

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PERFORMANCE OF EMPLOYEES IN NIGER DELTA DEVELOPMENT COMMISSION, NIGERIA

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ABSTRACT

This study ascertained the correlation between organizational citizenship behavior and performance of employees in Niger Delta Development Commission, Nigeria. The specific objectives were to analyze the relationship between sportsmanship, altruism, conscientiousness and performance of employees in NDDC. Data for the study was generated through a well-structured questionnaire. The data was analyzed while the hypotheses were tested using Pearson Product Moment Correlation. The findings revealed a positive and significant relationship between the predictors and criterion variables of the study. Based on the findings of this study, the researchers thus conclude that; there is a strong and positive relationship between organizational citizenship behaviour and performance of employee in NDDC. Founded on the findings of this study, the researcher thus recommends that: Public organizations should consider organizational citizenship behavior imperative to improve on employees' performance. Public organizations that seeks to enhance their employee's service quality and citizens' satisfaction should consider sportsmanship, altruism and conscientiousness as necessary ingredients.

INTRODUCTION

Every organization wants to succeed and achieve its goals, and this is done by facilitating the best organizational design. Great organizational structures, however, cannot accomplish these things on their own; they must be linked with working strategies that improve both personal and corporate performance. If an organization pays close attention to the employee's corporate actions, it will gain the most from doing this. Organizations are made up of a variety of people who act in a variety of ways, from the minimalists who put up the least amount of effort to maintain membership to those who actively take on extra roles to help the organization. These extracurricular activities that affect how efficiently an organization operates go above and beyond what is specified in and evaluated by a formal job description.

These behaviors are corporately known as Organizational Citizenship Behavior. Even with Human Resource Units, it can be difficult to find the right way to encourage and promote OCB. Organizational Citizenship Behavior is not understood in its proper context, making it difficult for managers to fully understand what they are asking of their staff. As a result, they are unable to explain what OCB is to their staff, and as a result, they cannot expect it from them. They frequently use the informal or colloquial phrase of "going the extra mile". Managers find it difficult to see beyond this language, missing the true significance of what they really want to say, while employees are unsure of how to evaluate their own performance in light of OCB.

It is reasonable to argue that personnel who go above and above the requirements of their employment contracts are crucial to the efficient performance of official tasks in high-performing public organizations like the Niger Delta Development Commission. Without their members acting as good citizens by engaging in a variety of desirable behaviors, organizations would rarely survive or grow. Understanding the nature and sources of OCB has long been and continues to be a top focus for organizational researchers due to the significance of good citizenship for Organizations (Organ, 2018). George and Brief (2022), two well-known and current organizational researchers,

have backed Organ's claim regarding the significance of the efficacy of the behaviors he classified as OCB.

It is widely acknowledged among Organizational Behavior theorists that OCB has a cumulatively positive impact on Organizational functioning. Numerous studies have specifically examined the nature and extent of the relationship between OCB and organizational productivity (Wagner & Rush, 2020). Therefore, it stands to reason that, especially in service-oriented businesses, we should encourage organizational citizenship behavior among staff members who become more productive as a result of OCB. Arguments that change is permanent are no longer fashionable; instead, people will take you more seriously if you acknowledge that change now is more swift, destructive, and rapid than ever before. Because of the complexity, turbulence, and dynamic nature of the corporate and social environment, a formula for success today may become a liability tomorrow almost immediately. One thing is certain: the world is getting a lot more tumultuous at a faster rate, and businesses are getting tough enough to handle the upheaval. In order to thrive or even survive in this environment, our most fundamental presumptions about how to guide and manage business growth and survival must be fundamentally rethought.

According to Robb (2020), there is overwhelming evidence that huge corporations are failing more frequently, their profits are declining, and their overall corporate performance is in jeopardy. Because customers' perceptions of outstanding customer service are based in part on how well employees perform, employee productivity has become essential. The necessity of staff productivity is emphasized for three key reasons. In order to reduce cost and damage, it is crucial for businesses to be able to react swiftly to disruptions with low probability but significant impact. If a company is unable to handle these disturbances, the results could be dire: financial and human losses, irreparable image damage, lost market share, and the like. Based on these, this study examined the relationship between organizational citizenship behaviour and performance of employees in Niger Delta Development commission.

