

VOL. 6 NO. 1 & 2, (JUNE & DEC., 2020)



ISSN: 2536-7358

IJAD



ILORIN JOURNAL OF ADMINISTRATION AND DEVELOPMENT

**JOURNAL OF THE DEPARTMENT OF PUBLIC ADMINISTRATION
UNIVERSITY OF ILORIN, NIGERIA.**

Editorial Board

Chairman, Editorial Board: Prof. Muftau A. Ijaiya

Editorial-in-Chief

Dr. Mohammed Lawan Bello
ariyo2009@gmail.com

Business Manager

Dr Akindele Iyiola Tomilola
akindele.it@unilorin.edu.ng/wuratomi@yahoo.com

Language Editors

Prof. S. T. Babatunde
Dr. A. S. Abubakar

Editorial Secretary

Ishola Abdulrasaq Ajadi
ishola.aa@unilorin.edu.ng/ishosquo@gmail.com
+2348066496961

Editorial Advisory Board

- | | |
|------------------------------------|--|
| Prof. Toyin Falola | University of Texas, Austin, USA |
| Prof. Matthew Okotoni | Obafemi Awolowo University, Ile-Ife |
| Prof. Haruna Dlakwa | University of Maiduguri, Maiduguri |
| Prof. Moti Ukertor | University of Abuja, Abuja |
| Prof. Adejo Odoh | Ahmadu Bello University, Zaria |
| Prof. Saliu Hassan | University of Ilorin, Ilorin |
| Prof. Shehu Dalhatu | Bayero University, Kano |
| Prof. Kunle Ajayi | Ekiti State University |
| Prof. Charles Ukeje | Obafemi Awolowo University, Ile-Ife |
| Prof. Adeyemi Sidikat. L. | University of Ilorin, Ilorin |
| Prof. Albert Isaac Olawale | University of Ibadan, Ibadan |
| Prof. Sharlene Swartz | Human Social Research Council, South Africa |
| Prof. Solomon Akinboye | University of Lagos, Akoka |
| Prof. Fajonyomi Banji | Lagos State University, Ojo |
| Prof. Gbevrebie Daniel | Covenant University, Ota |
| Prof. Robert Moser | University of Texas, Austin, United States. |
| Prof. Mohammed Musa Kirfi | Federal University Kashere, Kashere, Gombe |
| Prof. Isiaka Sulu Babaita | University of Ilorin, Ilorin |
| Dr. Bondarenko Dmitri Mikhailovich | Russian State University for the Humanities. |
| Dr. Nduka Otiono Carleton | University, Ottawa, Canada. |
| Dr. Augustine E. Ayuk | Clayton State University, Georgia, Atlanta USA. |
| Dr. Akin Olufowose | Institute of Public Administration of Nigeria, Abuja |

TABLE OF CONTENTS	PAGES
Editorial Board	iii
Instruction to Contributors	iv
Editorial Comments	v-vii
Contents	viii-ix
INEC and the Administration of Elections in Osun State, Nigeria (2015-2019) BAKARE, Lawal Ayofe, and OLADIPUPO, Deborah Oluseun	1-22
Perceived Organizational Support, Perceived Superior Support, Employee Engagement, and Performance in the Nigerian Public Sector: A Proposed Framework Sulaiman Adewumi ABDULLAH and Azura Abdullah EFFENDI	23-34
State's Contradictions: Farmers, Herdsmen and Environmental Struggle in Nigeria OGUNBELA, Gbeminiyi Kazeem and OGUNBIYI, Toyin Labake	35-48
New Public Management: Empirical Analysis of Local Government Areas Performance in Nigeria ¹ Olushola J. Omolekan, Ph.D.; ² Ayomide O. Omolekan	49-61
Struggling with Economic Recession: Youth Unemployment and Crisis of Legitimation in Africa Rahim, A.G., Wale-Oshinowo, B.A. & Agbi, B.D.	62-81
Alternative Work Arrangements in Nigeria: Is it avoidable by Modern Organizations? ABOGUNRIN, Abiodun Peter; AREMU, Nuha Salihu; ABDULLAH, Adewumi Sulaiman and LAWAL, Azeez Tunbosun	82-96

