

Acta  
Universitatis  
Danubius



## The Impact of Motivation and Organizational Citizenship behaviour on Employees' Performance

Oluwaleke Ebenezer Akindipe<sup>1</sup>, Olajide Solomon Fadun<sup>2</sup>

**Abstract:** The concepts of motivation are essential for organizational managers to know as a motivated group of employees is essential for organizational success because they will participate entirely in their job to bring in a high level of profitability for the organization. Organizational citizenship behaviour (OCB), on the other hand, refers to anything that employees choose to do spontaneously and of their own accord, which often lies outside of their specified contractual obligations. The study's general objective is to investigate the effect of motivation and organizational citizenship behaviour on employees' performance in an organization. The specific goal is to examine the relationship between employee motivation and organizational citizenship behaviour. The survey research design was used for this study. The study population comprises all the 16000 staff members of First Bank of Nigeria in Lagos, while the sample size is 390. The study used primary data by employing a structured questionnaire. Three hundred eighty-four questionnaires were retrieved and analyzed. Data collected were processed using the Statistical Package for social science students (SPSS), and the Chi-square test was used to test the hypothesis. The regression coefficient ( $\beta=0.757$ ) of the equation shows that a unit change in Motivation and organizational citizenship will exert a positive effect on employees' performance at the p-value of (0.000), which is less than the level of significance at the 0.05 level (2-tailed). The result demonstrates that intrinsic motivation influences motivation in an organization. It was recommended that Managers persuade employees to commit to organizational citizenship behavior by fostering an environment that demonstrates leadership qualities and a new attitude and that mediating factors should be considered to encourage motivated workers to exhibit organizational citizenship behavior (OCB).

**Keywords:** Motivation; organisational Behaviour; Employees' performance; Organisational citizenship behaviour

**JEL Classification:** M14; M31; M42; M53

<sup>1</sup> University of Lagos, Nigeria, Address: University Road Lagos Mainland Akoka, Yaba, Lagos, Nigeria, Corresponding author: lekelymome8@gmail.com.

<sup>2</sup> University of Lagos, Nigeria, Address: University Road Lagos Mainland Akoka, Yaba, Lagos, Nigeria, E-mail: lekelymome@yahoo.com.

## 1. Introduction

In the study of psychology, management, and related fields, the term ‘motivation’ has been defined in a variety of ways by diverse experts. As mentioned by Butkus and Green (2017) the word ‘motivation,’ which meaning to move, progress, or push an act in order to achieve a job, is the root of the word. In other scholarly reviews by Rudolf and Kleiner (2019) the development of a desire to accomplish one’s task with the greatest amount of effort and initiative is known as motivation. Organizational managers must understand motivational theories because according to Carlsen (2013) A motivated workforce is crucial for the success of a business since they will give their all to their work in order to generate high levels of profitability.

Lindner (2018) believes that behavior is given purpose and direction by the psychological process of motivation. Employee motivation may be internal, extrinsic, or both. Individuals’ willingness to accomplish a task due to some other outcome or benefits is known as extrinsic motivation (Ryan & Deci, 2020). Behavior that a person engages in because of the enjoyable experiences it brings about is known as intrinsic motivation (Mosley, Pietri & Mosley, 2012). According to Beer and Walton (2019), The accomplishment of completing the task and a sense of influence are two examples of intrinsic pleasures that result from doing the task itself. Another definition of intrinsic motivation is the self-motivated a person develops to complete a task as opposed to the momentum generated by outside forces like monetary rewards.

For more than 20 years, academics have studied corporate citizenship behavior and how it affects worker productivity. Although there is a positive correlation, the causes of OCB are not yet well understood, (Barbuto & Story, 2019). According to Barbuto and Story (2019) Few risk factors for OCB have been found by studies, including conscientiousness (Organ & Lingl, 2015), agreeableness, (Neuman & Kickul, 2018), need for achievement, (Tang & Ibrahim, 2018) work-place based self-esteem, (Carmeli & Josman, 2016), emotional intelligence and motives (Finkelstein, 2006). The lack of study necessitates a thorough examination of the question of whether any reasons at all contribute to OCB or not. As mentioned by Smith, Organ and near (2018) Employees should be motivated at work such that they believe they have obligations to the organization that go beyond their formal job descriptions, (Rioux & Penner, 2019). They ought to be prepared to put in extra effort without whining and experience a sense of belonging while working for the company. An empirical study by Imer, Kihan and Lufer (2018), proved that an employee’s organizational citizenship behavior (OCB) was influenced by their unique personality and attitude. Furthermore, research findings by Sevin (2020) The idea that motivation is the root of personal attitude and personalities had been scientifically supported. As a result, organizational citizenship (OCB) and motivation have a big impact on how well employees perform (John, 2017).

Although the concept of organizational citizenship behavior (OCB) has been slightly altered since the term was first used in the late 1980s, the fundamentals of the construct have not changed. Anything that employees decide to undertake voluntarily and spontaneously, often in violation of their express contractual obligations, is referred to as OCB (Mayers, 2021). The employer may not always clearly and formally acknowledge or reward OCB through salary increases or promotions, but it may show up in favorable supervisor and coworker ratings or superior performance reviews. OCB encourages the organization's efficient operation and has been demonstrated to have a good impact on employee productivity and wellbeing, which in turn has observable impacts on the organization (Rays, 2021)

## **1.2. Statement of the Problem**

Despite the fact that their success and performance have a significant impact on the performance of their organizations, employees are the pivot around which businesses spin. Given the frequent layoffs, terminations of employment, and redundancy announcements, the working climate in Nigeria is extremely difficult. This leaves workers with a variety of problems and difficulties to deal with every day and only the best option to be citizens of any firm where they work. Employees' need to help coworkers, help the organization by going above and beyond the scope of their job descriptions, learn and demonstrate the skills necessary to complete their tasks, and exhibit additional role behaviors appears to be a determining factor in the maintenance of the performance of the majority of Nigerian banks.

