

**School Welfare Measures and Organisational Citizenship
Behaviour among Administrative Staff in Private Universities in
Oyo State, Nigeria**

¹Onome Peace AVURAKOGHENE & ²Afolakemi O. OREDEIN

¹avuraonome@gmail.com;

*onome.peace@lcu.edu.ng;https://orcid.org/0009-0008-4128-4122: +234
810 048 9777*

*²opefolake1@yahoo.com; a.oredein@lcu.edu.ng;https://orcid.org/0000-
0003-2051-4730: +234 805 514 5060*

*^{1&2}Department of Educational Management, Faculty of Education,
Lead City University, Ibadan, Oyo State, Nigeria*

Abstract

There seem to be a pressing concern regarding organisational citizenship behaviour among educational stakeholders in Oyo State, Nigeria as observed by the researcher. It appears that there is a noticeable decline in the organisational citizenship behaviour of administrative staff within private universities in Oyo State, resulting in various detrimental outcomes such as diminished organisational support, decreased job satisfaction, and reduced organisational effectiveness. Poor organisational justice, poor work motivation, a heavy workload may be the reason for the observed phenomena among other factors. Many studies have been carried out to identify the causes of the aforementioned problem in other states, but it seems little attention has been paid by researchers in Oyo State. Thus, to fill this gap, this study investigated the relationship between school welfare and organisational citizenship behaviour among administrative staff in private universities in Oyo State. Total enumeration sampling technique was utilised to arrive at a sample size of 675 administrative staff. Self-developed questionnaire

(ASOCBQ) for administrative staff was used to collect data, and the reliability of the instrument was determined using cronbach's alpha $\alpha = 0.995$. The study employed various descriptive statistics, such as frequency, percentage, mean, and standard deviation, to address the research questions. Additionally, inferential statistics, specifically the Pearson Product Moment Correlation (PPMC), was employed to rigorously test the hypotheses. The study reveals a remarkably high level of organisational citizenship behaviour and school welfare measures with a weighted mean of 3.23 and 3.14 respectively. Findings from correlation analysis between school welfare measures and organisational citizenship behaviour indicate an exceptionally high correlation coefficient of 0.995**, suggesting a strong and consistent linear relationship. Among recommendations, the study suggests providing specialised training or workshops to enhance courteous behaviour among administrative staff, especially considering a slightly lower level of courtesy behaviour involvement.

Keywords: School welfare measures, Organisational Citizenship Behaviour, Administrative Staff, Private Universities

Word Count: 293

Introduction

The importance of employees undertaking voluntary, discretionary actions that surpass their formal job roles and enhance the overall efficiency of an organisation cannot be overstated. Consequently, the concept of organisational citizenship behaviour, which has been established for over two decades and has undergone continuous refinement since its inception, holds paramount significance for all types of organisations, including the educational sector. According to Wongun, Choi, and Choi (2019). Organisational citizenship behaviour refers to behaviours that are not specifically defined by official organisational rules or explicitly rewarded, but are expected from employees who voluntarily engage in these actions for the improvement of the organisation. The distinguishing characteristic of these behaviours is that it is not a formal requirement. In other words, if an employee chooses

not to engage in organisational citizenship behaviour, it is not considered an offence and carries no penalties (Abun, Magallanes, Calaycay, Aurelio & Julian, 2021).

In public universities in Nigeria, it has been observed by the researcher that organisational citizenship behaviour among staff seems to be poor. This is supported by the findings of Olajide (2020), who noted that the persistent strikes significantly influenced the behaviour of academic staff. Furthermore, he highlighted a decline in their enthusiasm with which they carry out their required duties, let alone taking on any additional voluntary tasks beyond their job descriptions. However, this study focuses on administrative staff in private universities in Oyo State. Administrative staff includes individuals who work in non-academic roles to support the functioning of the institution (Baltaru, 2019). Their skillful use of organisation, foresight, and empathy allows for the seamless integration of diverse university components, creating a harmonious symphony of knowledge and enlightenment. Hence, altruism, conscientiousness, sportsmanship, civic virtue, and courtesy will be used as measures of organisational citizenship behaviour.

