

## **Exploring Academic Staff Perception of Organizational Climate and Organizational Citizenship Behaviour: Lessons from Private Universities in Nigeria**

**Margaret N. Okeke<sup>1</sup>, Ifeanyi Emmanuel Nuel Okoli<sup>2</sup>, & Chinenye Maureen Nuel-Okoli<sup>3</sup>**

<sup>1,3</sup>Department of Business Administration, Chukwuemeka Odumegwu Ojukwu University  
Igbariam Anambra State, Nigeria.

<sup>2</sup>Department of Entrepreneurial Studies, Nnamdi Azikiwe University Awka, Nigeria.

Corresponding Author E-mail: [ie.okoli@unizik.edu.ng](mailto:ie.okoli@unizik.edu.ng)

### **Abstract**

This study explored academic staff perception of organisational climate and organizational citizenship behaviour private universities in Southeast, Nigeria. Five specific objectives, research questions and hypotheses were formulated with the decomposed variables of the study. The study was anchored on Social Exchange Theory (SET). A survey design was carried out using the sampled academic staff in the selected private universities. The study population was 4654 while the sample size was 355 arrived. Data were collected using self-administered questionnaire from the random sample of academic staff of the selected private universities in Southeast Nigeria. The data using descriptive statistics and inferential statistics were used in this study. The results revealed that there is a positive significant relationship between organizational climate and organizational citizenship behaviour. The results showed that there is a significant relationship between the organizational climate dimensions and organizational citizenship behaviour dimensions. This implied that the success of an institution is dependent upon the effective management of organisational climate, which is an important path to the success of employee's citizenship behaviour. The study recommended that equity and fairness should be entrenched during appointments and promotions so as to reduce incidence of service sabotage among academic staff of private universities. In the spirit of harmony, management of private universities should score collaborative works more than individual outputs in order to encourage teamwork among academic staff.

**Key Words:** Organizational Climate, Academic Staff, Organizational Citizenship Behaviour, Social Exchange Theory, University, Equity

**JEL CODES:** M, M1 & M16.

**How to Cite:**

Okeke, M. N., Okoli, I. E. N., & Nuel-Okoli, C. M. (2022). Exploring academic staff perception of organizational climate and organizational citizenship behavior: lessons from private universities in Nigeria. *International Journal Business, Management, and Economics*, 3(4). 310 - 338. DOI: <https://doi.org/10.47747/ijbme.v3i4.878>

**1. Introduction**

Organizational Climate (OC) is just like the personality of someone, which can be used to differentiate one person from another. OC is used most often to distinguish one organization from other organizations. Each firm has an OC that clearly differentiate it from other firms. It has to do with how employees perceive what is going on in the firm where they work. It reflects employees' awareness of the association to which they belong (Subramani, et al. 2015). In relation to different associations, OC illustrates how one association is distinct from the other (Neeraja & Pathak, 2020). Different organizations are associated with different kinds of environment, which could be called dimensions of OC. It could be the typical climate of teamwork in the organization or the justice system with regards to distributive or procedural justice. The climate could also be that of how responsibilities are given and how organizations support their employees and help them in their career. All these have implication on the act of the organization as captured by Haryono, et al. (2019) and Manuaba, et al. (2020), when they aver that OC is deemed by most scholars in this turf of research as having a passive impact on the employee performance. This positive effect could be calculated by the level to which the workers are willing to go over and beyond their statutory requirement into doing more, just to ensure that the institution (university) functions optimally. This is called, in organizational parlance, organizational citizenship behaviour (OCB).

Organizational citizenship behaviour (OCB) is behaviour of workers that goes further than their formal job necessity and that is not paid for or pleased by the organization. It consists of the behaviour that supports others, voluntarily doing extra jobs, obeying rules, and the office procedure (Nugroho, et al., 2020). Employees that engage in OCB do it not for pay since it is not formally recognized. They do it out of their own volition and need to ensure the accomplishment of their organization. Hence, for an organization to succeed, it needs some workers that are dedicated to go afar formally recognized and appreciated effort. Some researchers speculate that organizations cannot stay alive or prosper without employees exhibiting extra role behaviours as the survival of any organization is deeply influenced by it (Christiansen & Chandan, 2017; Organ, 2018). Organizations in their effort to remain in the market must ensure that employees display or exhibit positive behaviours or disposition that will position the organization for competitive advantage (Ojebola, et al., 2020).

The global universities are recognized as significant engines for socio-economic and political improvement (Okoli, 2018). Universities have grown to be a primary locus for modernization, and for the development of the team of high calibre manpower needed to tackle the challenges of under-development (Idumange & Major, 2005). The Nigerian university educational system, for the past years, has being going through sequence of reforms to expand access, quality and

encourage both internal and external effectiveness of the system (Okoli, et al., 2021; Adani, et al., 2022; Ajadi, 2010). As reports of National University Commission (NUC) (2008) stressed that while universities are escalating the numbers of experienced academia are not increasingly proportionately (Adeniji, 2011). This is even worse for private universities which are owned by private citizens, and most times, pays less and with less job security when compared with their state or federal counterparts (Adani, et al., 2022).

Private universities are always in competition with Federal and State Universities in Southeast Nigeria in terms of workforce. Due to some reasons including working state of affairs, stature, job security and pay, there has being massive turnover of employees' from private institutions to the more "prestigious" State or Federal Institutions (Adani, et al., 2022). This was supported by Monanu, et al. (2014) who explicate that there has being incessant labour turnover of highly experienced and gifted academia from private universities to Federal or State Universities. They continue to posit that some of these academia scarcely stay for long in private universities before moving to a better Federal or State Universities, hence, causing brain drain, which could be detrimental to the institutions.

To try to formulate the teachers work better and put in their best, OC can be explored through making it better, as Haritha & Subrahmanyam (2013) state that one of the ways to create an atmosphere of good performance and OCB is through OC. Pleasant OC supports the employee's willingness to perform better. Furthermore, the employee within an excellent OC would develop willingness for good behaviour to complete activities outside the main occupation (Widayati & Gunarto, 2017). In order to widen a tradition of willingness and commitment in an educational institution, it is essential to identify and promote the characteristics and actions that lead to OCB (Meniado, 2020). Hence, to fight the scourge of incessant turnover and poor performance, the principles of OC could be deployed.

Despite the importance of organizational climate and organizational citizenship behaviour, many universities can still not extract and share its benefits. This is so because, with research on OC and OCB, the private universities could have a clue as to how to make employees put in their best in the organization, as against what is reachable in the institutions as observed by the researcher. It was observed that the climate of support of lecturers by management is very minimal. The justice system also, in terms of distributive and bureaucratic justice seems to be suspect. There appeared to be little effort geared towards the career development of staff, while the teamwork spirit in the institutions appears not to be strong. All these could have implications for resolution to go beyond formally recognized duties and responsibilities, as they may not be open to put in their best, given the climate they work in. This may perhaps be fuelling turnover and dissatisfaction of employees if not handled properly. It is therefore, against the backdrop of these seeming issues that this work was necessitated to empirically look at them, with a view to find the associations involving the variables in the institutions and making recommendations that could help the institutions function better.

The study objective was to examine the affiliation linking the organizational climate (OC) along with organizational citizenship behaviour (OCB) among academic staff in selected private

universities in Southeast, Nigeria. The research questions were used as a guide in achieving the objectives of the study:

- a) What is the nature of relationship existing between organizational supports along with civic virtue in selected private universities?
- b) What nature of nexus exists concerning organizational justice with conscientiousness in selected private universities?
- c) To what extent does career development link with altruism in selected private universities?
- d) What nature of relationship exists between teamwork climate and sportsmanship in selected private universities?
- e) What is the nature of relationship existing between open communication climates along with courtesy in selected private universities?

## **2. Literature Review**

### *2.1. Conceptual Review*

#### *2.1.1. Organizational climate*

Organizational climate (OC) is a perception of the organization member, individually or groups that relate to the internal organization that influences the organization's attitude and behaviour (Wirawan, 2007). It is the perception of employees towards their workplace environments (James, et al., 2008). To Gerber (2003), OC is illustrative of organizational individuals' collective perceptions as well as emotions about the organization. He describes it as a shared perception of what an organization is like. Therefore, it is the individual perception toward a particular condition that shows the internal environment quality of the organization towards what they see and what they feel, and what the member of the organization thought (Nugroho, et al., 2020).

