



## ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AS A CAREER DEVELOPMENT STRATEGY AMONG ADMINISTRATIVE STAFF OF PUBLIC UNIVERSITIES IN SOUTH WESTERN NIGERIA

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### Abstract

This study examined performance of Organisational Citizenship Behaviour (OCB) as a career development strategy among administrative (non-teaching) staff of selected public universities in southwestern Nigeria. Specifically, the study assessed the relationship between employees' socio-demographic characteristics and performance of OCB, and also examined the effect of OCB dimensions on job involvement and career motivation (which are indices of career development strategy) among the employees.

Findings revealed that the socio-demographic characteristics of employees had positive significant relationship with performance of

### KEYWORDS:

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OCB. OCB also accounted for positive significant changes in job involvement and career motivation which implied that OCB is a predictor of both job involvement and career motivation

among the respondents. The study concluded that performance of OCB is a career development strategy among the administrative staff of public universities in southwestern Nigeria. It was recommended that performance of OCB among employees should be encouraged due to its positive implications for employee career advancement, job performance and organisational efficiency and effectiveness.

## INTRODUCTION

Organizational Citizenship Behaviour (OCB) has attracted the attention of many researchers in the field of organizational behaviour across the world, and of recent, it is experiencing increasing progressive development in the area of theoretical and empirical studies (Podsakoff, Blumes, Whiting & Podsakoff, 2009, and Ullah, Jamal, & Naeem, 2018). OCB as a concept can be described as voluntary behaviours of employees which enhance the attainment of the organization's goals, but which the employer is not under any obligation to pay for (Organ, Podsakoff & Mackenzie, 2006). Since these kinds of behaviour performed by employees could lead to increase in the effectiveness of an organization, it is possible that such behaviours might facilitate career progression for employees in their organization (Turnipseed & Murkison, 2000).

Career Development Strategy (CDS), properly devised, is the driver to achieve desired career development aspirations of an employee, which might influence their participation in organizational citizenship behaviour. An employee that performs OCB might incur the goodwill of superiors who can influence decisions to favour his promotion in the organization. This means that if people know that their OCB can be rewarded, they can employ it as a career development strategy (Bolino & Turnley, 2005). It is important to note that OCB describes the level of involvement of employees in their job. Extra role behaviour, in contrast to role behaviour, depicts an extra involvement (commitment) in the job by an employee; but beyond this is job involvement which is one of the indices of career development strategy of employees (Nasir, Mohammadi, Wan, Fatimah, Khairudin, & Halim, 2011).

Job involvement and career motivation are career development strategy indices which shall be considered in this study, and they had been found to exhibit some effect on OCB (Carson & Carson, 1998 & Vijayabanu, Govindarajan & Renganathan,

2014). Job involvement explains the psychological connection between the employee and his work; this can be defined as employees' adoption of positive belief related to the value of his work and his satisfaction with it in relation to his identity as being a good one. Job involvement is seen as the degree to which an employee feels affinity for his job. It describes the importance of the job that he attaches to his identity. Job involvement is such belief an individual had in his job that made him get identified with it (Zaki & Udham, 2010); it is the level at which an employee perceives his job as an important part of his life and the acknowledgement that through it, their needs are met (Allam, 2002, and Saxena & Saxena, 2015). The implication of this is that the individual will be actively involved in their job because they attach their self-esteem to the influence of their personal performance on their job. This kind of behaviour helps to achieve career development (Srivastava, 2003 and Mishra & Wagh, 2004).

Career motivation is defined as the internal drive of an individual that leads to career advancement decision making and exhibition of related organizational behaviour. It is influenced by the environment; it is a phenomenon that describes an employee's favourable feeling towards their career that stimulates them to achieve more in their career (Noor, Mutalib & Syifa, 2019). A strong correlation was found between career motivation of employees and their performance of OCB, commitment to career motivation was found to be positively related to OCB, and employees who are career motivated showed high level of performance of OCB more felt by the organization than their colleagues without it (Carson & Carson, 1998 and Umit, Esra, Itigin, & Serhat, 2012).

