

Organisational Citizenship Behaviour And Employee Performance Among Academic Staff of Auchi Polytechnic, Auchi, Nigeria

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Abstract. This study examines the relationship between organisational citizenship behaviour (OCB) and employee performance among academic staff of Auchi Polytechnic, Auchi. Organisational citizenship behaviour refers to discretionary employee behaviours that formal reward systems do not explicitly recognise but that contribute to an organisation's effective functioning. In academic institutions, such behaviours include students voluntarily mentoring others, cooperating with colleagues, participating in institutional committees, and adhering to institutional rules beyond the minimum requirements. The study employed the descriptive survey research design. The researchers drew the academic staff from the three designated campuses in the polytechnic. The study population consisted of 833 academic staff at Auchi Polytechnic, Auchi. The sample size of 270 was determined using the Taro Yamani formula. Data were collected using a structured questionnaire. The researchers established the instrument's validity using Principal Component Analysis. Findings revealed that sportsmanship and financial reward, conscientiousness and employee recognition, courtesy and employee commitment, and altruism and challenging work had a significant influence on the performance of academic staff at Auchi Polytechnic, Auchi. The researchers concluded that organisational citizenship behaviour variables such as courtesy, employee commitment, altruism, and challenging work significantly affected the performance of academic staff at Auchi Polytechnic. The study recommended that administrators of Auchi Polytechnic should encourage greater participation of academic staff in organisational activities and decision-making processes to enhance commitment, courtesy and overall performance.

Keywords: Organisational Citizenship Behaviour; Employee Performance; Academic Staff; Courtesy; Altruism; Employee Commitment.

INTRODUCTION

21st-century organisations, particularly knowledge-driven institutions such as polytechnics and universities, find that employee performance is no longer determined solely by formal job descriptions or contractual obligations. Increasingly, scholars argue that discretionary behaviours, those voluntary actions that employees perform beyond their prescribed duties, play a critical role in organisational success. Researchers collectively refer to these discretionary behaviours as Organisational Citizenship Behaviour (OCB). Recent empirical studies conducted between 2020 and 2025 show that OCB significant-

ly predicts employee performance across sectors. For example, authors [1] found that OCB positively influences workplace performance by strengthening cooperation and reducing interpersonal conflict. Similarly, authors [2] observed that OCB enhances employee performance by fostering a supportive work environment. In higher education contexts, authors [3] demonstrated that OCB significantly improves teacher performance, particularly when supported by strong organisational culture and transformational leadership.

Employee performance, on the other hand, has been identified as a critical determinant of organ-

isational success, especially in knowledge-based institutions such as polytechnics and universities. High-performing academic staff contribute to improved student outcomes, institutional reputation, and national development. However, performance is influenced by both formal incentives and informal behavioural factors, including OCB [3]. Auchu Polytechnic, like many public tertiary institutions in Nigeria, operates in an environment characterised by limited resources, increasing student enrolment, and rising performance expectations. In such contexts, voluntary contributions from academic staff are essential to sustaining institutional effectiveness. Understanding how OCB influences academic staff performance is therefore necessary for effective management and policy formulation. Despite the recognised importance of OCB, empirical studies examining its relationship with employee performance in Nigerian polytechnics remain limited. To the best of the researchers' knowledge, few studies have examined OCB and performance among academic staff at Auchu Polytechnic—most existing studies focused on industries, universities, and banks, among others. Moreover, scant attention has been paid to sportsmanship, altruism, courtesy, and conscientiousness among polytechnic staff.