In-service Training and Job Performance of Non-Teaching Staff of Osun State College of Education, Ilesa HASSAN, Afees Olumide and ADEGOKE, Sunmola Kadiri	97-105
Effect Of Organisational Culture On Employees' Organisational Citizenship Behaviour In Nigerian Manufacturing Industry AMOSA, Jimoh Rafiu OMOLABI, Issa SULEIMAN, Ahmed Aremu	106-121
Social Protection and Compensation Management in the Nigerian Public Sector: A Historical Review from 1934 - 2019 Joy Onyinyechi Ekwoaba and Christopher Odogwu Chidi	122-147
The Impact Of Social Media On Local Government Administration In Nigeria Prof. Anthony Mayowa Oladoyin ONABANJO Leke Kayode (Ph.D Student)	148-166
Career Management: A Predictor of the Performance of Civil Servants in Osun State Rosemary Adishetu DANESI, James Aransiola ISHOLA and Nuha Salihu AREMU	167-178
Academic Staff Union of Universities Strikes and Employees' Job Performance in University of Lagos Joy Onyinyechi EKWOABA and Rosemary Adishetu DANESI	179-194
Domesticity and Implementation of Affirmative Policy at the Local Government Tier in Nigeria Umar Elems MAHMUD, Yusuf Abdullahi OGWUZEBE and Bage Yahaya AHMAD	195-211
Influence of Cabotage Act, 2003 on Nigerian Maritime Administration and Safety Agency Coastline Operations JAMAL Bashir Yusuf (Ph.D)	212-224

Effect Of Organisational Culture On Employees' Organisational Citizenship Behaviour In Nigerian Manufacturing Industry

AMOS A, Jimoh Rafiu

Department of Business Administration,
Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
Jimohrafiu73@hotmail.com; amosa.jr@unilorin.edu.ng

OMOLABI, Issa

Department of Business Administration,
Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria;
Omoisla09@yahoo.com; omolabi.i@unilorin.edu.ng

SULEIMAN, Ahmed Aremu

Department of Business Administration,
Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
Aremu.ahmed40@gmail.com; Suleiman.aa@unilorin.edu.ng

Abstract

The influence of organizational culture to elicit certain discretionary behaviours from employees cannot be over emphasized. Therefore, to bring OCB to employees, organisational culture is required. However, the lack of administrative will to entrench a culture that encourage the exhibition of OCB by employees has been an impediment to the survival of many organizations. Thus, this study examined the effect of organizational culture on employees'organisational citizenship behaviour in Nigerian Manufacturing industry using selected culture and OCB variables with reference to Sunflag plc. Lagos. The specific objectives of the study were to: examine the effect of people oriented culture on employee sportsmanship behaviour and evaluate the effect of result oriented culture on employee conscientiousness. Questionnaire was served to the sampled respondents of 297 gotten with taro Yamane sample size determination formula from 1150 employee of the organisation, through a multi stage sampling technique(stratified to take care of each levels of staff and simple random to pick from each strata). Regression analysis were adopted to test the two hypotheses formulated for the study. Results from the study revealed that people oriented culture has a significant and positive effect on sportsmanship ($R^2 = 0.581$; $p\text{-value} < 0.05$) and that results oriented culture has significant

influence on employee conscientiousness ($R^2=0.661$; $p\text{-value}<0.05$). The study concluded that organizational culture in its various forms has significant impact on employees' corporate citizenship behaviour. The study recommended that organization manager should promote a culture that foster selflessness, participation and exhibition of innovative behaviour that guarantees the realisation of the organisational target.

Keywords: Organisational culture, organisational citizenship behavior, sportsmanship, conscientiousness, result oriented and people oriented culture.

Introduction

The reality of today's business world has shown that employees represents one of the foremost success factor for most organizations. Thus, the threat facing majority of organizations today have remained the development of an effective and efficient strategy aimed at actualizing organizational excellence and competitive strength through employees' management (Al Aina & Atan, 2020). In order to overcome this difficulty, organizations must put in place strategies that will incite their workers to be involved in activities geared towards the accomplishment of predetermined organizational objectives by entrenching an organisational culture that is all encompassing and has the capacity to attract an extra role behaviour from the employees.

Organizational culture is all about the shared view of all the stakeholders in the environment in which an organization operates. It has the capacity to and can greatly inspire the behaviour of people in the organisation to the extent of directing their activities beyond their imaginations. In addition, the nature of organizational culture, its strength or otherwise that is entrenched in an organisation is critical to the kind of behaviour that managers and their subordinate exhibits from time to time. (Ebrahimpour, Zahed, Khaleghkhah, & Sepehri, 2011).