Despite all the favorable ideas about employee motivation and civic conduct and its impact on both employee and organizational performance, the banks and their workers have recently been restrained, which has been demonstrated in many ways, dimensions, and magnitudes. The culture of long work hours and intense workloads that prioritize work above other parts of life are notorious in the Nigerian banking sector (Ojo & Onyedire, 2017). Nigerian bank employees are under stress due to a lack of work flexibility, intense work pressure, and extended work hours, which is affecting their performance and productivity (Mmakwe & Ojiabo, 2018) and further preventing them from acting in a civically responsible manner toward their organizations. Over time, this has caused employees trying to satisfy the banks' goals to prioritize their interests incorrectly, which could negatively impact their personal lives (Mmakwe & Ojiabo, 2018) additionally causing them to behave differently toward their coworkers and company.

Over time, this circumstance has caused a number of employees of the majority of Nigerian banks to refrain from supporting one another or helping the organization accomplish its objectives. Deposit money bank rules can in some cases be used to track an employee's lifestyle, behavior, relationships, and associations, as well as

their marriage choices and activities. The fiduciary connection between banks and their staff and their clients, regulatory authorities, and the general public is governed by the rules governing how banks operate.

### **1.3. Aims and Objectives of the Study**

Investigating the impact of motivation and organizational citizenship behavior on employees' performance in an organization is the study's overarching goal. The precise goals are to:

- i. examine the relationship between of employees' motivation and organisational citizenship behaviour.
- ii. assess the extent of impact of motivation and organisational citizenship behaviour on employees' performance.

### **1.4. Research Questions**

Based on the topic, the following research questions are formulated:

- i. What is the relationship between employees' motivation and Organisation Citizenship Behaviour?
- ii. What is the extent of impact of motivation and organisational citizenship behaviour on employees' performance?

### **1.5. Research Hypotheses**

#### **Hypothesis I**

H<sub>0</sub>: There is no significant relationship between employees' motivation and organisational citizenship behaviour

H<sub>1</sub>: There is significant relationship between employees' motivation and organisational citizenship behaviour

#### **Hypothesis II**

H<sub>0</sub>: Motivation and organizational citizenship behavior does not have significant effect on employees' performance.

H<sub>1</sub>: Motivation and organizational citizenship behavior have significant effect on employees' performance.

### **1.7. Significance of the Study**

This study contributes to our understanding of organizational citizenship behavior and helps us create a framework for measuring, managing, and documenting the potential ideals that emerge from bank workers' displays of organizational citizenship behavior. Additionally, it offers a clear breakdown of the many construct components and their associated metrics, which will be helpful to researchers planning to conduct more in-depth research on the constructs. According to the study, organizational citizenship behaviors should be better integrated and made the norm among deposit money bank employees in Nigeria in order to boost employee performance. Furthermore, management banks would evaluate these organizational citizenship behavior characteristics to ensure that they are being met by employees because the performance of their various banks will depend on how effectively their employees' career ambitions are met.

## **2. Literature Review**

### **2.1. Conceptual Review**

#### **2.1.1. Motivation**

According to Shanks, (2019) A person's performance or their ambition to do something is expressed through their motivation (Manzoor, 2019). As mentioned by Butkus and Green (2019) The word 'motivation' means to move, carry out, or push an action in order to complete a task, (Kalimullah, 2018). In other scholarly reviews by Rudolf and Kleiner (2019) The development of a desire to accomplish one's task with the greatest amount of effort and initiative is known as motivation, (Ahaji & Yusuf, 2017). Organizational managers must understand motivational theories because according to Carlsen (2018) A motivated workforce is crucial for the success of a business since they will give their all to their work in order to significantly increase its profitability, (Aahaji & Yusoff, 2018).

The two basic types of motivation are regarded to be extrinsic and internal motivation. Intrinsic motivation (IM) is the motivation for engaging in inherently pleasing or enjoyable activities. IM is non-instrumental in nature because it is independent of any outcomes that can be identified from the behavior itself (Stan, 2019). Rather, the means and the end are the same. For instance, a child may run, skip, and leap while playing outside simply because it is pleasurable and naturally rewarding. On the other hand, behavior that is fundamentally dependent on the achievement of an outcome that is different from the action itself is referred to as extrinsic behavior. So EM is a tool that comes naturally (Stone, 2019).

### **2.1.2. Organisational citizen Behaviour (OCB)**

OCB refers to the ways in which the company may benefit from the independent choices made by voluntary employees that are not immediately rewarded. Partitioning OCB has been done using a variety of methods. The original model put forth by Organ (1988) consisted of altruism (selfless concern for the welfare of others), courtesy (respectful, polite, civil behavior), conscientiousness (doing more than is necessary; attention to detail (prevent/minimize error)), civic virtue (proactive contribution to the organization's harmony), and sportsmanship (tolerating less-than-ideal conditions; accepting changes and carrying out requests without complaining). Organizational citizenship behavior (OCB) has attracted the attention of many academics and practitioners due to its demonstrated significance for organizational efficiency (Dinka, 2018). It affects how well organizations perform by boosting the productivity of coworkers and managers, improving the efficient use of resources for more productive work, improving organizations' responsiveness to environmental change, and bolstering the ability to recruit and retain top talent (Podsakoff, MacKenzie, Paine, & Bachrach, 2020). According to Mallic (2015), Organizational citizenship behavior is the conduct of employees that is voluntary or discretionary and not acknowledged within the formal job descriptions established by organizations, despite Organ's (1988) contention that the behavior indirectly contributes to the performance of the organization through the upkeep of the organizational culture. This conduct significantly contributes to preserving a corporate culture that fosters worker engagement, dedication, motivation, and productivity. Altruism is a term that is closely related to organizational citizenship behavior-individual (OCB-I), and it refers to optional behaviors that help coworkers complete work-related tasks, like offering to help a coworker who is overburdened or has fallen because of a client emergency (Owen, Pappalardo, and Sales, 2020). Workers who help others with their work would reduce work hours and make others more productive workers (Podsakoff, 2020). Focusing on individual behavior that enhances performance, mentors new recruits, and offers assistance during downtime, altruism seeks to increase group effectiveness, claims Banahene (2017).

