Predictive Estimates of Psycho-socio-Personal Variables on Organizational Citizenship Behaviour (OCB) among Personnel of NSCDC in Southwestern Nigeria

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Abstract

Organisational citizenship behaviour (OCB) implies acting beyond the formal job description for the purpose of corporate and individual benefits. This is waning in the Nigeria Security and Civil Defence Corps (NSCDC). This scenario has been rendering the commitment of the NSCDC towards the combat of vandalism, protection of critical national assets, supervision of private guards and management of disasters to be less effective. Past studies on OCB among para-military personnel were only on the organizational factors and with no consideration of the NSCDC. This study, therefore, investigated the predictive estimates of psycho-socio-personal variables (creativity, leadership behaviour, social innovation, social intelligence, religiosity, age, job tenure, marital status, gender, educational level, organizational tenure and job cadre) on OCB among personnel of the NSCDC in the Southwest, Nigeria.The Social Exchange Theory provided the study framework, while descriptive survey design of the *ex-post facto* type was adopted. Using multistage sampling technique, a random sample of 1,696 personnel (966 males) were selected from 24 divisional offices (DOs) of the NSCDC. The DOs were randomly selected from the three area commands and three state commands respectively in Ogun (5), Osun (10) and Oyo (9) made up of officers and men. Data were analysed using Pearson product moment correlation and Multiple regression at 0.05 level of significance.The OCB of NSCDC personnel correlated positively with leadership behaviour (r=.648), social intelligence (r=.339), social innovation (r=.548) and job cadre (r=.062). There was a significant joint prediction of the independent variables on OCB. Hence, it was recommended that organizational citizenshipbehaviour should be encouraged among the personnel of NSCDC; and Counselling and Organisational psychologists should take into cognisance these psycho-socio-personal variables found to be significant in the effective management of the personnel of Nigeria Security and Civil Defence Corps as a whole.

Keywords: Creativity, Leadership behaviour, Social innovation, Social intelligence, Religiosity, Age, Job tenure, Marital status, Gender, Educational level, Organizational tenure, Job cadre.

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INTRODUCTION

Organizational Citizenship Behaviour (OCB) is firstly used by Dennis Organ (1983) to mean willingness to cooperate (Mehboob& Bhutto, 2012). And it is accepted as vital subject to survival of an organization and meets personal goals and needs (Bahrami, Montazeralfaraj, Hashemi&Dehghani, 2013; Unal, 2013). So far, numerous definitions of organizational citizenship behaviour have been presented. According to Organ (1988), OCB is the behaviour that is discretionary, not directly or explicitly recognized by the formal reward system; and that in aggregate promotes the effective functioning of the organization (Khaola, 2008). Helping others, loyalty, and organizational compliance are forms of OCBs (Lee, Kim & Kim, 2013). OCB is not a job requirement and is not part of a formal contract, but it's a personnel's choice (Mehboob& Bhutto, 2012; Vazifeh, Rahnama, Lotfi, &Dorosti, 2013).Also, many constructs have been developed to conceptualize the term OCB since Organs (1988) construct such as prosocial behaviour, extra role behaviour, civic organizational behaviour and contextual performance behaviour.

When the rate of turn-over among organizations is high and still increasing (Carson, Carson, Roe, Birkenmeier& Philips, 1999), it is important that managers succeed in creating an environment of commitment in order to reduce the possibility of turnover in their particular company (Gunz, 2002).

Organizational Citizenship Behaviour (OCB) reflects employees' behaviours that are beyond their formal job definition and are not required by the regular reward system (Organ, 1988). Such behaviour supports the organisation's goals. Organizational citizenship behaviour was also found to apply to an employee's attitude toward other members of the organization (Becker, 1992). It also involves caring for others in the organization and even at the worker's own expense, for example, relinquishing certain job benefits to prevent redundancies (Puffer, 1987). Expressed as employee's readiness to contribute beyond the formal demands of the job, OCB helps the work teams and the social systems operating within the organization (Bateman & Organ, 1983). It creates a positive atmosphere, encouraging others to continue to devote personal resources to the organization as an informal contribution. All this is perceived as an organizational behaviour that has a positive impact on the organizational productivity (Organ, 1990). In addition, the worker is expected to show greater flexibility and co-operation within the organization (Goulet & Frank, 2002).