Objectives of the Study

The general objective of the study is to establish the relationship between organizational citizenship behavior and performance of employees in the Niger Delta Development Commission. The specific objectives are to:

- i. determine the relationship between sportsmanship and employee service quality.
- ii. determine the relationship between sportsmanship and citizen satisfaction.
- iii. examine the relationship between altruism and employee service quality.
- iv. examine the relationship between altruism and citizen satisfaction.
- v. ascertain the relationship between conscientiousness and employee service quality.
- vi. establish the relationship between conscientiousness and citizen satisfaction

Research Questions

- i. What is the relationship between sportsmanship and employee service quality?
- ii. What is the relationship between sportsmanship and citizen satisfaction?
- iii. What relationship exists between altruism and employee service quality?
- iv. What relationship exists between altruism and citizen satisfaction?
- v. What is the relationship between altruism and employee service quality?
- vi. What is the relationship between altruism and citizen satisfaction?

Research Hypotheses

The following null hypotheses guided the study:

Ho₁: There is no significant relationship between sportsmanship and employee service quality.

Ho₂: There is no significant relationship between sportsmanship and citizen satisfaction.

Ho₃: There is no significant relationship between altruism and employee service quality.

Ho₄: There is no significant relationship between altruism and citizen satisfaction.

Ho₅: There is no significant relationship between conscientiousness and employee service quality.

Ho₆: There is no significant relationship between conscientiousness and citizen satisfaction

LITERATURE REVIEW

Conceptual Framework

The framework below depict the assumptions on which this study is built on.

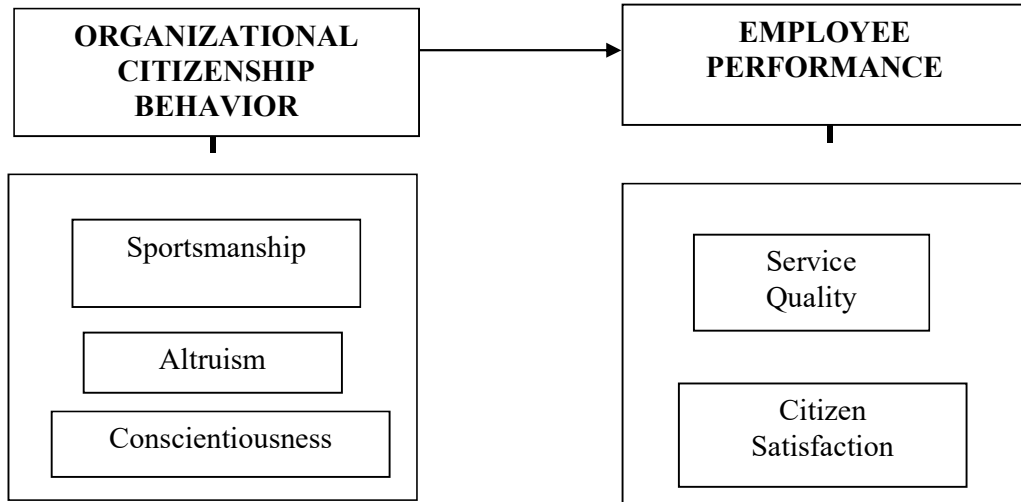


Figure 1: Conceptual Framework of Organizational Citizenship Behavior and Employee Performance

Source: Desk Review, 2023

Conceptual Review

Concept of Organizational Citizenship Behavior

Because it has a substantial impact on an organization's success and ability to survive in a cutthroat commercial climate and in the public sectors, corporate citizenship behavior has attracted a lot of study interest in recent years. Organizational citizenship behavior helps employees complete their work by allocating more time to effective planning and problem-solving (Hemaloshinee & Nomahaza, 2017). It also helps the organization allocate its limited resources more efficiently. The term "organizational citizenship behavior" refers to a person voluntarily participating in an organization outside of the scope of their contractual obligations. For instance, supporting others with hard workloads keeps up with advances in the organization and does not require additional breaks (Dinka, 2018; Park, 2016).

According to Klotz et al. (2018), organizational citizenship behavior is undefined and not formally connected to incentive and performance rating systems in organizations. Since the concept cannot conceive the existence of any foundation for the organization and since the human element is a crucial component of growth and advancement in every society, its attention is on one of the most crucial organizational resources, the majority of advanced nations achieved what, as is well known organizational citizenship behavior because of the importance it has given to its human resources, it is a hub of wealth and progress in many areas (Cichorzewska & Rakowska, 2017). Leadership behaviors that are voluntary or that promote organizational citizenship directly impact the attitudes, deeds, and behavior of employees. By serving as an example and attending to their needs, the transformational leader maximizes employee confidence by inspiring staff members to go above and beyond their expectations. When an employee's confidence in their supervisor was high, they were found to be participating in voluntary practices, and the opposite was true. This type of

organizational citizenship conduct not only has a negative impact on the organization's performance but can further lessen its efficacy (Kumari & Thapliyal, 2017).