Given the foregoing, public tertiary institutions in Nigeria face structural challenges, including heavy workloads, inadequate funding, and rising administrative demands. These challenges often require academic staff to go beyond their formal duties to ensure institutional effectiveness. However, management policies and evaluation systems tend to emphasise formal performance indicators while overlooking discretionary behaviours that support organisational functioning. One defining characteristic of OCBs is that employees voluntarily offer these behaviours. For some employees, organisational expectations or job prescriptions may require these behaviours as part of their in-role duties. There is limited empirical evidence on how Organisational Citizenship Behaviour affects employee performance among academic staff in Nigerian polytechnics, including Auchu Polytechnic. Without such evidence, management may fail to recognise and encourage behaviours that enhance performance. This study is therefore justified, as it provides data-driven insights that can inform management strategies to improve academic staff performance by promoting OCB.

In light of the above, the study is guided by the following objectives:

- a) To ascertain the effect of sportsmanship on financial reward among academic staff of the Auchu Polytechnic
- b) To investigate the effect of conscientiousness on employee recognition among academic staff of the Auchu Polytechnic
- c) To find out the influence of courtesy on employee commitment among academic staff of the Auchu Polytechnic
- d) Examine the relationship between altruism and challenging work among academic staff at Auchu Polytechnic.

To test these objectives, the researchers formulated the hypotheses in their null form.

H01: There is no significant relationship between sportsmanship and financial reward among academic staff of the Auchu Polytechnic

H02: There is no significant relationship between conscientiousness and employee recognition among academic staff of the Auchu Polytechnic

H03: There is no significant relationship between courtesy and employee commitment among academic staff of the Auchu Polytechnic

H04: There is no significant relationship between altruism and challenging work among academic staff of the Auchu Polytechnic

Review of Related Literature

Concept of Organisational Citizenship Behaviour. Organ defined organisational citizenship behaviour (OCB) in 1988 as discretionary individual behaviour that the formal reward system does not directly or explicitly recognise but that promotes the effective functioning of an organisation. Researchers in organisational behaviour have widely studied OCB because of its positive impact on organisational outcomes [3].

Dimensions of Organisational Citizenship Behaviour OCB. Sportsmanship: Sportsmanship is defined as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining [4]. It refers to a person's desire not to complain when experiencing the inevitable inconveniences and abuse that arise from the exercise of a professional activity. Sportsmanship refers to avoiding unnecessary complaints about workplace difficulties and being positive and tolerant of workplace problems.

Conscientiousness: Conscientiousness is adherence to the organisation's standards, guidelines, and regulations [5]. It is behaviour that goes beyond what is required by the organisation, such as punctuality and adherence to its rules and regulations. A more conscientious employee will tend to remain "attached" to the organisation for longer than a less conscientious employee.

Courtesy: Courtesy involves helping others by taking steps to prevent problems among colleagues and by consulting before taking action [6]. It is a behaviour that is done to avoid undesirable conditions for other employees, such as giving prior notice of schedule changes or meetings; conflict will lessen if employees are courteous.

Altruism: Authors [4], cited in authors [5], conceptualised altruism as a voluntary action of helping a colleague with work-related problems, such as helping accomplish tasks, using equipment, and more. It is an action outside the requirements of employees' jobs.

Concept of Employee Performance. Employee performance refers to the degree to which an employee effectively fulfils job responsibilities [7]. In academic settings, performance encompasses teaching effectiveness, research productivity, administrative contribution, and service to the institution. Studies have shown that both individual and organisational factors, including motivation, leadership, and organisational culture, influence performance.

Theoretical Framework. The researchers anchored this work in social exchange theory (SET), as propounded by authors [8], as cited in authors [9]. This theory acknowledged social exchange as a process of interaction between people. It is often used to examine various aspects of employee reciprocity, including OCB [10]. It proposes that "gestures of goodwill" are exchanged between employees and the organisation, as well as between subordinates and their supervisors, when a particular action warrants reciprocity [10].

Empirical Review. Although significant research exists regarding the relationship between Sportsmanship and Financial Reward, findings are conflicting. For example, some researchers have reported positive relationships between financial reward and performance [9, 11, 12]. A review of the research on financial reward and sportsmanship performance indicated that perceived self-efficacy and intrinsic motivation may

moderate the relationship between performance and reward [13-16]. However, an extensive search of the existing literature on financial reward and performance found no studies that simultaneously assessed these two potential moderators.