In conjunction to the above, organizational citizenship behaviour leads to greater freedom of operation among the employees themselves, as they assist one another. Such behaviour should also influence the degree of the organization's flexibility within its environment, a capacity that is necessary if the organization is to fulfil its tasks in a dynamic environment. An example of higher OCB, indicating a worker's greater flexibility and willingness to work beyond the formal limits of his/her job (Matthew, et al, 2001) is his/her readiness to volunteer for team activity though this is not specified in his/her formal work contract.

In general, OCB has been described as consisting of two directions. One is behaviour to the members of the organization, for example, supporting and assisting another team member, or helping a new worker (Organ & Paine, 1999). This direction has been referred to as "OCB Altruism". The second type of behaviour is directed towards the organization as a whole, hence, treating it as an extension of one's own possessions. Example of this would include a very high work ethic beyond the formal expectations, very few absences from work and so on (Williams

&Anderson, 1991). This direction of responsible citizenship behaviour toward the organization as a whole has been termed "OCB Compliance" (Organ, 1990).

These two behavioural directions could help employees gain added recognition, since it is easily identified by organization administrators. However, as mentioned, many administrators currently have no authority to control, supervise, or reward such behaviours (Cohen &Vigoda, 1997). On the other hand, more recent research has indicated that although OCB is not a formal requirement of the job, it is very influential on work attitudes and therefore it is an element which is receiving more and more consideration (Coyle-Shapiro, 2002).

However, several factors have been identified as contributing or predicting organizational citizenship behaviour. This study focuses on the following as probable predictors of organizational citizenship behaviour. They include creativity, social intelligence, leadership behaviour, social innovation, age, gender, religiosity, job tenure, educational level, organizational tenure, marital status and job ranking/ seniority/ job cadre. Therefore this study intends to examine the predictive influence of each of these variables on Organizational Citizenship Behaviour (OCB).

Mulgan (2006) defines social innovation as 'innovative activities and services that are motivated by the goal of meeting a social need'. Mulgan suggests that the drivers of social innovation are rooted in discontent or an apparent need; the cultural basis of social innovation can be considered a combination of exclusion, resentment, passion and commitment. Phills, Peiglmeier and Miller, (2008) present another useful definition, that social innovation is 'a novel solution to a social problem (menace) that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals'. They argue that social innovation is the most appropriate concept to understand and produce lasting social change. Mumford (2003) uses the term to mean 'the generation and implementation of new ideas about how people should organize interpersonal activities, or social interactions, to meet one or more common goals'.

Amabile, Conti, Coon, Lazenby and Herron (1996) argued that creativity by individual and teams is a starting point for innovation, and all innovations begin with the creation and development of creative idea. In other words, creativity is the seed of innovation. In the fields of strategic and marketing management, the most widely used definition of creativity focuses on the meaningful novelty of new products and their associated management products relative to conventional practice in the market domain to which it belongs. Amabile et al. (1996) argued that both dimensions (novelty and meaningfulness) must be included in the construct of creativity, because the target customers may recognize creative idea as bizarre if they are novel or unique but transfer no meaning or use for the customers. In this study, creativity is perceived as the extent to which employees' services are perceived as representing unique and meaningfulness different from competitors/counterparts services as to the degree to which organizations' programmes are perceived as representing novelty and being of use to the publics.

The quality of the relationship between and a leader is often called Leader Member Exchange (LMX). Another component a subordinate of leadership that is positively related to OCB is the leaders' contingent rewards behaviours, such as expressing satisfaction or appreciation for good performance (Podsakoffet al., 2010). Leadership apparently seems to have a strong influence on an employee's willingness to engage in OCBs. Though, somewhat being associated with a specific leadership style, the quality of an employee's relationship with his or her leader plays anextrarole behaviour and is keyed to better performance (Podsakoffet al., 2010).