Besides, organizational citizenship behaviours are discretionary in nature and it depicts a kind of behaviour that surpasses one's basic job requirements in the workplace (Ahmed & Islam, 2011). OCB are often seen as actions that are outside the call of duty and normal rewardable act. It encompasses all extra role actions, activities and pro-social behaviour that influence individual, groups or organizations' ways of doing things. It is all about worker's efforts that goes above the dictates of his or her required role in the place of work. OCB covers those activities such as readiness to take extra tasks, assisting colleagues and following the rules of the game to the latter. Simply put, OCB are those action that exceeds

the cover of normal organisation reward system that are supportive to the progress of the individual, group and the organisation (Vigoda-Gadot, 2007). Therefore, organisations operating in the volatile business world most especially the manufacturing firms where only the fittest survives will require consistent exhibition of organisational citizenship behaviour by its employees as competitions gets more intense. (Christiansen & Chandan, 2017).

Conclusively, the worrisome state of the manufacturing sector in Nigeria where studies have confirmed that about 60% are moribund, 30% are in state of extinction while the remaining 10% are struggling to survive or even operate below install capacity. Therefore, it is imperative for scholars to look at possible solution of instituting an organisation culture that has the capacity to direct employees and stakeholders toward the act of organisational citizenship behaviour. This is important looking at the strategic position of human resource in driving competitive strength across firms (Olamade, Oyeibisi & Egbetokun, 2013). Moreso, having observed that firms are challenged by internal and external environmental factors, it is therefore expedient to take interest in how organisations can make their human resource more innovative through the selected organisational culture variables of people and result oriented types of culture to elicit OCB behaviour of sportsmanship and conscientiousness from its employees to achieve predetermined goals and objectives.

In conclusion, it is on the basis of the background discussed above that this study examined the effect of organizational culture on employee organisational citizenship behaviour with particular reference to Sunflag Nigeria Plc, a textile manufacturing company located in Lagos state Nigeria.

Statement of the problem

In Nigeria, high rate of absenteeism, lateness to work, fall in productivity and product quality, insubordination to authorities etc. are the symptoms of lack of organizational citizenship behaviours (Olalekan & Ekene, 2019). In the opinion of Akinmayowa (2006), organisational citizenship behaviours are required from workers in Nigeria who carry out tasks that are only within their prescribed job specifications which are not enough to guarantee the accomplishment of organizational goals thereby making it important that organizational managers entrench an organizational culture that are people oriented in nature to elicit employees' trust which has the capacity to direct them towards the voluntary exhibition of corporate citizenship behaviour of sportsmanship in the workplace. This, if achieved which will lead to easy accomplishment of organisations' set goals and objectives.

More so, organisational planning should be done to achieve the goals of the organization through cultural elements because doing anything without the elements of organizational culture can result in unintended consequences (Schein, 2004). Therefore, lack of attention to appropriate organizational culture that is result oriented in nature to elicit employees' exhibition of organisational citizenship behaviour of conscientiousness where individual initiative and innovation is encouraged to take care of the volatile operating environment has led to the lost of energy and time in the course of solving organizational problems making it difficult to achieve pre-determined organizational goals (Khoda, 2010).

Research Questions

In the light of the statement of problem raised above, these research questions emanated:

- i. To what extent does people oriented culture influence employee sportsmanship behaviour?
- ii. To what extent does result oriented culture affects employee conscientiousness?

Objectives of the study

The core objective of this study is to examine the effect of organizational culture on organisational corporate citizenship behaviour with particular reference to Sunflag Nigeria Plc, located in Lagos State, Nigeria. Specifically, other objectives are to:

- i. examine the effect of people oriented culture on employee sportsmanship and
- ii. evaluate the effect of result oriented culture on employee conscientiousness.

Research Hypotheses

H₀₁: People oriented culture has no significant influence on employee sportsmanship.

H₀₂: Result oriented culture has no significant effect on employee conscientiousness.

LITERATURE REVIEW

Concept of Organizational Culture

Black and La Venture (2017) sees organisational culture as the shared knowledge that comes from the principles, belief and social relations and interactions among

organisation members. These relations encapsulates behaviours, beliefs, common values and mutual understanding that are entrenched in an organisation from time to time (Schein, 2002). Organisational culture provides a platform for distinguishing members of an organization from one another and thus provides a sense of identity (Alvesson, 2011).