When a worker performs job obligations above and beyond the minimal requirements for the employment, this is referred to as being conscientious (Owen, 2020). Podsakoff (2020) made the argument that hardworking employees are more likely to maintain a steady high level of output, reducing the performance variability of a work unit. To enhance individual and collective productivity, employees must invest more time and effort in the company than what is required of them by their formal work responsibilities (Podsakof, 2020). Employee Performance Employee performance is the success a person achieves at work after putting out the appropriate effort, and it is related to having a fulfilling job, an engaged profile, and sympathetic coworkers or employers nearby (Hellriegel & colleagues quoted in Pradhan & Jena, 2017). Every corporate organization needs an effective employee performance

management system because of how it affects the company. Employee performance is an evaluation of how well the tasks related to their jobs that they are expected to complete were completed (Kennerley & Neely, 2003). To identify possible areas for improvement, this is assessed yearly or irregularly (Bhartiya, 2015). According to Mensah and Tawiah (2016), a worker's performance is based on how well they carry out the duties that are required of them as part of their job. It is about what needs to be completed at an organizational level by employees as it involves their approved metrics, skills, competency standards, growth plans, and the delivery of outcomes. It also symbolizes the broad confidence of the personnel in their ability to contribute to the success of the company (Ahmad & Shahzad, 2019). Meetings, are examples of OCBO

### **2.1.3. Motivation and Organizational Citizenship Behaviour**

The mechanism that gives people a direction in reaching their goals is motivation. Intrinsic motivation and extrinsic motivation are the two different types of motivation, with the former depending on an innate drive for competence and self-determination and the latter being fueled by the workplace or external rewards (Deci & Ryan, 2015; Marquis & Huston, 2019). People's attitudes and conduct at work, for instance, are shaped by their motivation. Workplace satisfaction, OCB, etc. (Zhao, 2014). Given the paucity of research in this area, motivational theory must be used to comprehend OCB (Chou & Pearson, 2017). For managers today, maintaining employee engagement has become difficult. In organizations, motivation is a crucial subject. The impact of motivation on work attitudes and its significance in organizational life are additional factors to take into account. This element has an impact on OCB as well. Understanding motivation and work attitudes is necessary to comprehend OCBs (Gregory, 2019). Additionally, workers' OCB is encouraged by the hope of receiving rewards in the future (Wang, 2019). The affiliation, achievement, and power motives are the three incentive paradigms that researchers are focusing on. OCB's altruistic path was amply covered by the connection motive and a portion of the accomplishment motive. But the need for power made people more conscious of the dark side (Blakely, 2013). It was straightforward to assess whether and why OCB would coincide with performance evaluations as a result of these reasons. Kim (2018) found a substantial positive link between OCB and the desire to serve the public in a Korean study. To evaluate the impact of intrinsic job motivation on OCB, Krishnan (2020) used feedback from Hackman and Oldham's (1975) Job Characteristics Model and five motivating job characteristics, including Job Variety, Identity, Significance, and Autonomy. The association between motivational job qualities and OCB was also supported by the two theories, namely the social exchange theory (Konovsky & Pugh, 1994) and the psychological contract theory (Robinson and Morrison, 1995).

#### **2.1.4. Dimensions of OCB**

Regarding the dimensionality of OCB, researchers have differing viewpoints. Since the OCB concept was first proposed, Alt & Spitzbeck (2016) Be aware that the categorisation has been based on a number of distinct dimensions that clearly overlap. Since there are numerous scholars studying OCB with various dimensions, there has obviously not been any agreement on how to classify OCB dimensions. However, the dimensions developed by Dash & Pradhan (2017) and Tambe (2019) will be explored. Civic virtue, employee loyalty, employee compliance, sportsmanship, individual initiative, and self-improvement are some of them.

#### **2.1.5. Employee Performance**

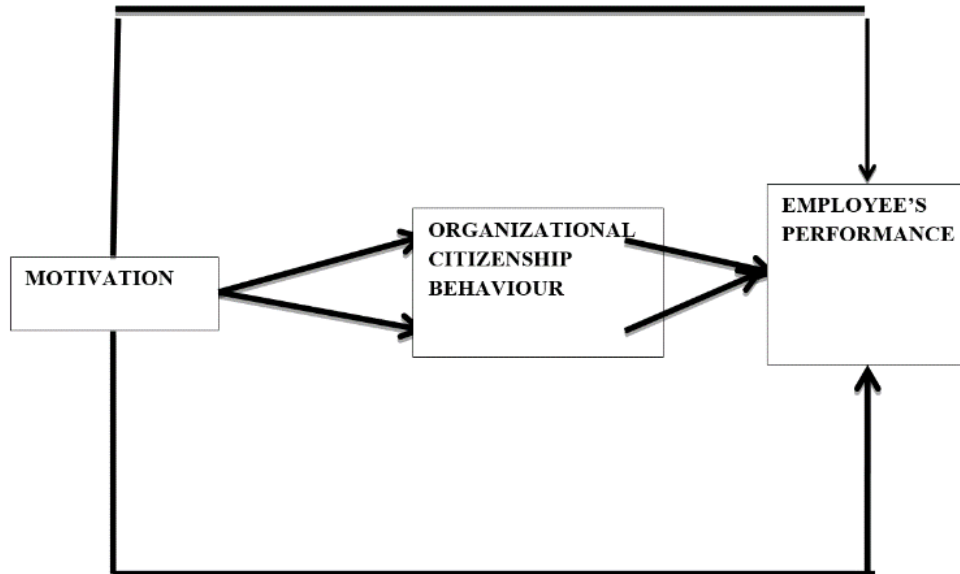
Performance is the end outcome of labor put in to accomplish the activity's goals. Kusnadi (2019) said that a conscious movement or action that is intended to accomplish a certain aim or target is called a performance. Mathis and Jackson (2018) Describe performance metrics using the following five measurement points: The number of standards established outcomes, the capability of the results stated, and the capability of the results supplied are used to measure the quantity of output that is in this assessment. The performance of staff members in the technical or production departments is more frequently evaluated using this assessment. Quality of output that is in the evaluation of quality if applied to the evaluation of production work or technical evaluation observed from the outcomes of items created, for example, there are no flaws and in accordance with the standard. However, this evaluation is not limited to the manufacturing or technical division.

### **2.2. Conceptual Framework**

#### **2.2.1. The Conceptual Proposed Model**

Organizational citizenship behaviors (OCB) have a direct impact on employee performance, whereas intrinsic and extrinsic motivation both have an impact on OCB and employee performance.





