

Employee Citizenship Behaviour and Job Satisfaction in Tertiary Institutions in Edo State

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ABSTRACT

This paper examined employee citizenship Behaviour and Job Satisfaction in selected tertiary institutions in Edo State. This study used selected tertiary institutions in Edo State which included: University of Benin, Benin City; Ambrose Alli University, Ekpoma and Auchi Polytechnic, Auchi. The objective of this study is to examine the extent to which Altruism affects challenging work, How conscientiousness determine employee recognition and how courtesy determine employee commitment in Tertiary institution in Edo state. The study covered both the academic staff and non teaching staff of these institutions. The population of this study comprises the three tertiary institutions under study is 11,608; two thousand, two hundred and twenty seven (2227) staff of Auchi Polytechnic Auchi, Ambrose Alli University, Ekpoma we have three thousand five hundred and twenty nine (3529) and for University of Benin, Benin City. Six thousand and fifty two (6052) which includes both academic and non-academic staff making a total of 11,608. The study employed one thousand and seventy three (1073) employees (respondents) as the sample size of this study. 5-point Likert scale was used to measure the responses of the respondents. The analytical tool used was E-view version 7.0. The findings showed that Altruism (AUTM) negatively affects challenging work in tertiary institution in Edo State. Conscientiousness positively impacts on Employee Recognition and Courtesy positively impacts employee commitment in tertiary institutions The study concluded that Employee citizenship behavior and job satisfaction in tertiary institutions in Edo State are driven by the level of courtesy (CURT) and Conscientiousness (CUOS). Altruism (AUTM) negatively affects job satisfaction in tertiary institutions. The study further recommended amongst others that all Edo State owned tertiary institutions should enhance the level of Organizational Citizenship Behaviors by investing on acceptable ECB that will install conscientiousness on the worker because if it is higher, job satisfaction among employees will improve and institutional goals will be achieved.

KEYWORDS: Employee Citizenship Behaviour, Job Staisfaction, Altruism, Sportmanship, Courtsy, Consciencioutness, Civic virtue

INTRODUCTION

Understanding employees and how they think and feel about their jobs, as well as what employees are willing to dedicate to the achievement of organizational goals are an area that management of an organization has to pay so much attention. These in addition to other factors may also enhance job satisfaction of employees which is considered as

forecaster of performance. Job satisfaction results from employees' perception of their job and satisfied employees tend to be positive about their job. Robbins (2013) opines that factors such as pay, job itself, supervision of the organization, and more can affect employee satisfaction

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Job satisfaction in the context of this study is an emotional response to a job situation; it can only be inferred and it is often determined by how well outcome meets or exceeds expectations so it cannot be seen. Moreso, in organizations where some employees feel they are working harder than others but they are receiving fewer rewards, they would probably have a negative attitude towards their job, their boss and even co-employees. However, if such employees feel that they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards their job. Job Satisfaction is also an essential facet of employee performance which affects an organization's performance and success, besides motivation. It is related to how employees perceive their job, happy or not like or dislike. Aziri, (2011) suggests that job satisfaction has been identified as a major requirement for tertiary institutions which aim to achieve excellence in their operations. In a similar view, Itiola, Odebiyi and Alabi (2014) presents job satisfaction as the extent to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation .

Employee citizenship behaviors, on other hand, are work behaviors that are defined as individual behaviors beneficial to organizations, not directly recognized by the formal reward system. Employee Citizenship Behaviors are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall organizational productivity (Cannel, 2008 as cited in Ngugi, 2017). Davoudi (2012), puts it clearly that it assists management to evaluate the working environment, motivation and satisfaction of their team members. Furthermore, by having good citizens within the organization through ECB, the effectiveness of an organization will be achieved from the workers in the organization. This behavior supports an organization, where there is possibility to grow when employees go beyond their formal duties and responsibilities to reach the organization's goals by assisting their colleagues.

Employee citizenship behaviour (ECB) is a kind of behaviour which is beyond the officially assigned duties of a worker in an organisation. It represents a kind of behaviour which is formed by the employee voluntarily based on the individual's personal intentions. In other words, employee citizenship behaviours are those desirable behaviours that are not enforceable by the organisation, though essential for effective work processes and the smooth running of the organization (Olowokere, 2012). In addition, employee citizenship behaviours (ECB) are important

parts and predictors of employee job satisfaction (Ngugi, 2017). It is also a very important area in meeting targets, getting to stated objectives and achieving organizational goals. It helps to create a template which has become necessary in the daily operations of any organization to be able to survive and compete in the era of globalization. Similarly, it has garnered much academic attention since its conception and it is perceived to be something intangible.