Organizational culture provides a platform for a shared assumptions that individuals and group accepts overtime as a sure way of solving problems encountered in the organisation. It covers the expressive characteristics of individuals within an organisation as well as the character of the organisation itself (Schein, 2004).

Chau (2008) described organisation culture as a separator between insiders and outsiders, a binder that holds organisations together and a means by which organisation participants connect and co-ordinate their collective efforts. In short, OC encompasses those beliefs, values and behavioural norms among the organization members that shape and affects their performance (Rabiei, 2006).

Forms of Organisational Citizenship Behaviour

People Oriented Culture

This is a culture where worker's right are respected, principle of fairness is entrenched, management act fairly in their relationship with the staff and there is mutual support and symbiotic relationship between actors in an organisation. Erdogan, Liden and Kraimer (2006) maintained that firms which promote this type of culture always place greater emphasis on and also expected to place employee on high esteem at all time. Therefore, organisation that design its work system around its workforce will command the trust, respect and leverage the talent within the organization (Black & La Venture, 2015). This type of culture encourages high productivity, profitability, and engagement since leadership and frontline managers sees employees as strategic partners and listen more intently to their ideas (Sagiv, Schwartz, & Arieli, 2011).

Result Oriented Cultures

Result oriented cultures emphasizes and holds achievements, results, and positive actions by employees in high esteem. It is a culture where employees and managers are held accountable for success and otherwise and where individuals and group performance are rewarded accordingly. Firms that made use of outcome oriented culture lean towards outshining others and thus occupy the top place in the industry (Nohria, Joyce & Roberson, 2003). A result oriented organization is a place where the best of the high performers are easily identified, isolated and publicly rewarded. As stated by Strickland (2006), it is an

environment where motivation are generated through the compensation of high performers as performance are tied to the organisation's reward system. At the same time, this culture need to be carefully managed not to allow performance pressures lead to a culture where unethical behaviours becomes the norm, where employee see their peers as rivals resulting into an unhealthy competition that can be so counter productive to the organisation (Probst & Raisch, 2005).

Concept of organisational Citizenship Behaviour

Organisational Citizenship Behaviour is a behavior that is undefined by an organisation's operating procedures or contract of employment (Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore, Girard, & Serroni, 2004). This type of behavior is neither anticipated nor included in the company training schedule, but it has significant influence on the growth of individuals and group as well as the overall success of the organisation (Noor, 2009; Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012).

Rassuli and Turnipseed (2005) sees organisational citizenship behaviour as behaviours that tends to consistently act in the interest of the organisation. Daniels, Joireman, Falvy & Kamdar (2006) maintained that organizational citizenship behaviours involves encouraging co-workers to partake in any work or actions outside their role requirements. Organisational citizenship behaviours are those advantageous employee behaviours that are not enforceable by the organisation, though essential for effective work processes and the smooth running of the organization. To Luthans (2011) organisational citizenship behaviour is a personal behaviour that is optional, undefined by any formal reward system and which in all ramifications support the smooth running of the organisation.

Forms of Organisational citizenship Behaviour

Sportsmanship

Sportsmanship behavior is act of not showing discomfort when faced with obvious workplace operational challenges, work distresses and exploitation that is synonymous with work situations, and to maintain a positive attitude even in a blinking situation when success is dicey. Generally, it is all about tolerant, complaint avoidance and holding positive thought about happenings in the workplace (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012). Sportsmanship behaviour entails those actions and activities of employees that demonstrate act of tolerance of workplace dilemmas without any display of frustration (Organ, 1990). That is, it is all about a situation where people maintain high level of optimism about the success of the organisation even when they are not favoured

by the decisions and circumstances of the time (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Conscientiousness/Initiative

This encompasses the individual initiative dimension of OCB which involves voluntarily dealing in task related activities outside the minimally required levels. Podsakoff, MacKenzie, Paine and Bachrach (2000), sees such behaviours as capturing deliberate acts of creativity and innovation personally done to improve one's skill and competencies directed at boosting task performance and thus organization's performance. It is all about putting an extra effort towards the successful accomplishment of one's job, taking more responsibilities and inspiring other organisation members towards the same act.

