



Research Paper

Effect Work Condition on the Link Between Organisational Culture And Organisational Citizenship Behaviour Of Academic Staff Of Umaru Ali Shinkafi Polytechnic Sokoto

Sabiu Salihu Malam

¹ Department of Public Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

Grace Ifeoma Otubah

Institution: Nnamdi Azikiwe University Awka
Department: Religion and Human Relations, Faculty: Arts
.ng

Abdulkadir Aminu Ladan

³Department of Business Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

Lawal Ibrahim

³Department of Business Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

Abstract

The study investigates the effect of work condition on the link between organization culture and Organizational Citizenship behavior (OCB) of Academic staff of Umaru Ali Shinkafi Polytechnic, Sokoto, Nigeria. Several factors have been considered as the factors influencing OCB in organization. Some of these factors include, commitment, involvement, leadership style, personality, job satisfaction, emotional intelligence among others. While some studies considered higher performance work practices both individual practice and bundles practices. Despite these studies, however, literature is lacking on the moderating effect of work condition on the relationship between organizational culture (OC) and OCB in other word, individual performance in African countries, particularly Nigeria. These few studies came up with mixed findings. Hence, this study aims to fill up the gap that exists in the extant literature by employing quantitative survey method. 201 data were collected from Academic Staff, Umaru Ali Shinkafi Polytechnic Sokoto Nigeria. A total of questionnaires was analysed using Smart PLS SEM 4.0v. Results revealed that, there is positive relationship between OC and OCB. Similarly, Results shows that WC moderates the relationship betweenand OP. The study made recommendation and drew suggestion for future research.

Received 15 May, 2024; Revised 27 May, 2024; Accepted 29 May, 2024 © The author(s) 2024.

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I. INTRODUCTION

In the competitive world, public organisation from different set up surrounded with several factors and challenges. For example, under performance of its employees makes public sector organizations more crucial than it is in the private sectors. Considering, the lapses from the sector, (i.e, in ability of public sector organization employees to perform and compete with the global world, give opportunity for researchers to intensify investigation on why public sectors employees are performing below expectation compared to other non-governmental sectors, more especially, educational sector higher institutions (Osborne, Radnor, and Nasi 2013). Even though, educational sector can serve as the mechanism used for formulating and implementing educational system policies and programme, still it's faces challenges of non-performance.

However in Nigeria, performance of higher educational institutions is not satisfactory, in which the sector performance became very unfortunate compared its counterpart (countries from the same region) for instance, countries like Algeria, Egypt, S/Africa, Tunisia moved a head of Nigeria based on the statistics and ranking by United Nation Development report (e.g., Algeria ranked 93, Egypt 112, S/Africa 121, Tunisia 94,

with 64%, 66%, 67%, 49% out of 186 respectively while Nigeria remained in the bottom line holding 153 position with 47% in the global ranking. This shows these African countries are all a head of Nigeria in terms of performance and satisfaction with the quality of education in their respective nation (WorldBank, 2010). Despite the fact that Nigeria serves as the most populous country in the continent and the third country in terms of economic growth after S/Africa and Egypt respectively (WorldBank., 2010), while this sector remained the back-born of any country's economy as well as development (Aluede, Idogho, & Imonikhe, 2012; WorldBank., 2013; WorldBank, 2010), but in Nigeria, the performance of academic staffs in tertiary institutions is very unfortunate, hence, there is a need for more investigation. One of the contributing factors is the lack of culture utilization among lecturers in the Nigerian higher educational institutions (HEIs).

Similarly, Trust (2015) reported that the honorable minister of education in the republic of Nigeria pointed out challenges facing the educational sector especially in the higher institutions in Nigeria, which are compounded with unethical values among the employees and the system in general, which need to be addressed to attain performance for both employees and organizations. Therefore, neglecting ethical values that suit an organization leads to low performance and productivity, whereby ethical values are an important component to sustaining effective performance and competitive advantage, particularly in the Nigerian higher education institutions (Madu, 2011). Following this, Yassin, Ali, Ali, and Adan (2013) argued that organizations where employees are surrounded with stressful working conditions may likely affect the performance of lecturers in the higher institutions..

