



## JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF ACADEMIC STAFF IN FEDERAL POLYTECHNIC, OKO, ANAMBRA STATE, NIGERIA

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**ABSTRACT:** *The pattern in which work is structured plays a significant role in deciding how motivated, satisfied and committed an employee will be. The workers at the polytechnic are not left out of this continuous and repetitive approach in carrying out their daily routines. The study was centred on examining the relationship between job satisfaction and organizational citizenship behaviour, with a view to proffering strategies to Nigerian polytechnics on the acceptability and adoptability of job satisfaction initiative. The specific objectives are to examine the relationships between employees' skill variety and employees' altruism, and employees' commitment and employees' conscientiousness. The study was anchored on Job Characteristics Theory. The study adopted the descriptive survey research design. The population comprises 120 academic staff of the School of Business Studies in Federal Polytechnic, Oko. Data were collected through the use of a five-point likert style questionnaire. With the aid of IBM SPSS version 25, Spearman correlation was employed to test the hypotheses, while One sample test model was applied to determine the level of significance between the independent and dependent variables. From the test of hypotheses, the first finding of the study revealed that skill variety had a significant positive relationship with employees' altruism ( $t$ -value of 66.715 and  $p$ -value = 0.000\*\* at 0.05 level of significance and low positive value of  $r = 0.338$ ), and the second test revealed that employee commitment had a significant positive relationship with employees' conscientiousness ( $t$ -value of 65.591 and  $p$ -value of 0.000\*\* at 0.05 level of significance and a moderate positive correlation value of  $r = 0.638$ ) of the polytechnic. The study recommended that the management of the polytechnic should invest in training programmes for their employees to improve their skill variety on their job for sustainable organizational citizenship behavior, and reward employees who possess the act of conscientiousness in the workplace so as to increase their commitment to the organizations.*

**KEYWORDS:** Job Satisfaction, Organizational Citizenship Behaviour, Skill Variety, Commitment, Altruism, Conscientiousness.



## INTRODUCTION

Job satisfaction is the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, organizational policies, and the impact of their job on employees' personal lives. According to Azeez (2016), the scientific management school of thought has ruined the worker's job, rendering it repetitive, meaningless, and devoid of any rigors. As a result, the worker has become ingrained in the machine culture. Employees are being driven away from their positions as their human potential is not being properly used in such circumstances. According to Azeez (2016), organizations must adapt to trends like rapid product and technological change, global market competition, and climate change in order to serve the economy. This necessitates a greater awareness of the need for businesses to be viable, reactive, proactive, adaptable, and innovative in order to respond to subtle changes in the business environment that may occur from time to time.

According to Sanda, Asikhia, and Magaji (2015), a severe human relations issue is being caused by the growing alienation of employees from their workplaces. By rotating jobs on a regular basis to offer variety, a small number of firms have attempted to address the issue of excessive job specialization. However, this has not shown to be a sufficient solution to lessen work boredom and monotony (Akpa, 2013). According to Sanda et al. (2015), the issue of work is also one of human behavior and attitude.

According to Patki, Sairaj, Abhyankar, and Shobhana (2016), an employee who exhibits good citizenship behavior makes a significant contribution to the development of his company. He acts and behaves in accordance with corporate goals. Therefore, a successful company needs individuals who go above and beyond the call of duty (Robins, Judge & Vohra, 2017). According to the aforementioned claims regarding OCB, Tamunomiebi and Onah (2019) proposed the five-dimensional model, which Gabriel (2015) also refers to as the "big five components" and lists them as courtesy, civic virtue, altruism, sportsmanship and conscientiousness.

The manner in which a task is organized has an effect on how motivated, content, and devoted an employee will be. The employees at Federal Polytechnic Oko also use this ongoing, repeated technique to carry out their daily tasks. According to several studies, routine, tedious, repetitive, and unrewarding jobs combined with an overly regulated authority structure often result in extremely disgruntled, bored, and demotivated personnel. By granting employees the freedom to make decisions and take charge of their task so as to enhance better performance at work, job enrichment has helped to reduce these de-motivating influences (Lee, Kim & Kim, 2013).