In addition, leadership roles and dispositions play an important role in the Organizational Citizenship Behaviour in any given organization in this 21st century. Without positive daily interaction with the employees or the human side of the work, the other aspects of a leader's responsibilities will suffer (Cangeni, Burga, Lazarus, Miller &Fitzgerald, 2008). Leadership is a two-sided engagement between leaders and employees to achieve a common goal (Antelo, Henderson & St. Clair, 2010). This engagement actuates leaders to influence their employee's behaviour while simultaneously influencing their employees' perceptions. This leads to expectations of appropriate conduct that becomes ingrained in the organizational job competence (Grojean, Risick, Dickson & Smith, 2004).

Social intelligence is the capacity to effectively negotiate complex social relationships and environments. Humphrey and Einstein (2003) believe that it is social intelligence, rather than quantitative intelligence, that defines humans. In addition, these researchers also believe that social intelligence is an aggregated measure of self- and social-awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social change. A person with a high social intelligence quotient (SIQ) is no better or worse than someone with a low SIQ, but they have different attitudes, hopes, interests and desires. The original definition, "the ability to understand and manage men and women, boys and girls, to act wisely in human relations" (Thorndike, 1920, p. 40) refers to the ability of humans to interact effectively among oneanother. It has been applied for many years to the process that societies and large complex human groups go through to become better and grow together.

The employee's age and their perceptions towards themselves and their work are different and this phenomenon is not a new paradigm in OCB researches. The younger employees align their needs with organizational needs easily and prove to be a little more flexible as compared with their elder counterparts. In contrary, the older employees may tend to be more rigid in adjusting their needs with the organizational needs. Therefore, younger and older employees are different in their orientations toward self, others, and their work. These differences although complex, but lead to observing different important motives for OCB among different age groups of employees. Wagner and Rush (2000) explained that early years (20-34) are the years of establishment and settling down; later years (35-55) are strong sense of self and location in comparison with life and work among the peers. The study of Kashif, Khan and Rafi (2011) confirms that the age of employee has a negative and a marginally significant effect on OCB.

In terms of employee's level of education, probably fresh graduates are much welcomed in competitive agencies like NSCDC and others due to the challenge of offering the reliable services to the consumers. The results of the studies in social sciences vary with a change in context, culture and economic conditions). As it is, the researcher asserts that educational status of personnel plays a significant role in exhibiting helping behaviour in the work place.

Moreover, employee's gender is also germane in that it is evident that gender has appeared to be an important explanatory factor for the citizenship behaviour. In various studies, it has been argued that some dimensions of OCB are found in male (civic virtue) while some dimensions (altruism) are more exhibited by female counterparts (Heilman & Chen, 2005).

Additionally, it is also clear that the gender has a significantly strong relationship with citizenship behaviour. However it is also asserted by the literature that gender has more moderation effect in organizational studies. Literature provides evidences that females are more likely to exhibit OCB than males (Farrell & Finkelstein, 2007) but Farooqui (2012) study reveals that men are more likely to engage in extra role behaviours than female. The relationship may

vary with the type of the organization an employee is working for. Although, it would be interesting to note that, on all of the dimensions of OCB, men are more inclined. This may be due to the reason that there are more men in the public sector.

Employment/job tenure is defined as the amount of time that a worker has spent working for the same employer, even if the person's job within the firm has changed. It is an indicator of the stability of an employment relationship and is measured as the response to either of the following questions: "When did you start working for this employer or as self-employed?" or "How long have you been working continuously for your present employer?" For Europe, this information comes from the European Community Labour Force Survey, for the US and Japan, comparable national sources provide this information.

Fem (1963), in an encyclopaedia of religion, defines religiosity to be a set of behaviours or meanings which are connected to the actions of a religious person (p. 647). Religion is such an integral part of life and culture that the essential role it plays in human behaviour has inspired researchers to investigate the potential relationship between various forms of religiosity and social behaviour. This relationship has intrigued both earlier (Allport, 1953) and contemporary researchers (Ntalianis&Darr 2005; Lynn, Naughton & Vander Veen, 2011). For example, religious commitment and participation have consistently emerged as significant contributors in Quality of Life (QOL) indicators such as life satisfaction, happiness, and meaning in life (Poloma& Pendleton 1990). Poloma and Pendleton's comprehensive review of the literature indicated that religiosity was an important predictor of general life satisfaction, existential well-being, and overall happiness. Additionally, it has been linked with outcomes including physical health and psychological well-being (Hayward & Elliott 2009), fewer depressive symptoms (Kutcher Bragger, Rodriguez-Srednicki, & Masco, 2010) and workplace accident frequency (Gyekye&Salminen, 2009).