Contemporarily, employee's attitude significantly impacts the competitive position of an organisation. In principle, ECB can be exhibited by employees no matter the type of organisation in four different trajectories. The first way an employee can demonstrate ECB is when he/she shows willingness to identify with the organization; the second is when an employee shows the readiness and willingness to render assistance to colleagues when needed; the third is when a worker does not show any parochial or selfish pursuit of profits in the course of performing his/her duty; the final demonstration of ECB by an employee is when such an employee exhibits total dedication to one's work (Hsieh, Lang & Chen, 2010).

The most commonly held definition of ECB is that these specific employee behaviors share three characteristics: They are discretionary (not required by the job), they are formally unrewarded, and they contribute positively to organizational performance (Mamman, Kamoche, & Bakuwa, 2012) Meanwhile, gains in performance connected with OCB can be attributed to the positive impact these behaviors have on the social environment of the organization (Jain, Giga, & Cooper, 2011) Organisations especially tertiary institutions cannot afford to neglect essential needs of the workforce job satisfaction through exhibition of high organizational citizenship behavior (Itiola, Odebiyi, Alabi, 2014).

Many studies from various sectors and employment supported the significant relationship between job satisfaction and organisational citizenship behaviour (Ibrahim et al., 2013; Unal, 2013; Mehboob, 2012; Mohammad et al., 2011; Foote and Tang, 2008). But the relationship between JS and OCB suffers from inconsistent findings while some studies support the positive relationship between JS and OCB others have concluded that there is no relationship between these variables.

Although a number of studies have been devoted to a study on organisational citizenship behavior and job satisfaction (Itiola, Adebisi & Alabi, 2014) none has yet specifically examined employee citizenship behavior and job satisfaction in tertiary institutions to

the best of our knowledge. This is where this study attempts to make a contribution.

Statement of the Problem

Due to the dynamism of technology, pressure to achieve organizational goals, the need to improve organizational performance through minimizing cost and maximizing income, there is great need to improve on employee citizenship behavior in the educational institutions. With the right employee behavior, higher educational institutions in developing African countries like Nigeria can effectively and efficiently manage the challenges ranging from poor leadership at top management level to poor implementation of change in the organization. Employee citizenship behaviors (ECBs) are discretionary employee behaviors, such as helping fellow employees or voluntarily promoting the organization, that are important contributors to several aspects of performance in organizations. One of the defining aspects of ECBs is that these behaviors are offered freely by employees; they are engaged in voluntarily. For some employees, these kinds of behaviors may be considered expected or required as part of the employee's in-role job prescriptions. There have been so many studies focusing on the impact of OCB on Job satisfaction, however, none of these several studies used focused on Employee Citizenship Behaviour (ECB) on Job satisfaction in tertiary institution in Nigeria. Hence this research intends to examine the negative and positive behaviors exhibited by employees for the purpose of increasing efficiency of organizational performance.

Objectives of the Study

The broad objective of this study is to examine employee citizenship behavior and Job Satisfaction. The specific objectives include:

1. To examine the relationship between Altruism on challenging work in tertiary institutions in Edo State
2. To investigate the level of conscientiousness on employee recognition in tertiary institutions in Edo State
3. To find out the influence of Courtesy on employee commitment in tertiary institutions in Edo State

Research Questions

In light of the above, the study seeks to address the following questions.

1. To What extent does Altruism affects challenging work in tertiary institution in Edo state?
2. To what extent does conscientiousness determine employee recognition in Tertiary institution in Edo state?

3. To what extent does courtesy determine employee commitment in Tertiary institution in Edo state?

Statement of Hypothesis

The hypotheses to be tested in this study are stated in null form as follows:

H₀: There is no significant relationship between Altruism and challenging work in Tertiary institutions in Edo state

H₀: There is no significant relationship between courtesy and employee recognition in Tertiary institutions in Edo state

H₀: There is no significant relationship between conscientiousness and employee commitment in Tertiary institutions in Edo state

LITERATURE REVIEW

Job satisfaction

It is commonly accepted that job satisfaction is a contributing factor to the physical and mental well-being of the employees; therefore, it has significant influence on job-related behaviours such as productivity, absenteeism, turnover rates and employee relations (Becker, 2004). It also plays an important role in improving the financial standing of organizations (Aronson, Laurenceau, Sieveking, & Bellet, 2005). Thus, understanding job satisfaction of employees is an important organizational goal (Aronson, Laurenceau, Sieveking, & Bellet, 2005).

The most popular definition of job satisfaction is given by Locke (1983), who defined job satisfaction as a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs.

Job satisfaction refers to the satisfaction an individual derives from the intrinsic and extrinsic aspects of his or her job (Loi & Ngo, 2010). When people experience satisfaction with their career success, advancement, income, new skill development, and career goal obtainment, they not only show cognitive appraisals of the fairness of the social exchange between their input and the reward from their coworkers, supervisors, and organizations, they also show cognitive appraisals of the fairness between their personal input and reward. In other words, people not only attribute their career success mainly to their personal factors, but also partially to others, including coworkers, supervisors, and organizations. Thus the researcher can suggest that a more career-satisfied or job satisfied person is more indebted to others.