### Statement of Problem

The application of a person's diverse abilities and skills in the performance of job duties increases the significance of the work. The employee engages in physical work tasks that test his abilities and call for the exertion of effort and energy while utilizing a variety of talents (Ade-Adeniji, 2022). According to Saleem, Shaheen and Saleem (2012), some positions are enhanced to encourage people by increasing their responsibilities and necessitating a wider range of skill sets. The purpose of enrichment is to inspire employees by allowing them to use a variety of their skills; this is accomplished by providing them greater responsibilities and



variety in their work. In Nigerian polytechnics, skill varieties are encouraged due to the bureaucratic system that is adopted and these most of the time lower the morale of the employees.

According to studies, some employers of labour still hold the view that there is no need to enrich their employees' work as long as it can be used to generate revenue (Sanda et al., 2015). This is despite growing pressure from organizations and/or employers of labour to reevaluate traditional views as they relate to employer-employee relationships, organizational citizenship behavior, and job satisfaction, as well as practices and policies for managing, acquiring, and developing human resources. They believe that improving the working conditions for employees is a waste of time and money. Therefore, job satisfaction indicators are employees' diverse skill sets and commitment, while organizational citizenship behavior (OCB) will be assessed through employees' altruism and conscientiousness.

### **Objectives of the Study**

Based on the above, the study's specific objectives are to:

- i. Investigate the relationship between employees' skill variety and employees' altruism.
- ii. Determine the relationship between employees' commitment and employees' conscientiousness.

### **Research Questions**

The following research questions were developed to guide the study

- i What is the extent of the relationship between employees' skill variety and employees' altruism?
- ii What is the relationship between employees' commitment and employees' conscientiousness?

### **Research Hypotheses**

**H<sub>01</sub>:** Employees' skill variety has no significant relationship with employees' altruism.

**H<sub>02</sub>:** Employees' commitment has no significant relationship with employees' conscientiousness.



## LITERATURE REVIEW

### Conceptual Review and Framework

#### Job Satisfaction

According to Szymon, Manuela and Marina (2020), job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for one's own efforts (Kaliski, 2007; Aziri, 2011).

Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of business organizations. In fact, the new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good indicator of the importance of job satisfaction in modern enterprises (Szymon et al., 2020). Analysing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011).

#### Skill Variety

According to Oldham and Hackman (2010), this describes "the extent to which the job requires a variety of different activities in carrying out the work, involving the use of several different skills and talents of the person." According to Hackman and Oldham (1976) and Sonnentag (2017), a task that tests a person's skills and abilities is perceived as significant by that person. This means that even if the assignment does not have much value, it will still be personally satisfying and meaningful to that person. The study of Khan (1990) also emphasizes the value of meaning through skill variation; working on a rich and difficult project leads to psychological meaning, and this is especially true for diligent employees (Simonet & Castille, 2020).

People must learn to master both routine and novel abilities in order to do meaningful tasks; this will eventually result in growth and more learning. Engagement requires the use of one's talents while also posing a challenge; this, in turn, results in flow and absorption in the work process (Sonnentag, 2017). Thus, it can be said that jobs that call for certain talents and abilities help people become more competent, which helps people become more engaged at work. Contrarily, repetitive work or employment requiring few different skills will be monotonous and less stimulating (Umukoro & Egwakhe, 2019). When performing simple, repetitive tasks, skill diversity can minimize negative psychological factors, including weariness and tension. In these situations, skill variety also lowers job burnout and absenteeism (Kim & Lee, 2016). Employees that have access to a diversity of skills are given the best work challenges, which boosts engagement and motivates them deeply (Bon & Shire, 2017). When there is a chance for employees to grow and improve their abilities, it will increase employee engagement at work and help manage employees' careers better. It is motivating (Umukoro & Egwakhe, 2019) when people have a sense of belonging to the organization because they share in its success and are happy to do high-quality work. However, using a range of abilities might have drawbacks, including mental tiredness and job overload (McCarthy, Trace, O'Donovan, Brady-Nevin, Murphy, O'shea, & O'Regan, 2018).