Theoretical Review

There are many theories in literature that are very related to the study of organisational culture and organisational citizenship behaviour among which are; involvement theory, consistency theory, equity theory, open book management theory and theory Z. However, this study made use of only two out of the ones mentioned as discussed below:

Equity Theory

Equity theory propounded by John Stacey Adams in 1963 is one of the general theory in management and social sciences that is very efficient in predicting employee behavior in the workplace (Robbins, Judge, & Vohra, 2012). Simply put, equity means justice while inequity connotes injustice. The known measurement of equity in the workplace setting is the input output ratio and the corresponding compensation system. Input entails employee efforts, skills, competence and experience while output entails both intrinsic and extrinsic rewards. Therefore, the assessment of equity of rewards are done through a comparison of reward given to other with similar input, skills and competence (Chiekiezie, Nzewi & Orogbu, 2009). In any organisation, the determinant of employee job performance is the exerted effort and compensation that comes with it (Pritchard, 2006). Employee job performance is a measurable action, that is, actions and consequences that employees involve in that are connected with and enhance the attainment of organizational milestone. The discussion here centres around the exhibition of behaviours that are pertinent to the realization of the organizational goals and objectives that comes out of the perception of equity or inequity by the employee which are also determined by the type and the nature of organisational culture so entrenched in the organisation (Viswesvaran, 2009).

Theory Z

Theory Z propounded by William Ouchi (1981) is an offshoot of the comparison between American and Japanese style of management. This model is simply a unified system of inspiring employee to greater performance. Ouchi maintained that common cultural values have the capacity to promote greater organizational commitment among employees. Besides, the idea is of the view that organisations are human systems and as such their progress depended largely on the quality of social interaction that is entrenched in the system. A type Z organisation is synonymous with progressive features which promote organisational democracy such as mutual understanding, sense of belonging and intimacy. Mutual relationship among members of an organisation which is always the output of people oriented culture minimises unnecessary rivals which promotes team work. Sensitivity in the workplace requires thoughtfulness towards colleagues which results in higher productivity while affection suggests concern, support, discipline and selflessness which are the expected corresponding behaviour from people and result oriented culture. In short, theory Z is an hybrid system that integrated the strengths of the American management (individual freedom, risk taking, quick decision-making, etc.) and Japanese management (job security, group decision-making, social cohesion, holistic concern for employees, etc.) systems.

Conclusively, this study adopted the theory Z as it dwell extensively on the influence of the selected cultural variables and their corresponding OCB behaviours used in this study.

Empirica Review

Olalekan and Ekene (2019) examined the effect of role oriented culture and result oriented culture on organizational citizenship behaviour in chosen money deposit banks in Yenagoa, Bayelsa State, Nigerianamely: Access Bank, Diamond Bank, Fidelity Bank, First Bank of Nigeria, First City Monument Bank, Guarantee Trust Bank, United Bank of Africa (UBA), Zenith Bank who render similar services and use similar operating equipments and technology. A cross sectional survey design was adopted for the study. The population of the study stands at 422 selected from the eight banks used for the study. Data were gotten with the use of questionnaire distributed randomly to 205 respondents through the use of Taro Yamani sample size determination formula. Inferential statistical tools of analysis (correlation and regression) were used to analyse the data. The study concluded that organisation that entrenched role and achievement oriented culture in its structure and processes surely secures the employees and organizational stability and consequently arouse the employees' desire to support

and care for one another, which is linked to the altruistic, Conscientiousness and Sportsmanship, (OCB-O) aspect of organizational citizenship behaviour. Similarly, Nadeak (2018) conducted a study on the effect of organizational culture on organisational citizenship behaviour of lecturers. A survey research design was adopted for the study. The population of the study was 316 lecturers of Kristen University in Indonesia. Needed data gotten through the use of questionnaire distributed randomly to 177 lecturer with the aid of Slovin sample size determination formula. Formulated hypotheses were tested using descriptive and inferential statistical tools of analysis. Results from the test showed that a strong organizational culture is a panacea and can be used as a guideline in solving some organizational problems. Therefore it should be taught and entrenched in to the psyche of organisational members as it has the capacity to enhance and motivate employee towards organisational citizenship behaviour. Mohanthy and Rath (2012) studied the influence of selected culture variables on organizational citizenship behaviours with reference to the three dominant organizations representing the major sector of the economy which are: manufacturing, information technology and banking. A specially designed questionnaire distributed to 550 employees of the organizations out of which 380 were returned and 36 were rejected due to missing data, thus, 344 questionnaires were used for analyses. Stated hypotheses were tested through the use of mean deviation, standard deviation and inter-correlation of study variables. It was found that a strengthened cultural foundation of an organization have the capacity to lure every employee to the observance of organizational citizenship behaviours in all departments of the organization.