It is assumed that job satisfaction is the essential factor of the effectiveness of an organization; therefore, it is important to manage employees who have needs and wants both. By understanding employees and their needs and wants, job satisfaction can be used as good parameters of employee effectiveness (Aziri, 2011). Ozturk (2010), defined job satisfaction as the emotional feeling of gratification that is experienced by an employee due to many factors of work Robbins and Judge [2013], defined job satisfaction as “a positive feeling about the job resulting from an evaluation of its characters”, where an employee who has a high level of Satisfaction will tend to positive toward his job, and on the other side, an employee who has a low level of satisfaction will defiantly tend to be negative towards his job.

While based on Ahmed [2012], Job satisfaction is “an attitude that individuals had about their job” which in other words, depends on the idea of employees towards their job. He further asserted that Job satisfaction explains whether employees are happy or not, as well as the fulfillment of their needs and wants when doing their jobs, which can influence their motivation, morals, and reaching target in the organization, also, if the employees are happy, in other words, satisfied, they will likely to keep working in the organization. Arif and, Chohan (2012), suggested that job satisfaction can affect both social and economic aspects of an organization. It is assume that employees who perform well in their job are definitely satisfied, which makes them to remain in the organization and also becoming more devoted to the organization.

Dimensions of Job Satisfaction

1. **Employee Recognition:** Recognition is made based on the response of the accomplished work. It is a vital instrument to encourage employees and it rewards them in return for the work that has benefited the organization. Moreso, recognition is an integral component of a wining strategic reward system. It is a way of acknowledging people before their peers for desired behavior or even for accomplishment achieved, actions taking or having a positive attitude (Nelson,2004)
2. **Challenging Work:** The work and its condition from the employees’ point of view that leads to job satisfaction, whether the work is challenging, appealing, and valuable for them (Unal, 2012). Boulanger (2013) also suggested that the difficulty of task perhaps will encourage and predict ECB among employees. Thus if individuals have high social exchange, they

would reciprocate assistance regardless of the job difficulties.

3. **Employee Commitment:** Allen and Mayer (1990) cited in Dixit and Bhati (2012) claim that commitment is a psychological state that bind the individual to the organization. More so, Meyer and Allen (1997) also cited in Dixit and Bhati (2012) also see commitment as a psychological state that characterizes the employee’s relationship with the organization and has implication for the decision to continue membership in the organization. Employee commitment is the important assert of the organization that is in the learning process as well as the development stage. Employee commitment is also important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee’s identify with and organization and is committed to its goals.

Employee Citizenship Behaviour

In any organization or company there are tasks that are not part of certain employee duties and responsibility, thus an expected work should be anticipated by employees when unfathomable conditions happen. So, a satisfied employee will show their citizenship behavior whereas a dissatisfied employee will be reluctant to show their citizenship behavior [Miao 2011]; therefore, satisfaction plays an important role in the existence of citizenship behavior in an organization.

Employee citizenship behavior is set of behaviors that are not part of the formal requirements of the job, but helps the effectiveness of work and organizations. Employees often consider these behaviors optional. Therefore, they cannot be officially recognized. (Masoud, Sadeghi, Ahmadi & Yazdi, 2016) It involves voluntary and informal behaviors that can help co-workers and the organization. Opatha (2009) provides examples of behaviors which include helping others to perform their duties, working overtime willingly when necessary, and coming to work on a holiday for a special need of the organization by sacrificing a personal trip planned to go on with family members. He also mentions that citizenship refers to the degree to which the employees are willing to engage in non-official behaviors that help the organization achieve its goals, as they love or wish its success and progress. He further mentions that it involves a state in which an employee works for the benefit of the organization in addition to what he/she is supposed to perform on the job. An organization will benefit from encouraging employees to engage in OCB, because it has been

shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

Furthermore, ECB is a spontaneous initiative taken by staff, hence management can promote ECB in their workplace through employee motivation, as well as giving them the opportunity to display ECB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of CB (Organ, Podsakoff & MacKenzie, 2006). Management should also be educated about ECB, and consider having OCB included in performance evaluations in order to actively encourage it among employees.