## **Employees' Commitment**

Employees' commitment is a metric used to assess how well people perform inside an organization. The degree to which an employee identifies with the position or business and regards its success or failure as his own is referred to as this. According to Lee et al. (2013), it is a psychological condition that draws individuals to a task associated with an organization's goals.

## **Organizational Citizenship Behaviour**

Organizational Citizenship Behaviour (OCB), according to Organ (1988), is "an individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." It is an extra-role or prosocial behaviour that facilitates organisational effectiveness, as well as the smooth running of the organisation. According to Organ (2014), this definition has not increased clarity with regards to the functional role of the individual and the role that is anticipated of him by the sender and its communication. The sender's role therefore differs from or exceeds the real job requirement. OCB or ERB are thus placed in a phenomenological realm by the notion of role theory, where they are entirely automatic and cannot be monitored. It becomes difficult to distinguish between antecedents and behaviors, and the eyes of the beholder solely depend on the eyes of the beholder. Another idea related to OCB was put forth by Motowidlo, Lievens, and Ghosh (2018) under the name "contextual performance," which improves organizational effectiveness by delivering the organizational, social, and psychological context that serves as a motivator for skill-related activities and operations. These researchers described "contextual performance" as behaviors where employees engage in several work behaviors outside the boundaries of the task, which is the opposite of task performance; this indicates that the effectiveness of job incumbents contributes to the technical foundation of the business. There is a categorization for contextual performance, which involves persevering with passion and effort to accomplish the tasks associated with success and volunteering to complete the necessary tasks that are outside the scope of one's regular work, as well as assistance and teamwork.

Van Scotter, Motowidlo, and Cross (2000) proposed breaking down contextual performance into two more specific constructs called "interpersonal facilitation" and "job dedication," which are comparable to Organ's organizationally directed factors, respectively (which will be covered in the section on Dimensions of OCB). Organ (2014) nevertheless suggested that contextual behaviors be constructed. OCB was defined in a more sensible way by Motowidlo et al. (2018). Rather than focusing on the technology's basic functionality, contextual behaviors assist the larger organizational, social, and psychological environment in which it operates. (Motowidlo et al., 2018). This definition is unaffected by the actor's choice or intent. According to this definition, actions support the organizational, social, and psychological environment rather than the technical core. No judgments are drawn because the actor's purported reason is not clear. The ambiguous boundary between what is listed and what is not included in the core technique is always surrounded by a specific necessity. It is almost certain that this ambiguity will persist.





As a result, the answer is to assess OCB in terms of contextual performance. The two structures are nearly compatible after doing this. Similar opinions about the usage of OCB in upcoming studies were made by Organ (2014). Recent research and investigations have determined the primary area of weakness in this area of OCB study (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Researchers asserted that literature was more concerned with OCB's relationship with other constructs than it was with accurately defining the behavior's nature. According to Podsakoff et al. (2000), we run the danger of producing a material that will be less useful to the discipline over the long run if we do not take a greater interest in the conceptualization of OCB and its metrics. Therefore, it is feasible to better understand OCB by describing its dimensions.