Some researchers have found that monetary incentives can be useful tools for motivating employees in a variety of contexts. For example, authors [17] found that monetary incentives were useful for motivating at-risk youth to participate in a mentoring program. Nigeria was recently knocked out of the 2026 World Cup qualification (World Cup, 2026); the players did not feel too bad because, with or without the World Cup, they are financially stable. Although they felt disappointed not to qualify for the ongoing World Cup, they took it in the spirit of sportsmanship and moved on.

Authors [18] examined the relationships among organisational citizenship behaviour, hospital corporate image, and performance in selected hospitals in Lagos State, Nigeria. With a sample size of 298 patients and using the structural equation model (SEM), the study revealed that hospitals can improve performance through organisational citizenship behaviour and a conscientious corporate image, as these behaviours enhance customer loyalty. In addition, authors [19] examined the impact of organisational citizenship behaviour, transformational leadership, and organisational commitment on performance through a case study of universities in Ho Chi Minh City, using staff populations from the universities. Results showed that conscientiousness positively impacts organisational performance in Vietnamese universities. Authors [20] investigated whether job resources significantly predicted OCB among 512 primary care staff in Guangzhou, China. It was discovered that job resources determined OCB.

Courtesy includes activities that help prevent potential issues arising from interactions with others. When courtesy is matched with employee commitment, it produces results that lead to higher motivation and worker satisfaction.

Authors [21] investigated the determinants of citizenship behaviour in Nigerian organisations, as well as the demographic variables that mediate its level of manifestation. The study adopted the survey research design. Employees from both public and private organisations were involved in the study. The researchers used a question-

naire to collect data on the study variables and analysed the data using both descriptive and inferential statistics. Their findings showed that individual employee personality and commitment predict citizenship behaviour in Nigerian organisations. Based on these findings, they recommended that Nigerian organisations implement measures to strengthen affective workplace commitment.

Altruism, in simple words, means helping others. Employees should give a helping hand to coworkers who are overloaded, absent, or having difficulty performing their tasks.

Authors [11] examined the impact of organisational citizenship behaviour dimensions on job satisfaction among academic staff in Osun State-owned tertiary institutions. The researchers administered a well-structured questionnaire to 80 respondents selected through simple random sampling. They then used multiple regression to analyse the collected data and determine the impact of the independent variables (OCB dimensions) on the dependent variable (JS). Results revealed that altruism significantly affects job satisfaction.

METHODS

The study focuses on the academic staff across the various schools and departments at Auchi Polytechnic. The researcher employed the descriptive survey design. The academic staff population was drawn from the three designated campuses of the polytechnic and comprised 833 staff. The sample size was determined using the Taro Yamane formula and included 270 respondents who met the stratification criteria during the random sampling process. The data were collected using a structured questionnaire divided into sections. Part A collects information on the respondent, and Part B deals with organisational citizenship behaviour, grouped into four sections:

- 1) Sportsmanship and financial reward,
- 2) Conscientiousness and employee recognition,
- 3) Courtesy and employee commitment, and
- 4) Altruism and challenging work to elicit responses on the factor determinants of organisational citizenship behaviour, as manifest variables measured as employee performance, and the latent variable in the study area.

Modelling of Research Variables. To effectively measure employee performance based on organisational citizenship behaviour in Auchi Polytechnic, the model is formulated as follows:

$$Y = \text{Employee performance} \quad (1)$$

X_s = Organisational citizenship behaviour, which is a function of its determining factors:
 1) Sportsmanship and financial reward,
 2) Conscientiousness and employee recognition,
 3) Courtesy and employee commitment, and
 4) Altruism and challenging work,

$$Y = f(X_s)$$

Modelled as:

$$Y = f(SFR, CER, CEC, ACW) \quad (2)$$

$$EMP = \alpha_1 SFR + \alpha_2 CER + \alpha_3 CEC + \alpha_4 ACW$$

where EMP = Employee Performance, SFR = Sportsmanship and Financial Reward, CER = Conscientiousness and Employee Recognition, CEC = Courtesy and Employee Commitment, and ACW = Altruism and Challenging Work α_s is the model parameter.

