

Influence of Age and Salary Earnings on Teachers' Organisational Citizenship Behaviour (OCB) in Secondary Schools in Akure South Local Government Area of Ondo State, Nigeria

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Abstract

This study investigated the influence of teachers' age and salary earnings on their organisational citizenship behaviour (OCB) in secondary schools in Akure South Local Government Area of Ondo State. The ex-post facto research design was adopted. The sample size of 208 teachers representing approximately ten percent (10%) of the population was drawn using proportionate random sampling technique. The research instrument used for data collection was titled Teachers' Organisational Citizenship Behaviour Questionnaire (TOCBEQ). The test-retest reliability coefficient of the instrument yielded an r-value of 0.83 which showed that the instrument was reliable. Data collected was analysed using the linear multiple regression and the Generalised Linear Model (3x1 factorial analysis). The hypotheses were tested at 0.05 level of significance. Results showed that that age, salary earnings as well as the interaction of both (age*salary earnings) explained 87.9% of variations in the OCB of teachers in public secondary schools in Akure South Local Government Area of Ondo State. it was recommended that the Ondo state government should recognize that their clamour to promote interpersonal relationship, dutifulness and organizational involvement among teachers can be attained through regular payment of teachers' salaries.

Keywords: Organizational Citizenship Behaviour, Age, Salary earnings

Introduction

An organisation in the general context could be used to describe the quality or appropriateness of a plan, activity, phenomena or even a ceremonial function such as a wedding or birthday organization. In a more technical sense, it can be seen as the association of a group of individuals working together in an organised manner to accomplish a common goal or set of goals. Huczynski and Buchanan (2007) asserted that an organisation is a managed system designed and operated to achieve a specific set of objectives. This definition clearly shows that an organisation is not restricted to ministries and government agencies but may also be extended to cover a wide range of business associations and academic institutions like the school system.

Schools are formal institutions established for the purpose of attaining specific predetermined objectives with the underlain goal of promoting teaching and learning. The attainment of the teaching and learning goal is acclaimed to fulcrum upon which the activities of the school organisation are thrust. In the attainment of this goal of teaching and learning, the structure every school organisations designed to carry out different academic and co-curricular functions performed by school administrator and teachers with different skills, abilities, experiences, and capabilities, channelled towards the direction of the school goal (Uchendu, Anijaobi-Idem & Nkama 2013).

At the secondary school level, Uchendu, Anijaobi-Idem & Nkama (2013) noted that the attainment of the teaching-learning goal is not completely in the hand of the principal but in the hands of teachers who are required to utilize their skills in preparing and planning their lesson, managing their class, assessing their students, and even sometimes address some attendant disciplinary issues among students. Due to varying abilities, personalities and skills required of teachers, many of them sometimes exhibit a particular form of behaviour that is beyond their job scope within their organization. This behaviour is sometimes known as "organizational behaviour" or "organizational citizenship behaviour".

Organizational citizenship behaviour (OCB) or organizational behaviour is the study of the structure, functioning and performance of organisations, and the behaviour of groups and individual within them (Huczynski & Buchanan, 2007). Olowookere and Adejuwon (2015) defined OCB in the Nigerian context as consisting of generalized compliance (GC) and extra role behaviours (ERB) independent of all forms of threats and sanctions. This implies that OCB in the Nigerian context is a function of going above and beyond the call of duty and the voluntary adherence to organizational rules and policies. Olowookere and Adejuwon (2015) proposed that organizational citizenship behaviour of any worker can be measured from three dimensions namely: Interpersonal Relationship (IR), Dutifulness (D) and Organizational Involvement (OI).

The interpersonal relationship dimension comprises of all behaviours that promote harmony at work and

improve employee performance in the organization. The dutifulness dimension comprises of all behaviours that reflect employees' voluntary adherence to organizational rules, principles and work procedures while the organizational involvement dimension incorporates employee behaviours aimed at enhancing organizational effectiveness and a positive organizational image. Interestingly, this organisational behaviour just like any other organisational characteristics can be influence by a number of factors (Ekene, 2014).