Organizational climate has the potential of influencing the performance and behaviour of employees. Bringing to the light the behaviour influencing angle of OC, Nugroho, et al. (2020) stated that it is the organizational internal environment quality that is ongoing, experienced by the member of the organization, and influence the behaviour. OC is a meaningful construct with significant implications for understanding human behaviour in organizations (Allen, 2003; Glission & James, 2002). Furthermore, Harmius, et al. (2021) point that it is a combination of various aspects of the work environment that is accepted and felt directly or indirectly by employees which will determine the employee's behaviour. OC can be viewed as an illustrative idea that mirrors the regular view and understanding of all individuals with respect to the different components of the organization, for example, structure, frameworks and practices (McMurray, 2003); organizational units' activities, strategies, processes, routines and rewards (Ali, et al, 2018); standard, responsibility, reward, support and employee commitment (Nugroho, et al, 2020); norms, values and culture (Haritha & Subrahmanyam, 2013).

#### *2.1.2 Organizational citizenship behaviour*

Organ (1988) defines OCB as individual behaviour that is discretionary, not directly or unequivocally recognized by the formal reward system, plus that in the collective promotes the

effectual functioning of the organization. With OCB, the emphasis is on the discretionary attitudes and behaviours of workers that are beyond the call of obligation (Podsakoff, et al, 2014). OCBs are the behaviours that are voluntary to employees which are not part of employees' prescribed functions (Oladipupo, 2016). Thus, the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable nor rewarding (Ojebola, et al, 2020). They are discretionary, beyond-role behaviours and gestures that are not explicitly recognized by the formal reward system but are considered important in promoting organizational effectiveness (Organ, 2018).

It is informal; that is, it is not recognized by the formal structures of a firm, and hence, not rewarding, it is desirable for the firm to progress and make headway in the ever competitive business environment. Farooqui (2012) states that it is an informal kind of behaviour that is desirable by the organization. It promotes the goals of the organization by adding to its social along with psychological environment (Organ, 1997; Rotundo & Sackett, 2002). It serves to promote the general well-being of the organization (Kandeepan, 2016). It contributes to the effective functioning of a firm (Nadim, et al., 2016). The consequences of OCB are found in the positive effects it has on the company's overall performance. Sridhar & Thiruvankadam (2014) aver that OCB is significant because it support the social, organizational and psychological components to accomplish both individual and organizational performance. It fosters cooperation among co-workers, work groups, firm's effectiveness, efficiency and overall performance of the organization (Akturan & Çekmecelioglu, 2016; Acaray & Akturan, 2015). It generally includes pro-social behaviours, including punctuality, helping others and innovating and volunteering (Organ, 1988).

### 2.1.3 Organizational support (OS) and civic virtue

Organizational Support (OS) has to do with the awareness of the human resources on how the organization along its leadership care about the employees; whether the management is looking out for them or not. David, et al. (2007) opine that OS guarantee employees that the organization is behind them when they face problems execute their job and handle stressful situations. A positive perception of OS by employees makes them feel that the firm is looking out for them and this could lead to the employees exhibiting healthy behaviour and having a good relationship with the firm. OS is employee's attitude that causes the good association among employees as well as their organization (Chiang & Hsieh, 2012).

Organizations need employees who will voluntarily choose to get involved in suggesting better ways for doing things. They need employees to get involved in brainstorming sessions without being asked, so as to come up with new ideas of doing old things or new things entirely. This is the purview of civic virtue. Afzal (2020) opine that acts of civic virtue may include gift suggestions for cost improvement or other resource saving ideas, which may directly be influencing efficiency. Organ (2018) stated that holistic interests with commitments to the organization are inclusive to achieve the organizational goal and development. Gabriel (2015) stated that it is the employee engrossment in the organizational activities and being consistent with sensitive issues of the firm. Based on these discussions, therefore the following hypothesis is proposed:



Ho1: There is no significant positive relationship connecting organizational support along with civic virtue in selected private universities.

#### 2.1.4 Organizational justice (OJ) and conscientiousness

Organizational Justice has to do with the perception of employees about the fairness of the organization with her leaders. Justice by itself has to do with an action or decision that is morally and ethically right (Tabibnia, et al, 2008). It can be linked to religion, ethics, equity, and law. Bringing the idea of justice to organization, it could be seen in how issues related to pay, equal opportunities for promotion and employee selection processes are handled, whether it is done fairly or not (Tabibnia, et al, 2008). An employee positive or negative feeling about his job holistically refers to perception of OJ (Balogun, et al., 2012). Igbinomwanhia & Akinmayowa (2014) suggested that when an employee perceives that he/she is being fairly treated in the organization and self-assured that such fair treatment will continue, he/she will be motivated to return to the organization behaviours like extra role behaviour. This implies that, the positive or negative perception of employees about the OJ may have its impact on the individual motivation to go extra mile and impact firms' performance (Ojebola, et al., 2020).

Employees that are conscientious are willing to go beyond their normal required duties, even in the harshest of conditions. They are those that would avoid personal gains and adhere to organizational rules and guidelines. Conscientious employees, as well as those who avoid personal gain or other negative behaviours, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service (Afzal, 2020). Carrying out one's duties beyond the minimum requirements is part of being conscientious in organizations. It was formerly called generalized compliance, which refers to employees going beyond minimal requirements in carrying out their assigned tasks, even when the conditions are not so suiting to them (Subramani, et al, 2015). The main point of conscientious is not complaining much about conditions of service and trying to go beyond and above the call of duty in making sure that the organization succeeds and stay ahead of competition. Based on these discussions, the following hypothesis has been developed:

Ho2: There is no nexus between organizational justice and conscientiousness in selected private universities.

#### 2.1.5 Career development and altruism

Armstrong (2001) stated that career development is of great importance to both the individual employee and the organization. Similarly, Jianwei (2010) avers that the organizational climate in career development of the employees is imperative for both the firm and the employee, because to perform better at work, providing necessary and related trainings are required. Career development has to do with improving on the skills and competences of the employees to be able to execute well in either a current job or a higher position. However, the major worry is on performing better in a higher rank or position. In relation to this, Agba, et al. (2010) point that career development includes concerted efforts directed towards assessing workers' potentials, identifying likely career paths for that employee and designing and implementing various forms of training and experience to prepare that person for more advanced job. It involves higher status and responsibilities which can take place in one organization or through movement between

organizations or a combination of both; it is the use of planned instruction activities to promote learning (Armstrong, 2006).

Altruism involves behaviours of helping co-workers (Meniado, 2020). These help an organization promote efficiency through reduced need for supervision, training, and crisis management costs (Pickford & Joy, 2016). Helping behaviour involves willingly assisting co-workers with or inhibiting the incidence of work related issues. It supports the idea that friendship and cooperation exist between workers (Organ, 1988). Altruism consists of flexible behaviours which are expected at helping explicit persons in an organizational setup (Subramani, et al, 2015). Altruism or helping co-workers make the work system extra productive; because one worker can exploit slack time to assist another on a more critical task (Afzal, 2020). Based on these discussions, the following hypothesis has been developed:

Ho3: Career development has no significant positive link with altruism in selected private universities.

#### 2.1.6 Teamwork and sportsmanship

The process of group of persons working together for a common goal is regarded as teamwork. This was the position of Fauziah, et al. (2010) who posits that teamwork is a process of working collaboratively with a group of people, in order to achieve a goal. Also in line with this, Mba (2015) opines that teamwork is an umbrella term that depicts the degree of co-operation which exists in teams or between teams. Hence, collectivism is one of the measures of teamwork. Fajana (2002) asserts that teamwork is an incorporation of assets and inputs working in synchronization to achieve organizational goals, where roles are arranged for every organization member, challenges are equally faced along with incremental improvements are hunted continually. The more the team spirit, the more the employees will be predisposed to put in their best foot forward. If the teamwork atmosphere of climate is good, everyone will be striving for the betterment of the firm where they work. Working together encourages employees to use their knowledge, competencies, and abilities to collaborate with their colleagues to maximize the effectiveness of the overall organization (Adani, et al., 2022).

Sportsmanship has to do with not complaining much even when we are unflavored. In sports parlance, it is used to represent situations where even after a loss to opponents, both the winners and the defeated congratulate each other in good spirit. Sportsmanship refers to willingness to eschew minor inconveniences without request or protest (Pickford & Joy, 2016). It refers to employees' tolerance levels for environmental factors (Organ, 1988). Extant literature on sportsmanship observe that such behaviour positively relates to work group performance, and the more employees display this attitude, the less time and energy a manager wastes in getting their cooperation (Ibukunoluwa et al., 2015; Özdemir & Ergun, 2015). This implies that, the presence of sportsmanship allows managers to dedicate a substantial proportion of their time to productive activities like planning, organizing resources and monitoring performance. It allows organizations to sustain efficiency and effectiveness by focusing on more important job functions (Pickford & Joy, 2016). However, lack of sportsmanship behaviour as opine by Ibukunoluwa, et al. (2015) may lead to negative implication on group or team unity and make the work

environment un-conducive to attract or retain productive workers. Based on these discussions, therefore the following hypothesis is proposed:

Ho4: Teamwork climate and sportsmanship has no significant positive relationship in selected private universities.

