



Organizational Citizenship Behavior and Employee Performance in Selected Higher Educational Institution in Bauchi Metropolis

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Abstract: *This study examined the nexus between Organizational Citizenship Behavior, OCB and Employee Performance in Selected Higher Educational Institution in Bauchi Metropolis. Organizational Citizenship Behavior was conceptualized as the independent variable with altruism and sportsmanship as dimensions. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population for the study was made up of academic staff in the Federal Polytechnic Bauchi totaling six hundred and twenty three (623). The sample for the study was 241 which was gotten from Krejcie and Morgan Table. The simple random sampling technique will be applied in this study as the sample procedure. The research instrument was validated while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that a positive and significant nexus exist between Organizational Citizenship Behavior and Employee Performance in Selected Higher Educational Institution in Bauchi Metropolis. The study recommends that the management of the Federal Polytechnic, Bauchi as well as other HEIs have a responsibility of ensuring that the employees have the desire of helping others these they can engender by compensating (financial and non-financial) actions that are in the spirit of altruism.*

Key Words: *Altruism, Employee Performance, Organizational Citizenship Behavior and Sportsmanship*

INTRODUCTION

Employee performance within an organization is defined as the job-related activities expected of a worker and how well those activities were executed (Abiante, 2018). Many business assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement (Aguinis, 2019). Employee performance is important to organizations because it enables them to meet their set out objectives. An

organization's success depends on the employees' performance. Poor performance is detrimental to a company's success.

If an organization's focus is the development of innovative and high quality products and services, employee performance plays an integral role in achieving the firm's goals. The design, engineering, quality assurance and marketing of the organization's products and services are essential components, employee performance in these areas is critical to the organization's success (Sony, Antony & Douglas, 2020). Clients who require the organization's products and services expect quality that meets their needs. Once customers find an organization that provides the product and services they need, repeat business helps one build not only a strong customer base but also a good reputation (Sun, et. al., 2020). When loyal customers and beneficiaries of the organization swap stories about the best products and services for their needs, and are also extremely satisfied the organizations services and products, one's organization benefits greatly as a result of word of mouth (Adam, 2018).

Employee performance is the work-related actions anticipated of a worker and how soundly those activities are executed (Abiante, 2018). Employee performance is all about what is to be achieved at an organizational level by workers. It involves the worker's agreed measures, skills, competency requirements, development plans and the delivery of results (Brhane & Zewdie, 2018). Employees usually represent the biggest cost for an organization, and measuring performance is fundamental to the employee management process (Sancho, et. al., 2018). More recent studies done on employee performance have focused on its impact and recognition (Inceoglu, et. al., 2018), the effect that motivation has on it and its relationship to work performance (Paais & Pattiruhu, 2020). Researchers have hypothesized that employee performance is as a direct result of the influence from organizational behaviors (Schneider, et. al., 2018). It is believed that organizational behaviors influence the stability of the employee performance because conscientious employees are more likely to maintain a consistently high level of output. Research has shown that employees' performance is affected by organizational citizenship behavior (Hidayah & Harnoto, 2018).

There are various types of organizational behaviors observed in employees at work, citizenship behavior is one of the more sought after by management. Organizational citizenship behavior is an employee's unstinting arbitration to exceed the requirements of his or her work role. Exceeding work requirements benefits of the employee's organization contends that the scheme of organizational systems is never perfect. If an organization relies solely on its worker's in-role behavior, it may be problematic to achieve organizational goals. Accordingly, an organization must rely on certain citizenship (Ojebola, et al., 2020).

Organizational citizenship behavior is defined as individual behavior that is discretionary, not explicitly or directly acknowledged by a formal reward system, and which ultimately promotes the efficient and effective functioning of an organization (Djaelani, Sanusi & Triatmanto, 2021). Organizational citizenship behaviors involve all employee behaviors that are basic for the

accomplishment of organizational objectives, yet are not specifically or explicitly acknowledged by the formal reward organization. These behaviors enhance organizational effectiveness for the reason that they lubricate the social machinery of the institution (Testa, et. al., 2020). Loyalty, personal initiative, self-development and civic-virtue are examples of characteristic features exhibited by employees with organizational citizenship behavior.