Ksiazkiewicz (2018) defined altruism as the concern or care for the well-being of others or a behaviour that provides benefits to others without seeking any self-centred motives or external rewards. Sandeep and Bala (2020) asserted that conscientiousness, often referred to as the 'desire to accomplish,' is synonymous with reliability. It encompasses being driven by goals, demonstrating self-discipline and persistence, and maintaining ethical standards (Syed, Rehman & Kitchlew, 2018). According to Wajdee, Gurvinder and Saleh (2019), sportsmanship encompasses the act of abstaining from actions that may create detrimental tension in the workplace and cultivating a collaborative environment within the organisation, even when confronted with challenging situations. Also, Adewale and Ghavifekr (2019) agreed that courtesy encompasses various acts of politeness, respect, and consideration towards others. It involves displaying good manners,

observing proper etiquette, and showing thoughtfulness in our interactions with people, regardless of our familiarity with them or their status. Civic virtue, on the other hand refers to the conduct that demonstrates the extent to which an individual effectively represents an organisation they are affiliated with, as well as their support for the organisation beyond their official responsibilities (Ibrahim, Fasasi, Suleiman & Ishola, 2022).

Quite a number of factors can affect the organisational citizenship behaviour of administrative staff. Hemakumara (2021) highlighted that job satisfaction predicts organisational citizenship behaviour, Anisa and Malhotra (2023) also discovered a positive relationship between organisational commitment and organisational citizenship behaviour. However, to the best knowledge of the researcher, there exists a dearth of literature on the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State, which creates a gap in the literature this study tends to fill.

School welfare measures refer to the complete compensation and rewards beyond an individual's regular wages and other financial benefits (Wijayanti & Premananto, 2022). These additional incentives play a crucial role in encouraging and stimulating employees to perform their tasks with dedication and enthusiasm. Huda, Sunardi and Sumarsono (2022) highlighted that they encompass both tangible and intangible benefits that employees receive as a result of exceptional job performance, serving as a measure for promoting improved productivity. These measures encompass a range of benefits, such as vacation time, study leave, sick leave, relocation support, paid holidays, staff training opportunities, medical care services, transportation assistance, accommodation benefits, and more. Many studies have considered other indicators of school welfare measures on organisational citizenship behaviour, but there exists a noticeable gap in indicators such as medical care services, accommodation and study

leave. Thus, to add to existing literature, this specifically concentrated on analysing medical care services, accommodation, and study leave, as indices of school welfare measures.

Medical care services offer significant health benefits and encompass a wide range of functions that extend beyond addressing diseases and injuries (Dadashzadeh, 2019). They also address issues related to birth, death, and various living challenges unrelated to illnesses or injuries. Also, accommodation plays a significant role in motivating employees within any organisation. This involves offering comfortable and affordable housing options for staff members, leading to improved living conditions. The impact of accommodation extends to various aspects of the organisation, including fostering better interactions among coworkers, increasing overall productivity, and boosting morale (Wijayanti & Premananto, 2022). Providing accommodation also gives educational institutions a competitive edge in recruitment. Furthermore, study leave presents an excellent opportunity for employees to engage in professional development, enabling them to pursue courses, training, or research. This study leave can be granted with or without pay and serves to enrich employees by equipping them with additional value and potential to tackle challenges posed by competition, globalisation, and technological advancements. Therefore, this study investigated the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Statement of the Problem

There seems to be a pressing concern regarding organisational citizenship behaviour among educational stakeholders in Oyo State, Nigeria as observed by the researchers. It appears that there is a noticeable decline in the organisational citizenship behaviour of administrative staff within private universities in Oyo State, resulting in various detrimental outcomes such as diminished organisational support,

decreased job satisfaction, reduced organisational effectiveness, heightened turnover rates, stifled innovation and creativity, and increased work stress. Factors contributing to this phenomenon include the leadership styles within the institutions, as suggested by Khan, Ismail, Hussain, and Alghazali (2020). Additionally, scholars such as Sutrisno and Indriasari (2020), Widodo and Sulistiasih (2021), and Sunaris, Wahyoedi, and Tecolu (2022) have pointed out that poor organisational justice, low work motivation, and heavy workloads are potential reasons for the decline in organisational citizenship behaviour. While studies have been conducted in other states to investigate similar issues, there appears to be a lack of attention from researchers with respect to the situation in Oyo State. Therefore, this study investigated the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State, aiming to fill this research gap.

Aim and Objectives of the Study

The aim of the study is to investigate the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State. The objectives of the study are to:

1. identify the level of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among administrative staff in private universities in Oyo State.
2. identify the level of school welfare measures (medical care services, standard of accommodation, and rate of study leave) in private universities in Oyo State.
3. examine the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Research Questions

1. What is the identified level of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among administrative staff in private universities in Oyo State?
2. What is the level of school welfare measures (medical care services, standard of accommodation, and rate of study leave) in private universities in Oyo State?