Gap in Literature

Evidence from the reviewed literature indicated that studies have been conducted before now with regards to the effect and relationship that exist between organization culture and organizational citizenship behaviour in many areas of business endeavours, such as the banking, information technology, social security and education sectors but this study focus on the influence of selected organizational culture variables on employees' organisational citizenship behaviour with particular reference to the textile manufacturing sub sector (Sunflag Plc. being a textile company). This is important considering the massive resources the government of the day is spending on the revival of the moribund textile industry in Nigeria in their quest to solving unemployment problem in Nigeria.

Besides, the literature reviewed showed that most of the studies conducted in the past were carried out outside Nigeria and the only one conducted in Nigeria was

conducted in the south-south while this present study was done in Lagos in the South western part of Nigeria. This is important as most of the surviving textile manufacturing companies in Nigeria were in Lagos due to its strategic location being the commercial nerve centre of the Nation.

Methodology

For this study, a survey design was adopted to investigate the influence of selected organisational culture on organisational citizenship behaviours of employees in the Nigerian Manufacturing sector with particular reference to Sunflag Plc, a textile manufacturing public liability company located in Lagos state, Nigeria. The population of the study stands at 1150 which comprises of all levels of staff in the organisation except the third party staff. To achieve the objective set for this study, a well-structured questionnaire was distributed to a sample size of 297 respondents gotten with the use of Taro Yamane sample size determination formula. Stratified and simple random sampling techniques were adopted for the distribution of the questionnaire to the respondents. Out of 297 copies of questionnaire administered, 296 were adequately filled and returned which brings the respond rates to 99.6%. The stated hypotheses were tesyed through the use of multiple regression analysis with the aid of statistical package for social science (SPSS) software.

Data Presentation and Analysis

Test of Hypotheses

Hypothesis One: People oriented culture has no significant effect on Sportsmanship in the organisation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.572	.58321

a. Predictors: (Constant), Recognition, Positivity, Fairness, Empathy

a. Predictors: (Constant), Positivity, Empathy, Fairness, Recognition

Source: Researcher's computation, 2020.

The table above is a model summary for the tested hypothesis where correlation coefficient of .762 signifies that people oriented culture variables were strong, positive and jointly related to organisational citizenship behaviour variable of sportsmanship. The R-square value of 0.581 also indicates that organisational

culture that is people oriented in nature accounted for 58.1% of employee sportsmanship in the workplace while the remaining 41.9 % was accounted for by other factors that were not considered in the study.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.472	4	7.118	30.485	.000 ^b
	Residual	68.181	292	.233		
	Total	96.653	296			

Source: Researcher's computation, 2020.

The ANOVA table above shows the F-statistics value to be significant since the probability value of 0.000 is less than the 0.05 level of significance. This also signifies a good fit between the sub variables of the independent and the dependent variable used in the study.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.221	.213		15.146	.000
	Positivity	.176	.037	.257	4.758	.001
	Empathy	.045	.073	.052	.616	.000
	Fairness	.248	.050	.336	5.004	.004
	Recognition	.298	.048	.482	6.262	.002

a. Dependent Variable: Sportsmanship

Source: Researcher's computation, 2020

The table above reveals the coefficient values of the independent variable where all the proxies to organisational culture that is people oriented came out positive and thus significantly influenced the organisational citizenship behaviour of sportsmanship. This assertion is further collaborated with the probability values of the proxies used that fell below 0.05. This result led to the rejection of the null hypothesis and acceptance of the alternative hypothesis which states that people oriented culture has significant effect on employee sportsmanship behaviour in the workplace accepted. This result is also in tandem with the conclusion drawn by Nadeak (2018) as well as Olalekan and Ekene (2019).

a. Dependent Variable: Sportsmanship

b. Predictors: (Constant), Recognition, Positivity, Fairness, Empathy

conscientiousness in the organization

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.661	.583	.60752

a. Predictors: (Constant), Accountability, Reward, Recognition, Performance

Source: Researcher's computation, 2020.