Data Analysis, Statistics and Criteria. The method of data analysis employed to estimate employee performance on organisational citizenship behaviour was Principal Component Analysis (PCA). The researchers considered the method appropriate for analysing the variable of interest, employee performance, a latent variable measured by manifest variables: 1) Sportsmanship and Financial Reward, 2) Conscientiousness and employee recognition, 3) Courtesy and employee commitment, and 4) Altruism and challenging work.

The procedures for submitting an interpretation using a literature guide.

1) Commonalities: tells much of each variable's variance is explained by all the factors together. Value = 0 to 1. Rule: > 0.5 = Good. If < 0.3, that variable is "useless" – it is not related to any factor. Drop it and run again [22, 23].

2) KMO - Kaiser-Meyer-Olkin Measure: tests whether the data are "factorable". That is, if variables have sufficient correlation to form factors

for the hidden variable underlying measured employee performance. Rule of thumb: KMO Value 0.9 - 1.0 is Excellent; 0.8 - 0.9 is great; 0.7 - 0.8 is good; 0.6 - 0.7 is acceptable, but 0.5 - 0.6 is poor; still run if < 0.5 . Stop. Data not suitable. Collect more/better data [24].

3) Bartlett's Test of Sphericity was used to test if variables are correlated at all. If no correlation, no factors can form. Rule: Sig. value < 0.05 = Pass. Means variables ARE correlated; factor analysis is valid. If Sig > 0.05 : Fail [25].

4) Chi-Square: A bigger value implies stronger evidence that variables are correlated. Sig. value: Same rule as must be < 0.05 . In SPSS, if "Sig." shows 0.000, that is perfect. The Rotated Component Matrix indicates the correlation of variable loadings on each factor after rotation. Loadings imply a correlation between a variable and a factor. -1 to +1. Rules: Loading cut-off: > 0.5 = Strong. 0.4-0.5 = Acceptable. < 0.4 = Weak; drop

it. Cross-loading: If a variable load > 0.4 on 2+ factors [26].

5) Finally, model development is based on Total Variance Explained: aims for factors that explain $> 60\%$ of the total variance in the independent variable; $> 50\%$ is acceptable.

In this paper, the data were analysed using PCA to model the research variables to estimate the extent to which organisational citizenship behaviour variables impacted employee performance among academic staff at Auchi Polytechnic.

RESULTS AND DISCUSSION

Results in Table 1 indicate that the respondents were predominantly male academic staff aged 31-40 years, holding MSc and M.A degrees, with 11-15 years of cognitive experience in their various departments across the school, and they are Senior Lecturers by rank.