*Source: Author's Concept*

The aforementioned debate demonstrates that there is a significant connection between OCB and motivation at work, which is what we have attempted to prove by putting up the aforementioned framework. Extrinsic and intrinsic motivating elements can both be used to inspire employees. However, the presence of the mediating variables must be guaranteed if the company wants the motivated employees to participate in OCB. Motivated workers won't automatically participate in OCB unless the organization makes sure the mediating variables are present.

### **2.3. Theoretical framework**

Because there are so many various kinds of theories of motivation, and because each one leads to a different kind of conclusion, it can be difficult to understand the concepts, (Aahaji & Yusoff, 2019). Following are discussion of theories which are related to this research.

#### **2.3.1. Herzberg's Two-Factor Theory**

According to Beardwell (2018), Herzberg and his colleagues introduced one of the most popular yet divisive theories of job happiness in 1959. His research focused on the variables that affect job satisfaction and discontent rather than motivation specifically. This theory's central tenet is that there are two sets of variables that affect employee behavior at work: motivational factors and hygiene considerations. He proposed that factors influencing hygiene include things like workplace policies,

management, compensation, and so forth. These factors don't motivate or satiate workers, but their absence makes them unhappy. Contrarily, intrinsic motivation can be found in elements like as success, accountability, room for progress, and acknowledgment (Baah & Amoako, 2021).

### **2.3.2. Equity Theory**

As mentioned by Al-Zawahreh and Al-Madi (2019) According to equity theory, there is a sense of equity when a worker believes his or her employer is fair. Employees become upset and frustrated when they see unfairness. Employee performance and job quality improve as a result of equity. Inequity causes low performance, which in turn produces low-quality work. The idea of organizational justice follows from this. Al Zu'-bi (2020) argued that distributive justice, procedural justice, and interactional justice are the three sorts of feelings of justice at work that lead to organizational justice. When an employee believes they received the appropriate compensation for their work, distributive justice has taken place. Employees experience procedural fairness when they believe there is a solid justification for the choice regarding their compensation and benefits. Interactional justice also happens when workers believe that their managers gave them encouragement and assistance while paying them. Organizational justice produces a sense of equity, which inspires workers to work to their fullest capacity (Al Zu'-bi, 2020).

## **2.4. Empirical Review**

Gil, Sharoni, Aharon, and Tziner (2019) It was examined how the organizational justice and culture dimensions can modify the correlation between organizational citizenship behavior (OCB) and turnover intentions. Strong evidence for the connection between organizational justice, organizational culture, and OCB in terms of departure intentions was presented by results from a sample of 102 employees. In contrast to expectations, organizational justice and two facets of organizational culture not only had interactional (moderating) impacts but also independent associations with turnover intentions.

Although organizational citizenship behaviors are practiced by individuals, according to Tjai, Nielson, Megan, and Shaw (2017), their effects are enhanced through time and among individuals (Organ, 1988). Although the initial investigation into the relationship between OCB and performance was largely conducted at the individual level, in the last ten years, the emphasis has shifted to deeper levels of research. This study meta-analyzes 30 different samples (N = 2,417) to ascertain the relationship between organizational citizenship behavior and performance at the group level. Our results show that there are a number of

moderating factors as well as a generally positive relationship between OCB and performance ( $p = .32$ ).

Organizational citizenship behavior (OCB), or employees' behavior and actions that are not explicitly mentioned in their formal job requirements, has become increasingly relevant to Western scholars, according to Jiing, Lih, Larry, Farh, Chen bo, and Zhong (2019). The majority of empirical studies on OCB are based on American studies that drew samples from employee groups. Using an inductive approach, we looked into several OCB forms in the People's Republic of China (China). From a large sample of 158 employees and managers at 72 state-owned, collective, town and village, foreign-invested, and private businesses in China, we obtained 726 OCB occurrences or things that were commonly seen in the workplace. Then, in order to identify the primary forms of OCB, we did a content analysis on them. Our analysis revealed 10 dimensions of OCB, of which four are not relevant in current OCB measurements and at least one is not addressed at all in Western literature. The nature of the organizations had an impact on how different types of OCB were reported. The results showed that the formulation of OCB in China is distinct from that in the West and is a product of its unique social and cultural environment.

Only 30% of employees actively participate in their work, 50% merely put in their time, and the remaining 20% express their unhappiness in 'counterproductive' ways that negatively affect their coworkers, cause them to miss work days, and alienate customers with poor service. Gallup figures cited in the Harvard Business Review (2014) claim that the 20% group alone costs the US economy over half a trillion dollars every year. This underscores how crucial employee involvement is to the health of the economy as a whole. According to Erikson (2015), it is regarded as a 'key constituent' of productive workgroups. Employee engagement, according to Christain, Garza, and Slaughter (2021), is a crucial element in inspiring employees to actively devote their personal resources to a task related to their line of work. In contrast to businesses with lower levels of involvement, which experienced losses in operating margin and profits of 2 percent and 1.38 percent, respectively, during a one-year period, were businesses with higher levels of engagement. Podsakoff, Whiting, Podsakoff, and Blume's studies on organizational citizenship show that, when promoted in a company, OCB 'increases productivity, efficiency, and customer satisfaction, reduces cost, rate of turnover, and absenteeism.'

### **3. Research Methodology**

#### **3.1. Research Design and Methodology**

For this study, a survey research design will be used. Because surveys are useful for describing the features of a large population, this study methodology was chosen

(Osula, 2014). No other research methodology can offer such a wide range of capabilities, which guarantees a more accurate sample to collect focused results from which to draw conclusions and make significant judgments. A big population can be accurately represented by surveys on a general level. Low costs, easy data collection, strong statistical support, little to no observer subjectivity, and precise outcomes. The complexity of the security architecture throughout the entire Southwest is proposed to be analyzed through this study, and survey design is capable of eliciting the required information that is needed in the research. As a result, the study uses a survey research design.

### **3.2. Measure of Independent and Dependent Variable**

The motivation and organizational citizenship behaviors are the independent variables in this study. The measures for the independent variables are endorsement, commitment, and job dedication as identified by Borman and Motowidlo (2017) and conscientiousness, civic virtue, and sportsmanship as identified by Organ (1988). Employee performance is the dependent variable, and organizational productivity and profitability will be measured.