At inception, OCB was viewed from two basic dimensions - altruism and general compliance; but it was later expanded to five dimensions namely altruism, courtesy, civic virtue, conscientiousness, and sportsmanship (Ullah *et al*, 2018). In a further development, two additional dimensions - organizational loyalty and self-development - were added to make seven dimensions. The seven OCB dimensions were also classified into two categories namely: OCB - Organisational (OCBO) and OCB - Individual (OCBI). OCBO is OCB done to the organization directly, and the OCB dimensions in this category are civic virtue, conscientiousness, sportsmanship, organizational loyalty, and self-development. OCBI is OCB expressed towards specific individuals and the OCB dimensions under this category are altruism and courtesy (Vaijyanthi, Shreenivasan & Reena, 2013 and Pamela & Marist, 2015).

It is important to observe that during performance evaluation, supervisors tend to give higher performance rating to employees who exhibit OCBO more than those who exhibit OCBI. This may be consequent upon the assumption that behaviour targeted towards the organization are likely to impact more than behaviours targeted at specific individuals. It is expected that employees will perform behaviours that will earn them higher rating from their superior, hence, enhancing their journey towards career plateau (Pamela & Marist, 2015). It is worthy of note that employers and supervisors will have a favourable consideration for employees who show higher degree of job involvement i.e. deep involvement in their current job (Zaki & Udham, 2010). It is expected that job involvement being a strategy for career development will exhibit a relationship with OCB (Bolino & Turnley, 2005, and Aydem, 2011).

### **Statement of the Problem**

The commonly asked question in literatures of the field of management is, why will employees work beyond the required role performance knowing that they would not be paid by their employer for doing so? Schaninger & Turnipseed (2005) noted that it is possible that an employee might feel bad at having received certain benefits from the employer in spite of his relatively low output, and this may result into performance of OCB to make up for the perceived inequitable performance. Mihir, Utpal & Phadke (2012) opined that if job characteristics of employees are motivating, it could stimulate them to perform OCB, while job satisfaction can make employees to also perform OCB (Omer, 2013). Lavelle (2010) believed that irrespective of all these, employee`s performance of OCB can stem from personal motivations that exceed the need to offer back to the one who granted them certain benefits. In this vein, Sutton (2005) considered that the desire of employees for career development is another reason for their performance of OCB.

Sutton (2005) studied the relationship between five dimensions of OCB – two OCBI (altruism and courtesy) and three OCBO (civic virtue, conscientiousness and sportsmanship), and career development strategy of employees. The remaining two dimensions of OCB in OCBO category (organizational loyalty and self-development), were not included. Khaled (2016) found a relationship between OCB and career development but did not include two newest dimensions of OCB. Furthermore, Vijayabanu *et al*, (2014) examined the relationship between OCB and

job involvement (a dimension of CDS). It was found that the variables of OCB contributed to certain percentage of job involvement among employees.

The present study examined the effect of all the OCBO dimensions (including the two not included in the study of Sutton (2005) and Khaled (2016)), on the two dimensions of career development strategies - job involvement and career motivation, among non-teaching staff of public universities in Nigeria. Academic institutions are environments that are expected to be highly competitive and challenging, and the role of non-teaching staff in the effective functioning of such institutions cannot be overemphasized. The administrative (non-teaching) staff of public universities, in their progress towards their job plateau can choose to put up a career development strategy that can lead them to the peak in their various departments and even units (Adeniyi & Adekunjo, 2010). This means that the decision of employees to perform OCB might be in anticipation of certain expected outcomes. Conclusively, Osibanjo, Oyewunmi & Ojo (2014), also found a positive relationship between employees' gender and their pursuit of career development. Therefore, the relationship between employees' socio-demographic characteristics (SDC), specifically length of service and position of employees at work, and performance of OCB to aid their career progression were examined.

In the light of the foregoing, this study set out to achieve the following objectives:

- i. To examine the relationship between employees' socio-demographic characteristics and performance of OCB.
- ii. To assess the effect of OCB dimensions on job involvement and career motivation of administrative staff of public universities in southwestern Nigeria.