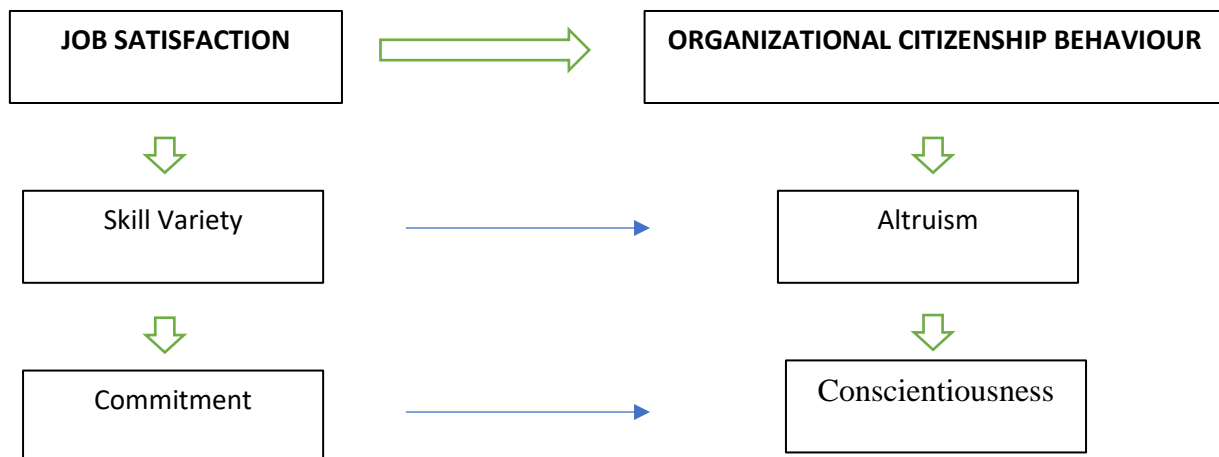
People are driven by a sense of accomplishment to perform well under pressure to win a task, challenge, or competition. People are motivated by a sense of connection to form, maintain, and improve relationships with others. By allowing them to exercise control over their work or the behavior of others, the strength motivation pushes people toward positions of strength. Altruism and general compliance are the two dimensions that Smith, Organ, and Near (1983) used to characterize organizational citizenship behavior. Altruism is defined as the act of providing assistance to a specific person. People require aid or ask for help when they are experiencing certain challenges. Altruistic people go above and beyond to assist others. The third type of citizenship conduct is general compliance, which is impersonal conscientiousness: doing what is right and proper for their own benefit rather than for anyone in particular.

### **Employees' Altruism**

Altruism is a practice of selflessness that results in voluntary behaviors that raise employee productivity (Boxal, Ang & Bratram, 2018). A combination of an employee's selflessness toward his business and his readiness to assist a coworker, claims the study, is what increases productivity. As a result, employee productivity increases (Redman & Snape, 2015). This encourages coworkers to go above and beyond what is required of them. According to Sonnentag's research from 2017, in addition to the statutory responsibilities set forth by the company, employees also have additional responsibilities at work. Barsulai (2022) went on to say that while extra role conduct does not directly affect organizational performance; it does indirectly influence the social, organizational, and psychological environments. Altruism is what is referred to as this extra role conduct. Employees who practice altruism experience sentiments of growth, accomplishment, and a desire to serve others (Stoner, Perrewé, & Munyon, 2011).

### **Employees' Conscientiousness**

Conscientiousness is a behavior that makes clear how people interact with their behaviors of conversing, playing, and utilizing tools. Conscientiousness is one of the Big Five personality traits that display dependability, achievement seeking, and self-discipline (Cornelis, van Hiel, De Cremer, & Mayer, 2013; Hough, Oswald, & Ock, 2015). According to McCrae and Costa (2010), especially in the context of the workplace, conscientiousness is closely related to the evaluation of a person's ability. Conscientiousness is a dispositional characteristic that motivates people to advance in life (Cornelis, van Hiel & De Cremer, 2015). It is positively correlated with job performance (Huang, Bowling, Liu & Li, 2015) and negatively correlated with disruptive behaviors like counterproductive work behavior (Henle & Gross, 2013; Huang, Ford & Ryan, 2015).