### **3.3. Population of Study**

All 16000 employees of First Bank of Nigeria in Lagos make up the study's population (Wikipedia, 2021). It is expected that the sample respondents' comments will be indicative of the views of all the Nigerian banks.

### **3.4. Sampling Techniques and Sampling Procedure**

Since the entire population cannot be researched after the population of interest has been determined, a sample from the population was chosen for the study. The process for selecting a sample from the population that will be utilized for the survey is known as simple random sampling. The sample size is determined using the Yaro Yamani (1964) formula in order to be able to select the appropriate sample for the objectives of this investigation. The formula is provided as follows:

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

Where  $n$  = sample size,  $N$  = population size  $e$  = error limit

$N = 16000$   $e = 0.05$

Therefore  $n = 390$  approximately.

### **3.5. Method of Data Collection Instrument**

By using a structured questionnaire as its tool for data collection, the study will use primary data. This tool is useful for gathering opinions and perceptions from respondents while collecting feedback. Additionally, it is effective for gathering information from respondents in a brief amount of time.

The response choices in this study's questionnaire adhere to a 5-point Likert-type scale, commensurate with the body of existing literature (Binuyo, 2019). Being an ordinal interval scale, the numbers on this scale range from 5 to 1. Strongly agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2, Strongly disagree (SD) = 1, and Undecided (U) = 3. There will be two sections in the questionnaire: Five (5) elements in Section A will cover the demographic data. The planned interview and related questions are covered in Section B and are designed to follow the study's research topics.

### **3.6. Method of Data Analysis**

In order to determine the impact of motivation and organizational citizenship behavior on employees' performance in an organization, data were gathered and processed using the Statistical Package for Social Science Students (SPSS), which expresses the data in tables, frequencies, and percentages. The Chi-square test calculation formula is as follows:

## **4. Results and Discussions**

In this chapter, the data from the questionnaires, which were retrieved from a total of 397 questionnaires distributed via an online survey, are presented and analyzed. A total of 384 were found, making up 96.7% of the sample as a whole. The submitted data was analyzed using SPSS, a statistical package for social sciences.

The outcomes are displayed under the following categories:

- (1) Data presentation;
- (2) Analysis of research goals.

### **4.1. Presentation of Data**

The bio-data of the respondents were analyzed with regard to gender, age, job experience, educational background, and position at the workplace. Tables 4.1, 4.2, 4.3, and 4.4 present the findings.

**Table 4.1.**

<b>VARABLES</b>		<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
<b>GENDER</b>	Male	187	48.7
	Female	197	51.3
	<b>Total</b>	<b>384</b>	<b>100</b>
<b>AGE (YEARS)</b>	16 – 23	95	24.8
	24 – 33	85	23
	34 – 43	102	25.6
	44 – 53	102	25.6
	54 and above	0	0
	<b>Total</b>	<b>384</b>	<b>100</b>
<b>MARITAL STATUS</b>	Single	125	32.6
	Married	153	39.8
	Widowed	101	26.3
	Divorced	5	1.3
	<b>Total</b>	<b>384</b>	<b>100</b>
<b>EDUCATIONAL LEVEL</b>	Undergraduate	168	43.7
	Postgraduate	216	56.3
	<b>Total</b>	<b>384</b>	<b>100</b>

*Source: Field survey 2022*

Table 4.1 above shows that 48.69% of the respondents' were male while 51.31% of the respondents were female.

It can also be seen that 24.8 % of the respondents were between the ages of 16 and 23 years, 23% were between the ages of 24 and 33 years old, while 25.6% respondents were between the ages of 34 and 43 years, 25.6% of the respondents are between the ages of 44 and 53 and none of the respondents is 54 and above.

Table 4.1 above shows that 32.6% are singles, 39.8% are married, 26.3% are widowed and 1.3% is divorced.

Table 4.1 above shows that 43.7% are undergraduates while 26.3% postgraduates.

### 4.3. Analysis of Research Objectives

Section B of the questionnaire will be analysed using frequency tables and simple percentages and the test of hypotheses will be done using chi square.

<b>S/N</b>		<b>SA</b>	<b>A</b>	<b>U</b>	<b>SD</b>	<b>D</b>	<b>Total</b>
	<b>Dimension 1: Conscientiousness</b>						
6.	My attendance at work is above the norm	91 (23.7)	78 (20.3)	83 (21.7)	95 (24.7)	37 (9.6)	384 (100)
7.	I do not take extra breaks	128 (33.3)	89 (23.2)	33 (8.6)	79 (20.6)	55 (14.3)	384 (100)

8.	I obey the organization's rules and regulations even when no one is watching	53 (13.8)	88 (22.9)	91 (21)	95 (18.5)	57 (12.1)	384 (100)
	<b>Dimension 2: Courtesy</b>						
9.	I take steps to try prevent problems with other workers	91 (23.7)	78 (20.4)	83 (21.6)	95 (24.7)	37 (9.6)	384 (100)
10.	I help other workers where necessary to aid overall performance	53 (33.8)	88 (14.7)	91 (21)	95 (18.5)	57 (12.1)	384 (100)
11.	I am mindful of how many behavior affect other people's jobs	83 (21.6)	93 (24.2)	73 (19.1)	89 (23.2)	46 (11.9)	384 (100)
	<b>Dimension 3: Altruism</b>						
12.	I consider the impact of my actions on co-workers	91 (23.7)	78 (20.3)	83 (21.6)	95 (24.7)	37 (9.7)	384 (100)
13.	I help others who have been absent	53 (13.8)	88 (22.9)	91 (23.7)	95 (24.7)	57 (14.9)	384 (100)
14.	I help others who have heavy work loads	53 (13.8)	88 (22.9)	91 (23.7)	95 (24.7)	57 (14.9)	384 (100)
15.	I help orient new people even though it is not required	83 (21.6)	93 (24.2)	73 (19.1)	89 (23.2)	46 (11.9)	384 (100)
16.	I willingly help others who have related problems	128 (33.3)	89 (23.2)	33 (8.6)	79 (20.6)	55 (14.3)	384 (100)
	<b>Dimension 4: Civic virtue</b>						
17.	I attend meetings that are not mandatory but considered important	91 (23.7)	78 (20.3)	83 (21.7)	95 (24.7)	37 (9.6)	384 (100)
18.	I attend functions that are not required but help organization image	128 (33.3)	89 (23.2)	33 (8.6)	79 (20.6)	55 (14.3)	384 (100)
19.	I keep abreast of changes in the organisation	53 (13.8)	88 (22.9)	91 (21)	95 (18.5)	57 (12.1)	384 (100)
20.	I read up and keep up with organization	37 (25.5)	78 (17.8)	83 (21.0)	91 (13.4)	95 (18.5)	384 (100)