The following hypotheses were formulated for the study:

H<sub>01</sub>: There is no significant relationship between socio-demographic characteristics of administrative staff of public universities in southwestern Nigeria and performance of OCB.

H<sub>02</sub>: OCB has no significant effect on job involvement and career motivation of administrative staff of public universities in southwestern Nigeria.

## **LITERATURE REVIEW**

### **Dimensions of Organisational Citizenship Behaviour (OCB)**

The under-listed dimensions of OCB have been identified.

- (i) **Altruism:** as a dimension of OCB, altruism is defined as the willingness of employees to offer help to colleagues. It involves giving orientation to individuals, showing how to approach a task, and sharing useful knowledge or skills with one another (Ullah, *et.al.*2018).
- (ii) **Civic Virtue:** An employee who participates in the political life of the organization and is helpful in administrative functions is said to demonstrate civic virtue. It includes protecting organization's properties, defending its reputation and monitoring organization's environment for opportunities and threats (Itiola, Odebiyi & Alabi, 2014).
- (iii) **Conscientiousness:** This is considered as an extra role behavior that focuses strictly on the job, it describes an employee who complies with all rules and regulations, who does not take an extra break and performs beyond the minimum level of role requirement. Such employee is said to exhibit conscientiousness (Gülsevım, 2018).
- (iv) **Courtesy:** These are actions that demonstrate an employee's interest in harmony by preventing creation of problem for other coworkers. It shows gestures encouraging coworkers who are discouraged about their professional development (Podsakoff *et al*, 2009).
- (v) **Sportsmanship:** This is the ability of an employee to demonstrate attitude of tolerance in the face of minor and temporary personnel inconveniences without grumbling. This conserves organizational energies for accomplishing more tasks and it lessens the work load on managers in such circumstances (Podsakoff, Mackenzie, Maynes & Spoelma, 2014).
- (vi) **Organizational Loyalty:** This shows the level of employees' willingness to remain with the employer (Abubakr, 2014). It is the degree to which employees are faithful to the organization, sharing the passion and feeling of being fully bonded to the organization, it implies the state of high devotion to the organization which makes employees to make decision to remain with the organization (Podsakoff *et al.*, 2009 & Seema, Singh, Bhakar & Brajesh, 2010).
- (vii) **Self Development:** These are behaviours of employees that stem from their free will to engage in activities that will improve their knowledge, skills and abilities on the job to make them better performers (Yutaka, 2012).

### **Job Involvement and Organizational Citizenship Behaviour**

Job involvement, occupational commitment and career motivation are job related variables considered as strategies for career development among employees (London & Noe, 1997 and Sutton, 2005). Vijayabanu *et al* (2014) affirmed that the dimensions of OCB and variables related to it contributed to about 26% of job involvement of employees, thus playing a key role in verifying the level of performance of employees. It is believed that the more job-involved an individual is, the more the likelihood of participating in OCB (Nasir *et al*, 2011, and Mgedezi, Toga, & Mjoli (2014)). It is also believed that employees who are career motivated, job involved, and occupationally committed could involve in acts of self-development on the job (with no thought of abandoning the organization); when this is done, the employee may receive high rating in OCB performance. Self-development for the sake of improving on the job is considered as self-development OCB. In addition to showing the relationship between these four variables, the preceding analysis also shows the difference between self-development and self-development as an OCB (Yutaka, 2012).

The established relationship between employees' level of involvement in the job and OCB is significant for the present study. Since it is possible for administrative staff showing some level of job involvement to work more than expected; then this extra-role behaviour of employees can be highly beneficial to the organization (Podsakoff *et al.*, 2009). The level at which an employee believes that their career-related needs will be met through their job will tell on their involvement in the job.