Table 1 – Descriptive Statistics and Mean Score Analysis

Research Items	N	Mean	Std. Deviation	Likert	Mean Score
Gender	270	1.41	.49	1	Male
Age	270	2.50	.97	2	31-40years
Educational Qualification	270	2.38	1.09	2	MSc/M.A
Years of Experience	270	2.62	1.06	3	11-15
Academic Qualification Rank	270	3.57	1.76	4	Senior Lecturer
Sportsmanship and Financial Reward					
I tolerate inconveniences at work without complaining	270	3.58	1.50	4	Strongly Agreed
I maintain a positive attitude even under difficult working conditions	270	3.58	1.44	4	Strongly Agreed
I avoid unnecessary complaints about institutional policies	270	3.13	1.22	3	Agreed
My ability to endure challenges influences my chances of receiving financial rewards	270	3.16	1.37	3	Agreed
Staff who display good sportsmanship are more likely to be rewarded financially	270	3.59	1.33	4	Strongly Agreed
Conscientiousness and Employee Recognition					
I always adhere strictly to institutional rules and regulations	270	3.59	1.66	4	Strongly Agreed
I go beyond my assigned duties to ensure tasks are completed	270	3.11	1.39	3	Agreed
I am punctual and consistent in my work responsibilities	270	3.28	1.57	3	Agreed
My level of dedication influences the recognition I receive	270	2.93	1.41	3	Agreed
Conscientious employees are more likely to be recognised in this institution	270	2.91	1.36	3	Agreed
Courtesy and Employee Commitment					
I treat my colleagues with respect and consideration	270	3.41	1.66	3	Agreed
I consult colleagues before taking actions that may affect them	270	3.32	1.42	3	Agreed
I help prevent conflicts in my department	270	3.42	1.27	3	Agreed
A courteous work environment increases my commitment to the institution	270	2.82	1.46	3	Agreed
Mutual respect among staff enhances dedication to work	270	3.11	1.70	3	Agreed
Altruism and Challenging Work					

Research Items	N	Mean	Std. Deviation	Likert	Mean Score
I treat my colleagues with respect and consideration	270	3.37	1.58	3	Agreed
I consult colleagues before taking actions that may affect them	270	3.24	1.46	3	Agreed
I help prevent conflicts in my department	270	3.26	1.23	3	Agreed
A courteous work environment increases my commitment to the institution	270	2.88	1.49	3	Agreed
Mutual respect among staff enhances dedication to work	270	3.04	1.64	3	Agreed

Mean score response analysis of the items measuring organisational citizenship behaviour based on sportsmanship and financial reward showed that academic staff strongly agreed that they tolerate inconveniences at work without complaining, maintain a positive attitude even under difficult working conditions, and that staff who display good sportsmanship are more likely to be rewarded financially. There is agreement that they avoid unnecessary complaints about institutional policies and that the ability to endure challenges influences their chances of receiving financial rewards.

In terms of conscientiousness and employee recognition, academic staff strongly agreed to always adhere strictly to institutional rules and regulations and agreed to go beyond their assigned duties to ensure tasks are completed; being punctual and consistent in my work responsibilities and level of dedication influences the recognition I receive, and conscientious employees are more likely to be recognised in the institution.

Based on the research items of courtesy/employee commitment and altruism/challenging work, the mean score analysis results revealed that academic staff agreed that they treat their colleagues with respect and consideration, consult colleagues before taking actions that may affect them, help prevent conflicts in my department, a courteous work environment increases my commitment to the institution and mutual respect among staff enhances dedication to work.

Results in Table 2 indicated that all the research items measuring the manifest variables: 1) Sportsmanship and financial reward, 2) Conscientiousness and employee recognition, 3) Courtesy and employee commitment, and 4) Altruism and challenging work are statistically significant, indicating that the items are adequate to capture organisational citizenship behaviour of academic staff in Auchi Polytechnic at 5%. Therefore, it creates a basis for performing PCA.

Table 2 – Test of Research Data Suitability for PCA

Research Items	T	Df	Sig	Remark
Gender	47.037	269	.000	Significant
Age	42.254	269	.000	Significant
Educational Qualification	35.852	269	.000	Significant
Years of Experience	40.494	269	.000	Significant
Academic Qualification Rank	33.278	269	.000	Significant
Sportsmanship and Financial Reward				
I tolerate inconveniences at work without complaining.	39.173	269	.000	Significant
I maintain a positive attitude even under difficult working conditions.	40.823	269	.000	Significant
I avoid unnecessary complaints about institutional policies.	42.370	269	.000	Significant
My ability to endure challenges influences my chances of receiving financial rewards.	37.826	269	.000	Significant
Staff who display good sportsmanship are more likely to be rewarded financially.	44.509	269	.000	Significant
Conscientiousness and Employee Recognition				
I always adhere strictly to institutional rules and regulations.	35.434	269	.000	Significant
I go beyond my assigned duties to ensure tasks are completed.	36.887	269	.000	Significant
I am punctual and consistent in my work responsibilities.	34.253	269	.000	Significant
My level of dedication influences the recognition I receive	34.043	269	.000	Significant
Conscientious employees are more likely to be recognised in this institution.	35.306	269	.000	Significant
Courtesy and Employee Commitment				