Employee loyalty has captivated the consideration of scholarly researchers and managers for many years because of the desirable results accredited to high levels of it, such as: working hard (Shobe, 2018), providing higher quality service to customers and reduced intentions to quit all of which heighten organizational performance (Al-dalahmeh, Khalaf & Obeidat, 2018). Loyal employees tend to go further in addition to their work duties to advance the organization's interests (Antony, 2018). A growing number of studies on schemes with monetary incentives have modeled the significance of no pecuniary sources of motivation of workers and showed that production is heightened when workers act in the interests of the employer (Hedblom, Hickman & List, 2019).

Organizational citizenship behavior impacts the efficiency of workgroups during periods of crisis management. For example, helping others and having conscientiousness results in reduced inter-group strife and permits managers to focus on more pressing matters (Ogunola, 2018). Having employees engaged highly in organizational citizenship behavior may enhance managers' efficiency by allowing them to devote a greater period of time to long-term development matters. Consequently, organizational citizenship behavior has a positive benefit to manager's as well as employees (He, Zhang & Morrison, 2019). Organizational citizenship behavior is described as extra behavior of doing tasks in work place apart from routine employee activities. Organizational citizenship behavior also helps institutions to increase their performance in the long run as compared to short term (Cheema, Afsar & Javed, 2020).

Marinova, Cao & Park, (2019) described organizational citizenship behavior as constructive behavior that has positive effect on organizational development. Both notions of performance and organizational citizenship behavior evidently provide evidence of the extra part played by the employees in workplace that have positive impact on organizational performance. Organizational citizenship behavior related closely to organizational motive to realize organizational goals efficiently and effectively (Widarko & Anwarodin, 2022). The views of Taamneh, Alsaad & Elrehail, (2018) underscore organizational citizenship behavior as positive effect on productivity of an institution but not on contentment of the customer. However, De Boeck, Meyers & Dries, (2018) defined employee behavior as founded on organizational behavior; employees react according to the behavior of the organization for example, if the organization shows a positive attitude towards employees the same will reciprocate.

Based on research undertaken by Nyarieko, (2018), organizational citizenship behavior elements which enhance performance include: helping or altruistic elements, elements which add social capital, elements resulting in problem solving or time saving, and other elements which afford

socio-emotional provision by boosting morale or developing a nurturing culture. Researchers the world over are up to now still enriching the sector of organizational citizenship behavior which assists organizations through positive employee performance to grow their success. Organizational citizenship behavior is concerned with the behavior of workers, so that employees are treated as key players to increase not only their own performance but also the productivity and effectiveness of organizations. Abiante, (2018) described organizational citizenship behavior as behaviors that have positive impression on the productivity of organizations through enhanced employee performance. Employee behavior and attitude affects not only their own performance but also the organization's performance in general (Sungu, Weng & 2019). The study investigated the nexus between organizational citizenship behavior and employee performance in selected Higher Educational Institution in Bauchi Metropolis

The study provided answers to the following research questions:

- i. What is the nexus between altruism and employee performance in selected Higher Educational Institution in Bauchi Metropolis?
- ii. What is the nexus between sportsmanship and employee performance in selected Higher Educational Institution in Bauchi Metropolis?

LITERATURE REVIEW

Theoretical Framework

Social Exchange Theory

The exchange perspective views the employment relationship as consisting of social or economic exchanges (Yu, et. al., 2018). Economic exchange relationships involve the exchange of economic benefits in return for employees' effort and are often dependent on formal contracts which are legally enforceable. On the other hand, social exchanges are 'voluntary actions' which may be initiated by an organization's treatment of its employees, with the expectation that the employees were obligated to reciprocate the good deeds of the organization (Sungu, Weng & Kitule, (2019). The exchange approach view of organizational commitment posits that individuals attach themselves to their organizations in return for certain rewards from the organizations (Giao, Vuong & Duy Tung, (2020). According to this view, employees enter organizations with specific skills, desires and goals, and expect to find an environment where they can use their skills, satisfy their desires and achieve their goals.

Perceptions of favorable exchange/rewards from the employees' viewpoint are expected to result in increased commitment to the organization. Similarly, the more abundant the perceived rewards in relation to costs, the greater the organizational commitment. On the other hand, failure by the organization to provide sufficient rewards in exchange for the employees' efforts is likely to result in decreased organizational commitment. This perspective

is consistent with Sungu, et. al., (2020) idea of calculative commitment where individuals' commitment to the organization is in part, a function of accumulated investments. From the perspective of the employee-employer relationship, social exchange theory suggests that employees respond to perceived favorable working conditions by behaving in ways that benefit the organization and/or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organization (Rosse & Miller, 2000). It is therefore, expected that employees who perceive their working conditions to be negative and distressing, would reciprocate with negative work attitudes such as job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Ahmad, 2018).