The table above is a model summary for the tested hypothesis where correlation coefficient of .813 signifies that result oriented culture variables were strong, positive and jointly related to organisational citizenship behaviour variable of conscientiousness. The R-square value of 0.661 also indicates that organisational culture that is result oriented in nature accounted for 66.1% of employee exhibition of organisational citizenship behaviour of conscientiousness in the workplace while the remaining 33.9 % was accounted for by other influences that are not included in the model

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.023	4	5.756	34.659	.000 ^b
	Residual	48.492	292	.166		
	Total	71.515	296			

a. Dependent Variable: Conscientiousness

b. Predictors: (Constant), Accountability, Reward, Recognition, Performance

Source: Researcher's computation , 2020.

The F-statistics value indicated in the ANOVA table above is significant since the probability value of 0.000 is less than the 0.05 level of significance used for the study. This also signifies a good fit between the proxies of the independent variable of result oriented culture and the dependent variable of employee exhibition of conscientiousness used in the study.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	6.301		24.284	.000
	Performance	.236	.310	4.672	.001
	Reward	.383	.462	7.771	.002
	Recognition	.471	.558	9.160	.000
	Accountability	.251	.342	6.320	.000

a. Dependent Variable: Conscientiousness
Source: Researcher's computation, 2020.

The table above reveals the coefficient values of the independent variable where all the proxies to organisational culture that is result oriented came out positive and thus significantly influenced the organisational citizenship behaviour of conscientiousness in the workplace. This assertion is further collaborated with the probability values of the proxies used which falls below 0.05 significance level set for the study. With this outcome, the alternative hypothesis which states that result oriented culture has significant effect on employee exhibition of conscientiousness behaviour in the workplace is hereby accepted while the null hypothesis is rejected. This result is also in tandem with the conclusion drawn by Mohanthy and Rath (2012).

Conclusion and Recommendations

Conclusion

Conclusively, findings from the study attested to the fact that organizational culture positively influenced the exhibition of organisational citizenship behaviour by employees in the workplace most especially the OCB-O that is directed towards the organisation. Therefore, a strong organizational culture can be entrenched as tool for resolving some organizational problem that are employee related. It can also be taught to members of the organization as a matter of policy with the aim of improving employees' OCB.

Recommendations

In agreement with the conclusion drawn above, the following recommendations were made;

1. Employees should be treated as valuable and indispensable resource of the organisation by putting job satisfiers in place through appropriate organisational culture that encourages the exhibition of behaviours that guarantees employees job security and organisational sustainability and competitiveness among its peers.
2. Rewarding employee performance through fair assessment as instant as possible will facilitate increased display of diligence, thoroughness and dutifulness on the part of employees which would result in overall organizational performance.

References

- Akinmayowa, J.T. (2006). *Human Resources: Critical issues in Management and Organizational Development*. Benin City, Nigeria: Nigerian Management Consultancy Forum
- Al Aina, R. & Atan, T. (2020). The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance. *Sustainability*, 12(20), 2-21
- Alvesson, M. (2011). *Organizational culture. Meaning, discourse, and identity*. In N. Ashkanasy, C. Wilderom, & M. Peterson (Eds.), *The handbook of organizational culture and climate* (2nd ed.), Los Angeles, CA: Sage.
- Appelbaum, S., Bartolomucci, N., Beaumier, E., Boulanger, J., Corrigan, R., Dore, I., Girard, Ch. & Serroni, C. (2004). Organizational citizenship behaviour: a case study of culture, leadership and trust, *Management decision*, 42 (1), 13-40.
- Black, J & La Venture, K. (2017). The Human Factor to Profitability: People-centered Cultures as Meaningful Organizations. *Journal of Organizational Psychology*, 17(2), 24-34
- Black, J. & La Venture, K. (2015). *The human factor to profitability. Building a people-centered culture for long term success*. Austin, TX: River Grove Books.
- Chau, V.S. (2008). The relationship of strategic performance to team strategy, company performance and organizational effectiveness. *Team Performance Management*, 14, 113-117.
- Chiekezie, O., Nzewi, N. & Orogbo, O. (2009). *Management: A Practical Approach*, Adroit Global Concept Ltd, Lagos.
- Daniels, D., Joireman, J., Falvy, J., & Kamdar, D. (2006). Organizational citizenship behavior as function of empathy consideration of future consequences, and