Hypothesis

H₀I: There will be no significant relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Methodology

Research Design

This research employed a descriptive research design of survey type, which involves gathering data from a representative sample of the population to obtain results that could be applied to the entire population. The purpose of this design is to collect and interpret data without manipulating any variable.

Population of the Study

The study encompasses the entire administrative staff population, totaling six hundred and seventy-five (675) individuals, from seven (07) approved private universities in Oyo State as of the time of conducting this research.

Sample and Sampling Technique

The study employed a "complete enumeration" sampling technique. This method was chosen due to the relatively small size of the population,

consisting of six hundred and seventy-five (675) administrative staff members from the seven (07) approved private universities in Oyo State at the time of the study.

Instrument and Procedure for Data Analysis

A Self developed four Likert scaled instrument titled “Administrative Staff Organisational Citizenship Behaviour Questionnaire” (ASOCBQ) was used to collect data for the study. The instrument was divided into four (4) sections namely: section A, B, C and D. Section A contain items on demographic characteristics of respondents such as gender, age range, years of experience, and school type. Section B contains items carefully structured to identify the level of organisational citizenship behaviour of administrative staff of private universities. The items measure altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Similarly, Section C contains items carefully structured to determine the level of school welfare measures. The items measure medical care services, accommodation and study leave. Furthermore, Section D contains items to examine the relationship between school welfare measures and organisational citizenship behaviour of administrative staff of private universities. The survey was subjected to both face validity and content validity assessments to ensure its appropriateness and relevance. The reliability of the survey was evaluated using Cronbach's alpha, yielding a remarkably high coefficient of $\alpha = 0.995$.

Ethical Consideration

Ethical guideline relating to data collection, analysis and interpretation on research as specified by Lead City University was followed.

Method of Data Analysis

The data gathered from the field were subjected to analysis through inferential and descriptive statistics. Descriptive statistics such as frequency, percentage, mean, and standard deviation were utilised to

answer the research questions. While, inferential statistics of Pearson Product Moment Correlation (PPMC) was used to test the hypotheses at 5% level of significance.

Results

Presentation of Demographic Data

Table 1: Showing the Demographic Data of Respondents

Gender	Frequency	Percentage
Male	209	33.9
Female	408	66.1
Total	617	100.0
Age Range		
Less than 30 years	131	21.2
31-40 years	174	28.2
41-50 years	192	31.1
Above 50 years	120	19.4
Total	617	100.0
Years of Experience		
Less than 10 years	86	13.9
11-20 years	423	68.6
21-30 years	108	17.5
Total	617	100.0
School Type		
Secular	395	64.0
Faith Based	222	36.0
Total	617	100.0

Table 1 illustrated the demographic profile of the respondents, including gender, age range, years of experience, and school type. The data showed that a total of 617 individuals participated in the research.

Among them, 209 (33.9%) were male, while 408 (66.1%) were female, highlighting a significant predominance of female respondents. This female majority, accounting for nearly two-thirds of the total, likely reflected the higher representation of women in educational institutions compared to men.

In terms of age distribution, the largest group of respondents fell within the 41–50 age range, comprising 192 individuals (31.1%). This was followed by the 31–40 age group, with 174 respondents (28.2%), and those under 30 years old, with 131 respondents (21.2%). Respondents aged over 50 years formed the smallest age category, with 120 individuals (19.4%). This distribution suggested a substantial presence of experienced employees capable of providing valuable insights relevant to the study's objectives. Additionally, the varying age cohorts likely influenced organisational citizenship behavior differently, older staff may have exhibited traditional forms of loyalty and support, while younger employees might have embraced innovative practices and technological advancements.

The table also presented the respondents' years of professional experience. It revealed that 86 individuals (13.9%) had less than 10 years of experience, 423 (68.9%) had 11–20 years of experience, and 108 (17.5%) had 21–30 years of experience. Finally, in terms of educational background, the data indicated that 395 respondents (64.0%) were from secular universities, while 222 (36.0%) were affiliated with faith-based institutions.

Presentation of Answers to Questions

Research Question One

What is the identified level of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among administrative staff in private universities in Oyo State?