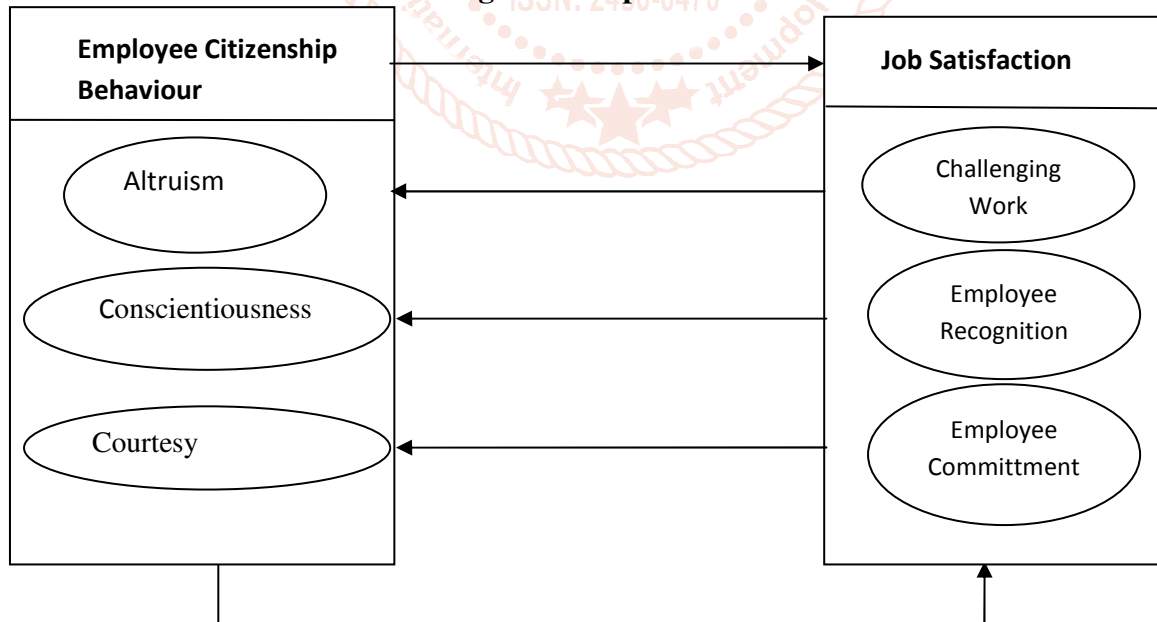
Employee citizenship behavior (ECB) has garnered much academic attention since its conception. It is perceived to be something intangible; ECB is not always formally recognized or rewarded, and concepts like ‘helpfulness’ or ‘friendliness’ are also difficult to quantify. Yet ECB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004).

Dimensions of Organisation Citizenship Behaviour
Based on previous researches like Ghasem, Masoud, and Maryam (2016), Norasherin, Rohaida, Mozhdah,

Siti, Nor (2016). The researcher used similar variables to measure ECB. This includes:

1. **Altruism:** Organ (1997) cited in Basirudin, Basiruddin, Mokhber, Rasid and Zamil (2016) sees altruism as a voluntary action of helping a colleague to deal with work related problems, such as helping in accomplishing tasks how to use equipment and more. It is an action outside the requirements of employees’ jobs.
2. **Conscientiousness:** Conscientiousness is referred to adherence with the standards, guidelines and regulations of the organization (Basirudin, Basiruddin, Mokhber, Rasid & Zamil, 2016). The behavior that goes beyond what is required by the organization, such as punctuality and adherence to the organization’s rules and regulations. A more conscientious employee will tend to “be attached” to organization for longer than those who don’t.
3. **Courtesy:** Courtesy involves helping others by taking steps to avoid problem among colleagues as well as consulting before taking actions (Mohammad, Habib, & Alias, 2011) It is a behaviour that’s done in order to avoid undesirable conditions happening with other employees, such as given prior notice of changing schedule or prior notice of meetings, conflict will lessen if employees are courteous

Fig 1: Conceptual model



Source: Researchers Conceptualization

Theoretical Framework

This study is anchored on social exchange theory (SET) propounded by Thorndike (1935) as Cited in Igudia & Ohue, (2018). The theory sees social exchange as a process of interactive exchanges between different people. The theory views human interactions and exchanges as a kind of results-driven social behaviour.

The social exchange theory is often used to examine various aspects of employee reciprocity including OCB (Hopkins, 2002). 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 (Hopkins, 2002). Integral to both social exchange and reciprocity is the fact that individuals are connected through mutual dependencies. This dependency is a characteristic of the relationship between the employees and the organisation.

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) (Lee & Allen, 2002; Williams & Anderson, 1991). Lee and Allen (2002) rationalized 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 on rationalization of the employee's personal goals, is more directly intended to benefit the organisation.

The fundamental concept of the theory is centred on cost and reward believing that human decisions and behaviour are driven by the comparison of cost and rewards. In brief, the pillars of social exchange theory (SET) can be put into five central elements:

i.) Behaviour is predicated upon the notion of rationality ii) Relationship is based on reciprocation iii) Social exchange is based on a justice principle iv.) Individuals will seek to maximize their gains and minimize their costs in the exchange relation v.) Individuals participate in a relationship out of a sense of mutual benefit rather than coercion

Empirical Review

Altruism and Challenging work

Altruism is described as helpfulness or simply helping others such as co-workers, clients, associates or bosses (Organ, 1997). Altruism is a discretionary behavior which by considering organization relations and tasks, aims to assist others. Altruism in simple words means helping or helpfulness. Altruism means helping other members of the organization in their tasks In showing the relationship between Altruism and Challenging work, employees should give voluntary helping hand to coworkers who are overloaded, absent, or finding it difficult to perform their tasks.