Another perspective of the social exchange theory is the norm of reciprocity which is based on two assumptions: (a) people should help those who have helped them, and (b) people should not injure those who have helped them (Chernyak-Hai & Rabenu, 2018). Therefore, employees who perceive that the organization values and treats them fairly will feel obligated to pay back or reciprocate these good deeds with positive work attitudes and behaviors (Bos-Nehles & Veenendaal, 2019). Studies have suggested that the norm of reciprocity is taught as a moral obligation and then internalized by both parties (that is, employees and employers) in an exchange relationship such that whoever receives a benefit feels obligated to repay it (Famata, 2018). This suggests that employees, who perform enriched jobs devoid of stress, receive attractive pay, job security and fair treatment from the organization, are bound to express their gratitude for the support received by increasing their commitment to their organization. In summary, therefore, the exchange theory posits that commitment develops as a result of an employee's satisfaction with the rewards and inducements the organization offers, rewards that must be sacrificed if the employee leaves the organization.

The social exchange theory is often used to examine various aspects of employee reciprocity including OCB (Roch, et. al., 2019). This theory proposes that gestures of goodwill are exchanged between employees and the organisation as well as between subordinates and their supervisors when particular action warrants reciprocity (Ikon & Ogochukwu, 2019). The social exchange theory and the norm of reciprocity explain the analogy of maintaining the balance of social exchange between employees and the organisation. Some researchers have suggested that OCB fits into two categories. The first category consists of those behaviours that directly impact the balance of the social exchange between employees and the organisation, that is, OCB directed toward the organisation (OCBO). The second category is made up of those behaviours that have an indirect impact and are directed toward individuals (OCBI) (Ete, et. al., 2020). Ete et. al. (2020) rationalised this position by arguing that because OCB is a deliberate attempt to maintain the balance in a social exchange between employees and the organisation, it is reasonable to suggest that this behaviour is more directly intended to benefit the organisation. Hence, OCBO is more likely to be a direct function of what employees think about

their work characteristics. In contrast, OCBI primarily addresses and focuses on the individual at the work site. Although it seems to have only indirect implications, OCBI helps to maintain a balance in the organisation, fostering employee transactions.

Concept of Employee Performance

Paais & Pattiruhu, (2020) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Agarwal, A. (2020) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

Employee performance has always been the most important issue for any organization, profit or non-profit (Adubasim, Adim & Ibekwe, 2018). However, defining, conceptualizing, and measuring performance has not been a simple conversation (Johnson & Chattaraman, 2019). According to Taouab and Issor (2019), performance is defined as a set of financial and non-financial indicators that provide information on the degree of achievement of objectives and results. Employee performance includes three types of firm outcomes: (1) financial performance (profits, return on assets, and return on investment); (2) market performance (sales, market share); and (3) shareholder return. Employee performance entails recurring activities such as establishing organizational goals, tracking progress toward those goals, and making adjustments to achieve those goals more effectively and efficiently (Adubasim, Unaam, and Ejo-Orusa (2018).

Concept of Organizational Citizenship Behavior

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisors expectations (Okon, Adim & Adubasim, 2018). However, some individuals perform certain duties far beyond the expected outputs (Platonova, et al. 2018). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization's reward system (Harvey, Bolino & Kelemen, 2018). Such extra role behaviour is described as Organizational citizenship behaviour (Organizational Citizenship Behaviour).

Djaelani, Sanusi & Triatmanto, (2021) defined Organizational Citizenship Behaviour as Individuals' behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the

organization. He explains further that engagement in Organizational Citizenship Behaviour is generally a personal choice, and omission is not generally seen as punishable.