Research Items	T	Df	Sig	Remark
I treat my colleagues with respect and consideration.	33.640	269	.000	Significant
I consult colleagues before taking actions that may affect them.	38.424	269	.000	Significant
I help prevent conflicts in my department.	44.341	269	.000	Significant
A courteous work environment increases my commitment to the institution.	31.813	269	.000	Significant
Mutual respect among staff enhances dedication to work.	30.184	269	.000	Significant
Altruism and Challenging Work				
I treat my colleagues with respect and consideration.	35.014	269	.000	Significant
I consult colleagues before taking actions that may affect them.	36.538	269	.000	Significant
I help prevent conflicts in my department.	43.387	269	.000	Significant
A courteous work environment increases my commitment to the institution.	31.697	269	.000	Significant
Mutual respect among staff enhances dedication to work.	30.468	269	.000	Significant

Notes: Significant at 5% if $p < 0.000$.

Sportsmanship and financial reward share 0.729 and 0.861, respectively, indicating that 73% and 86% of the variance in sportsmanship and financial reward, respectively, is captured by the correlation that staff who display good sportsmanship are more likely to be rewarded financially and to tolerate inconveniences at work without complaining.

Table 3a – Sportsmanship and Financial Reward Communalities

Sportsmanship and Financial Reward	Initial	Extraction
1. I tolerate inconveniences at work without complaining	1.000	.861
2. I maintain a positive attitude even under difficult working conditions	1.000	.552
3. I avoid unnecessary complaints about institutional policies	1.000	.635
4. My ability to endure challenges influences my chances of receiving financial rewards	1.000	.574
5. Staff who display good sportsmanship are more likely to be rewarded financially	1.000	.729

Table 3b – Conscientiousness and Employee Recognition Communalities

Conscientiousness and Employee Recognition	Initial	Extraction
1. I always adhere strictly to institutional rules and regulations	1.000	.775
2. I go beyond my assigned duties to ensure tasks are completed	1.000	.220
3. I am punctual and consistent in my work responsibilities	1.000	.759

Conscientiousness and Employee Recognition	Initial	Extraction
4. My level of dedication influences the recognition I receive	1.000	.611
5. Conscientious employees are more likely to be recognised in this institution	1.000	.464

Conscientiousness and employee recognition" has communality 0.759 and 0.775, which indicate that 76% and 78% of conscientiousness and employee recognition variance is captured by correlation factors of always adhering strictly to institutional rules and regulations and being punctual and consistent in their work responsibilities.

Table 3c – Courtesy and Employee Commitment Communalities

3. Courtesy and Employee Commitment	Initial	Extraction
1. I treat my colleagues with respect and consideration	1.000	.718
2. I consult colleagues before taking actions that may affect them	1.000	.752
3. I help prevent conflicts in my department	1.000	.666
4. A courteous work environment increases my commitment to the institution	1.000	.550
5. Mutual respect among staff enhances dedication to work	1.000	.717

Courtesy and employee commitment" has communalities of 0.717, 0.718 and 0.752, suggesting that 72% and 75% of the variance in courtesy

and employee commitment is captured by correlation factors of treating their colleagues with respect and consideration, mutual respect among staff enhances dedication to work and consulting colleagues before taking actions that may affect them.

department		
4. A courteous work environment increases my commitment to the institution	1.000	.559
4. Mutual respect among staff enhances dedication to work	1.000	.791

Table 3d – Altruism and Challenging Work Communalities

4. Altruism and Challenging Work	Initial	Extraction
1. I treat my colleagues with respect and consideration	1.000	.688
2. I consult colleagues before taking actions that may affect them	1.000	.742
3. I help prevent conflicts in my	1.000	.697

Altruism and challenging work have a communality of 0.791 and 0.742, indicating that 79% and 74% of their variance is captured by the correlation factors of Mutual respect among staff, which enhances dedication to work, and consulting colleagues before taking actions that may affect them.