Itiola, Odebiyi Alabi (2014) examined the impact of organizational citizenship behavior dimensions on job satisfaction among academic staff in Osun State owned tertiary institutions. A well-structured questionnaire was used to collect data from 80 respondents through simple random sampling method. Multiple regressions was used to analyze the data collected in order to determine the impact of independent variables OCB dimensions on dependent variables (JS). Result revealed that altruism has significant impact on job satisfaction.

Mohammad and Saima, (2015) examined the factors affecting organisational citizenship behaviour in selected business organisations in Bangladesh. Using a population of 250, with a sample size of 150 respondents and employing factor analysis, the findings identified organisational loyalty, altruism, civic virtue, sportsmanship, courtesy, conscientiousness, organizational compliance, problem concern, individual initiatives and self-development as dimensions of organisational citizenship behaviour which impact organisational performance.

Conscientiousness and Employee Recognition

Conscientiousness is referred to adherence with the standards, guidelines and regulations of the organization. Conscientiousness is a discretionary behavior to assist organization which employees normally go beyond their duties. Conscientiousness can also be seen as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. Hence we can bring out a relationship between Conscientiousness and Employee Recognition by the employee showing more dedication and accountability to work, knowing that such dedication comes with a reward from management.

Kılınc and Ulusoy (2014) carried out a research on organizational citizenship behavior and organizational silence are among the factors which affect employee performance in organizations. The purpose of the study was to determine organizational citizenship behavior, organizational silence, employee performance among physicians and nurses, and the evaluation of the relationship between them. The population of the study comprised 742 nurses and doctors working in Cumhuriyet University, Health Services Research and Application hospital, and the sample was 317. The personal information form was used to collect data of the participants in the study, it

was determined that the nurses exhibited more conscientiousness and total organizational citizenship behavior ($p < 0.01$), and greater performance ($p < 0.05$) than did the faculty physicians. The study reveals that the relationship between the organizational citizenship behavior and employee performance was tested and the relationship was considered to be statistically significant. There was a positive significant relationship between the employee performance and the conscientiousness of organizational citizenship behavior, the relationship between the employee performance.

Obamiro, Ogunnaike and Osibanjo, (2014) examined the relationship between organisational citizenship behaviour, hospital corporate image and performance in selected hospitals in Lagos State, Nigeria. With a sample size of 298 patients and employing the structural equation model (SEM), the study revealed that hospitals can increase their performance level through organisational citizenship behaviour and their conscientious corporate image because such behaviours help to enhance customer loyalty.

Courtesy and Employee Commitment

Courtesy involves helping others by taking steps to avoid problem among colleagues as well as consulting before taking actions (Mohammad, 2011). Courtesy includes activities which help to avoid emergence of probable issues which is due to interaction with others. When courtesy is matched with employee commitment, it produces a result that leads to higher motivation and satisfaction of workers.

Osaro and Jeremiah (2014) 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 employee commitment. It was recommended that Nigerian organisations should implement measures aimed at improving affective commitment workplace.

Chang, Tsai and Tsai, (2010) examined the influence of organisational citizenship behaviours and organisational commitment on organisational performance in selected Taiwan manufacturing companies. 12 companies were investigated with a response rate of 52.5% (105/200). The study used the structural equation modeling (SEM) for its analysis. The result shows that organizational citizenship behavior and organizational commitment could positively influence organizational performance. It also found that organizational citizenship behaviours can positively influence organisational commitment.

Yu-Je, Chao and Chin-Lang, (2012) also examined how OCB can impact organizational performance of Taiwan-Listed family businesses. Using a sample size of 250 respondents, the study used the interview method to collect data from chiefs and managers of Taiwan-listed family businesses. Using the structural equation modelling (SEM), the study found that employee loyalty has a direct positive but no significant effect on organizational performance whereas OCB has a significant effect on organizational performance.

Uzonwanne (2014) investigated the effect of OCB on the service delivery of oil workers in Nigeria using the Nigerian National Petroleum Corporation (NNPC) as the case study. With a sample size of 300 respondents, using T-test and ANOVA for the data analysis, the study found that the exhibition of OCB by NNPC employees very strongly impacts the service delivery capacity and efficiency of the NNPC as an organization.

Ozturk (2010) investigated the determinants of organizational citizenship behavior among knowledge workers: the role of job characteristics, job satisfaction, and organizational commitment. Using a sample size of 225 knowledge workers from four different industries, such as Defense, IT Telecommunication, Software, and Banking. Data was collected through paper-pen based questionnaires and web based questionnaires. The results of the current study indicated that while job satisfaction and affective commitment fully mediate the relationship between job characteristics and OCB, normative commitment partially mediates this relationship.