Alqatawenah (2018) emphasized the value of organizational citizenship behavior for people by fostering creativity and innovation, developing ideas and proposals put forth by people, enhancing motivation for achievement and improving performance and a sense of responsibility towards the organization, and giving people a chance to put their skills and managerial aptitude to the test through their contributions and participation in decision-making. According to Robescu and Iancu (2016), self-confidence has been crucial in fostering the association between the formation of corporate citizenship activities and good sentiments toward employers.

Dimensions of Organizational Citizenship Behavior

Sportsmanship: Sportsmanship is defined as the ability to put up with the unavoidable annoyances and demands of labor without grumbling (Organ, 2020). It refers to a person's desire to remain silent when faced with the inevitable annoyances and abuse caused by engaging in a professional activity. Sportsmanship means remaining upbeat and tolerant of issues encountered at work while avoiding unduly moaning about the challenges encountered there. It is a demonstration of a readiness to put up with minor, transient workplace annoyances and demands of work without raising any issues, complaints, appeals, accusations, or protests. This significantly relieves managers of unneeded workload and stress while also preserving organizational resources for task completion (Organ & Ryan, 2015; Organ, 2020). Good sportsmanship, according to Podsakoff and MacKenzie (2017), would boost workplace morale and, as a result, lower employee turnover. When something does not go as expected or when it is thought to be bothersome, challenging, frustrating, or in any other way unfavorable, sportsmanship is described as not acting negatively. Acceptance of minor difficulties without complaint or protest enables managers to concentrate on crucial job responsibilities. Possibilities of complaints about the job or the workload, in addition to negativity around difficulties at work, are related to good sportsmanship. It entails acting tolerantly and forgivingly in less-than-ideal situations without grumbling or objecting.

Altruism: Altruism is the desire to aid another person in any way possible without anticipating any kind of reward in return. According to (Todd, 2013), altruism is referred to and defined as an employee's selflessness towards the organization. It is also taken to show an employee's willingness to assist a coworker. Altruistic behavior is frequently connected to the task or project that the business team is engaged in in a professional setting. A member of a group displaying altruistic behavior could volunteer to work on certain special projects, offer to aid or assist other employees with their job or other chores, or offer to do more work so that other employees can take on less work themselves. Because it promotes positive employee relationships, altruism at work increases productivity and effectiveness. It can also lessen the stress on other employees, such as those who are overwhelmed without a little assistance, which will also enhance productivity.

Altruism can be defined as a willingness to help or be helpful (Organ, 2017). It entails assisting other team members with their assignments. For instance, offering unpaid assistance to new hires, overburdened coworkers, absent employees, and staff who need help completing challenging jobs. Altruism, according to Smith et al. (2013), is a voluntary action in which an employee helps a person with a specific issue perform work under peculiar conditions. Altruism is the act of one member of the group assisting another member of the group in their task. Altruism was shown to be highly connected to performance assessments and, consequently, positive affectivity by Podsakoff et al. (2020). Helping behaviors are the core of altruism in the workplace. Both of these actions may be taken either inside or outside the company. There is no direct correlation between every instance of helpful action and a particular benefit to the company. According to Organ et al. (2016), the company will ultimately benefit from the accumulation of employees' helpful conduct over time.

Employees are more likely to collaborate and work in teams when they are motivated by altruism (Neihoff & Yen, 2014).