#### 2.1.1.7 Open communication and courtesy

The way information is shared in an organization forms part of the climate of an organization known as communication climate. Some organizations are known for being open and transparent when it comes to communication and informing people about what they need to know and what they need to do in order to grow, while some firms are notorious for keeping people at the dark with respect with what is being planned to be done, what is being done and what is expected of an employee to grow. Communication means giving or passing information from a sender to a receiver. This was the view of Fauziah, et al. (2010) when they posit that communication refers to the evoking of a shared or common meaning in another person. The climate of communication in organizations involves trust, openness, information adequacy, information quality, information flow, participative management and strengthening of good communiqué practices as well as shared responsibilities for making communication effective (Ijaduola, 2008).

Courtesy is considered as avoiding problems from occurs and taking required actions to reduce the impact of the problems in the future (Muthuraman and Al-Haziazi, 2017). Courtesy as a type of behaviour where the employees notify their colleagues about changes that may directly or indirectly affect their work thus, aids them in better preparing for future problems that may arise. This is directed towards participants giving advance notices, timely reminders and suitable information when needed are some examples of courtesy (Sharma & Jain, 2014). Podsakoff, et al. (2000) mentioned employees who implemented courtesy are having less intergroup conflict and time to deal with conflict management activities. Nevertheless, the employees with high courtesy will always show behaviour will prevent them from creating problems, thus with more mindful and cautious in engaging with any actions that can affect their co-workers. Lastly, according to Dimitriades (2007), courtesy also contributes to OCB because it helps to avoid relationship problems at the workplace. Based on these discussions, therefore the following hypothesis is proposed:

Ho5: Open communication climate has no significant positive relationship with courtesy in selected private universities.



**Conceptual Framework**

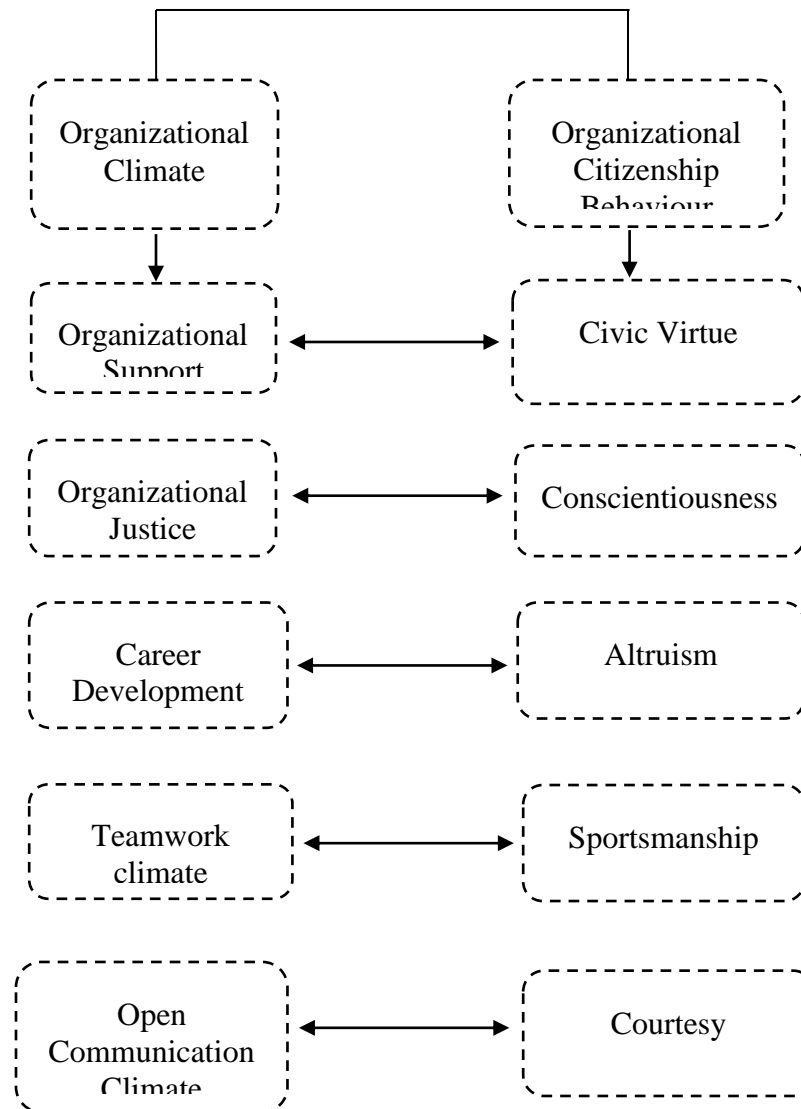


Figure 1: Conceptualization of Organizational Climate and Organizational Citizenship Behaviour  
Source: (Researcher Field Work, 2022).

*2.2. Theoretical Literature*

This work is going to be anchored on Social Exchange Theory (SET), which is credited to the work of George Homans in 1958, a sociologist. This theory is said to be among one of the most

significant theories used in organizations to measure and predict behaviour of employees. Aligning with this position, Cropanzano & Mitchell (2005) aver that SET is one of the most influential conceptual paradigms in organizational behaviour.

The concept of “Social Exchange” will greatly help in the understanding of the combined concept or theory of Social Exchange. Among various definitions of social exchange, theorists have converged in accepting that social exchange has to do with a series of interactions that generate obligations (Emerson, 1976). It is a voluntary action of personalities that are motivated by the returns they are anticipated to bring and classically do in fact bring from others (Blau, 1964). The original definition given by the propounded of the theory (Homans, 1958), is that social exchange has to do with the swap of activity, tangible or intangible with more or less rewarding or costly, among at least two people. From the forgoing, it is seen that for an exchange to take place, it has to involve more than one person. That is, there must be a giver and a receiver, for an exchange to take place. It is however, important to note that the exchange as captured by Cropanzano & Mitchell (2005) must not involve something tangible, it could be perceptual. They posit that “exchanges between people are not limited to material goods like money or resources, but they also include symbolic values like respect or prestige”. The goal of such an exchange should be to better the lives of those involved. Holthausen (2013) captured it thus, whether the resources being exchanged are tangible or not, it must be between two parties, or groups, with the goal of improving, sustaining or terminating relations or relationship.

The principle of reciprocity and interrelationship between and amongst organizational member captures the tenets of SET properly. This was captured by Hopkins (2002) who states that SET is used to study the various levels and aspects of employee reciprocity in firms. Furthermore, Nammir, et al. (2012) opine that it is best understood as a frame for expounding exchanges of resources, in market conditions which are imperfect, between two parties or a network via a social process. Here, reciprocity captures the act of people feeling compelled to return a favour or act in a similarly way as someone. That is, people that are treated well in organizations feel compelled to also give back to the organization. This was succinctly encapsulated in what Cropanzano & Mitchell (2005) said as they opine that reciprocal interdependence emphasizes contingent interpersonal transactions, whereby, an action by one party leads to a reaction by another. On his part, Gergen (1969) point out that if a person supplies a benefit, the receiving party should respond in kind.

There is an atom of mutual relationship with social exchanges. In a completely interdependent system, all sub-criteria of the systems are mutually related, directly or indirectly (Yang, et al. 2008). Thus, human beings are attuned and mutually dependent on each other in relations amongst each other, where "gestures of goodwill" are exchanged amid employees with the organization and flanked by subordinates and their supervisors, when particular action warrants reciprocity. According to Helm, et al, (2006), the basic assumption of the theory is that human beings strive for a positive outcome when considering rewards and costs of a relationship. Furthermore, humans are rational beings; hence, they will attempt to control their environments to achieve specific objectives, in order to aim for a maximization of their own benefits (Gardner, et al, 1995). The SET starts with the premise that humans interact in social behaviour in order to make the most of benefits and diminish costs, which then leads to a positive result (Hutchison &

Charlesworth, 2003). The central message is that people weigh the pros and cons before making a decision. In economics, individuals can decide between costs and benefits before approving in an exchange (Okyere-Kwakye, et al, 2012).

The point of juncture connecting this theory and the study is the point of humans being rational and the point of the theory proposition reciprocity as its main tenet. Hence, perceived good environment based on the assumptions of the theory will lead to behaviours that are above the required formal tasks which is termed OCB. That is, when employees perceive that the support they are receiving from the firm is good, they would be obliged to show civic virtue. Also, when they see that the institutions and her management are just in their rewards and processes, they would have no option than to exhibit conscientiousness in the universities. Similarly, when the institutions actively seek to develop the career of their staff, then the staff would want to pay back by being altruistic. Same also goes to when the employees recognize that the teamwork is for their own benefit, that there is no unhealthy rivalry and bickering, then they will exhibit sportsmanship behaviour. All these will help the universities to perform better.