**Figure 1: Conceptual Framework**

**Source:** *Author's Conceptualized Model, 2023*

### Theoretical Foundation

This work, which derives its support from the **Job Characteristics Theory**, provides a set of implementing principles for enriching jobs in organizational settings (Hackman & Oldham, 2007). Job characteristics theory original version, according to Hackman and Oldham (1975), proposed a model of five core job characteristics, which are: skill variety, task identity, task significance, autonomy, and feedback, that affect five work-related outcomes (i.e., motivation, satisfaction, performance, absenteeism and turnover) through three psychological states namely experienced responsibility, knowledge of results and experienced meaningfulness.

### Employees' Skill Variety and Organization Citizenship Behaviour

Employees must fulfill specific responsibilities and be held accountable for their work in every job function. According to the work characteristics model, each job's essential qualities include autonomy, diversity of skills, task identity, and task importance (Morris & Venkatesh, 2010). Conducting the responsibilities outlined in the job description requires a diverse set of skills. An employee's motivation will be maintained, their talents will be improved, and their skill variety will help them advance in their roles (Kahya, 2007). Al-Ahmadi (2009), however, noted that a low skill variety role could be boring and routine, which could leave the employee dissatisfied and make them lose motivation. In order to fulfill the duties and obligations of a certain employment, a specific set of diverse skill sets must be possessed. According to Kemboi, Biwott, Chenuos, and Rutto (2013), having a diverse set of skills is crucial for doing the numerous tasks required by a job profile. This allows an employee to apply their skills and abilities in a variety of ways. The level of skill variety required can range from high to minimal, depending on the type of function, responsibility, and firm.

According to Aggarwal and Ve Singh (2016), the term "organizational citizenship behavior" (OCB) is used to refer to all the admirable and helpful activities and behaviors that employees



engage in but are not specifically mentioned in their written job descriptions. According to Tekingündüz, Top, and VeSeçkin (2015), OCB refers to any voluntary behavior on the part of employees that helps them feel good about themselves and the company as a whole. Employees are not obligated to participate in OCB as part of their contractual obligations or as a condition of their employment. According to Pawar (2013), having a diverse set of skills encourages good corporate citizenship.

### **Employees' Commitment and Organizational Citizenship Behaviour**

Employees' commitment, according to Sukrisnawati, Agung, and Sudja (2019), is one of the elements that can promote the development of organizational citizenship behavior toward agencies, organizations, or companies. As a result, organizational commitment positively affects the development of organizational citizenship behavior for each employee (Traiyotee, Taeporamay, & Saksamrit, 2019)—everyone who works for the company, organization, or agency (Yadav, Rangnekar, & Srivastava, 2019). Various organizational elements, such as work enrichment and employee loyalty to the company (Pio & Tampi, 2018), can lead to organizational citizenship behavior (Robbin & Judge, 2016).

According to Zurahmi, Masdupi, and Patrisia (2019) and Moestain and Kadir (2020), employees will perform at their highest and best levels when they are satisfied with the organization's current state. In a similar vein, staff members that have a strong commitment to the organization will go above and beyond to promote it because they believe in the company they work for (Pradhan, Jena, & Kumari, 2016). According to Prasetyo, Yuniarsih, and Ahman (2017), employees that have a high level of dedication to the firm are completely content with their jobs and are ready to take initiatives that will help the business grow.

### **Empirical Review**

Devi and Kamraj (2022) studied the relationship between organizational commitment and OCB to see if job satisfaction played a moderating role. Five hundred and thirty (530) employees of private banks in Hyderabad, Telangana, who participated in the study and completed a 62-item questionnaire, made up the samples. Every single respondent worked as a sales executive, manager, branch manager, or deputy branch manager. The mediation was assessed using bootstrap confidence intervals. The data revealed that organizational commitment has a direct and indirect impact on OCB. As a result of the interval's removal from the equation's zero point, the study discovered that job satisfaction mitigated these connections. Actually, OCB and job satisfaction are linked, with job satisfaction serving as a bridge.