Conscientiousness: The term "conscientiousness" refers to behavior that goes above and beyond the minimal expectations that would normally be expected in a given circumstance and shows a respectable amount of self-control and discipline. When a person surpasses the expectations of their employer, such as showing up for work on time and finishing assignments on time, conscientiousness is seen in the context of a business environment. For instance, a worker going above and above these standards and demonstrating conscientiousness would prepare ahead to prevent themselves and their coworkers from becoming overburdened with work. It is a choice that goes above and beyond what is necessary to do the job in terms of observing workplace policies, showing up for work, and performing the job (Redman & Snape, 2015). A conscientious person is capable, organized, responsible, disciplined, and thoughtful. The substantial importance of this aspect in job success is explained by the tendency of conscientious people to be extremely accomplishment motivated and demonstrate strong tenacity (Judge et al., 2019). The characteristics of openness and conscientiousness are viewed to be completely at odds with one another. While openness discusses risk-taking, low dogmatism, unstructured thinking, and comfort with ambiguity, conscientiousness discusses the impulse-control need for structure, order, and conformity. Additionally, we observe that openness and conscientiousness have opposing effects in a number of situations (George & Zhou, 2021). It's likely that conscientiousness lessens the impact of openness on professional outcomes. Other performance-affecting factors have been observed to interact in this way as a form of compensation (Witt et al., 2022).

Concept of Employee Performance

Terms referring to "performance" are derived from the words "job performance" or "actual performance" (achievement of work or an actual accomplishment that someone achieved). Mangkunegara (2014) contends that an employee's performance is the outcome of the quality and amount of work he or she completes while carrying out the duties assigned to him or her. The performance, according to Kusrianto (2018), is the evaluation of the outcomes in relation to the contribution of labor and time. Employee performance is the skill provided and demonstrated by the employee while carrying out his or her duties; in other words, employee performance can be referred to as the skill displayed by employees while carrying out their tasks and responsibilities at work.

Employee performance, according to Mitchell (2018), consists of a number of factors, including: (1) work quality; (2) properness; (3) initiative; (4) capability; and (5) communication. One's performance level can be evaluated using these five factors as a benchmark. In addition, set $\text{Performance} = \text{aptitude} \times \text{motivation}$ to quantify performance. While Paais & Pattiruhu (2020) noted that an employee's effectiveness depends on their own level of openness and willingness to do their duties. He added that having staff that are willing and open to executing their jobs could lead to an improvement in productivity, which in turn affects performance. The level of results that can be demonstrated by a person in the execution of his task, according to Kusrianto (2018), is the measure of an employee's performance.

Measures of Employee Performance

Service Quality: A strong organization's core value and competitive advantage is service quality. It is even more crucial for the NDCC to consistently improve the quality of the services they provide to their inhabitants because the volume of services has been growing quickly in tandem with the Niger Deltas' increasing needs (Akl & Urgan, 2022). The organization must take service quality extremely seriously since it compares perceived expectations of any service with perceived performance. Organizations must concentrate on this area in order to comprehend how citizens see them and supply the services that are expected. Service quality was described by Bitner and Hubbert

(1994) as "the consumer's overall perception of the relative inferiority/superiority of the organization and its services." Parsuraman et al. (2012) produced the most important research in terms of how citizens view the quality of the services they receive.

Citizens Satisfaction: In the literature, citizen satisfaction is defined and understood in a number of different ways. According to Van de Walle (2018), satisfaction is a complicated phenomenon that includes expectations, past experiences, and preexisting attitudes. An evaluation of public service interactions is necessary to determine whether citizens are satisfied with them (Bradford et al., 2009). Oliver (1997) claimed that satisfaction is a judgment based on a comparison of the evaluation of the product or service experience before and after the supply of the service. Comparison of expectations and the actual service experience leads to satisfaction. Indeed, it is a review of the post-service provision. After interacting with a service and contrasting it with prior experiences, it is a mental condition that develops (Oliver, 1980). The decision of whether or not to be satisfied is made by the citizen after comparing prior service expectations to actual service experience. Thus, discrepancies between expected and perceived service are what lead to satisfaction (Parasuraman et al., 1985). If the quality of public service meets their expectations, citizens are generally satisfied. The effectiveness of government operations has a bigger influence on public satisfaction. If citizens obtain high-quality public services, they are more likely to be happy. Oliver (2010) suggested that contentment is a function of quality for this very reason. As service quality soars, satisfaction rises. As long as high-quality service delivery is upheld, satisfaction levels are generally high (Engdaw, 2020). Superior public services not only increase satisfaction but also increase citizen trust and confidence.