### **Career Motivation and Organizational Citizenship Behaviour**

London & Noe (1997) theorized career motivation as consisting of three elements namely: career identity, career insight and career resilience. Career identity is the degree by which an employee describes himself by their work and the organization they are working for. This attitude leads to achieving career development goals. Career insight describes an employee's understanding of their strengths and weaknesses in relation to the state of affairs of the organization in order to design clear career goals. This is the driving force for achieving the well set goal (Noor *et al*, 2019). Career resilience defines an individual's capability to adapt to a changing career environment. These kinds of employees have ability to produce goal oriented result, and can take risk with perfect understanding of organizational environment. This behaviour is characterized with the

determination to continue pushing until the goal is reached. Employees who are motivated are likely to be involved in performance of OCB because, to sustain performance that would lead to attaining valued outcome, extra role performance might be necessary (Umit, *et. al*, 2012).

### **Theoretical Review**

#### **Vroom's Expectancy Theory**

This study rests on Vroom's Expectancy theory which states that individuals tend to employ their effort more on work behaviours that they expect will lead to their valued career outcomes (Vroom, 1962). This theory is a motivation theory which posits that expectancy motivation must exist to serve as initiator of career advancement behaviours which lead to an increase in commitment to one's occupation. Self-development may be a function of commitment to career goals when cognitive motivation is based on the perception that the outcome from such endeavor will be satisfactory in relation to targeted outcome.

#### **Empirical Review**

Srivastava (2003) studied the relationship between job involvement and drive for career progression among high and low achieving persons. The result revealed a significant correlation between job involvement and drive for career progression. Sutton (2005) viewed OCB as a career development strategy, and the result of the study she carried out showed that OCB is a career development strategy in that it contributed significantly to changes in job involvement and career motivation of the sampled employees. The study also revealed that the desire of employees for career development was another reason for their performance of OCB.

Thiagarajan and Kubendran (2012) studied diverse factors that influenced employees towards OCB using the seven dimensions of OCB. It was found that volunteering to act beyond what is formally required by the job, exhibiting attendance at work beyond the norm, taking initiative to orientate new employees, bringing ethical issues within the organization to light to initiate actions, and making innovative suggestions, are what constitute performance of OCB. Also, Mayel, Memarpour, Kandi, & Pourreza (2013) found that there is relationship between socio-economic characteristics of employees and performance of OCB. However, in the study by Uzonwanne (2014), socio-economic characteristics were found to have no effect on OCB. OCB however influenced job involvement as employees who had high rating of OCB also had

high rating of job involvement. Vijayabanu *et al*, (2014) examined the relationship between OCB and job involvement and found that the variables of OCB contributed to changes in job involvement among employees. Khaled (2016) examined the relationship between career path development and performance of OCB among civil servants. The study showed that OCB accounted for changes in career path development among the respondents.

The present study incorporated the last two dimensions of OCB. It was conceived that employees who perform OCB might do so to achieve career development, since their OCB may have some form of relationship with job involvement and career motivation.

## **METHODOLOGY**

The study was carried out in four public universities in the southwestern part of Nigeria (two federal and two state owned universities). The four universities were selected based on year of establishment (minimum of twenty (20) years), and are therefore expected to have well established human resource practices, particularly with respect to employees' career progression, in place. The sampling frame for the study comprised Accounting professionals in the Internal Audit and Bursary Departments. This category of staff was selected because their career progression is visible and greatly influenced by their professional qualifications. Multi stage sampling procedure consisting of simple random and stratified random sampling techniques were used to select a total of 197 respondents. A five point Likert scale questionnaire was used for data collection and data generated was analyzed using Pearson's Product Moment Correlation Coefficient and Ordinary Least Square Regression Analysis.

## **RESULTS AND DISCUSSION**

### **Respondents' Socio- Demographic Information**

Table 1 shows the respondents' socio-demographic characteristics examined in the study. The number of respondents under 25 years is 6 (3.33%). Furthermore, respondents in the age of 26 – 50 years were 144 (79.5%), while respondents of ages 51 and above were 31 (17.1%). Therefore, the lowest frequency of the respondents 6 (3.33%) is under 25 while the highest frequency of the respondents with 144 (79.5%) ranged between 26 – 50 years. The number of respondents in the ranks of senior, middle and junior staff were 49 (27.2%), 74 (41.0%) and 58 (32.0%) respectively. This implies that majority of the respondents were experienced and

intelligent. The frequency for the years in service of respondents is 9 (5.0%) for 0 – 5 years, 60 (33.2%) for 6 – 10 years, 42 (23.2%) for 11 – 15 years, 25 (13.8%) for 16 – 20 years, 26 (14.4%) for 21 – 25 years and 19 (10.5%) for 26 years and above in the service. It can thus be inferred that most of the respondents had experience on the job.