Dimensions of OCB

Altruism

Altruism is defined as the desire to help or otherwise assist another individual, while not expecting a reward in compensation for that assistance. According to (Okon, Victor & Ikechukwu, 2018) altruism is interpreted to reflect the willingness of an employee to help a coworker, also is referred to and explained as the selflessness of an employee towards organization. A common example outside of a business setting would be someone who drives a neighbour to work when their car has broken down, while not expecting cash money or favours in compensation. In a business setting, altruistic behaviour is generally related to the work or project that the business group is working on. Someone exhibiting altruistic behaviour in a group setting might volunteer to work on certain special projects, voluntarily helping or assisting other employees with their work or with other tasks, and volunteering to do additional work in order to help other employees reduce their own work load. Altruism in the workplace leads to productivity and effectiveness because it encourages good inter-employee relations; it can also reduce the stress load on other employees, such as those who are overwhelmed without a little bit of help, which will in turn increase productivity.

Altruism in simple words means helping or helpfulness (Gilbert, et. al., (2019). It means helping other members of the organization in their tasks. For example, voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, guiding employees to accomplish difficult tasks. Grego-Planer, (2019) defined altruism as voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work. Abdillah, Wu & Anita, (2020) has demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity.

Sportsmanship

Sportsmanship is defined as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining. (Ananie & de Casamayor, 2018). It refers to person's desire not to complain when experiencing the inevitable inconveniences and abuse generated in exercising a professional activity. Sportsmanship refers to avoid complaining unnecessarily about the difficulties faced in the workplace, being positive and tolerant towards problems experienced in the workplace. Sportsmanship is exhibition of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest. This helps to conserve organizational energies for accomplishment of task and to a large extent relieves managers of unnecessary load/stress (Nyarieko, 2018). Ifeyinwa & Onodugo, (2020) defined sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational

setting. Verma & Kesari, (2020) publicized that good sportsmanship would enhance the morale of the employees at the workplace and consequently reduce employee turnover.

Sportsmanship is defined as exhibiting no negative behavior when something does not go as planned or when something is being perceived as annoying, difficult, frustrating or otherwise negative. Willingness to forbear minor inconveniences without appeal or protest and allows managers to focus on important job functions. Good sportsmanship is related to potential complaints about work or workloads in addition to negativity surrounding work-related challenges. Nyarieko, (2018), describes, Sportsmanship as, 'Employees' goodwill at the workplace whether the conditions are not highly desirable, not complaining to the manager about status and observing positive aspects of work among the problems.' Sportsmanship and forgiveness means showing tolerance and forgiveness in non-ideal conditions without complaint or protest.

Nexus between Organizational Citizenship Behavior and Employee Performance

OCB is defined as "discretionary individual behavior that is not directly or explicitly recognized by a formal reward system and that promotes the effective functioning of the organization as a whole" (Okon, Victor & Ikechukwu, 2018). Research shows that successful organizations benefit from employees who do more than their daily tasks - they work outside the expedition (Nyarieko, (2018). However, most research on OCB focuses on potential predictors. Countless searches have motivated many researchers to look for new and relevant organizational perspectives to improve employee performance.

Although OCB precursors such as spirituality have been in major research interest in the past few decades, the consequences of OCB have recently attracted the attention of researchers. The researchers hypothesize that OCB can affect organizational effectiveness and organizational success. Wibowo & Mochklas, (2020), for example suggest that OCB influences organizational performance stability because "conscientious employees tend to maintain high levels of production consistently, thereby reducing variability in work unit performance.". Pang & Lu, (2018), found a positive correlation between income per employee and average employee and company reliability. One of the dimensions of OCB has reduced the percentage of food costs and increased operational efficiency, as employees who help others in their work has proven to reduced work time and helped others to be more productive (Wibowo & Mochklas, (2020).

Work performance refers to the results of work-related behaviors, comparisons of employee personal productivity, job performance depending on organizational expectations and requirements and corporate requirements such as quality, efficiency, and awareness. In a study by Qiu, et. al., (2019), a positive correlation between OCB and service quality perceived by customers was confirmed by tourism workers. The latter concerns the performance of employees in the tourism industry; OCB has a positive impact on the performance of its employees. Thus, OCB staff deals with increased collaboration between employees, proactive

support in solving problems for others, and willingness to participate and participate in organizational activities and meetings. It changes the attitude and social atmosphere of the organization as a whole and improves overall employee performance.

Most researchers have proven the positive effect of OCB towards workers' performance; however, most of them just focus on an observed investigation. Thus, there is need for a current research to identify the relationship between OCB with selected dimensions which include altruism and sportsmanship, and performance.

These arguments has given rise to the following hypothesis:

HO1: There is no significant nexus between altruism and employee performance in selected Higher Educational Institution in Bauchi Metropolis.