Empirical Review

Sportsmanship and Employee Performance

Huseyin et al. (2020). Examined the effective factors on sportsmanship behaviors of university students. Students' attitudes toward rules, injurious acts, opponent game perspective, and sportsmanship behaviors were examined, and the effects of these factors were modeled via structural equation modeling. To measure the effective factors on students' sportsmanship behaviors, a Likert scale type questionnaire, ranging from 1 'strongly disagree' to 5 'strongly agree' was applied on a face-to-face basis. The sportsmanship questionnaire about sportsmanship was composed of 45 questions. In the statistical analysis obtained data, SPSS and LISREL software were used. The results of the analyses indicate that while "game perspective" is the most effective factor in students' sportsmanship behavior, the factors; "opponent", "rules", and "injurious acts" are also statistically significant.

Yakup and Yeniçeri (2017). Examined the relationship between the physical education course sportsmanship behaviors and respect levels for high school students. The sample of the study consists of randomly selected 505 high school students (215 female and 290 male) attending state schools in the province of İstanbul in the 2016-2017 academic year. "Physical Education Course Sportsmanship Behavior Scale", "Respect Scale" and personal information forms created by the researcher were used in the study. It was found that the scales were valid and reliable and could be used for high school students. Sportsmanship behaviors significantly differed according to the gender of the students (in favor of the girls), the grade (in favor of 10th grade), school success (in favor of good level), and the type of sports most interesting (in favor of physically noncontact sports). It was understood that the scale scores of the students are not significantly different according to the family economic conditions. It was found that physical education course sportsmanship behaviors (Realization of Positive Behavior, Avoidance of Negative Behavior) are positively related to respect levels (Cosmopolitanism, Communitarianism). And it was seen that the level of respect was a significant predictor of the sportsmanship of the students. It is believed that

the implementation of activities aimed at improving the level of respect in schools will be helpful in improving sportsmanship behaviors.

Yakup and Tamer (2016) examined the effect of some sportive features of elementary and high school female students on their physical education course sportsmanship behaviors. The sample of the study consists of totally randomly selected 706 female students in Erzincan in the 2013-2014 school year. In the study, the "Physical Education Course Sportsmanship Behavior Scale" (PECSBS) and a survey that includes features of students related to physical education courses and sports developed by Koç (2013) for elementary school students were used. It was found that the scale was valid and reliable and could be used for high school students. In the light of the data collected, female students' sportsmanship behaviors according to some factors differed. Keywords: Sportsmanship, Behaviors, Female Students, and Physical Education Course.

Altruism and Employee Performance

Altruism, according to Smith et al. (2013), is a voluntary action in which an employee helps a person with a specific issue perform work under peculiar conditions. Altruism is the act of one member of the group assisting another member of the group in their task. Altruism was shown to be highly connected to performance assessments and, consequently, positive affectivity by Podsakoff et al. (2020). Helping behaviors are the core of altruism in the workplace. Both of these actions may be taken either inside or outside the company. There is no direct correlation between every instance of helpful action and a particular benefit to the company. According to Organ et al. (2016), the company will ultimately benefit from the accumulation of employees' helpful conduct over time. Employees are more likely to collaborate and work in teams when they are motivated by altruism (Neihoff & Yen, 2014).

Conscientiousness and Employee Performance

A conscientious person is capable, organized, responsible, disciplined, and thoughtful. The substantial importance of this aspect in job success is explained by the tendency of conscientious people to be extremely accomplishment-motivated and demonstrate strong tenacity (Judge et al., 2019). The characteristics of openness and conscientiousness are viewed to be completely at odds with one another. While openness discusses risk-taking, low dogmatism, unstructured thinking, and comfort with ambiguity, conscientiousness discusses the impulse-control need for structure, order, and conformity. Additionally, we observe that openness and conscientiousness have opposing effects in a number of situations (George & Zhou, 2021).

Nicole (2012), studied conscientiousness and academic performance: A mediational analysis. Data was sourced from a sample of two hundred and twenty-three undergraduate university students. Consistent with previous research, a strong positive relationship was found between conscientiousness and academic performance as measured by final grades. Of greater importance, two factors were found to mediate this relationship: Academic Self-Efficacy and Test Anxiety. The current study illustrates the complex nature of the relation between personality traits and academic achievement and indicates that personality likely has a distal effect on academic performance through more proximal characteristics.

Theoretical Framework

This study is built on Social exchange theory. This theory was developed by George (1985), a sociologist. It first appeared in his essay "Social Behavior as Exchange," in 1958. Homans studied small groups, and he initially believed that any society, community or group was best seen as a social system.