**Table 1: Respondents' Socio-Demographic Information**

S/N	SOCIO-DEMOGRAPHIC VARIABLE	FREQUENCY	PERCENTAGE	
1.	AGE	Under 25	6	3.33%
		26 - 50	144	79.5%
		51 and above	31	17.2%
		TOTAL	181	100
2.	POSITION AT WORK	Senior	49	27.2%
		Middle	74	41.0%
		Junior	58	32.0%
		TOTAL	181	100%
3.	YEARS IN SERVICE	0 – 5	9	5.0%
		6 – 10	60	33.2%
		11 – 15	42	23.2%
		16 – 20	25	13.8%
		21 – 25	26	14.4%
		26 and Above	19	10.5%
	TOTAL	181	100%	

Source: Field Survey, 2017.

### Performance of Organizational Citizenship Behaviour

Table 2 shows the rank order of the performance of OCB among the respondents.

**Civic Virtue** - The result revealed that among the behaviours indicative of civic virtue, protection of organization's property ranked highest with Weighted Mean Score (WMS= 2.55). This is followed by eagerness to tell good news about the organization, with WMS= 2.51. Next is the defense of the reputation of the organization with WMS= 2.48, and willingness to coordinate and communicate with colleagues (WMS= 2.45). The result was a clear indication that respondents do protect properties of their organization in line with the structure of their organization.

**Conscientiousness** - The result for conscientiousness revealed that compliance with all rules and procedures when no one is watching ranked highest with (WMS= 2.45), this is followed by coming to work on time and commencing work immediately with (WMS= 2.33) and not asking for extra break apart from the

normal one with (WMS= 1.53). This showed that respondents do obey all rules and regulations even when no one is watching in conformity with their organization's structure.

**Organizational Loyalty**-The result for organizational loyalty revealed that feeling of strong sense of belonging to the organization ranked highest with WMS= 2.35. This is followed by seeing themselves as part of the family at their organization with WMS= 2.17 and the feeling of emotional attachment to their organization with WMS= 1.99. This implied that the respondents are loyal to their organization, thus aiding better performance among them.

**Sportsmanship** - The result for sportsmanship shows that working beyond the closing hours without a promise of extra pay ranked highest with WMS= 2.75, followed by enduring over load of work (without grievances) arising from temporary challenges with WMS= 2.01, and bearing temporary organizational-related inconveniences without grumbling with WMS= 1.71. This implied that the respondents do endure temporary inconveniences that arise while carrying out their task without causing problem within their organization.

**Self Development OCB** - The result for self development OCB shows that self study to improve the quality of work output ranked highest with WMS= 2.29. This is followed by enrolment for professional course for performance beyond what one's duty required with WMS= 2.19, and training for skill development on the job with WMS= 2.13. The result was a clear indication that the respondents embarked on self development to improve the service rendered to the organization.

**Table 2 : Rank Order for the Performance of OCB**

Performance of Civic Virtue	Weighted Mean Score (WMS)
I do protect organization's property.	2.55
I am eager to tell others good news about my organization.	2.51
I do defend the reputation of my organization.	2.48
I am willing to coordinate and communicate with colleagues.	2.45
<b>Performance of Conscientiousness</b>	
I do comply with some rules and regulations but not all.	2.45
I do come to work on time and start working immediately.	2.33

Apart from the normal break allowed, I do not ask for extra.	1.53
<b>Performance of Organizational Loyalty</b>	
I do feel a strong sense of belonging to my organization.	2.35
I do see myself as part of the family at this organization.	2.17
I do feel emotionally attached to this organization.	1.99
<b>Performance of Sportsmanship</b>	
Sometimes I work beyond the closing hours without a promise of extra pay.	2.75
I endure over load of work (without grievances) arising from temporary challenges.	2.01
I bear temporary organizational related inconveniences without grumbling.	1.71
<b>Performance of Self development-OCB</b>	
I self study to improve the quality of work output.	2.29
I enrolled for professional course for performance beyond what my duty required.	2.19
I trained for skill development on my job.	2.13

Field Survey, 2017

### Analysis of Career Development Strategy

The rank order for career development strategy among the respondents is shown in Table 3.