Research Gap

Studies have been focusing on the impact of OCB on Job satisfaction Uzonwanne (2014), Yu-Je, Chao and Chin-Lang, (2012), Chang, Tsai and Tsai, (2010), Kılınç and Ulusoy (2014); In addition to this, a large number of research focusing on job satisfaction have been reviewed in selected literatures. Itiola, Odebiyi Alabi (2014), Osaro and Jeremiah (2014), Obamiro, Ogunnaike and Osibanjo, (2014), Ozturk (2010).

However, none of these several studies used focused on Employee Citizenship Behaviour (ECB) on Job satisfaction in tertiary institution in Edo state, Nigeria. As a result, it presents a gap which this paper tends to fill by evaluating Employee Citizenship Behaviour on Job Satisfaction.

Methodology**Research Design**

This study adopted the previous study of other researchers on the effect of employee citizenship on job satisfaction in tertiary institution in Edo state. The model for the study is expressed by the various form of job satisfaction and Employee Citizenship Behaviour.

Population of the Study

The population of this study comprises the three tertiary institutions under study is 11,608; two thousand, two hundred and twenty seven (2227) staff of Auchi Polytechnic Auchi, Ambrose Alli University, Ekpoma we have three thousand five hundred and twenty nine (3529) and for University of Benin, Benin City. Six thousand and fifty two (6052) which includes both academic and non-academic staff making a total of 11,608

Determination of sample Size

The sample size was determined using Taro Yamane formula

The formular for Taro Yamane is given below as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample Size

N = Population Size

e = error margin

For Auchi Polytechnic

$$n = \frac{2227}{1 + 2227(0.05)^2}$$

$$n = \frac{2227}{1 + 2227 (0.0025)}$$

$$n = \frac{2227}{1 + 5.5675}$$

$$n = \frac{2227}{6.5675}$$

$$n = 339$$

Note: the Same Process was used in calculating the sample size of the other two institutions which are 359 Ambrose Alli University and 375 for University of Benin respectively. This study adopts Purposive sampling technique in selecting the sample elements and on the whole 1073 respondents were considered for this study.

Method of Data Collection

Based on the focused of this study, the researcher adopts the primary method through the use of questionnaire in collecting data because the researcher was also interested in generating data directly from the subject without only relying on already existing data. The questionnaire was well designed and structured with the five(5) point Likert scale of Strongly Agreed (5), Agreed (4)Undecided (3) Disagreed (2) and Strongly Disagree (1)

Validity of Data

The validity of the data was censured by having objective questions in the questionnaire. This was achieved by pre-testing the questionnaire to be used to identify and change any ambiguous awkward question in this study.

Reliability of Data

In the case of reliability of research instrument, The researcher compute the Cronbach's alpha (Cronbach's, 1951) which is a measure of reliability. More specifically, alpha is a lower bound for the true reliability of the survey. Mathematically, reliability is defined as the proportion of the variability in the responses to the survey that is the result of differences in the respondents. The Cronbach's Alpha value was found to be 0.77 and this implies that the data collection instrument to be used is reliable.

Model Specification

The model for the study assumes an underlying behavior of courtesy, consciousness and altruism on job satisfaction in tertiary institution in Nigeria. The model is stated below as follows:

Employee Citizenship Behaviour =f (courtesy, consciousness and altruism) (1)

Job satisfaction=f(Challenging work, Employee Recognition & Employee Commitment) (2)

$$JOBS=f(COUS+ AUTM+ CURT) \quad (3)$$

Where,

JOBS = Job satisfaction

CURT= Courtesy

COUS= Job satisfaction

AUTM=Atrium

α_s are parameters, while e is an error term.

Specified OLS Model

$$JOBS=a_0+a_1COUS+a_2AUTM+a_3CURT+e \quad (4)$$

The apriori expectations of the model suggests that courtesy and consciousness impacts positively and altruism impacted negatively on job satisfaction.

This Research used both primary and secondary sources. Secondary data was mainly sourced from journals, conference paper, books, e-books, reports etc. Extracts from these sources helped in the literature review section of the study. The primary source uses structured questionnaire segmented into sections and interviews. On the other hand, primary data generated from staff of selected tertiary institution in Edo State. A total of 1500 questionnaires were administered to participants in the survey. Only 1280 was returned and 1078 was used as sample for the study because it meet all stratification evaluating effect of citizenship employee’ on job satisfaction in tertiary institution in Nigeria. The questionnaires were structured on a five point Likert scale with respondents given options ranging from strongly agree (SA) to the lowest point of strongly disagree (SD) that is 4-point likert scale. E-view version 7.0 was used in the data analysis.

Results of Analysis

Results of the analyses were reported in table 1 and 2 respectively. It is usually conventional to examine the stationarity pattern of the employee citizenship behaviour on job satisfaction variables under study. Table 1 below shows the results of the trend pattern of the variables used in this study.

