element (Equation 1). The second condition is that the predictors must relate to the criterion in the absence of the mediator (Equation 2). And the final condition is that, when both the predictors and mediator element are included, the direct relationship between predictors and criterion should become significantly smaller (partial mediation) or non-significant (full mediation) (Equation 3). From our correlation analysis, none of the demographic variables were significantly related to overall OCB. However, age and gender showed a positive and negative significant relationship with organizationally-focused OCB and a significant relationship with affective commitment and job satisfaction respectively. We thus decided to ascertain the mediating role of these two demographic factors on affective commitment and job satisfaction on organizationally-focused OCB. The result is shown in the table 7. The table shows that for the mediating role of gender on job satisfaction and OCB-OF, condition 1 (Eqn. 1) and 2 (Eqn. 2) are satisfied: job satisfaction correlates significantly with gender ( $\rho < 0.05$ ), and organisationally-focused OCB (OCB-OF) ( $\rho < 0.01$ ). However, condition 3 (Eqn. 3) is not satisfied. Gender did not reduce the significant relationship between job satisfaction and OCB-OF. Gender thus, does not mediate the relationship between job satisfaction and OCB-OF. Similarly, for the mediating role of age on affective commitment and OCB-OF, condition 1 (Eqn. 1) and 2 (Eqn. 2) are satisfied: affective commitment correlates significantly with age ( $\rho < 0.05$ ), and organisationally-focused OCB (OCB-OF) ( $\rho < 0.01$ ). However, condition 3 (Eqn. 3) is not satisfied. Age did not impact the relationship between affective commitment and OCB-OF. Thus, age does not mediate the relationship between affective commitment and OCB-OF.

#### 4.4 Discussion of findings

The results obtained from this study are quite revealing. The study showed that: type of organisation, affective commitment, personality, organisational justice, organisational individualism, organisational collectivism, job satisfaction, leader-member exchange (LMX), and spirituality, were all found to be significantly related to interpersonally-focused, organisationally-focused, as well as overall OCB. Age was significantly related to organisationally-focused OCB, while gender showed a negative relationship to organisationally-focused OCB. Marital status and length of service in organisation were found to not have any significant relationship with OCB. Specifically though, the study revealed that OCB in Nigerian organisations is predicted by the personality of individual employees; the employees' degree of affective commitment; the employees' perception of organisational justice; the employees' spirituality; and whether the employee belongs in the public or private sector.

The extant literature on OCB identifies a wide range of employee, task, organisational, and leader characteristics have been consistently found to predict different types of OCB across a range of occupations (Podsakoff et al., 2000). Though empirical support for personality as a predictor of OCB has been inconsistent (Organ, 1994), it was believed though, that some people are naturally predisposed to exhibiting OCB. Organ and Ryan (1995) report that personality variables including positive affectivity, negative affectivity, conscientiousness and agreeableness have been found to predispose people to orientations that make them more likely to exhibit OCB. In this study, personality had the most predictive impact on OCB. This suggests that OCB is mainly exhibited by employees in Nigerian organisations because of their personality disposition to be agreeable and conscientious. This study's finding that personality predicts OCB is consistent with previous findings (Organ & Ryan, 1995; Barrick, Stewart, Nuebert, & Mount, 1998; Podsakoff et al., 2000).

Empirical research supports the profound relationship between commitment (affective) and OCB (Liu, Huang, & Chen, 2008). Affective commitment means that the individual identifies strongly with the organisation because it stands for what he stands for; he believes strongly in its goals and objectives. It is an emotional attachment to the organisation and a belief in its values (Robbins & Judge, 2009) and a strong desire to maintain membership in the organisation (Van Dyne *et al.*, 1994). The level of organisational commitment (affective) tends to be high among the employees sampled. This high level of affective commitment could be due to the high and rising levels of unemployment and underemployment in Nigeria, such that those who are lucky to be employed invariably exhibit considerable levels of commitment so as to keep their jobs. Employees that are affectively committed to their organisations will tend to then exhibit more OCB. Since affective commitment maintains behavioural direction when there is little expectation of formal rewards (Allen & Meyer, 1996), it would seem logical that affective commitment drives discretionary behaviours that do not depend primarily on reinforcements or formal rewards (Jahangir, *et al.*, 2004).

Moorman (1991) concludes that perceptions of fairness or justice are positively related to OCB. A just process is one that is applied consistently to all, free of bias, accurate, representative of relevant stakeholders, correctable, and consistent with ethical norms. Similarly, Masterson *et al.*, (2001), Colquitt *et al.*, (2001) specifically found in their study that interactional justice affected interpersonal OCBs while procedural justice affected organisational OCBs. However, in a Nigerian study, Uhiara *et al.*, (2011) concluded that organisational justice was not significantly related to OCB and is therefore not a good predictor of OCB. Our finding contradicts Uhiara *et al.*, (2011) but it is in consonance with Moorman (1991), Materson *et al.*, (2001), and Colquitt *et al.*, (2001).