Similarly, literature established that SE is a strong factor that influences the performance of employees (Akgunduz, 2015; Karatepe & Demir, 2014). However, studies are neglected and the few studies conducted in the Nigerian HEIs were mainly between self-esteem and academic performance, not individual performance, which is the focus of this study (Abdullahi, 2000; Akinleke, 2012). Although, it has been reported that favorable self-esteem gives employees confidence and challenges tasks for decision making in an organization, which will lead to producing desired performance, particularly in the high educational institutions (Mruk, 2006; Jerylene Priyadharshini, 2014). This interested the researcher to introduce some variables such as culture as an independent variable and working condition (WC) as a proposed moderating variable to find out if applied will respond to the positive staffs' performance in high educational institutions, especially in the Northwest region polytechnics in Nigeria. Furthermore, studies (Akgunduz, 2015; Chen, Yan Huang, Chiu, & Pai, 2012; Hemmati, Taghipour, & Asgari, 2014; Kuhnen & Tymula, 2012; Lin, Baruch, & Shih, 2012; Ogiemien & Izuagbe, 2016; Shropshire & Kadlec, 2012) conducted between SE and EP found a significant relationship. On the other hand, a study by Brown and Morrison (2015) found a negative relationship between SE and EP. Hence, studies are needed to confirm the relationship between the variables.

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However, these studies help us to understand the factors influencing performance in organization, literatures indicate that more attention should be paid to culture, self-esteem and employee performance more especially in public sector organization (HEIs). Although, there are inconsistencies and mixed findings, some studies showed positive relationship, (Agwu, 2014; Bonsu & Kusi 2014; Brockner et al. 2013 and Nazir & Zamir, 2015), found significant relationship between culture and employee performance. While other studies (Ying & Zaman, 2009) found insignificant relationship between OC and EP. Also (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between culture and EP. Since the results from these two studies are conflicting, hence inconclusive, therefore further in depth research should be done to verify the findings in the case of Nigeria settings

In line with the above empirical analysis, literature shown that there is inconclusive and conflicting findings between the culture, SE, and EP. According to Baron and Kenny (1986), when there is an inconsistency (mixed results) in the literature a moderating variable is suggested. To fill this gap, this study proposed working condition (WC) as a moderator to encourage the relationship between culture, SE, and EP. Therefore, a moderating variable is a variable that affects the connection between the independent and dependent variable (Bennett, 2000). Similarly, Sekaran and Bougie (2010) noted that a moderating variable is a construct that has strong contingent effect on the relationship between the dependent and independent variables. In this regards, (WC) proposed as moderator refer to working environment and all existing circumstance affecting labor in the work place (Yassin *et al.*, 2013). Thus, the objective of this paper is to examine the moderating role of WC on the relationship between culture, SE and EP Nigerian HEIs. The paper is divided into six parts. The first part is introduction, the second part is a literature review, part three is research framework, part four is theoretical underpinning, while, part five is the proposed methodology which comprises, the study population; sample; and techniques for data analysis and the final part is conclusion.

It has been often debated in several academic discourses that not much emphasis was shown in clarifying the concept of performance; in essence, attention has always been on what qualifies performance. For instance, employee performance, organizational performance and etc. as far as this study is concerned, the researcher will try and give an elaborate explanation of the concept of performance. Several authors such Tutar, Altinoz, and Cakiroglu (2011) sees performance as the level of attaining desired end for both the individual and organization. Also Justine and Florence (2015) explained performance as the ability on individual departments and sections execute given duties allocated to him/her. It serves as a basis for organizations to measure an individual employee input and out puts to obtain his/her amount of contribution to the success of organizational goals. In the words of Aguinis and Kurt Kraiger (2009) performance does not include the results of an employee's behavior, but only the behaviors themselves. It was argued further that perceived employee performance signifies employee belief that their behaviors contribute to the success of the organizations. Earlier argued by McCloy, Campbell, and Cudeck (1994) that employee performance could be explained from the stand points of three factors which enable them to perform better compared to others these factors are "declarative knowledge", "procedural knowledge" and "motivation". Put differently, (Carlson1, Upton1, & Seaman, 2006) projected human resource management practices about five of them that may affect performance such as compensation, training and development, performance appraisal, package of recruitment, and preserving morale. In a related scenario, (Tessema & Soeters, 2006) used eight HR practices i.e. recruitment and selection, placement, training, compensation, performance evaluation, promotion, grievance handling and pension or social security in relation with employee performance. Similarly, Tabiu, Pangil, and Othman (2016) agreed on some factors such as recruitment, training, involvement, maintenance and separation that enhance employee