### *2.3. Empirical Literature*

Nawawi, et al. (2022) analyzes the relationship of organizational citizenship behavior to the organizational climate among secondary school teachers in the state of Kelantan. The respondents for this study consisted of 422 teachers from secondary schools in the state of Kelantan. Data analysis was conducted using Descriptive Mean Test, t-Test, and One-Way ANOVA, and correlation values were analyzed using AMOS 23.0 software. The findings of the study found that there is a strong relationship between organizational citizenship behaviour with organizational climate. Harmius, et al. (2021) did a study to evaluate the effect of organizational climate with organizational commitment on organizational citizenship behaviour (OCB) in addition to its effect on employee performance. The population was all employees of Pidie Jaya regional secretariat office as one of the government institutions in Pidie Jaya district, Indonesia. Structural Equation Modelling (SEM) was used to examine the consequence of all the variables. The result showed that organizational climate affects organizational citizenship behaviour.

Almaqableh, et al. (2021) determined the computerized organizational climate (OC) and their relationship to civilizing the organizational citizenship behaviour with motivation as intervene of the employees of the Jordanian telecommunication companies. A questionnaire was organized and created to congregate data and determine the study variables in order to meet the study's objectives. SmartPLS (3.3.2) was used. 350 randomly selected respondents from three major telecommunication companies in Jordan were given the self-administered questionnaire. The study found the following direct effects are positive and significant namely, OC on OCB ( $\beta=0.484$ ;  $P = 0.000$ ), OC on motivation ( $\beta=0.852$ ;  $P = 0.000$ ), and motivation on OCB ( $\beta=0.383$ ;  $P = 0.013$ ). Fahim & Asadollahi (2021) examine the relationship among organizational climate with organizational citizenship behaviour of sports coaches in the Basij areas of Mashhad. The method is descriptive survey and data collection was done in the field. The results of this research stated that there is a positive and significant relationship amid organizational climate and its components (except the distance component) with the organizational citizenship behaviour of sports coaches in Basij areas of Mashhad and this relationship and level of

significance in the team spirit component was more than other components of organizational climate.

Shahnavazi, et al. (2021) examined the effect of perceived organizational climate on the performance of nurses in private hospitals. A descriptive survey design was employed. The population of the study is 112 nurses working in the pediatric ward of private hospitals in Rasht, including Golsar, Pars, Ghaem and Aria hospitals. The study found that there is a relationship between perceived organizational climate and nurses' job performance was statistically significant. Soetjipto, et al. (2021) analyzed the effect of organizational climate, organizational nationality behaviour and transformational leadership as an area that are foreseen to increase job satisfaction along with work morale. In examining the simulating consequences, the findings expressed that there were significant effects of organizational climate on work morale throughout job satisfaction ( $t=2.492$ ;  $p=0.015<0.05$ ), organizational citizenship behaviour on work morale with job satisfaction interventions ( $t=2.311$ ;  $p=0.023<0.05$ ). Isik (2021) investigated the factors distressing the organizational citizenship behaviour (OCB) of English teachers in Turkish state high schools contained by the framework of job satisfaction, emotional commitment, and demographic factors. The findings revealed that the English teachers' job satisfaction, emotional commitment, and OCB levels were above average. Moreover, job satisfaction and emotional commitment predicted OCB. No significant association was experienced among demographic factors and OCB. The findings observed a positive correlation among demographic factors with job satisfaction, as well as between demographic factors and emotional commitment.

Al-Zoubi & Alfandi (2021) examined the dimensions of Organizational Climate on employee's creativity in Jordanian Hotels. The study objective was to develop and test a conceptual framework which linked the creativeness of employees with four organizational climatic factors: the structure, obligation, rewards, and support, as well as the connection between creativity of employees and performance of employees. 432 employees in 18 luxury hotels in Jordan collected data. The quantitative study was all ears on an empirical exploratory factor, a basic linear regression analysis and the validity of the CFA factor solution. The outcome viewed that the affiliation within employee creativity and employee success affects the creativity of workers through different organizational factors. Nabilla & Riyanto (2020) measured and analyzed the impact of job satisfaction, perceived organizational support (POS), and organizational climate through OCB of the employee on employees in an outsourcing company Jakarta. The finding of was job satisfaction, POS, and organizational climate variables have important correlation to OCB. The research revealed the most variable that influencing OCB was job satisfaction.

Okoli (2018) examined the relationship within organizational climate and job satisfaction among academic staff in selected private universities in Southeast, Nigeria. The results revealed that there is a positive significant correlation among organizational climate with job satisfaction. The results further revealed that there is a significant relationship between the organizational climate dimensions (leadership style and academic freedom) with job satisfaction dimensions (satisfaction with administrative support and satisfaction with working conditions). Vasudevan & Iqbal (2018) determined whether there is a relationship among each of the three dimensions of organizational climate (supervisory support, autonomy, and goal direction), Organizational Citizenship Behaviour-Individual with Organizational Citizenship Behaviour-Organizational on

a non-supervisory staff of Bank Simpanan Nasional in Malaysia. This research exposed a significant association between organizational climate and organizational citizenship behaviour of non-supervisory employees of Bank Simpanan Nasional in Malaysia. The hypotheses exposed a significant positive association linking 2nd order construct of organizational climate and organizational citizenship behaviour. This study suggested that all banks' need to exhibit a positive organizational climate within employee's to increase organizational citizenship behaviour.

Dargahi (2016) inspect the relationship between organizational climate and organizational citizenship behaviours within employees of Tehran University of Medical Sciences. Between organizational climate and organizational citizenship behaviour and all its dimensions and there is a significant optimistic relationship. The organizational climate as much as 14% on organizational citizenship behaviour had an impact. The establishment of an appropriate climate and employee satisfaction on space and extra-role behaviour causes spontaneous organization of staff that will be ultimately can influence the accomplishment of an organization. Piotrowski, et al. (2020) determined the benefits of organizational climate, organizational support and citizenship behaviour in the Army; and how citizenship behaviours may be shaped in the Armed Forces. Findings showed that some of the OC parameters and POS, especially those coming from other soldiers were positively associated with OCB.

Pozveh & Karimi (2017) explore the relationship involving organizational climate and organizational citizenship behaviour (OCB) of the staff members in the Department of Education in Isfahan City. The research has been conducted through descriptive/correlation method. The findings of the research designate that there is a direct and significant relationship between organizational climate, its dimensions, and OCB. Of the dimensions of organizational climate, the goals of an organization, the role, rewards, procedures, and communications within an organization are able to forecast the OCB. The results of MANOVA suggest that there is a significant difference between the respondents' viewpoints about the organizational climate according to age and OCB according to education. Creating positive and good organizational climate requires a culture based on universal values, and employees can accept their work problems and their organizational citizenship behaviours are increased. Shbail & Shbail (2020) analysed the consequence of organizational climate on organizational citizenship behaviour (OCB), and the consequence of OCB on turnover intention. Strong organizational climate should be formed in Jordanian private universities since it improve and predict OCB. OCB will in turn cause turnover purpose to diminish among internal auditors.

Akanni & Ndubueze (2017) look into the relationship between organizational climate and organizational citizenship behaviour (OCB) between employees of preferred private companies in south-eastern Nigeria. It examined the relationship among each of the three dimensions of organizational climate (reflexivity, innovation and outward focus) and OCB. The research accomplished that organizational climate had a significant positive relationship with OCB within employees of private companies in Abia State. Mabekoje (2017) tested whether contextual factors of organizational climate and organizational health would significantly reckoning in teachers' organizational citizenship behaviour. Two hundred and seven (207) teachers randomly sampled from secondary schools in an education zone in Ogun State, Nigeria contribute in the



research. The study found that organizational climate and organizational health would significantly predict individual-based, organization-based and total organizational citizenship behaviour.

Obeng, et al. (2020) examined the moderating effect of perceived organizational support on the associations among organizational climate and organizational commitment, organizational commitment with employee performance. However, perceived organizational support had no moderation consequence on the relationship among organizational climate and organizational commitment. Damayanti & Dewi (2020) determined the effect of the organization, work motivation and organization justice on OCB. The research was conducted at the One-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia. The findings described the impact of organization climate, work motivation, and fairness of organizational variables was positive and significant on OCB.