	announcements, memos and so on						
	<b>Dimension 6: Sportmanship</b>						
21.	I consume a lot of time complaining about trivial matters	95 (24.8)	88 (22.9)	92 (23.9)	57 (14.8)	52 (13.6)	384 (100)
22.	i always focus on what is wrong rather than positive side	91 (23.7)	78 (20.3)	83 (21.6)	95 (24.7)	37 (9.7)	384 (100)
23.	I always find fault with what the organization is doing	53 (13.8)	88 (22.9)	91 (23.7)	95 (24.7)	57 (14.9)	384 (100)

<b>Performance measurement items</b>	<b>Measuring scales</b>					
<b>Financial items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
Profitability margin at each financial year keeps our organisation going	53 (13.8 )	88 (22.9 )	91 (23.7 )	95 (24.7 )	57 (14.9 )	384 (100)
Revenue growth of our organisation has been steady	83 (21.6 )	93 (24.2 )	73 (19.1 )	89 (23.2 )	46 (11.9 )	384 (100)
My organisation often achieve its returns on invested capital despite all business challenges	128 (33.3 )	89 (23.2 )	33 (8.6 )	79 (20.6 )	55 (14.3 )	384 (100)
<b>Customer items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
My organisation has necessary tactics and strategy to retaining our customer	128 (33.3 )	89 (23.2 )	33 (8.6 )	79 (20.6 )	55 (14.3 )	384 (100)
My organisation ensures that customer expectations are always met and satisfied	53 (13.8 )	88 (22.9 )	91 (21 )	95 (18.5 )	57 (12.1 )	384 (100)
<b>Internal business process items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	
In my organisation, time management is our focus point in the delivery of our product/service	91 (23.7 )	78 (20.4 )	83 (21.6 )	95 (24.7 )	37 (9.6 )	384 (100)
Quality product or service delivery is our core mission	53 (33.8 )	88 (14.7 )	91 (21 )	95 (18.5 )	57 (12.1 )	384 (100)
<b>Learning and growth items</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	
My organisation provides training hours for its employees	53 (13.8 )	88 (22.9 )	91 (23.7 )	95 (24.7 )	57 (14.9 )	384 (100)



Employees remuneration and satisfaction are part of cardinal plans of my organisation	53 (13.8 )	88 (22.9 )	91 (23.7 )	95 (24.7 )	57 (14.9)	384 (100)
Employees in my organisation enjoy necessary information technology that enhance their performance	83 (21.6 )	93 (24.2 )	73 (19.1 )	89 (23.2 )	46 (11.9)	384 (100)

## Test of Hypotheses

### Hypothesis one

H<sub>0</sub>: There is no significant relationship between employees' motivation and organisational citizenship behaviour

**Table 4.4.2. Employees' Motivation vs. Organisational Citizenship Behaviour**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.629 <sup>a</sup>	.395	.393	.56392		
a. Predictors: (Constant), Employees' Motivation						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.923	1	65.923	207.300	.000 <sup>b</sup>
	Residual	100.809	317	.318		
	Total	166.732	318			
a. Dependent Variable: Organisational Citizenship Behaviour						
b. Predictors: (Constant), Employees' Motivation						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.799	.217		3.674	.000
	Employees' Motivation	.747	.052	.629	14.398	.000
a. Dependent Variable: Organisational Citizenship Behaviour						

The moderate association between employee motivation and organizational citizenship behavior is indicated by the correlation coefficient of 0.629. According to the R-Squared statistic, the fitted model accounts for 39.5% of employees' incentive for organizational citizenship behavior. This merely suggests that differences in employee motivation account for around 39.5% of the overall

variation in the measure of organizational citizenship behavior. According to the model’s regression coefficient (=0.747), a change in employee motivation will have a favorable impact on organizational citizenship behavior. The null hypothesis is rejected and it can be deduced that there is no significant relationship between employees’ motivation and organizational citizenship behavior thanks to the p-value of (0.000), which is less than the level of significance at the 0.05 level (2-tailed) and indicates that the result is statistically significant.

**Hypothesis two**

H<sub>0</sub>: Motivation and organizational citizenship behavior does not have significant effect on employees’ performance.

**Table 4.4.3. Motivation and Organizational Citizenship Behavior vs. Employees’ Performance**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.725 <sup>a</sup>	.525	.524	.43942		
a. Predictors: (Constant), Motivation and organizational citizenship						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.751	1	67.751	350.868	.000 <sup>b</sup>
	Residual	61.211	317	.193		
	Total	128.962	318			
a. Dependent Variable: employees’ performance.						
b. Predictors: (Constant), Motivation and organizational citizenship						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.747	.169		4.410	.000
	Motivation and organizational citizenship	.757	.040	.725	18.731	.000
a. Dependent Variable: employees’ performance.						

The moderate association between organizational citizenship, employee performance, and motivation is indicated by the correlation coefficient of 0.725. According to the R-Squared statistic, the fitted model accounts for 52.5% of the variation in employee performance. This merely suggests that differences in motivation and organizational citizenship account for around 52.5% of the overall

variation in the measure of an employee's performance. According to the model's regression coefficient ( $=0.757$ ), organizational citizenship and motivational change will have a beneficial impact on employees' performance. The null hypothesis is rejected because the p-value of (0.000) is less than the level of significance at the 0.05 level (2-tailed), indicating that the result is statistically significant. As a result, it can be said that organizational citizenship behavior and motivation have a significant impact on employees' performance.