performance. Whereas, job security, working conditions, employee empowerment relationship with colleagues and relationship with supervisors are also strong contributing determinants of employee performance in organizations, (Shahzad, 2014). Subsequently, a significant relationship was found between Human Resource Practices of working conditions, job description, internal career growth and result oriented appraisal with performance of employee, (Nadeem, Ahmad, Ahmad, Abdullah, & Nadeem, Muhammad; Ahmad, Rashid; Ahmad, Naveed; Abdullah, 2015) However, in the study conducted by Kuzu and Özilhan, (2014) on the effect of employee relationship and knowledge sharing on employee performance in five star hotels in Antalya, Turkey with a sample of 80 respondents and used statistical package SPSS. The study showed knowledge sharing relate to employee relationship significantly

2.1.1 Culture and OCB

It has been supported by scholars in the field of human resource management that if organizations desire commitment of their employees, those organizations will have to ensure that employees strictly identify with the values, norms and beliefs of the organization. That is done by explaining the culture of the organization to the employees who will imbibe the culture to be able to get familiar with the organizational system. The process of imbibing the culture entails learning and deciding whether or not individual can cope with the job requirements. Arguably, organization being a learning environment, it depicts the proper understanding and organizational culture. Scholars such as (Uha & Ismail, 2013) opined that with the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals. Jones and George, (2006) believe that the culture of the organization should be developed and improved upon to support continuous improvement of employee performance, improve employees' style of performing their job and thus develop quality awareness. For employees to perform successfully in organizations, it is important to be able to identify cultural differences and be adjustable (Deter, Schroeder, & Mauriel, 2000). Hakim, (2015) denotes that organizational culture has a positive and significant impact on organizational commitment and employee performance. And organizational commitment has a significant role as a mediating variable between organizational cultures with employee performance. Therefore his findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment. Wambugu, (2014) exclaimed that organizations should focus on organizational factors that have significant effect if at all they want to enhance their goals such factors include organizational values, organizational climate leadership styles and work process have more significant effect to employee job performance. Therefore organizational culture has an active and direct role on employee performance (Ahmed, 2012).

Previous studies on organizational culture and employee performance found positive significant results, for instance, the study conducted by (Dahie, Takow, Nur, & Osman, 2016). In African context on effect of C and EP using sample of 80 respondents from three Telecommunication Firms in Mogadishu, Somalia however, using correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on EP. While, some studies shown that there are indirect and insignificant relationship between OC and EP (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between OC and EP. The present study hypothesizes that
H1: culture positively relates to OCB.

2.2 Work condition as a potential moderator between OC and OCB

Satisfaction either of an individual employee or of an organization in general cannot be complete without some sort of convenience and pleasant experience that an employee has relating to his job. In the words of Bakotić and Tomislav (2013), WC are integral parts of job satisfaction because as they argued, employees fancy working conditions which are safe and pleasant and prefer working conditions which are comparable to the circumstances that they have in their households. Moreover, researches have exposed a connection between working conditions and performance (Isa et al., 2015; Shuaib et al., 2015)

In another perspective, WC denotes the working environment and all existing circumstance affecting employment in the work place (Yassin et al., 2013b). The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. However, many factors influence employee performance; and workplace environment factors stands out as the key determinants of performance. It is the key multi character factor intended to attain outcomes and has a major connection with planned objectives of the organization (Sabir et al. 2012).

Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance (Taiwo, 2010). In addition, in a research conducted by Chen, Ployhart, Thomas, Anderson, and Bliese (2011) has been established that working conditions have moderated the relationship between conscientiousness extraversion and employee performance, motivation to learn and perceived training (Kim-Soon, Ahmad, & Ahmad, 2014). Based on the above stated justification the researcher intended to employ culture, SE as Independent variables. While on the WC as the moderating variable. The present study hypothesizes that;

H3: Work condition relates to OCB

In general, from the above empirical evidences we got to understood that WC has been used as moderating variable and yield significant positive result. Based on this, the present study will employ WC to moderate the relationship between the culture, SE, and EP specifically in HEIs in Nigeria to see how the moderating effect will enhance or retard the relationship as the case may be. So the moderating hypothesis will be develop as:

H4: Work condition will moderates the relationship between culture and performanceso that the better the working condition, the stronger will be the relationship between culture and performance

2.3 Proposed Conceptual Framework

The research framework will examine the moderating role of working condition on the relationships between OC, SE and OCB more specifically on lecturer’s performance in Nigerian HEIs.

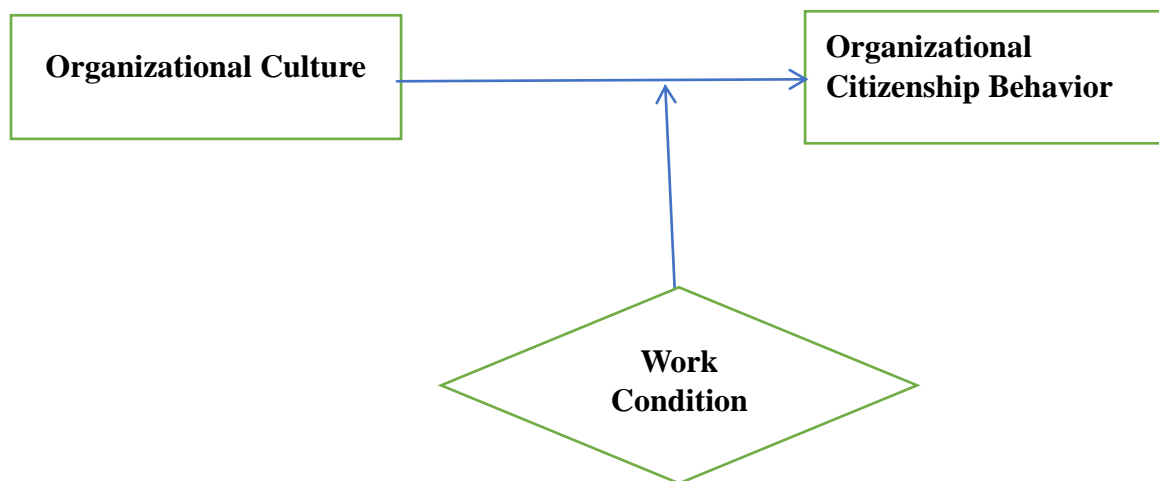


Figure 2.1: The proposed framework

2.4 Underpinning Theory

Two theories are chosen to guide the research framework. These are self-efficacy (SET)

Bandura, (1977) and person-organization fit (PO-fit) (Kristof, 1996). Self-efficacy theory is a scientific contribution which was originated from social cognitive theory by Bandura (1977). The theory has the belief that one has the power that effect by completing a given task related to that competency because it relates to person’s perception of their ability to reach goals. It is one capable of performing a certain manner to attain goals and expectation that one can master a situation and produce a positive outcome (Bandura, 1977).

Several studies (Schmidt & DeShon, 2010 and Tims, Bakker, & Derks, 2014; Yeo & Neal, 2006) agreed that self-efficacy relates to performance because it improves both the activities that people pursue and how much effort they allocate to these activities. In addition, people who have a strong sense of self-efficacy will persist longer on the job to control the challenge of the job (Gist & Mitchell, 1992).

On the other hand, P-O fit is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007). Person-organization fit is defined as being “the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996)

2.5 Methodology

The present research intends to use quantitative method, a primary data will be collected using questionnaire, and the focus of the study is teaching staff performance in HEIs in Nigeria using Umaru Ali Shinkafi Polytechnics Sokoto in Northwestern region, Nigeria. Non-Academic Staffs are chosen as unit of analysis. The sample to be use is 201 from the total population of 416, based on Krejcie and Morgan (1970) and Sekeran and Bougie (2013) determining sample size table. PLS SEM 4.0 used in the data analysis, it is a

second-generation analysis technique which came to overcome the shortcomings of the first-generation statistical techniques like of regression analysis, hierarchical regression, Manova, Factor analysis, Analysis of variance. It also considered important in testing measured, latent variables and complex model (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014).