Social Exchange Theory

The exchange perspective views the employment relationship as consisting of social or economic exchanges (Yu, et. al., 2018). Economic exchange relationships involve the exchange of economic benefits in return for employees' efforts and are often dependent on formal contracts that are legally enforceable. On the other hand, social exchanges are 'voluntary actions' that may be initiated by an organization's treatment of its employees, with the expectation that the employees are obligated to reciprocate the good deeds of the organization (Sungu et al., 2019). The exchange approach view of organizational commitment posits that individuals attach themselves to their organizations in return for certain rewards from the organizations (Giao et al., 2020). According to this view, employees enter organizations with specific skills, desires, and goals, and expect to find an environment where they can use their skills, satisfy their desires, and achieve their goals.

RESEARCH METHODS

This study adopted a descriptive research design. The population of the study comprises 114 Niger Delta Development Commission employees in the Port Harcourt region which also includes management staff. The sample size was based on a census of 114 thereby making a total of 114 respondents that participated in the study. The table below exhibits the breakdown of the sampled size.

Sample Size Distribution

Management Staff	21
Non-Management Staff	93
Total Staff	114

Data for the study was collected through questionnaire. Correlation models, specifically the Pearson Product Moment Correlation Coefficient (PPMC) was applied to test the hypotheses and determine the degree of association between different variables under consideration. By using this method, researchers were able to identify the signs of each explanatory variable to the model and also the significance of the overall model. SPSS Software was used to run the regression.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter deals with the presentation of data collected from the respondents, univariate and bivariate analysis and discussion of findings.

Data Presentation

Table 1: Questionnaire Distribution

Numbers	Questionnaire	Percentage (%)
No. Sent out	114	100%
No. Returned	71	62.2%
No. Not Returned	43	37.8%

Source: field survey, 2023.

Questionnaires were given to a hundred and fourteen (114) respondents representing (100%). Seventy-one (71) of the said sums of questionnaires were filled and successfully returned representing (62.2%) while forty three (43) of the said sums were not returned also representing (37.8%). It must be stated that the analysis is based on the seventy-one (71) returned questionnaires from the respondents of the study.

Table 2: Respondents Gender

Gender

Frequency	Percent	Valid Percent	Cumulative Percent
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	Female	27	38.0	38.0	38.0
Valid	Male	44	62.0	62.0	100.0
	Total	71	100.0	100.0	

Source: field survey, 2023.

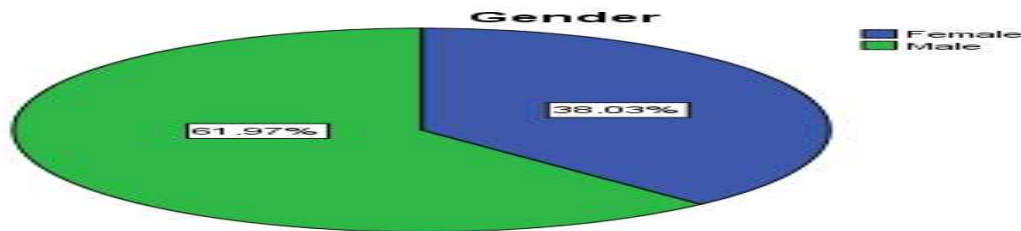


Figure 1: Respondents Gender

Source: field survey, 2023.

As shown in table 4.2 and in figure 4.1, twenty-seven (27) respondents representing (38%) are female while forty-four (44) respondents representing (62%) are male.

Reliability Analysis

For the purpose of accepting the data generated from the questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The reliability analysis in Table 4.4 below indicates that the variables had Cronbach's alpha value of ≥ 0.8 which is accepted as reliable measure. Thus, it can be accepted that the research instrument measured the variables of the study.

Table 3: Result of Reliability Analysis

Variable	Cronbach's Alpha
Sportsmanship	0.857
Altruism	0.883
Conscientiousness	0.855
Service Quality	0.910
Citizens-Satisfaction	0.828

Source: SPSS 20.0 Output (based on 2023 field survey data)

Data Analysis

In this section, the formulated hypotheses were tested adopting Pearson Product Moment Correlation Coefficient (PPMC). All the analyses were carried out with the aid of the Statistical Package for Social Sciences (SPSS) version 20.0.; while the decision rule that guided the test of hypotheses is, if significant/probability value (PV) < 0.05 (level of significance) = reject the null and conclude significant relationship and if the significant probability value (PV) > 0.05 (level of significance) = accept the null and conclude insignificant relationship; while in determining the degree or strength of relationship between the variables under focus, this study adopted the categorization key set by Evans (1996) as follows:

Table 4: Description on Range of correlation (r) values and the corresponding Level of Association

Range of r with positive and negative sign values	Descriptive level of Association	Remark of
0.00 - 0.19	Very Low	Very Weak
0.20 - 0.39	Low	Weak

0.71 - 0.59	Moderate	Moderate
0.60 - 0.79	High	Strong
0.80-1.00	Very High	Very Strong

The sign of the correlation coefficient indicates the direction of relationship or association between the variables: thus (+) depicts a positive relationship while (-) depicts a negative one. The strength of the relationship is determined by the magnitude of the correlation coefficient (r): where zero (0) value indicate no relationship and one (1) indicates a perfect relationship. Hence the closer the value is to 1 tells of a strong relationship and the closer the value is to zero (0) tells of a weak relationship.

Table 5: Correlation Analysis between Sportsmanship and Service Quality Correlations

		Sportsmanship	Service Quality
Sportsmanship	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	71	71
Service quality	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Source: (SPSS Output 2023).

Table 5 shows that the Pearson's correlation (r) = 0. 697**, this value is high, implying that a strong relationship exists between sportsmanship and service quality. The positive sign of the correlation coefficient means that a positive relationship exists between them. That is to say that an increase in service quality is associated with sportsmanship practices in the studied establishment.

Hypothesis 1

H₀₁: There is no significant relationship between sportsmanship and service quality

As shown above, the PV is (0.000), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship between sportsmanship and service quality.

Table 6: Correlation Analysis between Sportsmanship and Citizen's Satisfaction Correlations

		Sportsmanship	Citizen's Satisfaction
Sportsmanship	Pearson Correlation	1	.654**
	Sig. (2-tailed)		.000
	N	71	71
Citizen's Satisfaction	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Source: (SPSS Output 2023).

The illustration above revealed that the Pearson correlation on the relationship between Message Sidedness and Advert Recall is (0. 654**), based on the categorization in the Table 4, the evaluation is high, indicating that a strong relationship exists between sportsmanship and citizen's satisfaction.

It is a positive correlation coefficient, implying a positive relationship exist between them, i.e. increase in citizen's satisfaction is associated sportsmanship practices.

Hypothesis 2

H₀₂: There is no significant relationship between sportsmanship and citizen's satisfaction
 As shown above, the PV is (0.000), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship between sportsmanship and citizen's satisfaction.

Table 7: Correlation Analysis between Altruism and Service quality
Correlations

		Altruism	Service quality
Altruism	Pearson Correlation	1	.797**
	Sig. (2-tailed)		.000
	N	71	71
Service Quality	Pearson Correlation	.797**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Source: (SPSS Output 2023).

Table 7 shows that the Pearson's correlation ($r = 0.797^{**}$), this value is high, implying that a strong relationship exists between altruism and service quality. The positive sign of the correlation coefficient means that a positive relationship exists between them. That is to say that an increase in service quality is associated with an increase in altruism in the studied establishment.

Hypothesis 3

H₀₃: There is no significant between altruism and service quality.

As shown above, the PV is (0.000), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship exists between altruism and service quality

Table 8: Correlation Analysis between Altruism and Citizen's Satisfaction
Correlations

		Altruism	Citizen's Satisfaction
Altruism	Pearson Correlation	1	.687**
	Sig. (2-tailed)		.001
	N	71	71
Citizen's Satisfaction	Pearson Correlation	.687**	1
	Sig. (2-tailed)	.001	
	N	71	71

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

Source: (SPSS Output 2023).

The Table above revealed that the Pearson correlation on the relationship between altruism and citizen's satisfaction is (0.687**), based on the categorization in the Table 4, the evaluation is high, indicating that a strong relationship exists between the variables. It is a positive correlation coefficient, implying a positive relationship exist between them, i.e. increase in citizen's satisfaction is associated with an increase in altruism.

Hypothesis 4

H₀₄: There is no significant relationship between altruism and citizen's satisfaction

As shown above, the PV is (0.001), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship exists between altruism and citizen's satisfaction.

Table 9: Correlation Analysis between Conscientiousness and Service Quality Correlations

	Conscientiousness	Service Quality
Conscientiousness	Pearson Correlation	1
	Sig. (2-tailed)	.676**
	N	.000
Service Quality	Pearson Correlation	.676**
	Sig. (2-tailed)	.000
	N	71

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

Source: (SPSS Output 2023).