According to Ekene (2014), it is very difficult to pinpoint all the factors influencing organisational behaviour. However, he noted that the factors predicting can be classified into three categories: 1) the organizational practices, 2) environmental factors and 3) personal variables. He noted that organizational practices includes human resource practices, organisational culture, structure and team commitment environmental factors such as governmental political and economic policies among others while individual factors include but are not limited to factors such as gender, locus of control, self-efficacy, self-worth, self-concept; age, salary status, Salary earnings among others (Mohammad & Saima, 2015).

Age and salary earnings are personal variables that can be used to describe or categorize workers in a given organization. In a school organization for instance; age of teachers in days, weeks, months or years could help to categorise teachers into young, average and old as the case may be while their salary earnings as measured in days, weeks, months or years, explains how long they have been actively engaged a subject or classroom teacher in the school organization. Griffin (1999) noted that to understand human behaviour in organisations, it is important to consider the relationship between their age and their work behaviour. He added that this is essential in gaining the appreciation of the nature of individual differences which significantly influence organizational behaviour. This was also emphasized by Mullins (2010) who advanced that personality attributes of workers in an organization is a central feature of organisational behaviour - whether they act in isolation or as part of a group.

Griffin (1999) further identified personality, attitudes, perception, diversity, multiculturalism, age and salary earnings as the fundamental elements of workers behaviour in organisations. He added that where the needs of the workers and the organisational demands are incompatible, it can result in frustration and conflicts. It is therefore the task of management to integrate the workers and the organisations needs to provide a working environment that promotes the satisfaction of workers needs as well as the attainment of organisational goals (Mullins, 2010).

Recent studies on factors affecting organisational behaviour of workers have been carried out by scholars in recent times (Kasemsap, 2012; Uchendu, Anijaobi-Idem & Nkama, 2013; Igbinomwanhia & Akinmayowa, 2014; Islam & Afroz, 2015; Olowodunoye & Adetula, 2016). Igbinomwanhia and Akinmayowa (2014) investigated the determinants of citizenship behaviour in Nigerian organisations as well as the demographic variables that mediate the level at which it is manifested. The study adopted the survey research design. Employees from both public and private organisations were involved in the study. The questionnaire was used to elicit data on the variables in the study. Moon, Van Dyne and Wrobel (2004) 24-item OCB scale was used to measure OCB, while the determinants of OCB, beginning from job satisfaction was measured using the Andrew and Whitley *Job Satisfaction Scale* (1976). Data was analysed using both descriptive and inferential statistics. The study revealed that citizenship behaviour in Nigerian organisations is predicted by the personality of individual employees; the employees' degree of affective commitment; the employees' perception of organisational justice; the employees' spirituality; and whether the employee belongs in the public or private sector. The study also found that demographic or personal factors (age and salary earnings) had no mediating effect on the determinants of OCB in Nigerian organization.

Uchendu, Anijaobi-Idem and Nkama (2013) examined the relationship that exists between organisational behaviour and teachers' work performance in secondary schools in Cross River State, Nigeria. Ex-post facto research design was adopted and three hypotheses were isolated for this investigation. Stratified random sampling technique was used to sample 500 teachers from the population of 5,410 secondary school teachers in the state. Data were generated using Organizational Behaviour and Teachers' Work Performance Questionnaire (OBTWPQ). The instrument was a four point likert type scale consisting 32 items. Pearson Product Moment Correlation analysis was used to analyze the data. The result revealed that the significant positive relationship between organizational behaviour in terms of motivation, communication, decision-making and teachers' work performance was moderated by teachers' age.

Olowodunoye and Adetula (2016) examined the role of self-esteem and organizational justice on organizational citizenship behaviour of civil servants in Ondo State, Nigeria. Three hundred and twelve participants (160 males and 152 females) between the age range of 20 and 60 years, with a mean age (39.48) and S.D. (8.98) responded to Self-esteem Scale, Perception of Organizational Justice Scale and Organizational Behaviour Scale. The result showed that both self-esteem and perception of organizational justice had significant relationships with organizational citizenship behaviour. The result also revealed that personal variables such as age of workers and perception of organizational justice had significant independent influence on organizational citizenship behaviour, but had no significant joint influence.