**Job Involvement** - The result for job involvement reveals that the belief of employees that their current job is interesting ranked highest with WMS=2.20. This is followed by belief that their current job is important to their self image with WMS=2.03. Feeling a sense of attachment to my current job ranked next, with WMS=2.00. Others are in the following order: I feel a sense of attachment with my current job (WMS=1.96), I do perform more volume of work than required of me at work (WMS=1.85), I liked to be absorbed in my job most of the time (WMS=1.83), I do participate in decision making related to my job (WMS=1.79), I find it difficult to be absorbed in my current job (WMS=1.69), my current job is boring (WMS=0.16), I am psychologically connected with my job (WMS=0.12). The least ranked form of job involvement is, I think about my job even when I am not at my place of work with WMS=1.01. The result shows that the respondents exhibit job

involvement in their organization for better work output, it is a strategy for progress in their career line.

**Career Motivation** - The result for career motivation shows that the likeness to be known with their organization and the likeness to work for their organization, both ranked highest with the same WMS=2.33. This is followed by, likeness to be recognized with my career with WMS=2.25. Next is, I have clear career goals with WMS=2.23. Others are in the following order: I have realistic career goals (WMS=2.22), the leadership roles given to me is a great incentive for me (WMS=2.11), my career goals are set to maximize my strength (WMS=2.09), I can accommodate a changing work (WMS=2.08), I know the things that I am not good at (MS=2.07), I am enthusiastic about the promotional opportunities attached to my work (WMS=2.01), I know the things I am not good at (WMS=1.99), I am involved in voluntary learning to work on my weakness (WMS=1.93), I dislike being known with my organization (WMS=1.79), I can easily take risk (WMS=1.72), I am highly self efficacious (WMS=1.30). The least ranked measure of career motivation is, I am satisfied with my salary (WMS=0.89). The result implies that the correspondents exhibit career motivation, and career motivated employees are known to be good citizens of their organization.

**Table 3: Rank Order for Career Development Strategy (CDS) among the respondents**

Measurement of Job Involvement	Weighted Mean Score (WMS)
My current job is interesting	2.20
My current job is important to my self-image.	2.03
I do feel a sense of attachment to my current job.	2.00
I feel a sense of attachment with my current job.	1.96
I do perform more volume of work than required of me in my job.	1.85
I like to be absorbed in my job most of the time.	1.83
I do participate in decision making related to my job.	1.79
I find it difficult to be absorbed in my current job.	1.69
I do not like my current job.	0.17
I do not feel any sense of attachment with my current job.	0.16
My current job is boring.	0.16

I am psychologically connected with my job.	0.12
I think about my job even when I am not at my place of work.	1.01
<b>Measurement of Career Motivation</b>	
I like to be known with my organization.	2.33
I like working for my organization.	2.33
I like to be recognized with my career.	2.25
I have clear career goals.	2.23
I have realistic career goals.	2.22
The leadership roles given to me is a great incentive for me.	2.11
My career goals are set to maximize my strength.	2.09
I can accommodate a changing work.	2.08
I know the things that I am good at.	2.07
I am enthusiastic about the promotional opportunities attached to my work.	2.01
I know the things that I am not good at.	1.99
I am involved in voluntary learning to work on my weakness.	1.93
I can easily take risk.	1.79
I am highly self-efficacious.	1.72
I am satisfied with my salary.	1.30
I dislike being known with my organization.	0.89