Furthermore, the study found spirituality to be a determinant or predictor of OCB. Empirical research has shown that spiritual individuals in the workplace are more likely to demonstrate enhance teamwork (Neck & Milliman, 1994; Mitroff & Denton, 1999), greater kindness and fairness (Biberman & Whitty, 1997), increased awareness of other employees' needs (Cash & Gray, 2000), increased honesty and trust within their organisations (Brown, 2003), and higher incidence of organisational citizenship behaviour (Nur & Organ, 2006). Also, research has shown that spiritual individuals have greater organisational commitment (Milliman, Czaplewski & Ferguson, 2003), increased job motivation (Jurlewicz & Giacalone, 2004), increased productivity (Duchon & Plowman, 2005), and greater job satisfaction (Nur & Organ, 2006). Our finding that spirituality predicts OCB validates the assumption about spirituality and OCB. In the context of the workplace, a spiritual individual understand the need to bring the whole person to work. They want to integrate their lives and in doing so connect with themselves and others in their workplace community (Dehler & Welsh, 1994). Spiritual individuals endeavour to express inner life needs by seeking meaningful work (Ashmos & Duchon, 2000). Spiritual individuals confer their work and the workplace with the quality of connection to something greater than the material world (McGhee & Grant, 2008). Many Nigerians tend to be fervent in their religion. It is thus not surprising that the level of spirituality among the sampled employees was high and that spirituality significantly influenced their exhibition of citizenship behaviour.

Whereas, Jahangir *et al.*, 2004, suggest that the age of an employee has an influence on citizenship behaviour, this study found no such relationship. None of the demographic factors investigated in this study had

any mediating effect on the determinants of OCB in Nigerian organisation. In other words, gender, age, marital status, and length of service in organisation, does not mediate the impact of personality, organisational commitment, organisational justice, spirituality, and organisation type on OCB.

Finally, the study found that type of organisation, i.e., whether the organisation is a public or a private organisation also predicts OCB. Though OCB research has not been very concerned about investigating the differences that may exist between the citizenship behaviour exhibited by employees in public organisations, and those exhibited by employees in private organisations, some research evidence suggests that public employees behave differently from private ones (Beulen & Van den Broeck, 2007). In a particular study of OCB in the public and private sector and its impact on job satisfaction in India, Sharma and Bajpai (2011) found significant differences in the degree of citizenship behaviour of employees in public and private sector organisations. Specifically, they found that public sector employees exhibited higher degree of OCB as compared to employees in the private sector. Our findings however, suggests otherwise. The level of OCB among private sector employees in Nigeria was found to be significantly higher than that of employees in the public sector. The reasons for this finding are not far-fetched. It is a generally believed that public sector employees in Nigeria are not well motivated in comparison to their counterparts in the private sector. This poor motivation tends to then reflect in their attitude to work. The attitude of the Nigerian public servant to work is believed to be poor when compared to that of employees in the private sector. Poor motivation will have implications for organisational commitment and organisational justice perception. Public sector employees may thus exhibit less OCB. However, private sector organisations face more competition and demand from their shareholders. Organisational survival is more crucial in the private sector. Thus, it is plausible to expect that high premium will be placed on performance, and employees then go beyond the call of duty in order to meet the competition.

## 5. Conclusion

OCB represents those specific instances where employees go beyond the call of duty to get the organisation's work done. This behaviour is discretionary, may or may not directly or explicitly recognised by the formal reward system, but in the aggregate promotes the effective functioning of the organisation. The most profound implications for this study, is that Nigerian organisations can take measures to foster OCB in their workplaces. Despite the fact that individual personality had the most predictive influence on OCB, organisational commitment (affective) and organisational justice are organisational-based factors that the study has found to impact OCB. Therefore, organisations in Nigeria should implement strategies aimed at improving affective commitment and organisational justice in their workplace. When an organisation stands for what employees stand for, affective commitment will be enhanced. Employees will identify strongly with the organisation, believe strongly in its goals, objectives, and values, and develop an emotional attachment to it. This form of attachment is reflected in citizenship behaviour.

Similarly, Nigerian organisations should improve the perception of organisational justice in their workplace by ensuring the ethical and moral standing of managerial conduct. There should be fairness associated with decision outcomes and distribution of resources (distributive justice); the means by which outcomes are allocated should be free of bias, consistent, accurate, and ethical (procedural justice); and information about decisions should be shared as the decisions are made and should be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (interactional justice).

Furthermore, Nigerian organisations should implement measures aimed at encouraging employee spirituality. This can be done by creating time for corporate morning devotions and by allowing employees to have short daily 'religious/spirituality' breaks during which they can carry out any religious rite or commune with the 'divine'. These measures, if fully implemented will certainly improve OCB in Nigerian organisations.