Table 1 Unit Root Test Results

| Variable | Order | ADF | Critical Value at 5% | Prob.<0.05 | Decision | Conclusion |
|----------|-------|---------|----------------------|------------|--------------|------------|
| D(JOBS) | I(1) | -4.1569 | -3.6949 | 0.0330 | No unit root | Stationary |
| D(AUTM) | I(1) | -5.3179 | -3.6949 | 0.0394 | No unit root | Stationary |
| D(COUS) | I(0) | -4.1615 | -3.5196 | 0.0215 | No unit root | Stationary |
| D(CURT) | I(1) | -4.6962 | -3.5196 | 0.0170 | No unit root | Stationary |

Source: E-views 7.0 Extracts

Job satisfaction (JOBS), Altruism (AUTM), and Courtesy (CURT) variables were stationary at level, I(1) using ADF value greater than critical value at 5%. In addition, the associated probability values were all less than 0.05 at 5%. The variable of consciousness (COUS) was also stationarity at level I(0). However, the variables were co integrated at order 2. The variables produce a stationary series, then there is possibility of co integration among them. There is existence of long-run relationship between effects of citizenship employee’ on job satisfaction in tertiary institution in Nigeria. Ordinary least squares estimate is performed in table 1

OLS Estimation

The result of error correction representation of the model is reported in table 2.

Table 2 OLS Estimate Results

| |
|----------------------------|
| Dependent Variable: JOBS |
| Method: Least Squares |
| Date: 17/07/19 Time: 12:28 |
| Sample: 1 1078 |
| Included observations: 8 |

| Variable | Coefficient | Std. Error | t-Statistic | Prob. |
|--------------------|-------------|-----------------------|-------------|-----------|
| CURT | 0.454295 | 0.000109 | 2.700467 | 0.0438 |
| COUS | 0.372867 | 11.23587 | 6.448984 | 0.0076 |
| AUTM | -0.152798 | 0.001272 | -2.199966 | 0.1152 |
| C | -0.010346 | 0.250477 | -0.041304 | 0.9696 |
| R-squared | 0.745507 | Mean dependent var | | 1.643834 |
| Adjusted R-squared | 0.672851 | S.D. dependent var | | 0.376748 |
| S.E. of regression | 0.134341 | Akaike info criterion | | -0.907703 |
| Sum squared resid | 0.054142 | Schwarz criterion | | -0.858052 |
| Log likelihood | 8.630810 | Hannan-Quinn criter. | | -1.242578 |
| F-statistic | 13.01334 | Durbin-Watson stat | | 2.789081 |
| Prob(F-statistic) | 0.030762 | | | |

Estimation Command:

```
=====
LS JOBS AUTM COUS CURT C
```

Estimation Equation:

```
=====
JOBS= C(1)*AUTM + C(2)*CUOS + C(3)*CURT + C(4)
```

Substituted Coefficients:

```
=====
JOBS = 0.45295* CURT + 0.372867*COUS -0.152798AUTM
```

Source: E-views 9.0 Extracts

The results from the OLS equations in Table 2 suggested that courtesy (CURT) and consciousness (CUOS) variables of the model equation have positive impact on job satisfaction (JOBS) in tertiary institution in Nigeria. However, altruism (AUTM) has negative effect on job satisfaction (JOBS). In testing the hypotheses, the result shows that Courtesy (CURT) and consciousness (CUOS) variables impacted significantly on job satisfaction (JOBS). Therefore, the null hypotheses (Ho) of the courtesy (CURT) and consciousness (CUOS) variables were rejected in favour of the alternative hypotheses (H1) at 5% level. With respect to the sign and magnitude, courtesy (CURT) and consciousness (CUOS) variable revealed key factors influencing job satisfaction (JOBS) in tertiary institution. This implies a unit change in the courtesy (CURT) and conscientiousness (CUOS) will account 45.3% and 37.2% for job satisfaction (JOBS). Altruism (AUTM) has negative effect on job satisfaction (JOBS) by 15.2% decrease in job satisfaction (JOBS). The model for estimating citizenship employee and the job satisfaction is highly fitted at 0.7455(75%) and about 67.3% of the total variation in job satisfaction (JOBS) can be explained by the variables (altruism (AUTM), consciousness (CUOS), and courtesy (CURT)). Durbin Watson statistic (2.79) indicated that there is no presence of first order serial autocorrelation as the values fell within the 2.0-4.0 rule of thumb. Hence, the variables of citizenship employee are well selected to measure the job satisfaction.

Findings

The research on the effect of employee citizenship behavior on job satisfaction in tertiary institution in Nigeria, finding reveals that:

1. Altruism (AUTM) negatively affects challenging work in tertiary institution in Edo State. This is in conformity with the study that was carried out by Odebiyi (2014) whose findings reveals that there is a negative relationship between Altruism and Challenging work.
2. Consciousness (CUOS) positively impacts on Employee Recognition which supports Kilinc and Ulusoy (2014) whose findings reveals that there is a positive relationship between Employee job performance and Conscientiousness of Employee Citizenship behavior
3. Courtesy positively impacts employee commitment in tertiary institutions which conforms with the work carried out by Osaro and Jeremiah (2014) whose findings reveals that a positive relationship exist between courtesy and employee commitment.

