

Personal-organisational value congruence in relation to organizational citizenship behaviour and work engagement among the academic staff in South-West Nigerian Universities

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Abstract. *Work engagement is a crucial determinant of university academic staff performance and ultimately of the quality of the provided tertiary education. It is therefore imperative to explore the principal factors it is contingent upon. Equally important is the congruence or the best fit between the personal values and organizational commitment along with the effect of the organizational citizenship behaviour on the work engagement level of the academic staff in South-West Nigerian Universities, which, in turn, provide the appropriate basis for a proper set of recommendations to be developed and put forward to the respective stakeholders. A sample of 382 staff was chosen from the broad range of public universities in South-West Nigeria through the stratified random sampling technique. Use was made of the following data collection tools: the Demographic Data Inventory (DDI), Work Engagement Scale (WES), Organizational Citizenship Behaviour Checklist (OCBC), Personal Values Scale (PVS), and Value Congruence Scale (VCS). Four hypotheses were formulated and tested by means of simple linear regression analysis and Pearson correlation with a significance level of .05. The results obtained reveal not only the significant contribution of organizational citizenship behaviour to work engagement ($\beta = .215, t = 12.603, p < .05$) but also the decisive role of personal-organisational value congruence in the contribution of organizational citizenship behaviour to work engagement among the academic staff in South-West Nigerian universities.*

Keywords: Personal Values, Organizational Fit, Organizational Citizenship Behaviour, Work Engagement, Academic Staff.

1. Introduction

Universities and higher educational institutions have a vital role to play in nurturing the students' intellectual, physical, social and moral development, along with the skills they will need to perform the jobs of the future and run a sustainably successful economy. This can only be achieved when there are actively engaged employees viewed as competent and committed faculty members in the various citadels of learning. Work engagement is generally considered to be crucial in the smooth running and maximum performance of any establishment. Teachers' commitment and performance has been linked with work engagement (Steer & Porter, 1983). Teachers who have affection and allegiance to their schools are expected to be completely devoted and have strong drive to bring success. On the other hand, teachers who do not have sense of engagement would lack passion and commitment to their organizations. This implies that success and failure of educational institutions are determined by several factors including devotion, cooperation and purposeful desire for achievement out of their own free will, not because they have been coerced and forced into doing it.

Kahn (1990) as cited in Schaufeli and Bakker (2010) was one of the first scholars to introduce the concept of work engagement which he described as the total commitment of workers to their work roles as a result of their sense of identity with it. Engagement is an affirmative attitude and satisfying nature of a person's state of mind towards a specific profession or career. It is made up of vigour, dedication, and absorption. Vigour can be regarded as the physical potentials of individual and psychological wellness to cope and be committed to a particular vocation or job over a reasonable period. The feature of dedication encompasses total commitment to a course and steely determination to address all the accompanying complex of concurrent challenges. Absorption deals with being entirely engrossed in one's single-minded pursuit with no other overriding intent or distraction. This enables the employee to invest extra time and more effort in their work for greater positive outcomes. To measure work engagement, the present study benefits from the conceptualization of the construct defined by

Angus and Robert (2017) as made up of three dimensions, namely, cognitive work engagement, emotional work engagement, and physical work engagement. Cognitive work engagement involves having positive thoughts about enhancing one's effectiveness; emotional work engagement entails feeling good and happy about one's work or having positive emotions about one's task performance; while physical work engagement refers to voluntarily expending energy and effort to achieve one's tasks.

Work engagement is a form of positive attitude held by the respective employees towards their workplace and the accepted set of standards. This attribute serves as basis for raising the levels of productivity of every establishment or institution. It also enhances the manifestation of some other distinctive features, otherwise called organizational citizenship behaviours (OCBs). Organizational citizenship behaviour is described as a worker's persistent dedication to their workplace outside his or her official agreement and terms of reference in respect to their legally imposed duties or obligations. It is an individual's voluntary effort to direct their behaviour towards achieving success for the organization without expectation of formal reward or recognition (Organ, 1988). Examples of organizational citizenship behaviours include assisting colleagues who are absent from work, defending and promoting one's organization publicly, and sharing personal property with other co-workers. This definition highlights the following three important features of the construct:

1. Organizational citizenship behaviours are neither mandatory nor part of an employee's job description.
2. Organizational citizenship behaviours cannot be enforced on employees.
3. Organizational citizenship behaviours improve organizational performance.