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**Table 1: Demographic and personal characteristics of the respondents**

S/N	Categories	% Response	
		No.	%
1.	Type of Organization		
	Public Sector	288	53.7
	Private Sector	248	46.3
2.	Gender		
	Male	334	62.3
	Female	202	37.7
3.	Age		
	18-25	57	10.6
	26-35	245	45.7
	36-45	163	30.4
	46 and above	71	13.2
4.	Marital Status		
	Single	196	36.6
	Married	337	62.9
	Divorced/Separated	0	0.0
	Widowed	3	0.6
5.	Length of service in organisation		
	Below 5years	283	52.8
	5-10years	126	23.5
	11-15years	57	10.6
	16years and above	70	13.1

**Table 2: Types and level of OCB in Nigerian organisations**

S/n	Scale	M	SD
1	Helping	5.09	1.068
2	Innovation	5.58	1.061
3	Sportsmanship	5.58	0.801
4	Compliance	5.90	0.896
5	OCB	5.54	0.700

**Table 3: Means, Standard Deviations, and Intercorrelations for all variables**

s/n	Scale/Moderator	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	OCB	5.54	.70	1															
2	Interpersonally-focused OCB	5.3	.77	.90**	1														
3	Organisationally-focused OCB	5.7	.81	.90**	.61**	1													
4	Type of organisation	1.46	.50	.14**	.19**	.10*	1												
5	Gender	1.38	.49	-.05	-.007	-.11*	.004	1											
6	Age	2.46	.85	.70	.035	.12*	-.13**	-.19**	1										
7	Marital Status	1.65	.51	.03	.05	.06	-.10*	.01	.57**	1									
8	Length of service in organisation	1.84	1.06	-.003	-.037	.065	-.23*	-.15**	.65**	.42**	1								
9	Affective commitment	5.18	1.07	.44**	.43**	.49**	.08	.001	.11*	.07	.08	1							
10	Personality	5.90	.75	.51**	.43**	.47**	.03	.04	-.02	.02	-.03	.37**	1						
11	Organisational justice	4.80	1.15	.36**	.31**	.34**	.03	.004	.02	-.006	.021	.43**	.23**	1					
12	Organisational individualism	4.94	1.22	.35**	.30**	.30**	.14**	.00	.03	-.12	.011	.44**	.19**	.64**	1				
13	Organisational collectivism	4.76	1.38	.33**	.28**	.31**	.15**	.04	-.02	-.04	-.04	.50**	.21**	.72**	.73**	1			
14	Job satisfaction	5.30	1.23	.30**	.25**	.31**	.02	.12**	-.02	-.003	.04	.53**	.29**	.60**	.47**	.63**	1		
15	LMX	5.17	1.18	.37**	.32**	.36**	.06	.00	.01	.003	-.002	.43**	.26**	.62**	.55**	.66**	.57**	1	
16	Spirituality	5.74	1.34	.26**	.23**	.21**	.05	.06	-.07	-.011	.063	.18**	.18*	.17**	.16**	.15**	.11*	.20**	1

Note: M=Mean; \*p< 0.05; \*\* p< 0.01 (N = 536).

**Table 4: The Coefficients<sup>a</sup> of correlation for the optimal regression model**

MODEL (4)	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Status
	B	Std. Error	Beta ( $\beta$ )			
(Constant)	41.190	7.424		5.548	.000	
Personality	.434	.065	.337	6.652	.000	S
Affective commitment	.587	.117	.298	4.995	.000	S
Organisational justice	.217	.053	.250	4.101	.000	S
Job satisfaction	-.314	.178	-.112	-1.767	.078	NS
Spirituality	.609	.304	.096	2.003	.046	S
Type of organisation	3.375	1.602	.098	2.107	.036	S

a. Dependent Variable: OCB, S=Significant, NS=Not Significant

**Table 5: ANOVA<sup>b</sup> for the optimal regression model**

Model		Sum of Squares	Df	Mean Square	F	Sig.
4	Regression	33801.206	6	5633.534	32.868	.000 <sup>a</sup>
	Residual	45420.350	265	171.398	4.995	.000
	Total	79221.555	271			

a. Predictors: (Constant), Type of organisation, Job satisfaction, Spirituality, Personality, Affective commitment, Organisational justice

b. Dependent Variable: OCB

**Table 6: The coefficient of multiple determination for the optimal regression model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
4	.653 <sup>a</sup>	.427	.414	13.09189

a. Predictors: (Constant), Type of organisation, Job satisfaction, Spirituality, Personality, Affective commitment, Organisational justice

**Table 7: Mediated regression analysis for affective commitment, job satisfaction, gender, and age on OCB-OF**

VARIABLES	Gender	OCB-OF		Age	OCB-OF	
	Eqn. 1 $\beta$	Eqn. 2 $\beta$	Eqn. 3 $\beta$	Eqn. 1 $\beta$	Eqn. 2 $\beta$	Eqn. 3 B
<b>Gender</b>						
<b>Age</b>						
<b>Job satisfaction</b>	.12*	.31**	.33**			
<b>Affective commitment</b>				.11**	.49**	.49**
<b>R<sup>2</sup></b>	.014	.01	.12	.012	.24	.012
<b>F</b>	7.110	45.453	28.839	6.315	136.165	68.797

b. Note: N=536, \*\* $p < .01$ , \* $p < .05$ , OCB-OF = Organisationally-focused OCB

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