Cek & Eyupoglu (2020) did a study to examine job satisfaction and organizational citizenship behaviour among teachers; and donate to the educational management prose by testing a model that binds the overall job satisfaction, intrinsic satisfaction, extrinsic satisfaction and organizational citizenship behaviour of high school teachers. The results show that teachers are more intrinsically fulfilled with their jobs when compared to extrinsic and overall job satisfaction, and that teachers exhibit a high degree of organizational citizenship deeds. The results further reveal that as hypothesized, teachers' job satisfaction (overall, intrinsic and extrinsic) positively influences organizational citizenship behaviour, and however intrinsic job satisfaction is the majority influential. Balyer & Özcan (2017) examined organizational climate at Primary Schools and its influences on Teachers Job Satisfaction. A descriptive quantitative study was carried out to discover if elements of organizational climate (structural, human resource, political, and symbolic frames) influence teachers' intrinsic and extrinsic job satisfaction. Results revealed that while male teachers perceive school environment more positively, female participants have higher intrinsic job satisfaction. While younger teachers distinguish all factors more positively, experienced teachers identify symbolic frame more positively.

#### *2.4. Gap in Knowledge*

A careful examination of related and previous studies revealed few empirical theoretical researches had been done in Nigeria that focused on educational institutions. Based on the literature review, it was discovered that some of the few studies conducted in Nigeria was done outside the Southeast geo-political region and the few that was done in the Southeast did not mention the sources of their measurement scale. They also failed to report the measurement scale validation process, if designed by them, which cast doubt on the potential of their measurement scale to measure what it was supposed to measure. There is also a lacuna in the proxies (variables) used in previous studies, as the independent variables (organizational support, organizational justice, career development, teamwork climate, and open communication climate) and dependent variable (civic virtue, conscientiousness, altruism, sportsmanship, and courtesy) applied in this study differ with those of previous studies. Furthermore, some of these empirical studies violated the assumption of regression analysis, which stated that all the variables should

be continuous. Nevertheless, the authors collected ordinal data using a five-point Likert scale. Based on these gaps identified, the study examined the effect of organizational climate on organizational citizenship behaviour among academic staff of private universities in Southeast Nigeria. The study also will employed validated psychometric scales that captured the two constructs adopted from previous research to ensure that the results from our study are valid for reliable prediction.

### **3. Research Method**

The study has employed survey research design for this study. This research design is appropriate for the study as it aids in defining and describing phenomena by advancing an academic argument through the development of a research query or procedures by data gathering and tabulation of the data based on its interaction or frequencies. The study population from which the sample was drawn for the study consists of fourteen private universities in Southeast Nigeria. The questionnaire was administered to the academic staff ranging from Professors, Readers, Senior lecturers, Lecturers I, Lecturers II, Assistant lecturers, and Graduate Assistants. The total number of academic staff in the selected private universities is 4654 (Researcher's Field Survey Report, 2022). The questionnaire was administered to the academic staff ranging from Professors, Readers, Senior lecturers, Lecturers I, Lecturers II, Assistant lecturers, and Graduate Assistants. The sample size of the study was determined using Krejcie and Morgan (1970) sample size determination formula to arrive at three hundred and fifty five (355) academic staff. A stratified random sampling technique was employed to determine the number of participants in each stratum. Stratified random sampling was used because of the nature of the population of the study and the behavioural pattern of the profession.

The questionnaire was the major tool for data collection. The questionnaire which is tagged 'Organizational climate and Organizational Citizenship Behaviour Questionnaire (OCOCBQ)' was in two sections. Section (A) has questions on respondents' demographic details while section (B) contains questions on the organizational climate variables and organizational citizenship behaviour variables examined in the study using the close-ended type of questions. More specifically, the organizational climate construct was measured on five dimensions (organizational support, organizational justice, career development, teamwork climate, and open communication climate) and the organizational citizenship behaviour construct consists of five dimensions (civic virtue, conscientiousness, altruism, sportsmanship, and courtesy). The respondents were asked to indicate their agreement with each item on a five-point scale, ranging from 'strongly agree' with a score of 5 to 'strongly disagree' which scores 1.

To test the validity of the instrument, the Principal Component Analysis and test for commonalities and Varimax Rotation using the Extraction method was employed. The factor analysis procedure was applied to validate the instrument because the set of variables analyzed in the factor analysis extends beyond test data and since it utilizes rating and other criteria measured along with other tests to explore the factorial composition of a particular test and so define the common traits it measures hence, usually preferred in most construct validation exercises. A Principal Component Analysis (PCA) was conducted on the 22 items of the organizational climate questionnaire using Orthogonal Rotation (varimax). Similarly, the 21

items of the organizational citizenship behaviour questionnaire were subjected to factor analysis using a principal component analysis (PCA). An initial analysis will be run to obtain each component in the data. All factor loadings below 3.00 will be eliminated.

The reliability of the measuring instrument was tested using Cronbach Alpha. The table below indicated alpha coefficients for organizational support, organizational justice, career development, teamwork climate, open communication, civic virtue, conscientiousness, altruism, sportsmanship, and courtesy as 0. 978, 0.979, 0. 988, 0.991, 0.981, 0.977, 0.971, 0.970, 0.976, and 0.990, respectively. The data collected was analyzed using a combination of descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis and regression analysis). Hypotheses will be tested at a 5% significance level.

Table 1: Reliability Test

Variable	Number of items	Cronbach’s Alpha
Organizational Support	4	0. 978
Organizational Justice	4	0.979
Career Development	4	0. 988
Teamwork Climate	4	0.991
Open Communication	6	0.981
Civic Virtue	4	0.977
Conscientiousness	4	0.971
Altruism	4	0.970
Sportsmanship	4	0.976
Courtesy	5	0.990

**4. Result and Discussions**

In all, 355 copies of questionnaires were administered to these selected private universities, and a total of 342 questionnaires were returned and appropriately filled. This represents a response rate of 96.34%. The respondents’ response rate is presented in Table 2 below.

Table 2: Percentage of Questionnaire Distributed & Returned

Copies of questionnaire administered	355
Copies of questionnaire returned	342
Response rate	96.34%

4.1 *Descriptive Statistics*

The demographic profile of sampled respondents, showing the sample distributions in terms of gender, age, appointment status, rank, and work experience of the respondents are reported in the table 3 below.

Table 3: Analysis of Demographic Distribution of Respondents

	Frequency	Percentage (%)
<b>Gender</b>		
Male	208	60.8
Female	134	39.2
<b>Total</b>	<b>342</b>	<b>100</b>
<b>Age</b>		
18 - 27 years	52	15.2
28 - 37 years	79	23.1
38 - 47 years	82	24.0
48 - 57 years	72	21.1
58 years and above	57	16.7
<b>Total</b>	<b>342</b>	<b>100</b>
<b>Appointment Status</b>		
Permanent	225	65.8
Contract	44	12.9
Part-time	73	21.3
<b>Total</b>	<b>342</b>	<b>100</b>
<b>Rank</b>		
Graduate Assistant	58	17.0
Assistant Lecturer	55	16.1
Lecturer 11	68	19.9
Lecturer 1	39	11.4
Senior Lecturer	46	13.5
Reader	46	13.5
Professor	30	8.8
<b>Total</b>	<b>342</b>	<b>100</b>
<b>Work Experience</b>		
1 - 3 years	153	44.7
4 - 6 years	72	21.1
7 - 10 years	63	18.4
Above 10 years	54	15.8
<b>Total</b>	<b>342</b>	<b>100</b>

Table 3 recorded participation of 208 (60.8%) males and 134 (39.2%) of females. The research also showed that young adult participants (aged 18 – 47 years) out-numbered older academics (aged 48 years and above). 225 (65.8%) were permanent staff, 44 (12.9%) were on contract, whereas 73 (21.3%) were part-time lecturers. 58 (17%) of the research participants were Graduate Assistants, 55 (16.1%) were Assistant Lecturers, 68 (19.9%) were Lecturer 11, 39 (11.4%) were Lecturer 1, 46 (13.5%) were Senior Lecturers, 46 (13.5%) were Readers, whereas 30 (8.8%) were Professors. The survey further showed that 153 (44.7%) had worked between 1 - 3 years, 72 (21.1%) had worked for 4 – 6 years, 63 (18.4%) had worked for 7 – 10 years, whereas 54 (15.8%) had worked for a minimum of ten years. These reports indicated that the respondents were knowledgeable enough to participate in the research.

#### 4.2 Test of Hypotheses

**Hypothesis One:** Organizational support does not significantly relate with civic virtue among academic staff of private universities in Southeast, Nigeria.