Casu, Mariani, Chiesa, Guglielmin and Gremigni (2021) investigated whether employees' OCB mediates the relationship between task performance and job satisfaction, taking gender as a potential moderator and other socio-demographic and occupational characteristics as confounding variables into account. The JS, OCB, and TP measures were completed by 518 employees, with women accounting for 54.6% of the total. They ranged in age from 19 to 66, with a mean of about 36. The JS-TP relationship was shown to exhibit partial OCB mediation that was gender-neutral. Human resource managers and practitioners developing targeted individual- and group-level training and interventions to improve JS and OCB could ultimately help both the welfare of male and female employees as well as the productivity of enterprises.

Abubakar, Nuhu and Shehu (2020) analyzed the extent to which training and development improve employee performance at Kano Electricity Distribution Company (KEDCO). This





study employed a hybrid research methodology. The administration of 331 questionnaires and interviews was used to acquire main data, while secondary data was gathered from various sources. Interviews were conducted with 20 members of the management team at the KEDCO headquarters and regional offices in Kano, Katsina, and Jigawa States. The sample size was 331 people. Among the secondary data used in this study were annual reports, journals, conference papers, gazettes, circulars, unpublished dissertations, and textbooks. Descriptive and inferential statistics were utilized to display and evaluate the study's data. The study proposes that the Kano Electricity Distribution Company's management makes a concerted effort to ensure that the training needs analysis is followed when selecting employees for training at the Kano Electricity Distribution Company.

## METHODOLOGY

This study will use descriptive survey design because of its originality, which enables a researcher to learn and gather information necessary for making educated decisions. The researcher's goal is to discover traits, frequencies, trends, and classifications. The population is 120 academic staff in the School of Business Studies (SBS), Federal Polytechnic, Oko.

**Table 1:** Staff designation and number of academic staff.

S/N	Staff Designation	DEPARTMENT			
		Bus Admin. & Mgt	Marketi ng	Office Tech & Mgt	Public Admin
1	CHIEF LECTURER	5	2	3	10
2	PRINCIPAL LECTURER	3	1	2	4
3	SENIOR LECTURER	5	5	1	7
4	LECTURER I	3	3	1	6
5	LECTURER II	4	2	3	4
6	LECTURER III	4	4	2	5
7	ASST. LECTURER	2	2	1	4
8	CHIEF INSTRUCTOR	1		2	2
9	ASST. CHIEF INSTRUCTOR	1	2		1
10	PRINCIPAL INSTRUCTOR				2
11	SENIOR INSTRUCTOR	1		1	
12	INSTRUCTOR I				
13	INSTRUCTOR II				
14	CHIEF TECHNOLOGIST				
15	ASST. CHIEF TECHNOLOGIST			1	
16	PRINCIPAL TECHNOLOGIST			1	2
17	SENIOR TECHNOLOGIST	1			
18	TECHNOLOGIST I	2	3	1	1
19	TECHNOLOGIST II				
	<b>TOTAL</b>	<b>32</b>	<b>21</b>	<b>19</b>	<b>48</b>

**Source:** *Personnel Unit*



The method for collection of data is done by using a Likert style questionnaire, structured on a five-point scale of 5 - Strongly Agree (SA), 4 - Agree (A), 3 - Undecided (U), 2 - Disagree (D), and 1 - Strongly Disagree (SD), while the Spearman correlation analysis will be used to examine the theories put forward in Chapter One. To ascertain the impact of each of the two job satisfaction variables on organizational citizenship behaviors with regard to the academic staff of the Federal Polytechnic, Oko, Anambra State, Nigeria, a sample test model will be used, with the aid of version 25 of the Statistical Package for Social Sciences (SPSS).