Table 4 – Model and Test of Hypothesis: Bartlett's Test of Sphericity

Factor of Organisational Citizen Behaviour	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Approx. Chi-Square	Df	Sig.	Remark
Sportsmanship and Financial Reward	.677	238.266	10	.000	Sig.
Conscientiousness and Employee Recognition	.732	535.821	10	.000	Sig.
Courtesy and Employee Commitment	.819	762.118	10	.000	Sig.
Altruism and Challenging Work	.761	869.559	10	.000	Sig.

Notes: Dependent Variable: Employee's Performance

$$EMP = 67.7SFR, + 73.2CER, + 81.9CEC, + 76.1ACW$$

The PCA model estimates in Table 4 revealed that sportsmanship and financial reward contributed 67.7% to employee performance; conscientiousness and employee recognition contributed 73.2%; courtesy and employee commitment contributed 81.9%; and altruism and challenging work contributed 76.1%. All the variables measuring organisational citizenship behaviour: 1) Sportsmanship and financial reward, 2) Conscientiousness and employee recognition, 3) Courtesy and employee commitment, and 4) Altruism and challenging work, have a significant influence on the performance of academic staff in Auchi Polytechnic.

The findings of this study revealed that sportsmanship significantly influences financial reward among academic staff in Auchi Polytechnic; this implies that employees who maintain positive attitudes, tolerate workplace inconveniences, avoid unnecessary complaints, and demonstrate resilience in the face of challenges are more likely to be considered for financial rewards and other incentives. This finding is consistent with the au-

thors' studies [13-16], which show that sportsmanship positively contributes to employee performance.

The study further revealed that conscientiousness significantly influences employee recognition among academic staff of Auchi Polytechnic, Auchi. The finding suggests that employees who demonstrate punctuality, reliability, adherence to organisational rules, and dedication to assigned responsibilities are more likely to receive recognition from management. This result agrees with the findings of authors [18-20], who found that managers and organisations frequently acknowledge conscientious employees for their commitment to organisational goals and high work standards.

Furthermore, the study revealed that courtesy has a significant positive influence on employee commitment in Auchi Polytechnic; this indicates that academic staff who maintain cordial relationships, respect colleagues, communicate effectively, and avoid actions that may create workplace conflict tend to exhibit higher levels of commitment to their institutions. This finding is consistent with the studies by authors [21, 27,

28], which established that courteous behaviour promotes harmonious working relationships and strengthens employee commitment.

Finally, the study found a significant relationship between altruism and challenging work among academic staff of Auchi Polytechnic, Auchi. The result suggests that employees who willingly assist colleagues, share knowledge, provide mentorship, and support institutional activities are more willing to undertake challenging tasks and responsibilities. This finding aligns with studies by authors [11], which found that altruistic employees are more likely to embrace challenging assignments due to their strong commitment to organisational goals.

CONCLUSIONS

Staff who display good sportsmanship are more likely to be rewarded financially, and tolerating inconveniences at work without complaining drives sportsmanship and financial rewards at Auchi Polytechnic. Conscientious employees demonstrate employee recognition by strictly adhering to institutional rules and regulations and by maintaining punctuality and consistency in their work responsibilities. Courtesy and employee commitment: treating colleagues with respect and consideration. Mutual respect among staff enhances dedication to work and consulting colleagues before taking actions that may affect them. Altruism and Challenging Work variance are correlated with mutual respect among staff, which enhances dedication to work and encourages consulting colleagues before taking actions that may affect them. Organisational citizenship behaviour variables such as Courtesy, Employee Commitment, Altruism, and Challenging Work have a significant impact on the performance of academic staff at Auchi Polytechnic.