Organisational Tenure is a demographic variable which plays a significant role in management and psychological research (Cohen, 1993; Griffeth, Hom&Gaertner, 2000). It is often believed that employees who remain in an organization for longer period of time obtain more competency of their job, and therefore, perform at a higher level of OCB than employees/organizations with less tenure. Levinson, Oppermann, Levintow, Varmus & Bishop (1978) argued that people and/or organizations with different career and backgrounds pass through specific career stages characterized by different activities and psychological adjustments. According to this theory, it is assumed that individuals/organizations with high tenure will perform higher than those with low tenure. Sturman (2003) argued that organizational knowledge obtained through organizational tenure have unique positive effects on job performance and thereby improves the employees' OCB. Cohen (1991) postulated that since employees accumulate relevant job experience as tenure increases, their performance and OCB also grow. In a recent meta-analysis of the relationship between organizational tenure and job performance, Ng and Feldman (2010) reported that organizational tenure would be favourably related to various forms of employees' OCB and job performance. Their findings generally confirmed that organizational tenure is favourably associated with performance and OCB. In fact, there are research efforts exploring the moderating impact of tenure in job-related associations (Bradley, 2007; Moser & Calais, 2007; Shirom, Toker, Berliner, Shapira &Melamed, 2008; Wright &Bonett, 2002). This study attempts to identify organizational tenure as a possible predictor of OCB.

Organizational citizenship and the employees' marital status are two inseparable entities due to the fact that being single or married does have influence on the exhibition of helping,

altruistic, pro-social as well as loyal behaviour in an organisational context. This may be accrue to the fact that single personnel usually have time to stay beyond official working hours to perform extra role in the workplace unlike the personnel who are married and may not really have time to stay in the office after official working hour due to the fact that they are being confronted with home front responsibilities and challenges.

Job ranking is also perceived to be closely related to citizenship behaviour due to the category where the employees found themselves and their job descriptions. In essence, the researcher hypothesises that job ranking would have influence on the exhibition of citizenship behaviour in the workplace. This implies that the work category the personnel belong to count on their readiness to engage in extra role behaviour in the work place. There are basically three categories which include Corps Assistance, Inspectorate and Superintendent cadres in the service in question.

Statement of the Problem

The productivity of many organisations are declining day by day because most of the effective, committed, socially intelligent and creative employees who determine the success and survival of organisations in the 21st century are becoming weary and lukewarm, possibly because their extra role behaviours are not noticed, reinforced and rewarded by the organisation, which has dampened their morale, NSCDC is not an exception. If the issue is not properly addressed now, the security of the nation may be in further jeopardy.

The assumption of this study is that, if workers are sufficiently provided with conducive environment where their knowledge of creativity, social intelligence, social innovation, religiosity and relational and/or positive leadership behaviour are maximally explored, the Organizational Citizenship Behaviour would be enhanced. But if OCB is the totality of extra efforts beyond the formally defined role an average worker puts in, then high productivity would be boosted. In essence, it is assumed that organizational citizenship behaviour could affect workers' commitment and job performance. However, on the basis of the above, this study focuses on determining the extent to which creativity, social intelligence, leadership behaviour, social innovation, religiosity, age, gender, educational level, job tenure, organizational tenure, marital status and job cadre/ranking/seniority predict exhibition of organisational citizenship behaviour of personnel of NSCDC in the southwest, Nigeria.

Research Questions

Two research questions were formulated to guide this study:

- What are the joint contributions of creativity, leadership behaviour, social intelligence, religiosity and social innovation, including the demographic factors to Organizational Citizenship Behaviour among NSCDC staff in South West, Nigeria?
- What are the relative contributions of creativity, leadership behaviour, social intelligence and social innovation, and the demographic factors on Organizational Citizenship Behaviour among NSCDC staff in South West, Nigeria?

METHODOLOGY

Research Design

The study adopted a descriptive survey research design of ex-post facto type.