#### 4.4. Summary, Conclusions and Recommendation

The articles talked about motivation and OCB on employee's performance. The review of the literature demonstrates that intrinsic motivation influences motivation. However, more and more contemporary firms are attempting to affect employee attitudes by externally encouraging them. The main cause of which is the rising need for skilled workers globally. The greatest individuals with extrinsic drive are sought for by every firm today. To improve employee motivation and their dedication to OCB, some experts think that a whole remuneration plan that includes both intrinsic and extrinsic motivation should be provided. Managers can persuade employees to commit to organizational citizenship behaviour by fostering an environment that demonstrates leadership qualities and a new attitude. Therefore, the research framework's recommended mediating factors should be taken into account to encourage motivated workers to exhibit organizational citizenship behaviour (OCB).

#### References

- Aahaji, R. D. & Yusoff, N. J. (2017). Organisational citizenship behaviour: The role of organisational justice and Leader-member exchange, interdisciplinary. *Journal of Contemporary Research in Business*, 2(7), pp. 193-203.
- Aahaji, R. D. & Yusoff, N. J. (2018). Organisational citizenship behaviour: The role of organisational justice and Leader-member exchange, interdisciplinary. *Journal of Contemporary Research in Business*, 3(9), pp. 893-903.
- Aharon, M.; Tziner, P.; Gil, K. & Sharoni, F. (2019). Reinsurance and corporate taxation in the United Kingdom life insurance industry. *Journal of Banking and Finance*, 32(1), pp. 101-115.
- Ahmad., A. & Shahzad, A. (2019). Do demographic changes affect risk premiums? Evidence from international data. *Journal of Business*, 78(1), pp. 341-380.
- Alt, D. C. & Spitzbeck, D. (2016). Power is the great motivator. *Harvard Business Review* 25, pp. 159 – 166.
- Al-Zawahreh, J. E. & Al-Madi, C. E. (2019). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, pp. 89-106.
- AlZu'bi, R. (2020). Organizational behaviour. Boston: Houghton Mifflin.

- Baah, J. E. & Amoako, P. E. (2021). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, pp. 89-106.
- Banahene, D.F. (2017). Asset/liability management for insurers in the new era, focus on value. *Journal of Risk Finance*, 3(1), pp. 9-17.
- Barbuto, S. C. & Story, J.K. (2019). Impetus for action: A cultural analysis of justice and organisational citizenship behaviour in Chinese Society. *Administrative Science Quarterly*, 42(3), pp. 421-444.
- Beardwell, A. C. (2018). *Motivating employees. Advances in diary technology*, 18, pp. 93-101.
- Beer, J. & Walton, J.M., (2019). Independent and exclusive agency insurers: A re-examination of the cost differential. *The Journal of Risk and Insurance*, 59, pp. 375–397.
- Bhartiva, R. (2015). The merger or insolvency alternative in the insurance industry. *Journal of Risk and Insurance*, 64 (1), pp. 89-113.
- Blakely, D. J. (2013). *A culture of corruption: Everyday deception and popular discontent in Nigeria*. Princeton: Princeton University Press.
- Butkus, M., & Green, R. (2017). Economic and market predictors of insolvencies in the propertyliability insurance industry. *Journal of Risk and Insurance*, 62(2), pp. 309-327.
- Carlsen, T. D. (2018). *Motivating employees. Advances in diary technology*, 18, pp. 93-101.
- Carmeli, J.M. & Josman, R.E. (2016). Life insurer financial distress, classification models and empirical evidence. *Journal of Risk and Insurance*, 62(4), pp. 762-774.
- Chou, R. & Pearson, Y. D. (2017). Intrinsic and extrinsic motivation: Classic definitions and new directions. *Contemporary Educational Psychology* 25.1 (1999), pp. 54-67. <http://www.idea.library.com>. university of Rochester.
- Dash, K. W. & pradhan, S. P. (2019). *Organisational citizenship behaviour. Its nature, antecedents, and consequences*. London: Sage Publications.
- Deci, S. W. & Ryan, D. M. (2015). Individual – and organisational level-consequences of organisational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94(1), pp. 122-141.
- Dinka, S. C. (2018). *Management, theory and practice. Revised Edition*. Nigeria – African First Publishers.
- Erikson, J. (2015). Determinants of perceived fairness of performance evaluations. *Journal of Applied Psychology*, 71, pp. 340-342.
- Gallup, J. (2019). Effect of organisational citizenship behaviours on selected decisions in employment interviews. *Journal of applied psychology. Advanced Online Publication Journal of Management*, 26(3), pp. 523-563.
- Gaza, J. & Slaughter, L. (2021). Effect of organisational citizenship behaviours on selected decisions in employment interviews. *Journal of applied psychology. Advanced Online Publication Journal of Management*, 26(3), pp. 523-63.
- Hackman, R. D. & Oidham's, F. E. (1975). Organisational citizenship behaviour: The role of organisational justice and Leader-member exchange, interdisciplinary. *Journal of Contemporary Research in Business*, 3(9), pp. 893-903.
- Imer, D. W.; Kihan, P. M. & Lufer S. B. (2018). *Organizational citizenship behaviour: Its nature, antecedents, and consequences*. Thousand Oaks, California: Sage Publications, Inc.