Field Survey, 2017

### Relationship between Socio-Demographic Characteristics and Performance of OCB

The result in Table 4 shows the relationship between socio-demographic characteristics and OCB among the respondents. The result shows that there is a positive and significant relationship between years spent in service (YIS) and OCB at ( $r= 0.170$ ), ( $p= 0.025$ ). This implies that years spent in service by employees can determine their performance of OCB; the more the years spent in service, the more they practice OCB. However, there is a negative and insignificant relationship between position of employees at work (PAW) and OCB ( $r= 0.699$ ), ( $p= -0.029$ ), this implies that the position that employees hold at work is not a determinant of their performance of OCB. Therefore, Hypothesis 1 which states that there is no significant relationship between socio-demographic characteristics and performance of OCB among administrative staff of public universities in south western Nigeria was rejected because as the years spent in

service (socio-demographic characteristics) by the respondents increase, their performance of organizational citizenship behaviour also increases. The findings on the relationship between OCB and position of respondents at work is supported by Muhammad, Yousaf & Mohammad (2011), while the findings on the relationship between OCB and years spent in service is supported by Osibanjo et al., (2014).

**Table 4: Relationship between SDC (years in service (YIS)) and position at work (PAW)) and Performance of OCB**

		Position at Work	Years in service	V52
<b>Pearson Correlation</b>		1	.171*	-.029
<b>Position at work</b>				
<b>Sig (2-tailed)</b>			.024	.699
<b>N</b>	181	173	181	181
<b>Pearson Correlation</b>		.171*	1	.170*
<b>Years in Service</b>				
<b>Sig (2-tailed)</b>		.024		.025
<b>N</b>	173	173	173	173
<b>Pearson Correlation</b>		-.029	.170*	1
<b>V52 Sig (2-tailed)</b>		.669	.025	
<b>N</b>	181	173	181	181

Correlation is significant at the 0.05 level (2-tailed)

#### Effects of OCB Dimensions on Job Involvement

The result in Table 5a shows that there is a positive and significant relationship between self development (SD) ( $\beta = 0.417$ ) ( $p = 0.000$ ), sportsmanship (SP) ( $\beta = 0.130$ ) ( $p = 0.045$ ), organizational loyalty (OL) ( $\beta = 0.101$ ) ( $p = 0.031$ ) and job involvement (JI). There is also a positive but insignificant relationship between conscientiousness (CON) ( $\beta = 0.119$ ) ( $p = 0.169$ ), civic virtue (CV) ( $\beta = 0.058$ ) ( $p = 0.430$ ) and job involvement (JI). The result implies that self development, sportsmanship and organizational loyalty are strong predictors of job involvement ( a career development strategy). Also, the result from Table 5b shows that performance of OCB accounted for 28% of changes in job involvement; this is an indication that performance of OCB is a career development strategy.

**Table 5a: Effects of OCB Dimensions on Job Involvement**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Regression		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	0.601	.500		1.202	.231			
CV	.058	.073	.057	.791	.430	.216	.061	.053
CON	.119	.086	.098	1.380	.169	.240	.107	.092
SP	.130	.064	.139	2.017	.045	.234	.155	.134
OL	.101	.046	.147	2.179	.031	.176	.167	.145
SD	.417	.080	.382	5.237	0.000	.458	.378	.349

Dependent Variable: JI

**Table 5b: Effects of OCB on Job Involvement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.634 <sup>a</sup>	.284	.363	.4548492

a. Predictor: (Constant), SD, CV, OL, CON, SP

### Effect of OCB Dimensions on Career Motivation

The result in Table 6a shows that there is a positive and significant relationship between self development (SD) ( $\beta = 0.519$ ) ( $p = 0.000$ ), organizational loyalty (OL) ( $\beta = 0.083$ ) ( $p = 0.033$ ) and career motivation (CM). There is also a positive but insignificant relationship between sportsmanship (SP) ( $\beta = 0.062$ ) ( $p = 0.249$ ) and career motivation (CM). There is a negative and significant relationship between civic virtue (CV) ( $\beta = -0.124$ ) ( $p = 0.043$ ) and career motivation (CM). There is a negative and insignificant relationship between conscientiousness (CON) ( $\beta = -0.032$ ) ( $p = 0.658$ ) and career motivation (CM). The result implies that self development and organizational loyalty are strong predictors of career motivation (a career development strategy).