Table 2: Level of Organizational Citizenship Behaviour (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue) among Administrative Staff of Private Universities in Oyo State

Items	Always Freq(%)	Seldom Freq(%)	Rarely Freq(%)	Never Freq(%)	Mean
Altruism	308.6(50.02)	204 (33.04)	63.6 (10.3)	40.8 (6.6)	3.26
Conscientiousness	320.6 (52.0)	190.8(30.92)	69.6 (11.28)	36 (5.82)	3.29
Sportsmanship	368.6 (59.76)	112.8(18.26)	72 (11.66)	63.6 (10.3)	3.27
Courtesy	279.8 (37.04)	190.8(26.66)	84 (17.9)	62.4 (18.44)	3.11
Civic Virtue	309.8 (50.0)	177.6(28.78)	76.8 (12.46)	52.8 (8.54)	3.20
Overall Weighted Mean= 3.23 High					

Source: Field Survey, 2023

KEY: AL= Always (4), SE= Seldom (3), R= Rarely (2), and N= Never (1)

Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low).

The analysis in Table 2 highlighted a notably high level of organisational citizenship behaviour among administrative staff in private universities in Oyo State. Key dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue were prominently exhibited. Altruistic behaviors were reported by over 50.02% of respondents, reflecting a strong willingness to assist others. Conscientiousness was similarly high, at 52.0%, indicating a consistent demonstration of responsibility. Sportsmanship emerged as the most prominent, with 59.76% actively engaging in cooperative and supportive actions. Civic virtue also showed significant engagement, with 50.0% of respondents contributing to the greater good of their organisations.

Although courtesy exhibited some room for improvement, the overall weighted mean of 3.23 classified the organisational citizenship behaviour of the administrative staff as a "high level" (≥ 3.00). This indicates a workforce excelling not just in basic duties but also actively contributing to colleagues and the organisation.

Research Question Two

What is the level of school welfare measures (medical care services, standard of accommodation, and rate of study leave) in private universities in Oyo State?

Table 3: Level of School Welfare Measures (Medical Care Services, Standard of Accommodation, and Rate of Study Leave) in Private Universities in Oyo State.

Items	Very Satisfactory Freq (%)	Satisfactory Freq (%)	Unsatisfactory Freq (%)	Very Unsatisfactory Freq (%)	Mean
Medical Care Services	341 (55.26)	145.2 (23.72)	76.8 (12.46)	54 (8.76)	3.25
Accommodation	289.4 (46.9)	170.4 (27.6)	85.2 (13.8)	72 (11.66)	3.09
Study Leave	295.4 (47.88)	164.4 (26.64)	69.6 (11.26)	87.6 (14.38)	3.08

Overall Weighted Mean= 3.14 High

Source: Field Survey, 2023

KEY: VS= Very Satisfactory (4), S= Satisfactory (3), US= Unsatisfactory (2), VUS= Very Unsatisfactory (1) SD= Standard Deviation and R= Remarks
Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low).

The analysis in Table 3 revealed a high level of satisfaction among administrative staff in private universities in Oyo State regarding school

welfare measures, particularly in medical care services, standard of accommodation, and rate of study leave. Medical care services received notably high ratings, with 55.26% of respondents indicating "very satisfactory" and 23.72% expressing "satisfactory." Similarly, accommodation and study leave received high ratings, with 46.9% and 47.88%, respectively, reporting "very satisfactory." However, while overall satisfaction is high, the slightly lower satisfaction levels in accommodation suggest room for improvement, particularly in the process of acquiring accommodation. Despite this, the weighted mean falling into the "high" category suggests an overall positive perception of school welfare measures among administrative staff. Addressing specific issues related to accommodation could further enhance satisfaction levels across the board.

Hypothesis

H₀I: There will be no significant relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State.

Table 4: Relationship between School Welfare Measures and Organisational Citizenship Behaviour among Administrative Staff in Private Universities in Oyo State.

Correlations		
	School Welfare Measures	Organisational Citizenship Behaviour
School Welfare Measures	1	.995**
Organisational Citizenship Behaviour	.995**	1

Source: Field Survey, 2023.

Table 4 revealed a strong positive correlation between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State. Both variables exhibited a correlation coefficient of .995**, implying an extremely high degree of association between the two constructs. This suggests that as school welfare measures improve, there is a significant likelihood of a corresponding increase in organisational citizenship behaviour among administrative staff, and vice versa. This finding emphasises the importance of investing in school welfare measures, as they seem to positively influence the willingness of administrative staff to engage in behaviours that benefit the organisation beyond their formal roles.