Table 4: Relationship between Organizational Support and Civic Virtue

		Organizational Support	Civic Virtue
Organizational Support	Pearson Correlation	1	.854**
	Sig. (2-tailed)		.000
	N	342	342
Civic Virtue	Pearson Correlation	.854**	1
	Sig. (2-tailed)	.000	
	N	342	342

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relationship between organizational support and civic virtue was investigated using Pearson product moment correlation coefficient. The result found a strong, positive correlation between organizational support and civic virtue among academic staff of private universities in Southeast, Nigeria,  $r = .85$ ,  $n = 342$ ,  $p < 0.01$ . Consequently, the null hypothesis was rejected. The result suggested that high level of organizational support was associated with higher civic virtue. It implies that high level of institutional support leads to greater level of civic virtue among private university lecturers. This suggests that academics would voluntarily and actively engage in providing lasting solutions to their university problems if they enjoyed the goodwill of their universities. The prior survey supported the result of this research (Harmius, et al., 2021; Piotrowski, et al., 2020; Obeng, et al., 2020; Nabilla and Riyanto, 2020); that perceived organizational support has recorded a positive, significant relationship with organizational citizenship behaviour in various work settings.



**Hypothesis Two:** There is no significant relationship between organizational justice and conscientiousness among academic staff of private universities in Southeast, Nigeria.

Table 5: Relationship between Organizational Justice and Conscientiousness

		Organizational Justice	Conscientiousness
Organizational Justice	Pearson Correlation	1	.958**
	Sig. (2-tailed)		.000
	N	342	342
Conscientiousness	Pearson Correlation	.958**	1
	Sig. (2-tailed)	.000	
	N	342	342

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The nature of relationship between organizational justice and conscientiousness was examined using Pearson product-moment correlation coefficient. The research indicated a strong, positive relationship between organizational justice and conscientiousness among academic staff of private universities in Southeast, Nigeria,  $r = .96$ ,  $n = 342$ ,  $p < 0.01$ . Thus, the null hypothesis was rejected. The research established that organizational justice has statistical, significant relationship with conscientiousness. This implies that high level of institutional justice leads to greater level of conscientiousness among private university lecturers. It explains that academics would do extra job and avoid personal gains if they enjoyed fair treatment from their university leadership. A similar result was reported by prior researchers (Damayanti and Dewi, 2020; Piotrowski, et al., 2020). For instance, Damayanti and Dewi (2020) ascertained the influence of fairness on organizational citizenship behaviour in a service and capital investment company, Gianyar Regency, Bali Province, Indonesia. In addition, Piotrowski, et al., (2020) determined a significant statistical relationship between organizational climate and perceived organizational support in the Polish Army.

**Hypothesis Three:** Career development does not significantly influence altruism among academic staff of private universities in Southeast, Nigeria.

Table 6: The Extent to which Career development influence Altruism

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		15.454			.000
Career Development	.985	103.532	.969	10718.950	.000

Dependent Variable: Altruism

The influence of career development on altruism was examined using linear regression. The result established that career development exerts significant statistical influence on altruism

among academic staff of private universities in Southeast, Nigeria ( $\beta = 0.99$ ,  $t = 103.53$ ,  $r^2 = .969$ ,  $F = 10718.950$ ,  $p < .01$ ). Thus, the null hypothesis was rejected. This research indicated that career development was an important predictor of altruism among private university staff in Southeast, Nigeria. The result suggested that 97% change in altruism among academic staff was associated with proportionate change in their career development. It implies that academics who have achieved greater career development would likely offer greater level of assistance to co-workers in their workplace. Therefore, academics who had benefitted from the university career development programmes would reciprocate by assisting colleagues in work-related issues. This result was in line with previous studies (Cek and Eyupoglu, 2020; Balyer and Özcan, 2017). For example, Cek and Eyupoglu (2020) reported that teachers were more intrinsically satisfied with their jobs when compared to extrinsic and overall job satisfaction and that the teachers displayed a high level of organizational citizenship behaviour.

**Hypothesis Four:** Teamwork climate has no significant influence on sportsmanship among academic staff of private universities in Southeast, Nigeria.

Table 7: The Extent to which Teamwork Climate influence Sportsmanship

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		9.176			.000
Teamwork Climate	.979	89.001	.959	7921.217	.000

Dependent Variable: Sportsmanship

The influence of teamwork climate on sportsmanship was investigated using linear regression. The result found that teamwork climate exerts high statistical, significant influence on sportsmanship among academic staff of private universities in Southeast, Nigeria ( $\beta = 0.98$ ,  $t = 89.00$ ,  $r^2 = .959$ ,  $F = 7921.217$ ,  $p < .01$ ). Therefore, the null hypothesis was rejected. The research indicated that teamwork climate results to the spirit of sportsmanship among academic staff of private universities in Southeast, Nigeria. It is vital to note that 96% change in the spirit of sportsmanship was related to proportionate change in the teamwork climate among academic staff of private universities in Southeast, Nigeria. Teamwork climate increases the spirit of sportsmanship more than when it is lacking among academics in private universities. This explains that academic staff of private universities would often show high level of tolerance as long as they engage in collaborative works. Many past studies reported related findings (Almaqableh, et al., 2021; Fahim and Asadollahi, 2021; Harmius, et al., 2021; Nugroho, et al., 2020; Nabilla and Riyanto, 2020). For instance, research established that teamwork climate had a positive significant influence on organizational citizenship behaviour across industries and cultures.

**Hypothesis Five:** Open communication climate does not significantly influence employee commitment among academic staff of private universities in Southeast, Nigeria.

Table 8: The Extent to which Open Communication Climate influence Courtesy

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		5.077			.000
Open Communication Climate	.425	8.655	.181	74.904	.000

Dependent Variable: Courtesy

The influence of the open climate on courtesy was examined using linear regression. The result ascertained a positive, statistical influence of open communication climate on courtesy among academic staff of private universities in Southeast, Nigeria ( $\beta = 0.43$ ,  $t = 8.66$ ,  $r^2 = .181$ ,  $F = 74.904$ ,  $p < .01$ ). Hence, the null hypothesis was rejected. The research specified that an open communication climate exerted a minimal level of influence on courtesy among academic staff of private universities in Southeast, Nigeria. For example, an 18% change in courtesy was associated with a proportionate change in the open communication climate among academic staff of private universities in Southeast, Nigeria. Greater effective communication results in a higher level of courtesy and vice versa. Academic staff would stay committed and loyal to their universities if there were trust, openness, information adequacy, and participative management in the work area. The result was in line with those of Işık (2021), Obeng, et al. (2020), and Gheisari & Salajeghe (2014); which showed that emotional commitment was statistically related to organizational citizenship behaviour. Obeng, et al. (2020) reported that perceived organizational support significantly correlated with organizational commitment.

## 5. Conclusion

The study concluded that organizational climate (OC) has a significant positive relationship with organizational citizenship behaviour (OCB) among academics in private universities studied in Southeast, Nigeria. Therefore, the success of an institution is dependent upon the effective management of organizational climate, as one important path to this success is employee's citizenship behaviour. Private university academics that enjoyed organizational support tend to actively participate in the university welfare more than those who had not enjoyed similar benefit. Academics that enjoyed fair treatment would often do extra job and avoid personal gains more than those who were denied justice.

1. On the basis of the conclusion, the following recommendations were made:
2. Private universities should provide staff health insurance to encourage their active participation in the university sustainable development.
3. Equity and fairness should be entrenched during appointments and promotions so as to reduce incidence of service sabotage among academic staff of private universities.

4. Private universities should develop annual budget to partially or fully finance academic conferences and workshops in order to improve staff capacity.
5. Private universities should score collaborative works more than individual outputs in order to encourage teamwork among academic staff.
6. Efforts should be made to provide accurate, adequate, and timely information to academics so as to encourage active engagement.

The study provided valuable ideas, model, facts and figures that can be used by academics, university administrators, management practitioners and consultants in understanding the relationships and the various dimensions between organizational climate and organizational citizenship behaviour variables. This study was able to isolate the link between each component of organizational climate and each component of organizational citizenship behaviour. This made it possible to know where attention needs to be directed. Most studies emphasised global and composite organizational citizenship behaviour which obscures the specific areas for administrative attention. The study also provided insight into organizational factors that would likely impinge on organizational citizenship behaviour in a privatized environment using the selected universities as sample area.