On the basis of the results analysis which indicates that performance of OCB is a predictor of career development strategy (job involvement and career motivation) among the respondents, the second hypothesis of the study was rejected.

**Table 6a: Effects of OCB Dimensions on Career Motivation**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Regression		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2.177	.417		5.224	0.000			-.132
CV	.124	.061	-.144	-2.042	.043	.041	-.158	-.029
CON	-.032	.072	-.031	-.444	.658	.085	-.035	.075
SP	.062	.054	.077	1.157	.249	.188	.090	.139
OL	.083	.039	.141	2.153	.033	.153	.166	.506
SD	.519	.066	.555	7.811	.000	.521	.522	

Dependent Variable: CM

**Table 6b: Analysis of OCB and Career Motivation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.401 <sup>a</sup>	.251	.130	.1217160

a. Predictor: (Constant), SD, CV, OL, CON, SP

### Discussion of Findings

The first objective of the study was to examine the relationship between employees' socio-demographic characteristics and performance of OCB. Arising from a correlation analysis carried out at  $P \leq 0.05$  level of significance, it was found that there is a positive and significant relationship between the years spent by employees in service and their performance of OCB. This implied that the longer employees spent in the organization the higher their likelihood of performing OCB. This finding is supported by Osibanjo *et al.*, (2014). The results further showed a negative and insignificant relationship between the position of employees at work and their performance of OCB, a finding supported by Muhammad *et al.*, (2011). The implication of this is that not all socio-demographic characteristics of employees are positively and significantly correlated with performance of OCB.

The second objective of the study was to assess the effect of OCB on job involvement and career motivation of employees. The result of the ordinary least square regression (OLS) analysis as shown in Table 3 above showed that there is a positive and significant relationship between OCB (self development ( $\beta = 0.417$ ) ( $p = 0.000$ ), sportsmanship ( $\beta = 0.130$ ) ( $p = 0.045$ ) and organizational loyalty ( $\beta = 0.101$ ) ( $p = 0.031$ )) and job involvement. This shows that the dimensions of OCB are

strong determinants of job involvement. Also self development and organizational loyalty, both being the newest OCB dimensions, showed similar relationship with job involvement just like sportsmanship (which is an already previously established dimension of OCB). The findings on the effect of OCB on career motivation of the respondents revealed that self development ( $\beta= 0.519$ ) ( $p= 0.000$ ), organizational loyalty ( $\beta= 0.083$ ) ( $p= 0.033$ ) and civic virtue ( $\beta= 0.124$ ) ( $p= 0.043$ ) all have a positive and significant relationship with career motivation. Furthermore, the R-square of (0.254), indicated that OCB accounted for 25% changes in career motivation; therefore, OCB is a predictor of career motivation among the respondents.

Since performance of OCB influences career development strategies (JI and CM) of respondents positively and significantly, it can be inferred that OCB is a career development strategy. This finding is supported by the findings of Khaled (2016), Vijayabanu (2014), and Sutton (2005) that performance of OCB has a significant effect on career development of employees. Also, the two new dimensions of OCB show similar effect on job involvement and career motivation just as the previously established dimensions of OCB. This finding is supported by Yutaka (2012) which affirmed that the lastly formed dimensions of OCB have similar effect on career related variables like the previously formed ones.

### **CONCLUSION AND RECOMMENDATIONS**

Based on the findings of the study, it was concluded that performance of OCB is a career development strategy among administrative (non-teaching staff) of public universities in southwestern Nigeria. Socio-demographic characteristics of the respondents influenced their performance of OCB, while OCB was found to be a predictor of job involvement and career motivation (indices of career development strategy).

Performance of OCB by employees should therefore be encouraged because, in addition to its efficacy as a career development strategy for employees, it is also beneficial to the organisation as it enhances job performance and overall organisational effectiveness.

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