HO2: There is no significant nexus between sportsmanship and employee performance in selected Higher Educational Institution in Bauchi Metropolis.



Figure 1: Conceptual Framework showing Relationship between Study Variables

METHODOLOGY

The cross-sectional survey approach was used to collect data for the study. Primary source of data was generated through structured questionnaire. The population for the study was made up of academic staff in the Federal Polytechnic Bauchi totaling six hundred and twenty three (623). The sample for the study was 241 which was gotten from Krejcie and Morgan Table. The simple random sampling technique will be applied in this study as the sample procedure. With the help of the SPSS Package version 23, descriptive statistics and Spearman's rank correlation were employed for data analysis and hypothesis testing.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The hypothesis test included the bivariate hypotheses H_{01} and H_{02} , which were all expressed in the null form. To conduct the analysis, we used the Spearman Rank (ρ) statistic. The 0.05 significance level is used as a threshold for the probability of either accepting or rejecting the null hypotheses at ($p > 0.05$).

Table 1: Correlation Matrix showing Nexus between Organizational Citizenship Behaviour and Employee Performance

			Employee Performance	Altruism	Sportsmanship
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.727**	.658**
		Sig. (2-tailed)	.	.000	.001
		N	221	221	221
	Altruism	Correlation Coefficient	.727**	1.000	.670**
		Sig. (2-tailed)	.000	.	.000
		N	221	221	221
	Sportsmanship	Correlation Coefficient	.658**	.670**	1.000
		Sig. (2-tailed)	.001	.000	.
		N	221	221	221

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2022 (SPSS output, version 23.0)

The table above illustrates the test for the two previously postulated bivariate hypothetical statements.

H01: There is no significant nexus between altruism and employee performance in selected Higher Educational Institution in Bauchi Metropolis.

The correlation coefficient 0.727 shows that there is a strong and positive relationship nexus between altruism and employee performance. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant nexus between altruism and employee performance in selected Higher Educational Institution in Bauchi Metropolis.

H02: There is no significant nexus between sportsmanship and employee performance in selected Higher Educational Institution in Bauchi Metropolis.

The correlation coefficient 0.658 shows that there is a positive nexus between sportsmanship and employee performance. The p value $0.000 < 0.05$ indicates that the relationship is positive. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a positive nexus between sportsmanship and employee performance in selected Higher Educational Institution in Bauchi Metropolis.

Discussion of Findings

Using the Spearman's rank order correlation tool and a 95% confidence interval, the data demonstrated a positive significant nexus between OCB and employee performance in selected HEIs in Bauchi state, Nigeria. This study's findings indicated that altruism and sportsmanship as dimensions of OCB had a significant relationship with employee performance. This finding was corroborated by the findings of Paais & Pattiruhu, (2020) who posits that human resource elements such as motivation, employee training and development, salary and incentives, and other internal factors had a key impact on academic staff's OCB. Similarly, Vázquez-Rodríguez et al. (2021) opined that the lack of emotional commitment, work satisfaction, and interactional justice was revealed to be a prerequisite for the absence of OCB. Chatzopoulou, Manolopoulos & Agapitou, (2022) found out that Internal CSR was found to have a positive significant relationship with corporate commitment.

In the same vain, Adu-Gyamfi et al. (2021) found out that health and safety, workplace diversity, and training and development all had a positive and significant influence on social performance. Furthermore, Dirican & Erdil, (2020) found out that older academic staff had greater OCB and less counterproductive work behavior than younger employees. Furthermore, there was no difference in OCB directed against coworkers and the academic institution between men and women.

Conclusion and Recommendations

Based on these findings it is therefore concluded that the two adopted constructs of OCB considered in this study i.e. altruism and sportsmanship had a significant relationship with employee performance in selected Higher Educational Institution in Bauchi Metropolis. The study thus recommended that:

- i. The management of the Federal Polytechnic, Bauchi as well as other HEIs have a responsibility of ensuring that the employees have the desire of helping others these they can engender by compensating (financial and non-financial) actions that are in the spirit of altruism.
- ii. HEIs in general and Federal Polytechnic, Bauchi in particular needs to encourage employees to embrace goodwill at the workplace whether the conditions are not highly desirable, by not complaining about the status. Mentoring can be a veritable tool in this regard.

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