- Jiing, N.; Lih, B.; Larry, S.; Farh, K.; Chen, J. & Zhong, D. M. (2019). Individual – and organisational level-consequences of organisational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94(1), pp. 122-141.
- John, B. J. (2017). Information privacy in organisations: Empowering creative and extra role performance. *Journal of Applied Psychology*, 91(1), p. 221.
- Kalimullah, S. C. (2018). Impetus for action: A cultural analysis of justice and organisational citizenship behaviour in Chinese Society. *Administrative Science Quarterly*, 42(3), pp. 421-444.
- Kennerly, P. M. & Neely, S. P. (2003). *Organisational citizenship behaviour. Its nature, antecedents, and consequences*. London: Sage Publications.
- Konovsky, M. A. & Pugh, M. (1994). Linking organisational justice with organisational citizenship behaviour: Collectivism as moderator. *Pakistan Journal of Commerce and Social Sciences*, 8(3), 900-193.
- Krishnan, S. B. (2020). The impact of organisational citizenship behaviour on organisational performance: A review and suggestions for further research. *Human Performance*, 10, pp. 133-151.
- Kusnadi, T. S. (2019). Is organisational justice enough to promote citizenship behaviour at work? A retest in Korea. *European Journal of Scientific Research*, 45(4), pp. 637-648.
- Lindner, C. N. (2018). The reciprocal nature of influence between leader and subordinate. *Journal of Applied Psychology*, 71, pp. 340 – 342.
- Mallic, C. C. (2015). *Management, theory and practice. Revised Edition*. Nigeria – African First Publishers.
- Manzoor, R. E. (2019). Relationship of role stressor with organisational citizenship behaviour: A meta-analysis. *Journal of Applied Psychology*, 96(3), pp. 619-32.
- Marquis, D. W. & Huston, M. (2019). Cognitive versus affective determinants of organizational citizenship behaviour. *Journal of applied Psychology*, 74(1), pp. 157 – 164.
- Mathis, J. & Jackson, S. (2018). Insurance supply with capacity constraints and endogenous insolvency risk. *Journal of Risk and Uncertainty*, 11, pp. 219–232.
- Mayers, W. L. (2021). Interest rate risk and equity values of life insurance companies: A GARCH-M model. *The Journal of Risk and Insurance*, 74(2), pp. 401-423.
- Mensah, J. E. & Tawiah, C. E. (2016). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, pp. 89-106.
- Mmakwe, F. & Ojiabo, T. (2018). The joint effect of personality and job scope on in-role performance, citizenship behaviour and creativity. *Human Relations*, 63(7), pp. 981-1005.
- Mosley, J. B.; Pietri, B.; & Mosley, J. M. (2012). How deficiency in management contributes to the United States' Competitiveness problem and what can be done about it? *Human Resource Management*. Fall, p. 363.
- Munene, J. C. (1995). Not on seat: An investigation of correlates of organizational citizenship behaviour in Nigeria. *Applied Psychology. An International Review*, 44(2), pp. 111 – 122.
- Nueman, D. C. & Kickul, R. (2018). The leadership motive pattern and long-term success in management. *Journal of applied Psychology*, 67, pp. 737 – 743.
- Ojo, D. W. & Onyedire, T. S. (2017). *Organizational behaviour*, 4th edition. Homewood Illinois: Irwin.

- Organ, D. W. & Lingl, O. (2015). A reappraisal and reinterpretation of the satisfaction-causes performance hypothesis. *Academy of Management Review*, 2, pp. 46-53.
- Organ, D. W. (1988). *Organizational citizenship behaviour*. The good soldier syndrome. Lexington, MA: Lexington Books.
- Osuala, E. C. (2014). *Introduction to Research Methodology*, (3rd Edition). Onitsha: African First Publishers Ltd.
- Owen, J. A.; Pappalardo, W. & Sales, Z. (2020). Relationship between leader-member exchange and organisational citizenship behaviour: Examining the moderating role of empowerment. *Asia Pacific Journal of Management*. D0110.1007/s/0490009-9163.
- Owen, S. O. (2020). Corruption in Nigeria: Historical perspectives. *Review of African Political Economy*, 23 (69), pp. 371 – 396.
- Podsakoff, P. M. & Mackenzie, S. B. (2020). Organizational citizenship behaviour and sales unit effectiveness. *Journal of Marketing research*, 31, pp. 351 – 363.
- Podsakoff, P. M. & Mackenzie, S. B. (2020). The impact of organisational citizenship behaviour on organisational performance: A review and suggestions for further research. *Human Performance*, 10, pp. 133-151.
- Podsakoff, P. M.; Mackenzie, S. B.; Paine, J. B. & Bachrach, D. G. (2020). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), pp. 513 – 563.
- Pradhan, J. N. & Jena, T. (2017). Creativity and organisational citizenship behaviour in the Nigerian hospitality industry. *International Journal of Managerial Studies and Research* 3, pp. 9-20.
- Rays, C. (2021). *Virtuous companies perform better*. *Advanced leadership consulting*. Available: [www.http:mhtml:file//H:DOC%20TO%](http://mhtml:file//H:DOC%20TO%)
- Rioux, P. M. & Penner, M. (2019). Some possible antecedents and consequences of in-role-and extra-role salesperson performance. *Journal of Marketing*, 62, pp. 87- 98.
- Rudolf, K. & Kleiner, F. A. (2019). Equity and relationship quality influence on organisational citizenship behaviour; the mediating role of trust in the supervisor and empowerment. *Personnel Review*, 34(4), pp. 406-422.
- Ryan, R. & Deci, L. D. (2020). Intrinsic and extrinsic motivation: Classic definitions and new directions. *Contemporary Educational Psychology* 25.1 (2000), pp. 54-67. <http://www.idea.library.com>. university of Rochester.
- Sevin, K.A. (2020). Citicorp–Travelers Group merger: Challenging barriers between banking and insurance. *Journal of Banking and Finance*, 25(8), pp. 1553-1571.
- Shanks, B. M. (2019). Affect and creativity at work. *Administrative Science Quarterly*, 50(3), pp. 367-403.
- Stan, A. S. (2019). *Oxford Advanced Learner's Dictionary of current 'English*. 7th Edition. New Hork. Oxford University Press.
- Tang, C. & Ibrahim, C. D. (2018). The effects of internal career orientation on organisational citizenship behaviour in Thailand. *Career Development International*, 9, pp. 406-423.

Tjai, P.; Nielson, S.; Megan, J. & Shaw, D. (2017). Effect of organisational citizenship behaviours on selected decisions in employment interviews. *Journal of applied psychology. Advanced Online Publication Journal of Management*, 26(3), pp. 523-63.

Wang, I. J. (2019). Promoting organisational citizenship behaviour in schools: The impact of individual and organisational characteristics. *Educational Administration Quarterly*, 5, pp. 1-29.

Yaro Yamani (1964): Statistics. *An introductory Analysis*. Third Edition, Harper and Row Publishers, New York, USA

Zhao, S. O. (2014). Conflict resolution strategies and organisational citizenship behaviour: The moderating role of trait emotional intelligence. *Social behaviour and personality: An International Journal*, 38(1), pp. 75-86.