## **Reference**

- Acaray, A., & Akturan, A. (2015). The relationship between organizational citizenship behaviour and organizational silence. *Procedia-Social and Behavioural Sciences*, 207, 472-482.
- Adani, N.I., Nwosu, K.C. & Okoli, I.E.N. (2022). Influence of Professional Career Development and Teamwork on Employee Job Satisfaction: Evidence from Private Universities in Nigeria. *Journal La Bisecoman*, 3(3), 80-95. DOI: 10.37899/journallabisecoman.v3i3.649.
- Adeniji, A.A. (2011). *Organizational Climate and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria*. Published PhD. Thesis, Covenant University, Ota, Ogun State.
- Afzal, K. (2020). Organizational citizenship behaviour-An extra role behaviour. *The International Journal of Indian Psychology*, 8(3), 351-356.
- Agba, A.M.O, Nkpoyen, F., & Ushie, E.M. (2010). Career development and employee commitment in industrial organizations in Calabar, Nigeria. *American Journal of Scientific and Industrial Research*, 1(2), 105-114.
- Ajadi, T.O. (2010). Private Universities in Nigeria – The Challenges Ahead. *American Journal of Scientific Research*, 7, 15-24.
- Akanni, A.A & Ndubueze, K.I. (2017). Organizational Climate and Organizational Citizenship Behaviour of Employees in Selected Private Companies in South-East, Nigeria. *The Australasian Journal of Organizational Psychology*; Cambridge. 10. DOI:10.1017/orp.2017.5.

- Akturan, A., & Çekmecelioglu, H.G. (2016). The effects of knowledge sharing and organizational citizenship behaviours on creative behaviours in educational institutions. *Procedia-Social and Behavioural Sciences*, 235, 342-350.
- Ali, M., Lei, S., & Wei, X.Y. (2018). The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks. *Journal of Innovation & Knowledge*, 3(3), 115-122.
- Allen, D.K. (2003). Organizational climate and strategic change in higher education: Organizational insecurity. *Higher Education*, 46 (1), 61–92.
- Almaqableh, A., Omar, K., Ahmad, A., Herachwati, N., & Hazriyanto (2021). The mediating role of motivation between organizational climate and organizational citizenship behaviour in the Jordanian telecommunication companies. *Academy of Entrepreneurship Journal*, 27(6), 1-10.
- Al-Zoubi, M.I., & Alfandi, A.M. (2021). Examining the Dimensions of Organizational Climate on Employee's creativity in Jordanian Hotels. *Journal of Contemporary Issues in Business and Government*, 27(2), 1013-1020.
- Armstrong M. (2001). *Human Resource Management Practice: Handbook*, 8<sup>th</sup> Ed. London: Kegan Page Ltd.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*, London: Kogan Page Limited.
- Balogun, S.K., Ojedokun, O., & Owoade, O.A. (2011). Influence of perceived organizational justice on performance of organizational citizenship behaviour among employees of a Nigerian organization. *International Review of Business and Social Sciences*, 1(2), 1-16.
- Balyer, A., & Özcan, K. (2017). Organizational Climate at Primary Schools and Its Influences on Teachers Job Satisfaction. *Kastamonu Education Journal*, 25(5), 1737-1752.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley.
- Cek, K., & Eyupoglu, S. (2020). Does a job satisfaction and organizational citizenship behaviour relationship exist among teachers? *South African Journal of Education*, 40(2), 1-12.
- Chiang, C.F., & Hsieh, T.S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour. *International Journal of Hospitality Management* 31, 180-190.
- Christiansen, B., & Chandan, H.C. (2017). *Handbook of Research on Human Factors in Contemporary Workforce Development*. IGI Global.
- Cropanzano, R., & Mitchell, M. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900.
- Damayanti, D., & Dewi, G.A. (2020). The influence of organization climate, work motivation, and organization justice on organizational citizenship behaviour employee's investment



- and one-door integrated service. *American Journal of Humanities and Social Sciences Research*, 4(11), 129-136.
- Dargahi, H. (2016). Investigation of Relationship between organizational climate and organizational citizenship behaviour among the employees of Tehran University of Medical Sciences. *Journal of healthcare management*, 7(1), 45-56.
- David D., Martha C., & Neil S. (2007). Mentoring, supervisor support, and perceived organizational support: what matters most? *Leadership & Organization Development Journal*, 29(3), 235-247.
- Dimitriades, Zoe. (2007). The influence of service climate and job involvement on customer oriented organizational citizenship behavior in Greek service 54 organizations: A survey. *Employee Relations*, 29. 469-491. Doi: 10.1108/01425450710776290.
- Emerson, R.M. (1976). Social Exchange Theory. *Annual Review of Sociology*. 2: 335-362.
- Fahim D.H., & Asadollahi, E. (2021). Investigating the Relationship between Organizational Climate and Organizational Citizenship Behavior of Sports Coaches in Basij Areas of Mashhad. *Sport Science and Battle Ability*, 1(2), 1-9.
- Fajana, S. (2002). *Human Resource Management: An Introduction*. Lagos: Labofin and Company.
- Farooqui, M.R. (2012). Measuring Organizational Citizenship Behaviour (OCB) as a Consequence of Organizational Climate (OC). *Asian Journal of Business Management* 4(3), 294-302.
- Fauziah, N., Safiah, O., Syakirarohan, S., & Shukriah, I. (2010). Organizational Climate and Its Influence on Organizational Commitment. *International Business & Economics Research Journal*, 9(2), 1-9.
- Gabriel, J.M.O. (2015). *Organizational citizenship behaviour (OCB) and corporate resilience in the domestic aviation sector in Nigeria*. Unpublished doctoral dissertation, Rivers state University of Science and Technology.
- Gardner, L.A., Paul, R.J., & Patel, N.V. (1995). *Moving beyond the fixed point theorem with tailorable information systems*. Paper presented at the G. Doukidis, B. Galliers, T. Jelassi, H. Krcmar, & F. Land, Proceedings of the 3rd European conference on information systems.
- Gerber, F.J. (2003). *Die involved van organizational climate op works motivation* (The influence of organizational climate on work motivation). Unpublished MComm dissertation, University of South Africa, Pretoria.
- Gergen, K.J. (1969). *The Psychology of Behavioural Exchange*. Reading, MA: Addison-Wesley.
- Glission, C., & James, L.R. (2002). The cross-level effects of culture and climate in human service teams, *Journal of Organizational Behaviour*, 23(6), 767–794.

- Haritha, K., & Subrahmanyam, S.E.V. (2013). Organizational Climate: An Empirical Investigation In PennaCement Industries Limited (PCIL). *International Journal of Business and Management Invention*, 2(12) 12-20.
- Harmius, Yunus, S., & Musnadi, S. (2021). The effect of organizational climate and organizational commitment on organizational citizenship behaviour and its impact on employee performance at Pidie Jaya regional secretariat office. *International Journal of Business Management and Economic Review*, 4(2) 75-91.
- Haryono, S., Ambarwati, Y.I., & Saad, M.S.M. (2019). Do organizational climate and organizational justice enhance job performance through job satisfaction? A study of Indonesian employees. *Academy of Strategic Management Journal*, 18(1), 1-6.
- Helm, S., Rolfes, L., & Günter, B. (2006). Suppliers' willingness to end unprofitable customer relationships: An exploratory investigation in the German mechanical engineering sector. *European Journal of Marketing*, 40(3-4), 366-383.
- Holthausen, J. (2013). *Scientific review of the Social Exchange Theory and its contribution to solving purchasers' decision making issues*. 1stIBA Bachelor Thesis Conference, Enschede, The Netherlands. University of Twente, Faculty of Management and Governance.
- Homans, G.C. (1958). Social Behaviour as Exchange. *American Journal of Sociology*, 597-606.
- Hutchison, E.D., & Charlesworth, L.W. (2003). Theoretical perspectives on human behaviour. Hutchison (Ed.), *Dimensions of Human Behaviour: Person and Environment*, 2, 46-88.
- Ibukunoluwa, O.E., Anuoluwapo, A.G., & Agbude, G.A. (2015). Benefits of Organizational Citizenship Behaviours for Individual Employees. *Covenant International Journal of Psychology*, 1(1).
- Idumange, J., & Major, B.N. (2005). Privatization of University Education: "Implications for Quality Control". *Journal of Qualitative Education*, 1(2) 158.
- Igbinomwanhia, O.R., & Akinmayowa, J.T. (2014). The determinants of citizenship behaviour in Nigerian Organizations. *European Journal of Business & Management*, 6(35), 155-167.
- Işık, A. (2021). Factors Affecting the Organizational Citizenship Behaviour of English Language Teachers. *English Teaching*, 76(1), 125-151.
- James, L.R., Choi, C. C., Ko, C.-H. E., McNeil, P. K., Minton, M. K., Wright, M. A., & Kim, K.-i. (2008). Organizational and psychological climate: A review of theory and research. *European Journal of Work and Organizational Psychology*, 17(1), 5-32.
- Jianwei, Z. (2010). Organizational Climate and its Effects on Organizational Variables: An Empirical Study. Published by Canadian Centre of Science and Education. *International Journal of Psychological Studies*, 2(2).
- Kandeepan, V. (2016). Organizational citizenship behaviour of non-academic staff members in the university system of Sri Lanka: A case study in university of Jaffna. *International Journal of Information Research and Review*, 3(1), 1710-1716.