Kasemsap (2012) examined factors affecting organizational citizenship behavior of passenger car manufacturing plant employees in Thailand. The study reported the responses of 672 operational employees from 14 passenger car manufacturing plants operating in different parts of Thailand. Data were analyzed with descriptive statistics using SPSS (version 11.5), tested with confirmatory factor analysis to confirm the heterogeneity of all constructs, and assessed with path analysis to test the cause and effect relationships among main constructs of the study using LISREL (version 8) with a structured questionnaire containing standard scales of organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior to determine the relationships of organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior. Findings indicated that dimensions of organizational justice, job satisfaction with salary payment, and organizational commitment had positive effects on organizational citizenship behaviour.

Among these studies conducted in Nigeria, it is not the researcher's knowledge that any study has investigated the extent to which personal variables like age, and salary earnings explain variations in secondary school teachers' organisational behaviour in Akure South Local government area of Ondo State. Hence, a knowledge gap exists. To fill this gap, this study sought to provide answer to the research question:

1. Is there any main and interaction effect of age and salary earnings on the organisational citizenship behaviour (OCB) of teachers in secondary schools in Akure South local government area of Ondo State?

Hypothesis

The only hypothesis formulated and tested in this study is given below:

1. There is no significant main and interaction effect of age and salary earnings on the organisational citizenship behaviour (OCB) of teachers in secondary schools in Akure South Local government area of Ondo State.

Methods

This study adopted the ex-post facto research design. This design was adopted because the study sought to determine causal relationship, interaction effect, and further investigate the extent to which the independent variables (age and salary earnings) explain variations in the dependent variable. The study covered all the 2083 teachers in the 28 public secondary schools in Akure South local government area of Ondo State. The sample size of 208 teachers representing approximately ten percent (10%) of the population was drawn using proportionate random sampling technique. The research instrument used for data collection was titled: Teachers' Organisational Citizenship Behaviour Questionnaire (TOCBEQ). The instrument (TOCB) was divided into Section A and B. Section A was used to design such that teachers were required to fill in their exact age and salary earnings in years.

Items contained in Section B part of the instrument (TOCB) were adapted from the work of Olowookere and Adejuwon (2015) in their work titled "Development and Validation of Organizational Citizenship Behaviours Scale (OCBS) for the Nigerian Context". The scale developed by Olowookere and Adejuwon (2015) contained thirty (30) items bordering on three dimensions of organizational citizenship behaviour - Interpersonal Relationship (IR), Dutifulness (D) and Organizational Involvement (OI). The reliability alpha of the three dimensions range within .706 to .728. The items were rated on a five point scale: Strongly Agree = 5, Agree = 4, Neither Agree nor disagree = 3, Disagree = 2 and Strongly Disagree = 1. In the course of adaptation, the five point scales were reduced to a four point scale: Strongly Agree = 4, Agree = 3, Disagree = 2 and Strongly Disagree = 1 (with the removal of the neutral stem of Neither Agree nor disagree = 3). Hence, the highest possible score on any teacher's OCB was 120point (response point 4 x 30 items) while the lowest was 30points (response point 1 x 30items).

Validity of the instrument was ensured by two experts in the Department of Sociology of Adekunle Ajasin University, Akungba-Akoko, Ondo State who ensured that the items in the questionnaire are precise and unambiguous. The test-retest method was used to determine the reliability of the instrument (TOCB). The instrument was trail-tested on a group of 30 senior secondary school teachers selected from a local government outside the study area in a pilot study. TOCB was administered to them and re-administered after a few weeks to the same set of teachers. Their responses from the first and second pre-test administration were analyzed using the Pearson Product Moment Correlation technique. The result of the coefficient yielded an r-value of 0.83 which showed that the instrument is reliable.

The researcher along with two researcher assistants administered the questionnaires to teachers personally. Data collected from participants was used to test the hypotheses formulated. The formulated hypothesis was tested with the Generalised Linear Model (2x1 factorial analysis). The assumption of linearity and interaction among the variables informed the choice of the aforementioned statistical techniques. The hypothesis was tested at 0.05 level of significance.