Participants

The target population was the entire staff of Nigeria Security and Civil Defence Corps in the South-West, Nigeria. About One thousand, six hundred and ninety-six (1,696) personnel of NSCDC were randomly selected for this study. The population comprised both Officers and Men with average age of 31.6. The Nigeria Security and Civil Defence Corps is divided into 37 Commands with each Command sited in the thirty-six states of the Federation and Federal Capital Territory and each state is headed by a Commandant of Corps (CC). Each state is divided into 3 Area Commands headed by Area Commander who should be of a rank of Assistant Commandant of Corps (ACC) and each Area Command covers all the divisions that statutorily fall in the jurisdiction it is designed to cover, hence, each of the Senitorial Districts. Each of the Divisional Offices is being headed by Divisional Officer who could either be Chief Superintendent of Corps (CSC) and/or Superintendent of Corps (SC) as the case may be. South-West Zone comprises six commands namely: Oyo, Ogun, Osun, Ondo, Ekiti and Lagos. In all the 6 target states which consist of 6 commands and about 137 divisions, three state commands were randomly selected (Oyo, Ogun and Osun) with three Area Commands namely Oyo Central-Nine Divisions; Ogun Central-Five Divisions) and Osun Central-Ten Divisions.
Research Instruments

      Six instruments were used to collect information for this study. The scales were adapted from validated instruments and were re-validated by the authors. The reliabilities of these scales were confirmed through a statistical test of internal consistency and reliabilities analysis through a pilot study that was conducted on about 100 personnel of Nigeria Security and Civil Defence Corps (NSCDC). The instruments included Organizational Citizenship Behaviour Measure by Suzy and Paul (2009) with an alpha coefficient of 0.83; Creativity Scale by Animasahun (2007) with a Cronbach alpha of .92 and a Guttman split half reliability of 0.86; Social Innovation Scale developed by the researchers with a Cronbach's alpha coefficient of .91; Multifactor Leadership Questionnaire (MLQ-6S) by Avolio& Bass (1995) with a Cronbach alpha and Guttman split half reliability of .87 and 0.78 respectively; The Tromso Social Intelligence Scale (TSIS-IV) by Silvera, Martinussen and Dahl (2001). The Italian Version of the Tromso Social Intelligence Scale1 (Gini, 2004) yielded the reliability alpha coefficient of .90 and the Religiosity Measures Questionnaire developed by Rohrbaugh and Jessor (1975) has the alpha coefficient of .93.

Method of Data Analysis

Multiple regression analysis was used to analyse the data collected.

RESULTS

The results of the 2 research questions raised are hereby presented in the tables below:

Research Question One

What is the joint contribution of creativity, leadership behaviour, social intelligence, religiosity and social innovation, including the demographic factors to Organizational Citizenship Behaviour among NSCDC staff in South West, Nigeria?

Information in table 1 shows that the joint prediction of all the twelve independent variables to the dependent variable. That is, Organizational Citizenship Behaviour of NSCDC staff correlated positively with the twelve predictor variables. The table also shows a coefficient of multiple correlations (R) of 0.799 while the adjustedR square = 0.636. This means that 63.6% of the variance in the Organizational Citizenship Behaviour of NSCDC staff is accounted for by all the twelve predictor variables, when taken together. The significance of the composite contribution was tested at $p<0.05$ using the F- ratio at the degree of freedom (df = 12/1562). The table also shows that the analysis of variance for the regression yielded an F-ratio of 230.03 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

Table 1**:** Summary of Regression Analysis of the combined prediction of Organizational Citizenship Behaviour of NSCDC staff

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.799	0.639	0.636	10.96266

Research Question Two

What is the relative contribution of creativity, leadership behaviour, social intelligence, religiosity and social innovation, and the demographic factors on Organizational Citizenship Behaviour among NSCDC staff in South-West, Nigeria?