- Mabekoje, S.O. (2017). Effects of Organizational Climate and Health on Teachers' Organizational Citizenship Behaviour. *Research on Humanities and Social Sciences*, 7(12), 11-21.
- Manuaba, I.B.P., Sujana, I.W., & Widnyana, I.W. (2020). Influence of Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variable at Denpasar National Polytechnic. *International Journal of Contemporary Research and Review*, 11(01), 21718-21728. <https://doi.org/10.15520/ijcrr.v11i01.782>.
- Mba, O.A. (2015). Teamwork and Employee Performance in the Bonny Nigeria Liquefied Natural Gas Plant. *Strategic Management Quarterly December*, 3(4), 39-60.
- McMurray, A.J. (2003). The relationship between organizational climate and organizational culture. *Journal of American Academy of Business*, 3(1/2), 1-8.
- Meniado, J.C. (2020). Organizational Citizenship Behaviour and Emotional Intelligence of EFL Teachers in Saudi Arabia: Implications to Teaching Performance and Institutional Effectiveness. *Arab World English Journal*, 11(4)3-14.
- Monanu, O.G, Okoli, I.E., Ezeliora, M. & Okeke, P.A. (2014). Organizational Justice and Citizenship Behaviour among Academic Staff of Selected Private Universities in Southeast, Nigeria. *Journal of Economics and Sustainable Development*, 5 (21): 12-23.
- Muthuraman, S., & Al-Haziazi, M. (2017). Examining the Factors of Organizational Citizenship Behavior with Reference to Corporate Sectors in Sultanate of Oman. *International Review of Management and Marketing*, 7(1), 413-422.
- Nabilla, A., & Riyanto, S. (2020). The Effect of Job Satisfaction, Perceived Organizational Support, and Organizational Climate with Organizational Citizenship Behaviour in PT XYZ's Employee. *Saudi Journal of Humanities and Social Sciences*, 5(8), 438-441
- Nadim, M., Hassan, M.M., Abbas, S., & Naveed, A. (2016). The role of organizational commitment and perceived organizational support in promoting organizational citizenship behaviour. *International Journal of Social Sciences*, 2(3).
- Nammir, D.S.S., Marane, B.M.R., & Ali, A.M. (2012). Determine the Role of Customer Engagement on Relationship Quality and Relationship Performance. *European Journal of Business and Management*, 4(11), 27-36.
- Nawawi, A.M., Othman, M.K., & Yusoff, M.R. (2022). Relationship between Organizational Citizenship Behavior to Organizational Climate among Teachers in the State of Kelantan. *International Journal of Education, Psychology and Counseling*, 7(47), 206-220. DOI: 10.35631/IJEP.747020.
- Neeraja, B., & Pathak, B.K. (2020). Influence of organizational climate on job satisfaction and commitment of employees in innovative small-scale business. *Journal of Contemporary Issues in Business and Government*, 26(2), 756-763.

- Nugroho, A., Nurulita, E., & Sihite, D.J. (2020). How work satisfaction and organization climate influence organizational citizenship behaviour. *Journal Ilmiah Manajemen*, 10(3), 427-438.
- Obeng, A.F., Quansah, P.E., Cobbinah, E., & Danso, S. (2020). Organizational Climate and Employee Performance: Examining the Mediating Role of Organizational Commitment and Moderating Role of Perceived Organizational Support. *International Journal of Human Resource Studies*, 10(3), 224-247.
- Ojebola, O.O., Osibanjo, A.O., Adeniji, A.A., Salau, O.P., & Falola, H.O. (2020). Organizational citizenship behaviour and its influence on manufacturing firm's survival in Nigeria: A systematic review. *Academy of Strategic Management Journal*, 19(1), 2-14.
- Okoli, I.E. (2018). Organizational Climate and Job Satisfaction among Academic Staff: Experience from Selected Private Universities in Southeast Nigeria. *International Journal of Research in Business Studies and Management*, 5(12), 36-48.
- Okoli, I.E.N., Nnabuife, E.K., Adani, I.N., & Ugbo E.I. (2021), Transformational Leadership and Organizational Success: Evidence from Tertiary Institutions. *Journal of Economics and Business*, 4(1), 170-182.
- Okyere-Kwakye, E., Nor, K.M., & Ologbo, A. (2012). Factors That Impel Individuals' To Share Knowledge. In Knowledge Management International Conference (KMICE) (Vol. 2012, pp. 4-6).
- Oladipupo, L. (2016). The influence of perceived occupational stress on the organizational citizenship behaviour of bankers in Ikeja, Lagos State. *European Scientific Journal*, 12(17).
- Organ, D.W. (1988). O.C.B. The Good Soldier Syndrome. Lexington Books: Lexington, MA.
- Organ, D.W. (1997). Organizational citizenship behaviour: It's construct clean-up time. *Hum. Perform.*, 10:85-97. [https://doi.org/10.1207/s15327043hup1002\\_2](https://doi.org/10.1207/s15327043hup1002_2).
- Organ, D.W. (2018). Organizational citizenship behaviour: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behaviour*, 80, 295-306.
- Özdemir, Y., & Ergun, S. (2015). The relationship between organizational socialization and organizational citizenship behaviour: the mediating role of person-environment fit. *Procedia-Social and Behavioural Sciences*, 207, 432-443.
- Pickford, H.C., & Joy, G. (2016). Organizational citizenship behaviours: Definitions and dimensions. Said Business School WP 2016-31. <https://dx.doi.org/10.2139/ssrn.2893021>.
- Piotrowski, B., Rawat, & Deshpande (2020). Organizational climate, organizational support and citizenship behaviour in the army. *Scientific Journal of the Military University of Land Forces*, 52(3/197), 698-713.
- Podsakoff, N.P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit- level organizational citizenship behaviours: A review and

- recommendations for future research [Special issue]. *Journal of Organizational Behaviour*, 35(S1), 87–119.
- Podsakoff, P.M., Mackenzie, S.B., Paine, J.B., Bachrach, D.G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3): 513–563.
- Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors, *Leadership Quarterly*, 1(2) 107-142.
- Pozveh, A.Z. & Karimi, F. (2017). The relationship between organizational climate and organizational citizenship behaviours of the staff members in the Department of Education in Isfahan city. *International Journal of Educational Psychological Researches*, 3:53-60.
- Rotundo, M., & Sackett, P.R. (2002). The relative importance of task, citizenship and counterproductive performance to global ratings of job performance: *A policy-capturing approach*. *Journal of Applied Psychology*, 87: 66-80.
- Sharma, V., & Jain, S. (2014). A Scale for Measuring Organizational Citizenship Behavior in Manufacturing Sector. *Pacific Business Review International*, 6(8), 57–62.
- Shbail, M & Shbail, A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters*, 10(16), 3749-3756.
- Soetjijptoa, N., Priyohadib, N., Sulastria, S., & Riswanto, A. (2021). The effect of company climate, organization citizenship behaviour, and transformational leadership on work morale through employee job satisfaction. *Management Science Letters* 11(2021), 1197–1204.
- Sridhar, A., & Thiruvankadam, T. (2014). Impact of Employee Engagement on Organization Citizenship Behaviour. *BVIMSR's Journal of Management Research*, 6(2), 147–155.
- Subramani, N., Akbar, J., Gaur, M., & Vinodh, N. (2015). Impact of organizational climate on organizational citizenship behaviour with respect to automotive industries at Ambattur industrial estate, Chennai. *International Journal of Applied Business and Economics Research*, 13(8), 6391-6408.
- Tabibnia, G., Satpute, A.B., & Lieberman, M.D. (2008). The sunny side of fairness: Preference for fairness activates reward circuitry (and disregarding unfairness activates self-control circuitry). *Psychological Science*, 19, 339-347.
- Vasudevan, L., & Iqbal, A. (2018). Relationship between organizational climate and citizenship behaviour of the non-supervisory staff in Bank Simpanan Nasional, Malaysia. *International Journal of Human Capital in Urban Management*, 3(4), 287-302. doi: 10.22034/IJHCUM.2018.04.03.



Widayati, C.C., & Gunarto, W. (2017). The Effects of Transformational Leadership and Organizational Climate on Employee's Performance. *Journal of Economic & Management Perspectives*, 11(4), 499-505.

Wirawan, N. (2007). *Organizational Culture and Climate* (Indonesian). Jakarta: Salemba Empat.

Yang, J.L., Chiu, H.N., Tzeng, G., & Yeh, R.H. (2008). Vendor selection by integrated fuzzy MCDM techniques with independent and interdependent relationships. *Information Sciences*, 178(21), 4166-4183.

### **Copyrights**

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)