Measurement Model

Involves assessment of indicators loadings, internal consistency reliability using composite reliability, convergent validity of (AVE) average variance extracted, as well as discriminant validity using s-square root of AVE, establishing the goodness of measures. Hence, to achieve the measurement model criterion, four (4) items were deleted from the dependent variable are OCB1, OCB2, OCB4, and OCB8 as it did not satisfy the minimum requirements (Chin, 1998; Hair, Black, Babin, Anderson, & Tatham, 2010; Hair *et al.*, 2014) and the deletion applied to all other variables. In this regard, instruments adapted in this study found reliable, since all the adapted items meet the threshold of 0.4 and above, and all the indicators loading ranges from 0.66 to 0.79 are suitable for further analysis. Similarly, Hair, Ringle, and Sarstedt (2011) recommended that composite reliability value ranges from 0.70 is accepted, while this study obtained values of 0.84 to 0.87 which considered suitable. However, to determine the convergence validity using AVE. AVE values in this study ranges from 0.51 to 0.52 which is above the minimum benchmark of 0.50 (Hair *et al.*, 2011). Lastly, discriminant validity was also achieved; the calculated square root of the AVE ranging from 0.71 to 0.72 higher than the loadings of other constructs and cross-loadings (inter-correlations of the construct with the other constructs in the model) indicating satisfactory discriminant validity (Chin, 1998; Fornell & Larcker, 1981). Table 1 present the indicators loading, composite reliability, cronbach alpha and AVE while Table 2 present discriminant validity. Equally, measurement model of the study was shown in Figure 2.

Table 1
Factor loading, CR, Cronb Alp, and AVE

Items	Factor Loading	Composite Reliability	Cronbach Alpha	AVE
OC10	0.68	0.87	0.84	0.51
OC11	0.74			
OC14	0.67			
OC15	0.78			
OC16	0.69			
OC17	0.67			
OC21	0.74			
WC21	0.72	0.83	0.77	0.52
WC22	0.72			
WC25	0.74			
WC5	0.65			
WC9	0.77			
OCB10	0.75	0.84	0.76	0.51
OCB3	0.66			
OCB5	0.68			
OCB6	0.67			
OCB7	0.79			

Source; Researcher

Table 2
Discriminant Validity

Constructs	OCB	OC	WC
OCB	0.72		
OC	0.58	0.71	
WC	0.60	0.58	0.71

Source; Researcher

Testing the Moderating effects of work Condition

In testing the moderating effects of on the relationship between OC and OCB, the study used PLS in estimating the indirect effects among the variables (OC, WC and OCB) at 0.00 level of significance. Table 4 presents the direct and moderation hypotheses of the

Table 3
Hypotheses for direct relationship and indirect relationship

Hypotheses	Beta	STD Error	T-Statistics	P-value	Decision
OC -> OCB	0.34	0.08	4.24***	0.00	Supported
OC*WC->OCB	0.58	0.05	11.25***	0.00	Supported

***P<0.001, **P<0.01, *P<0.05

Coefficient of Determination for (R²) Relationships

Another criteria used for assessing structural model is coefficient of determination (R²) of endogenous construct (Hair *et al.*, 2014; Hair *et al.*, 2011, 2012; Henseler *et al.*, 2009). According to Chin (1998); Hair *et al.* (2011); Hair *et al.* (2014)and Hair *et al.* (2016)R² values of 0.75, 0.50 and 0.25 shows substantial, medium and small R² values respectively. Similarly, Falk and Miller (1992) suggest an R²value of .10 as a minimum acceptable level. Thus, this study R² value of all the endogenous construct (OCB) are small with (0.33) values. Table 4 presents the R² values of the endogenous construct.