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

1) Management of tertiary institutions in Edo State should implement attractive and equitable financial reward systems that recognise academic staff who exhibit sportsmanship; this will encourage employees to maintain positive attitudes, tolerate workplace challenges, and remain committed to institutional goals.

2) Auchi Polytechnic management should strengthen employee recognition programmes to promote conscientiousness among academic staff. Staff who demonstrate punctuality, dili-

gence, reliability, and adherence to institutional policies should be regularly recognised and rewarded.

3) Institutional administrators should encourage greater participation of academic staff in organisational activities and decision-making processes; this will enhance employees' sense of belonging, responsibility, and commitment to the institution.

4) Management of tertiary institutions in Edo State should foster a culture of mutual respect, effective communication, and harmonious interpersonal relationships to improve courtesy and employee commitment. Management should organise regular training on workplace ethics and conflict management to support this objective.

5) Auchi Polytechnic should provide challenging, intellectually stimulating work opportunities, such as research collaborations, mentorship programmes, and leadership responsibilities, to encourage altruistic behaviour among academic staff; this will motivate employees to assist colleagues voluntarily and contribute beyond their formal job requirements.

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Appendix

Part A: Demographic Information

(Please tick(√) as appropriate)

1) Gender:

☐ Male ☐ Female

2) Age:

☐ 20–30 ☐ 31–40 ☐ 41–50 ☐ 51 and above

3) Educational Qualification:

☐ B.Sc./B.A ☐ M.Sc./M.A ☐ PhD ☐ Others

4) Years of Experience:

☐ 1–5 ☐ 6–10 ☐ 11–15 ☐ 16 and above

5) Academic Qualification Rank:

☐ Assistant Lecturer ☐ Lecturer II ☐ Lecturer I

☐ Senior Lecturer ☐ Principal Lecturer

☐ Chief Lecturer

Part B: Organisational Citizenship Behaviour (OCB) and Employee Performance

Instruction:

Please indicate your level of agreement with the following statements using the scale below:

4 = Strongly Agree (SA)

3 = Agree (A)

2 = Disagree (D)

1 = Strongly Disagree (SD)

Section 1-4

S/N	ITEMS	SA	A	U	SD	D
Sportsmanship and Financial Reward						
1	I tolerate inconveniences at work without complaining.					
2	I maintain a positive attitude even under difficult working conditions.					
3	I avoid unnecessary complaints about institutional policies.					
4	My ability to endure challenges influences my chances of receiving financial rewards.					
5	Staff who display good sportsmanship are more likely to be rewarded financially.					
Conscientiousness and Employee Recognition						
6	I always adhere strictly to institutional rules and regulations.					
7	I go beyond my assigned duties to ensure tasks are completed.					
8	I am punctual and					

	consistent in my work responsibilities.					
9	My level of dedication influences the recognition I receive					
10	Conscientious employees are more likely to be recognised in this institution.					
Courtesy and Employee Commitment						
11	I treat my colleagues with respect and consideration.					
12	I consult colleagues before taking actions that may affect them.					
13	I help prevent conflicts in my department.					
14	A courteous work environment increases my commitment to the institution.					
15	Mutual respect among staff enhances dedication to work.					
Altruism and Challenging Work						
16	I treat my colleagues with respect and consideration.					
17	I consult colleagues before taking actions that may affect them.					
18	I help prevent conflicts in my department.					
19	A courteous work environment increases my commitment to the institution.					
20	Mutual respect among staff enhances dedication to work.					

Thank you for your participation. Your responses will be treated with strict confidentiality and used strictly for academic purposes.

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