Data in table 2 reveals the relative contribution of the twelve independent variables to the dependent variable expressed as beta weight. The partial correlation coefficients of organizational tenure, job cadre, leadership behaviour, and religiosity have negative relationship on Organizational Citizenship Behaviour among NSCDC staff. The positive value of the effects of creativity, social innovation, gender, age, educational level, job tenure, social intelligence, and marital status implies that the Organizational Citizenship Behaviour among NSCDC staff is actually determined by positive reinforcement of these eight variables. Using the Unstandardized regression coefficients to determine the relative contributions of the independent variables to the explanation of the dependent variable social innovation (B=0.691, t=33.508, $p<0.05$) is the most potent contributor to the prediction followed by age (B=0.389, t=12.767, $p<0.05$);gender (B=0.274, t=7.692, $p<0.05$);educational level (B=0.212, t=5.696, $p<0.05$);organizational tenure (B= 0.189, t=4.768, $p<0.05$);creativity (B= 0.147, t=7.031, $p<0.05$);job tenure (B= 0.072, t= 2.369, $p<0.05$);social intelligence (B= 0.037, t= 2.095, $p<0.05$);job cadre (B= -0.038, t= 2.109, $p<0.05$); marital status (B = 0.005, t = 0.280, $p>0.05$); leadership behaviour (B = -0.001, t = 0.060, $p>0.05$) and finally,religiosity (B = -0.008, t= 0.520, $p>0.05$) in that order.

Table 2: Relative contribution of the independent variable to the dependent variable (Test of significance of the Regression coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.646	2.481		2.679	.007
Creativity	.116	.017	.005	7.031	.000
LeadershipBehaviour	-.002	.027	-.001	-.060	.952
Social Intelligence	.108	.052	.037	2.095	.036
Social Innovation	.563	.017	.691	33.508	.000
Age	.531	.042	.389	12.767	.000
Job Tenure	.176	.074	.072	2.369	.018
Gender	.544	.071	.274	7.692	.000
Educational Level	.445	.078	.212	5.696	.000
Religiosity	-.174	.334	-.008	-.520	.603
Organisational Tenure	-.307	.064	-.189	4.768	.000
Job Cadre	-1.053	.499	-.038	-2.109	.035
Marital Status	.130	.464	.005	.280	.779

DISCUSSION

Research Question 1 states that what is the joint contribution of creativity, leadership behaviour, social intelligence, religiosity and social innovation, including the demographic factors to Organizational Citizenship Behaviour among NSCDC staff in South West, Nigeria?Table 1 showed that the prediction of all the twelve independent variables to the dependent variable is significant. That is, Organizational Citizenship Behaviour of NSCDC staff correlated positively with the twelve predictor variables. The table also shows a coefficient of multiple correlations (R) of 0.799 and a multiple R square of 0.636. This means that 63.6% of the variance in the Organizational Citizenship Behaviour of NSCDC staff in South Western Nigeria is accounted for by all the twelve predictor variables, when taken together. The significance of the composite contribution was tested at p<0.05 using the F- ratio at the degree of freedom (df = 12/1562). The table also shows that the analysis of variance for the regression yielded a F-ratio of 230.03 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance. In other words, irrespective of the individual predictive effect, they can jointly induce helping, altruistic and pro-social behaviours in the world of work.

Research Question 2 states that what is the relative contribution of creativity, leadership behaviour, social intelligence and social innovation, and the demographic factors on Organizational Citizenship Behaviour among NSCDC staff in South-West, Nigeria? Table 2 reveals the relative contribution of the twelve independent variables to the dependent variable expressed as beta weight. The partial correlation coefficients of organizational tenure, job cadre, leadership behaviour, and religiosity have negative relationship on Organizational Citizenship

Behaviour among NSCDC staff. The positive value of the effects of creativity, social innovation, gender, age, educational level, job tenure, social intelligence, and marital status implies that the Organizational Citizenship Behaviour among NSCDC staff is actually determined by positive reinforcement of these eight variables. Using the unstandardized regression coefficients to determine the relative contributions of the independent variables to the explanation of the dependent variable social innovation (B=0.691) is the most potent contributor to the prediction followed by age (B=0.389) followed by gender (B=0.274) followed by educational level (B=0.212) followed by organizational tenure (B= 0.189) followed by creativity (B= 0.147), followed by job tenure (B= 0.072), followed by social intelligence (B= 0.037) and followed by job cadre (B= -0.038) followed by marital status (B = 0.005) followed by leadership behaviour (B = -0.001) and finally followed by religiosity (B = -0.008) in that order. The reasons for this are inexhaustible ranging from various issues earlier raised such as work motivation, managing complex social issues, positive behavioural dispositions by the leaders, in-service training and retraining, imbibing positive religious value and belief system, etc.