Table 6
Variance Explained in the Endogenous Latent Variables

Latent Variables	Variance Explained (R ²)
OCB	33%

Assessment of Effect Size (f²)

Having evaluated the coefficient of determination of the endogenous latent variables R²(ECs and OP), the next criterion assesses the effect size (f²) as recommended by Hair, Ringle, and Sarstedt (2013).Cohen (1988) describes f² values of 0.35, 0.15 and 0.02 as having large, moderate, small effects respectively. However, Chin, Marcolin, and Newted (2003), highlighted that, smallest strength of f² of exogenous variables on endogenous variables should be considered with an effect. The effect size in this study is small, medium and large having the values of 0.13, 0.18 and 0.50 which are considered suitable.Hence, the effect size for exogenous variable could be evaluated using the formula below (Cohen, 1988; Selya, Rose, Dierker, Hedeker, & Mermelstein, 2012). (See Table 7)

$$\text{Effect size: } f^2 = \frac{R^2 \text{ included} - R^2 \text{ Excluded}}{1 - R^2 \text{ Included}}$$

Table 7
Assessment of the Effect Size for Moderating Relationships: F-Square

Constructs	R ² Included	R ² Excluded	f-squared	Effect Size
OC-OCB	0.44	0.37	0.13	Small
WC-OCB	0.44	0.34	0.18	Medium

Predictive Relevance of the Model

The study assessed predictive relevance of the model through running the blindfolding method in Smart PLS 2.0, result was checked using cross validated redundancy and communality. The relevance values of this model both the dependent variable 0.22 as shown in Figure 4 and Table 8. The model predictive relevance values in this study is suitable as recommended by Geisser (1974) and Stone (1974), model with Q² above zero has predictive relevance. Similarly, Chin (1998) stated that model predictive relevance can be considered small, medium and large, if the values are 0.02, 0.15 and 0.35 respectively.

Model Predictive relevance Q2

Total	SSO	SSE	1-SSE/SSO
OCB	905	749.14	0.22

II. DISCUSSION AND CONCLUSION

This study examined the moderating effect of WC on the relationship between OC and OCB. Statistically, result revealed that all the study hypotheses were found significantly supported. Firstly, H1, OC and OCB relationship is significant ($\beta = 0.34$, $t = 4.24$, $p = 0.00$). This result is consistent with the findings of some previous studies which established the positive significant relationship between OC and OCB (Agwu, 2014; Bonsu & Kusi 2014; Brockner et al. 2013 and Nazir & Zamir, 2015), found significant relationship between OC and OCB. Lastly, the moderating hypothesis is also supported ($\beta = 0.32$, $t = 4.67$, $P\text{-Value} = 0.00$). Thus, WC moderate the relationship between OC and OCB. Several studies (Schmidt & DeShon, 2010 and Tims, Bakker, & Derks, 2014; Yeo & Neal, 2006) agreed that self-efficacy relates to performance because it improves both the activities that people pursue and how much effort they allocate to these activities. In addition, people who have a strong sense of self-efficacy will persist longer on the job to control the challenge of the job (Gist & Mitchell, 1992)

The study contributes to the existing knowledge by way of establishing a holistic approach to examining the link between OC and OCB in Higher Tertiary education sector, particularly academic staff. The study contributes by extending the existing literature between OC and OCB relationships empirically. In the same manner, a lot of studies established that there is a link between OC and OCB without proving how the link exists; this paper contributes to knowledge by confirming the literature on how the link exist with the influence of moderator (WC) which yet to be empirically explored in the academic literature. Moreover, this study is among the few studies that investigates the moderating effect of WC on the link between OC and OCB. Fundamentally, the results of this study will help the policy makers/stakeholders and policy implementation committee in Higher Tertiary educational Institution as well as the agencies in making proper decisions regarding implementation of Organizational culture and Work condition that can create ethics within the system and among the employees towards achieving the employee performance, organizational success and competitive advantage. Lastly, the study recommends the use of large sample, other country Higher Tertiary education sector Academic staff and non-academic staff can also conduct a similar study using some antecedents to replicate the result of this study. Future research can use smart PLS latest version or any other second-generation analysis technique in order to re-validate the model.

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