The Table above revealed that the Pearson correlation on the relationship between conscientiousness and service quality is (0. 676**), based on the categorization in the Table 4, the evaluation is high, indicating that a strong relationship exists between the variables. It is a positive correlation coefficient, implying a positive relationship exist between them, i.e. increase in service quality is associated with an increase in conscientiousness.

Hypothesis 5

H₀₅: There is no significant relationship between conscientiousness and service quality.

As shown above, the PV is (0.001), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship exists between conscientiousness and service quality.

Table 4.10: Correlation Analysis between Conscientiousness and Citizen's Satisfaction Correlations

	Conscientiousness	Citizen's Satisfaction
Conscientiousness	Pearson Correlation	1
	Sig. (2-tailed)	.791**
	N	.000
Citizen's Satisfaction	Pearson Correlation	.791**
	Sig. (2-tailed)	.000
	N	71

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

Source: (SPSS Output 2023).

Table 4.10 shows that the Pearson's correlation (r) = 0. 791**, this value is high, implying that a strong relationship exists between conscientiousness and citizen's satisfaction. The positive sign of the correlation coefficient means that a positive relationship exists between them. That is to say that an increase in citizen's satisfaction is associated with an increase in conscientiousness in the studied establishment.

Hypothesis 6

H₀₆: There is no significant relationship between conscientiousness and citizen's satisfaction. As shown above, the PV is (0.000), this value is < (0.05) significance level, therefore the null hypothesis was rejected and the researchers conclude that a significant relationship exists between conscientiousness and citizen's satisfaction.

Discussion of Findings

As summarized in the preceding subheading, the tested hypotheses revealed that:

1. There is a significant relationship between sportsmanship and measure of employee's performance (service quality and citizen's satisfaction). These findings cohere with Yakup and Yeniçeri (2017) study on the relationship between the physical education course sportsmanship behaviors and respect levels for high school students. It was found that physical education course sportsmanship behaviors (Realization of Positive Behavior, Avoidance of Negative Behavior) are positively related to respect levels (Cosmopolitanism, Communitarianism). And it was seen that the level of respect was a significant predictor of the sportsmanship of the students.
2. There is a significant relationship between altruism and the indicators of employee's performance (service quality and citizen's satisfaction). These findings are supported by extant literature, altruism, according to Smith et al. (2013), is a voluntary action in which an employee helps a person with a specific issue perform work under peculiar conditions. Altruism is the act of one member of the group assisting another member of the group in their task. Altruism was shown to be highly connected to performance assessments and, consequently, positive affectivity by helping behaviors that are the core in the workplace.
3. A significant relationship between conscientiousness and measures of employee's performance; service quality and citizen's satisfaction. These findings cohere with Nicole (2012) study on conscientiousness and academic performance: A mediational analysis. A strong positive relationship was found between conscientiousness and academic performance as measured by final grades. A conscientious person is capable, organized, responsible, disciplined, and thoughtful. The substantial importance of this aspect in job success is explained by the tendency of conscientious people to be extremely accomplishment-motivated and demonstrate strong tenacity (Judge et al., 2019). The characteristics of openness and conscientiousness are viewed to be completely at odds with one another. While openness discusses risk-taking, low dogmatism, unstructured thinking, and comfort with ambiguity, conscientiousness discusses the impulse-control need for structure, order, and conformity. Additionally, we observe that openness and conscientiousness have opposing effects in a number of situations (George & Zhou, 2021).

CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, the researchers thus conclude that; there is a strong and positive relationship between organizational citizenship behaviour and performance of employee in NDDC. Also, there is a significant relationship between sportsmanship and service quality. There is a significant relationship between sportsmanship and citizen's satisfaction. There is a significant relationship between altruism and service quality. There is a significant relationship between altruism and citizen's satisfaction. There is a significant relationship between conscientiousness and service quality. There is a significant relationship between conscientiousness and citizen's satisfaction.

Founded on the findings of this study, the researcher thus recommends that:

- i. Public organizations should consider organizational citizenship behavior imperative to improve on employees' performance.

- ii. Public organizations that seeks to enhance their employee's service quality and citizens' satisfaction should consider sportsmanship, altruism and conscientiousness as necessary ingredients.
- iii. To attests to the study's findings, it is recommended that the study should be replicated in different industries in both developed and developing countries.

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