- employee time horizon: an initial exploration using an inbasket simulation of OCBs. *International Journal of Psychology*, 1(1), 2266–2292.
- Ebrahimipour, H., Zahed, A., Khaleghkhah, A., & Sepehri, M. B. (2011). A survey relation between organizational culture and organizational citizenship behavior. *Procedia-Social and Behavioral Sciences*, 30, 1920-1925.
- Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal*, 49, 395–406.
- Eric, A., & Thomson, C.J (2005). Consumer Culture Theory (CCT): Twenty Years of Research. *Journal of consumer Research*, 31(4), 868-882
- Ghashghaeinia, A.R. & Hafezi, S. (2015). Relationship between organizational culture and organizational citizenship behavior among personnel of Islamic Azad University of Fars. *Journal of Applied Environmental and Biological Sciences*, 5(11), 135–138.
- Hofstede, G. (2006). *Culture's Consequences, Comparing values, behaviours, institutions and organizations across nations*. London, England, Sage.
- Intaraprasong, B., Dityen, W., Krugkrunjit, P., & Subhadrabandhu, T. (2012). Job Satisfaction and Organizational Citizenship Behavior of Personnel at One University Hospital in Thailand. *Journal of Medical Association Thailand*, 95(6), 102-108
- Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143–160.
- Mohanty, J., & Rath, B. P. (2012). Influence of Organizational Culture on Organization Citizenship Behavior: A Three-Sector Study. *Global Journal of Business Research*, 6(1), 65-76.
- Nadeak, B. (2018). Effect of organisational culture on lecturers'organisational citizenship behavior at Universitas kristen Indonesia. *International Journal of Engineering Sciences & Research Technology*, 7(8), 508-517.
- Nielsen, T. M., Bachrach, D. G., Sundstrom, E., & Halfhill, T. R. (2012). Utility of OCB : Organizational Citizenship Behavior and Group Performance in a Resource Allocation Framework. *Journal of Management*, 38(2), 668-694
- Nohria, N., Joyce, W., & Roberson, B. (2003). What really works. *Harvard Business Review*, 81, 42–52.
- Noor, A. (2009). Examining Organizational Citizenship Behavior as the Outcome of Organizational Commitment: A Study of University Teachers in Pakistan. *The 2nd COMSATS International Business Research Conference: A Conference for Business, Economics and Behavioral Sciences*. Lahore: Pakistan.
- Olalekan, A.A., & Ekene, O.P (2019). Effects of organisational culture on organisational citizenship behavior in the commercial Banks in Nigeria.

- Journal of Management Sciences and Technology*, 6(2), 28-40
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in organizational behavior*, 12(1), 43-72
- Ouchi, W. (1981). *Theory Z, How American Business Can Meet the Japanese Challenge*. Addison-Wesley.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563.
- Pritchard, R. D. (2009). Equity theory: A review and critique. *Organizational Behaviour and Human Performance, Personality and Social Psychology Review*, 4, 176-211.
- Probst, G., & Raisch, S. (2005). Organizational crisis: The logic of failure. *Academy of Management Executive*, 19, 90-105.
- Robbins, S. P., Judge, T. A., Vohra, N. (2012). *Organizational Behaviour* (14th Ed). Manipal Press Limited, India.
- Sagiv, L., Schwartz, S. H., & Arieli, S. (2011). *Personal values, national culture, and organizations*. In N. Ashkanasy, C. Wilderom, & M. Peterson (Eds.), the handbook of organizational culture and climate (2nd Ed). Los Angeles, CA: Sage
- Schein, E.H. (2004). *Organizational Culture and Leadership* (2nd ed). San Francisco: Jossey-Bass.
- Strickland, L. (2006). *Creating A Results-Oriented, High Performance Success Plan*. Available at <http://carolinanewswire.com/news/News.cgi?database=columns.db&command=viewone&id=259>. Assessed on November 25th, 2020.
- Turnipseed, D.L., Rassuli, A., (2005). Performance perceptions of organizational citizenship behaviors at work: a bi-level study among managers and employees. *British Journal of Management*, 16, 231-244.
- Vigoda-Gadot, E. (2007). Redrawing the boundaries of OCB? An empirical examination of compulsory Extra-role behavior in the workplace. *Journal of Business and Psychology*, 21(3), 377-405
- Viswevaran, C., & Ones, D. S. (2000). Perspectives on Models of Job performance. *International Journal of Selection and Assessment*, 8(4), 216-226.