CONCLUSION

From the findings of the study, it is obvious that citizenship behaviour is highly indispensable to the survival and success of organizations in the global world in general and Nigeria in particular. Therefore, it is highly imperative that all the stakeholders both within and without the NSCDC should explore all the means to integrate the value/tenets of organizational citizenship behaviour into the system they belong. This will go a long way to boost productivity, job performance, commitment, loyalty and acceptability of the organization. The findings have profound policy and practical implications for the government, security operatives, organizational psychologists/administrators, security agencies, and so on. To this end, counselling and organisational psychologists should take into cognisance these psycho-socio-personal variables found to be significant in the effective management of the personnel of Nigeria Security and Civil Defence Corps as whole.

Implications of the Study and Recommendations

The study has numerous implications as the issue of organizational citizenship behaviour is highly germane to the survival of organizations in this 21st century. The factors examined play vital roles in the contemporary organizations. Creativity, that was found to be significant in the exhibition of extra-role, altruistic and pro-social behaviours in the world of work, has to be stressed by the Organizational and Counselling psychologists. That the employees have to be creative in their approach to addressing work related issues and challenges. They need be creative to break new frontiers in the world of work. The staff of the NSCDC must also crave for knowledge to be creative so as to meet up with the global standard of operations in the contemporary world.

Moreover, the staff of the NSCDC in general and in particular must keep abreast the fact that general intelligent quotient is not enough to survive in the world of work in this 21st century but they need to be able to negotiate complex social issues as well as work challenges that may arise in the course of their statutory duties, therefore emotional quotient come to play. Being socially intelligent is indispensable for success in the world of work. The organizational

leadership must also be aware of this fact and work towards imparting such knowledge into the employees as a whole.

Ability of the workers to proffer better, efficient and effective solutions to the societal and workplace challenges is also germane in the workplace. This implies that the personnel of NSCDC must be able to do extra ordinary things to surpass their counterparts in other services. The personnel need to excel other agencies through surpetition, which means that other better alternatives to solving societal and job challenges need to be adopted. Therefore the need for being socially innovative is imperative.

In addition, the leaders must be aware that they need not to exert authority on the led alone but they must be humane in the discharge of their statutory and God-given assignment. Their leadership styles should not be work-centered alone but also human-centered depending on the situation at hand. They need to be eclectical in the selection of their leadership styles as no single style is enough but all leadership styles must be explored for better performance and that result-oriented services will be achieved. They must be aware of the fact that a tree cannot make a forest; the rank and file also plays vital roles in meeting the work target as well as achieving the organizational set goals.

Leaving no stone unturned, the counselors/counselling psychologists, organizational psychologists must note that demographic constructs captured in this study can really influence the workers' ability to exhibit citizenship behaviour in the workplace. Therefore, they are also germane and should be treated as such in their dealings with the personnel in order to improve citizenship behaviour in the world of work. The reason for this assertion is adduced to the fact that these variables contributed both jointly and relatively to predicting the NSCDC staffs' citizenship behaviour in the workplace.

To this end, this study has implications for all the stakeholders in the organization as well as the society at large. They include the organizational leaders/followers, counselling psychologists, organizational psychologists, educational psychologists, administrators, policy makers, social workers/scientists, government's Ministries, Departments, Agencies (MDAs) and government functionaries and so on. This implies that all the issues raised here are germane to all and sundry in various callings and so should be noted.

The study confirms further that citizenship behaviour is highly indispensable to the survival and success of organizations in the global world in general and Nigeria in particular. Therefore, it is highly recommended that all the stakeholders both within and without the NSCDC should explore all the means to integrate the value/tenets of organizational citizenship behaviour into the system they belong. This will go a long way to boost productivity, job performance, commitment, loyalty and acceptability of the organization.

The researcher also recommends that all the demographic constructs in this study are strictly observed in the process of policy formation so as to encourage the workers to imbibe citizenship behaviour in the workplace.

Limitations

Considering the importance of the issue under discussion, it is supposed to have a wider geographical location than the present one. Also, using a path-analytical method to analyze the data could have been better. The cold attitude of Nigerians in finding time to respond to important questionnaires also affected the study. Nevertheless, the salient discovery of the study is generalisable.

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