## ANALYSIS OF RESEARCH HYPOTHESES

**4.1. Hypothesis One:** Employees' skill variety has no significant relationship with employees' altruism.

			Skill Variety	Altruism
Spearman's rho	Skill variety	Correlation Coefficient	1.000	.338**
		Sig. (2-tailed)	.	.000
		N	120	120
	Altruism	Correlation Coefficient	.338**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

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

**Source:** Author's computation using SPSS version 25, 2023

Table 2a shows the relationship between the independent variable Skill Variety (SA) and the dependent variable Altruism (ALTM). At a 0.05 level of significance, two tailed test, and 95% confidence level interval ranging between 3.9262 and 4.2020 at both the upper bound and the lower bound, the Spearman's rho coefficient shows a low positive correlation value of  $r = 0.338^{**}$ .

ESV < > EALTM	Test Value = 0			95% Confidence Interval of the Difference		
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Skill Variety	57.982	311	.000	4.06410	3.9262	4.2020
Altruism	75.448	311	.000	4.17628	4.0674	4.2852
Actual value	66.715		.000			

**Source:** Researcher's computation using SPSS version 25, 2023

Table 2b shows a reconfirmation of the Spearman correlation result but on a one sample test tool. The t-value on the one sample test indicated a value of 66,715 which confirms the acceptance values of the tool implored.



**Decision Rule:** Accept the null hypothesis if the P-value is greater than 0.05; otherwise, reject.

**Decision:** Since the T-value on the one sample test table was given at 66.715 while the P-value was obtained at 0.000\*\* at 95% confidence interval of the difference, which is less than the critical value at 0.05, this study reveals that Skill Variety has a positive significant relationship with employees' altruism of the Academic Staff in Federal Polytechnic, Oko, Anambra State.

**4.2 Hypothesis Two:** Employees' commitment has no significant relationship with employees' conscientiousness.

			Commitment	Conscientiousness
Spearman's rho	Commitment	Correlation Coefficient	1.000	.638**
		Sig. (2-tailed)	.	.000
		N	120	120
	Conscientiousness	Correlation Coefficient	.638**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

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

**Source:** Researcher's computation using SPSS version 25, 2023

Table 3a represents the relationship between the independent variable Employee commitment- (ECOMT) and the dependent variable Employee Conscientious (ECONSCNS). At a 0.05 level of significance, two tailed test, 95% confidence level interval ranging between 3.8016 and 4.1022 at both the upper bound and the lower bound, the Spearman's rho coefficient shows a Moderate positive value of  $r = 0.638^{**}$ .

		Test Value = 0						
ECOMT:	<	>	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
							Lower	Upper
ECONSCNS								
Commitment			51.731	311	.000	3.95192	3.8016	4.1022
Conscientiousness			79.450	311	.000	4.35256	4.2448	4.4604
Actual value			65.591		.000			

**Source:** Author's computation using SPSS version 25, 2023

Table 3b shows a reconfirmation of the Spearman correlation result, but on a one sample test tool. The t-value on the one sample test indicated a value of 65.591 respectively that confirms the acceptance values of the correlation result.

**Decision Rule:** Accept the null hypothesis if the P-value is greater than 0.05; otherwise, reject.

**Decision:** Since the T-value on the one sample test table was given at 65.591 while the P-value was obtained at 0.000\*\* at 95% confidence interval of the difference, which is less than the critical value at 0.05, this study reveals that employee commitment has a positive significant



relationship with employees' conscientiousness of the Academic Staff in Federal Polytechnic, Oko, Anambra State.

## DISCUSSION OF FINDINGS AND CONCLUSION

The first hypothesis compared the relationship between employees' skill variety (ESV) and employees' altruism (EALTM). Thus, the result from the first hypothesis shows a significant positive relationship between ESV and EALTM at a low positive correlation coefficient of 0.338, where JS is a function of job satisfaction while OCB is a function of organizational citizenship behaviour. Therefore, the analysis reveals that employee skill variety has a greater effect on employee altruism; this is factual because interactions and relationships with one another at work have a major influence on altruistic behavior, and socialization may have a significant impact on altruistic actions in other employees of the polytechnic. More so, when a variety of skills is necessary to complete a task and those skills are perceived to be of value to the institution, employees find their work to be more meaningful and they begin to exhibit citizenship behaviours of altruism. The result of this study is in correlation with the study of Gabriel (2015), Green (2020) and Abu-Nasra (2020) whose findings revealed a significant positive relationship between job satisfaction, job enrichment and organizational citizenship behavior.