Conclusion

Employee citizenship behavior and job satisfaction in tertiary institutions in Edo State are driven by the level of courtesy (CURT) and Conscientiousness (CUOS). Altruism (AUTM) negatively affects job satisfaction in tertiary institutions.

Recommendations

Based on the findings and conclusion of this research the following recommendations are made that:

1. Research on ECB in higher education should include empirical studies that consider additional inferred variables with potential association with ECB. Potential effects of Altruism should be investigated.
2. Therefore, all Edo State owned tertiary institutions should enhance the level of Organizational Citizenship Behaviors by investing on acceptable ECB that will install conscientiousness on the worker because if it is higher, job satisfaction among employees will improve and institutional goals will be achieved.
3. Therefore, priority should be given to courtesy that will encourage employees to be more committed

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Appendix I

Department of Business Administration
Faculty of Management Sciences,
School of Postgraduate Studies
Chukwuemeka Odumegwu University
Igbaram campus

8th JULY, 2019

Dear Respondent,

I am a PhD student of the above named department and institution carrying out a research study on Employee Citizenship Behaviour and Job Satisfaction in an organization.

I would appreciate your assistance in answering the following questions, which are very important to the success of this study. The information is purely for academic purpose. I assure you that your responses to the questions will be treated with utmost confidence as they will be used for only academic purpose.

Thanks for your anticipated cooperation

Yours faithfully,
Izuagie Mark

Questionnaire

EMPLOYEE CITIZENSHIP BEHAVIOUR AND JOB SATISFACTION

Section A: Personal Data

Instruction: Please tick (✓) in the appropriate box that correspond with your views in each case.

1. Sex: (a) Male [] (b) Female []
2. Marital Status: (a) Single [] (b) Married [] (c) Divorced []
3. Qualification: (a) WASSCE/NECO/NABTEB [] (b) ND [] (c) HND [] (d) B.Sc./B.Ed/B.Tech [] (e) M.Sc./MBA/MPA/M.Ed/M.Tech. [] (f) Ph.D [] (g) Others (please specify)

4. Age: (a) 15 – 25 yrs [] (b) 26 – 35 yrs [] (c) 36 – 45 yrs [] (d) 46 – 55 yrs [] (e) 56 yrs and above []
5. Department: _____
6. Position/Rank: _____
7. Length of Service: (a) 0 – 5 yrs [] (b) 6 – 10 yrs [] (c) 11 – 15 yrs [] (d) 16 – 20 yrs [] (e) 21 – 25 yrs [] (f) 26 – 30 yrs [] (g) 31 yrs and above []
8. Number of children (as at the time of this survey) (a) 0 () (b) 1-2 () (c) 3-4 () d. 5 and above ()
9. Age of Children (a). 0-4yrs (b). 5-9 yrs (c) 10-14yrs (d) 15 and above
10. Religion: (a) Christianity () (b) Islam () (c) others Pls Specify _____

| S/N | STATEMENT | SA | A | D | SD |
|-----|---|----|---|---|----|
| | Conscientiousness | | | | |
| 1. | My employer has an attractive organisational policy that attracts and retain employees | | | | |
| 2. | The policy in my organisation promotes Employee citizenship Behaviour | | | | |
| 3. | Individual hours are decoupled from operating hours that recognise the peak & troughs of work activities in my organization | | | | |
| 4. | Increased sophisticated, affordable and functional technologies have made it more feasible for me to keep contact with work and promotes Employee Citizenship . | | | | |
| | Courtesy | | | | |
| 5. | My organization values courtesy as a standard behavior for promoting Job satisfaction | | | | |
| 6. | The organization fails to appreciate any extra effort from me | | | | |
| 7. | The organization encourages friendliness on job delivery | | | | |
| 8. | The organization account for timeliness of employee | | | | |
| | Altruism | | | | |
| 9. | The organization really cares about my well being | | | | |
| 10. | Voluntary action of employee by helping coworkers increases Employee job satisfaction in organization | | | | |
| 11. | I am committed to my job because my organization promotes and maintains Employee Citizenship Behaviour | | | | |
| 12. | I am committed to helping others who have heavy work loads | | | | |
| | JOB SATISFACTION | | | | |
| | Challenging Work | | | | |
| 13. | There are opportunities for Promotion of jobs well done | | | | |
| | Employee Recognition | | | | |
| 14. | The Organization encourages additional payment of Wages and Salaries for jobs well done | | | | |
| | Employee Commitment | | | | |
| 15. | The amount of time my job takes makes increased performance to be achieved | | | | |

Where:

SA = Strongly Agreed

A= Agreed

SD = Strongly Disagreed

D= Disagreed