Discussion of Findings

Research question one was formulated to identify the level of organisational citizenship behaviour among administrative staff in Private Universities in Oyo State. The findings revealed a high level of organisational citizenship behaviour, suggesting a cohesive and dedicated administrative staff. These individuals not only uphold the values and

objectives of their institutions, but also actively contribute to enhancing the broader community. This outcome aligns with a prior study on organisational citizenship behaviour, which also reported a high level of such behaviour in similar organisational settings (Isik, 2021). Similarly, a study conducted by Saad and Sayed (2022) among faculty staff revealed a similarly high level of organisational citizenship behaviour. However, it is crucial to acknowledge that conflicting perspectives exist in the literature regarding the purportedly high prevalence of organisational citizenship behaviour among administrative staff in Oyo State. This study contrasts with previous research, indicating a decline in organisational citizenship behaviour (Gnanarajan, Kengatharan, & Velnampy, 2020). This inconsistency highlights the complex dynamics of organisational behaviour and underscores the need for a nuanced understanding of contextual factors that may influence fluctuations in organisational citizenship behaviour among administrative personnel in Private Universities in Oyo State.

Research question two was raised to identify the level of school welfare measures in private universities in Oyo State. The outcomes indicated a noteworthy observation, revealing a high level of school welfare measures in these institutions. This finding aligns with the conclusions drawn from a previous related study, highlighting a consistent pattern of elevated welfare measures in various domains (Berhanu, 2023). Furthermore, the current research's results aligns with another related study that substantiates the prevalence of a high level of school welfare measures (Kay, Neow, Ooi, & Yang, 2023). Nevertheless, it is imperative to acknowledge alternative perspectives on school welfare measures to foster a more nuanced and comprehensive understanding of the landscape. In contrast to the present study, a divergent perspective emerges from a prior related investigation, which reported a lower level of welfare measures (Edet, Tom & Itoro Bassey, 2023). This contradiction suggests potential variability in the

implementation and effectiveness of welfare measures across private universities in Oyo State.

Hypothesis one was tested to examine the relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State. The result indicated a strong positive relationship between school welfare measures and organisational citizenship behaviour among administrative staff in private universities in Oyo State. The observed positive relationship between school welfare measures and organisational citizenship behaviour aligned with the findings from previous studies, where similar positive associations were identified. For instance, a related study linking workload, a welfare measure, to organisational citizenship behaviour provides a nuanced perspective. The positive relationship identified between workload and organisational citizenship behaviour suggests that elements of the work environment, can also contribute to shaping employee behaviour (Sutrisno & Indriasari, 2020). Similarly, the positive impact of certain welfare measures on organisational citizenship behaviour is consistent with findings from previous research (Asmawati, Yuliaty & Sofia, 2023). However, in a related study, it was discovered that quality of work life does not have an effect on Organisational Citizenship Behaviour (Asmawati, Yuliaty & Sofia, 2023).

Conclusion

The research indicated that administrative staff in Private Universities in Oyo State exhibit a considerable amount of organisational citizenship behaviour, suggesting a united and dedicated workforce that actively helps the universities to grow. This is beneficial for the institutions since employees go above and beyond their job descriptions. Additionally, the study highlights that the level of welfare measures provided by these universities is high, which appears to foster the positive organisational citizenship behaviour observed among administrative staff. In conclusion,

the study established a strong positive relationship between welfare measures and staff behaviour, highlighting the significant impact of welfare initiatives on employees' willingness to exceed their formal responsibilities. This suggests that investing in welfare measures directly affects employees' inclination to support the organisation's goals.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Recognising the slightly lower level of courtesy behaviour involvement, private universities should provide specialised training sessions or workshops that centre on encouraging polite behaviour among administrative staff. The importance of respectful communication, collaboration and a positive interpersonal approach to enhance relationships within the organisation should be emphasised.
2. Recognising the slightly lower satisfaction levels in accommodation, private institutions should conduct a detailed analysis of the existing accommodation procedures. Consider implementing improvements such as enhanced facilities, clearer communication regarding accommodation options, and streamlined processes for acquiring suitable accommodation.
3. Private universities should implement employee recognition programmes, which can further enhance organisational citizenship behaviour. Recognising and rewarding staff members who go above and beyond their formal roles encourages others to do the same, fostering a positive work culture.

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