The second hypothesis determined the relationship between employee commitment (ECOMT) and their conscientiousness to work (ECONSCNS). Hence, the independent variable, which was proxied with employee commitment, was a function of job satisfaction, while the dependent variable which was proxied with conscientiousness was a function of OCB. The result of this finding revealed a significant positive relationship between employee commitment (ECOMT) and their conscientiousness at 0.000\*\* at 95% confidence interval of the difference. This finding indicated further that conscientiousness and commitment are closely related with a moderate positive correlation of 0.638. This finding however agrees with the result of Devi and kamraj (2022) which revealed that a conscientious person dedicates himself to a plan and finds it fulfilling to complete the tasks. Furthermore, the finding of Hall (2022) confirms that going to work early and leaving late to make sure that an employee completes a project on time shows that the employee is committed and conscientious.

### Recommendations

1. The management of the institution should encourage the employees to continually improve their skills on their jobs for sustainable organizational citizenship behavior.
2. The management of the polytechnic needs to reward the employees who are conscientious in the workplace so as to increase their commitment to the institution.



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## APPENDIX

### Research Question One

What is the extent of relationship between employees' skill variety and employees' altruism?

Items on Research Questions 1	N	SA	A	U	D	SD	Percent age%
ESV-1: Skill variety is the extent to which a job requires employees to use a wide range of skills, talents, and activities in performing their work	120	70 58.3%	45 37.5%	2 1.7%	1 0.8%	2 1.7%	120 100%
ESV-2: Skill variety stimulates challenging and meaningful aspects of job crafting, and employees are motivated to craft such jobs to achieve a positive result.	120	63 52.5%	38 31.7%	8 6.7%	9 7.5%	2 1.6%	120 100%
EA-1: Altruism allows employee to act in order to promote his/her colleagues welfare.	120	75 62.5%	33 27.5%	6 5%	3 2.5%	3 2.5%	120 100%
EA-2: Employees who integrate altruism into their organization practices have the potential to improve the happiness of their workforce while adding social values.	120	22 18.3%	87 72.5%	5 4.2%	2 1.7%	4 3.3%	120 100%
Valid N (listwise)	120						

Source: *Researcher's computation using SPSS version 25, 2023*

*Note: (SA=Strongly Agree, A=Agree, U=Undecided, D=Strongly Disagree and SD=Strongly Disagree)*

### Research Question Two

What is the relationship between employees' commitment and employees' conscientiousness?

Items on Research Questions 5	N	SA	A	U	D	SD	Percent age %
ECMT-1: Employee involvement has grown because it has been shown to increase employee commitment to their organization	120	301 96.47%	2 0.64%	3 0.96%	3 0.96%	3 0.96%	120 100%
ECMT-2: Commitment is the bond employees experience with their organization	120	275 88.14%	7 2.24%	15 4.85%	8 2.56%	7 2.24%	120 100%



ECSS-1: Conscientious employees are honest, reliable, orderly, sensible and hard-working	120	292 93.38%	15 4.8%	0 0%	3 0.96	2 0.64%	120 100%
ECSS-2: Employees who demonstrates conscientiousness are extremely thorough, careful, or vigilant; a desire to do a task well	120	263 84.29%	29 9.29%	8 2.56%	5 1.6%	7 2.24%	120 100%
Valid N (listwise)	120						

Source: *Researcher's computation using SPSS version 25, 2023*

*Note: (SA=Strongly Agree, A=Agree, U=Undecided, D=Strongly Disagree and SD=Strongly Disagree)*