Results

Results of the test of hypotheses are presented below:

Hypothesis: There is no significant main and interaction effect of age and salary earnings on the organisational citizenship behaviour (OCB) of teachers in secondary schools in Akure South Local Government Area of Ondo State

Table 1: Analysis of the main and interaction effect of Age and Salary earnings on OCB of teachers in Secondary Schools in Akure South Local Government Area of Ondo State

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	29499.007 ^a	34	867.618	36.863	.000
Intercept	862113.726	1	862113.726	36629.272	.000
Age	4964.905	13	381.916	16.227	.000
Salary earnings	8407.190	13	646.707	27.477	.000
Age * Salary earnings	900.000	1	900.000	38.239	.000
Error	4071.762	173	23.536		
Total	1665512.000	208			
Corrected Total	33570.769	207			

Dependent Variable: OCB

a. R Squared = **.879** (Adjusted R Squared = **.855**)

Result in Table 1 showed that the F-value for the main effect of age (16.227), salary earnings (27.477) as well as the interaction of both variables (age*salary earnings) are all statistically significant ($p < 0.05$). This showed that the null hypothesis which states that there is no significant main and interaction effect of age and salary earnings on the organisational citizenship behaviour (OCB) of teachers in secondary schools in Akure South Local government area of Ondo State is rejected while the alternate was accepted. Result of the r-squared (R^2) showed that age, salary earnings as well as the interaction of both variables (age*salary earnings) explain 87.9% variation in the OCB of teachers in public secondary schools in Akure South Local Government Area of Ondo State.

Discussions

Findings have shown that there is a significant main and interaction effect of age and salary earnings on the organisational citizenship behaviour (OCB) of teachers in secondary schools in Akure South Local Government Area of Ondo State. The outcome of this study is perhaps resulting from the increased competencies, abilities that older workers tend to have as they become more exposed on their job task. Furthermore, wages and salaries are generally described as the reward of labour as a factor of production in any economic system or organisation. Hence, salary delay or denial may discourage teachers, and consequently result in offensive organizational behaviour. Mullins (2010) supported this position by asserting that where the needs of the workers and the organisational demands are incompatible, it can result in frustration and conflicts. It is therefore the task of management to integrate the workers and the organisations needs to provide a working environment that promotes the satisfaction of workers needs as well as the attainment of organisational goals

Findings from this study agreed with the result of Igbinomwanhia and Akinmayowa (2014) that demographic or personal factors (age and salary earnings) had no mediating effect on the determinants of OCB in Nigerian organization. Supporting finding also is the result of Uchendu, Anijaobi-Idem and Nkama (2013) that the significant positive relationship between organizational behaviour in terms of motivation, communication, decision-making and teachers' work performance was moderated by teachers' age in secondary schools in Cross River State, Nigeria

Corroborating findings is the result of Olowodunoye and Adetula (2016) that personal variables such as age of workers and perception of organizational justice had significant independent influence on organizational citizenship behaviour. Agreeing with result also is the findings of Kasemsap (2012) that dimensions of organizational justice such as job satisfaction with salary payment, and organizational commitment had positive effects on organizational citizenship behaviour. In line with findings is the result of Griffin (1999) who noted that to understand human behaviour in organisations, it is important to consider the relationship between their age and their work behaviour. He added that this is essential in gaining the appreciation of the nature of individual differences which significantly influence organizational behaviour.

Conclusion

Organizational citizenship behaviour (OCB) represents those specific instances where employees go beyond the call of duty to get the organisation's work done. Based on findings it is concluded that age and salary earnings have significant influence on the OCB of teachers in public secondary schools in Akure South Local Government Area of Ondo State. This implies that variations in teachers' OCB can be attributed to changes in

their ages and salary earnings within the secondary school system.

Recommendations

The following recommendations are made in the study:

1. The Ondo state government should recognize that their clamour to promote interpersonal relationship, dutifulness and organizational involvement among teachers can be attained through regular payment of teachers' salaries.
2. In the delegation of duties, principals should always join the younger teachers with the older ones to promote interpersonal relationship, dutifulness and organizational involvement.

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