Organizational citizenship behaviour promotes the efficient and effective functioning of the organization as well as employee performance. Scholars like Basu and Pradhan (2015); Basu, Pradhan and Tewari (2017) have expressed their considered opinion that OCBs are linked with both individual and organizational performance. Organ (1988) identified five dimensions of organizational citizenship behaviour, namely, civic virtue, courtesy, sportsmanship, altruism, and conscientiousness. Civic virtue can be described as the duty of an employee to get involved in all company events and activities like, for example, attending meetings, even if attendance is not mandatory and adapting to the changes in the organization. This is a reflection of the employees' deep concerns and lively interest in the establishment itself. Courtesy is an act of being polite to others with the aim of avoiding conflict in the workplace. It involves seeking people's opinions before making decisions that could negatively affect workers in an attempt to avert crisis. Courtesy as defined by Law *et al.*, (2005) is a form of helping behaviour which also prevents crises from arising at the very place of work. Example of such behaviour is providing an extra ball pen for your colleague in preparation for a meeting in case he or she does not have one. Sportsmanship is an attribute of workers to tolerate company policies that foster unsportsmanlike conduct. Workers in such cases tend to accept all the inconveniences associated with the various performances of the organizational policies even though they might not be in total agreement with it.

Altruism refers to voluntary behaviour in which an employee provides assistance to an individual with a particular problem to complete his other task under unusual circumstances (Smith, Organ & Near, 1983). It is discretionary behaviour that is meant to help a workmate accomplish a task at hand. Finally, conscientiousness is being committed to activities and assignment which are not part of the formal agreement made with the organization such as working long hours and volunteering to perform jobs beyond their call of duty. All aforementioned work attributes are indications of the employee adherence to the rules, regulations, processes, and procedures of their organizations.

A significant positive correlation between work engagement and organizational citizenship behaviour has been found (Warangkhan, 2011). Abed and Elewa (2016) showed a highly significant correlation between work engagement and citizenship behaviour, while other scholars like Abd-Allah (2016), Sridhar and Thiruvankadam (2014) claimed that work engagement is strongly and positively related to organizational citizenship behaviour. It was discovered that engagement had a significant impact on organizational citizenship behaviour and that both were also significantly and positively correlated. This was in line with the earlier findings of Ariani (2013) and Babcock-Roberson and Strickland (2010) on the two constructs. The study endeavours to find out whether a similar relationship could be found between these two variables if a sample of academic staff in universities in South-West, Nigeria is used. This is in light of the fact that most of these studies have been carried out in foreign countries and in non-academic, usually industrial settings. This present research also specu-

lates that certain personal and organizational characteristics such as personal values and organizational fit may have an enormous impact on the relationship between the organizational citizenship behaviour and work engagement.

Personal values, being guiding principles in life, are critical organizational elements that can significantly affect employee and organizational performance. The theory of basic human value was propounded by Schwartz in 1992 and it has become a comprehensive and empirical model for studying human value (Cieciuch, 2017). Values are “desirable trans-situational goals, varying in importance and serving as guiding principles in the life of a person or other social entity”. The theory assumes that basic values are associated with motivation and it is a continuous phenomenon (Schwartz, 1994). Personal values are motivational since they provide direction and emotional intensity to action. It was Schwartz who theorised that when an employee’s personal values are in agreement with organizational values there would be positive work attitudes, greater work engagement, and other favourable organizational outcomes. On the other hand, when there is a clash between personal and organizational values, positive work attitudes, outcomes, and engagement would be less. Academic staff members of universities are individuals upon whose shoulders higher education learning rests. Their personal values often manifest in the work behaviour which could have impact on both organizational citizenship and work engagement. According to Arieli and Tenne-Gazit (2017), decision making by employees is a product of their personal values and this justifies their behaviour. In the same vein, job burnout among workers has been found to be positively related to lack of courage to live with their personal values in workplace (Retowski & Podsiadly, 2016). The study of Amos and Weathington (2008) revealed a negative correlation with job satisfaction. Hence, personal values are integrated into this study as a possible moderator of the influence of organizational citizenship behaviour on work engagement. Another construct that is related to personal values is the level of involvement of an employee into an organization otherwise known as ‘organizational fit’. This may also have an influence in the relationship between organizational citizenship behaviour and work engagement.

Organizational fit is a concept that has been defined differently by different scholars. It is used to explain how employees’ behaviour, values, and ways of working with other people fit or do not fit into the organization’s ways of doing things (Smith, 2013). In other words, it describes the compatibility between employees’ values and expectations and an organization’s values and expectations. This is because employees are naturally attracted to organizations that have similar values and goals as their own. This increases their job satisfaction, performance, well-being, and produces other positive outcomes (Retowski & Podsiadly, 2016). As a whole, increased job satisfaction could drive employees to be more engaged in their work. Conversely, a poor organizational fit can lead to poor job satisfaction and reduced work engagement, decreased productivity and lots of other negative work outcomes such as tiredness and lack of interest in general team work, inadequate production output, high overhead running expenses and continuous labour turnover or frequent changes in labour force. This implies that organizational congruence along with personal values could modify the influence of organizational citizenship behaviour on work engagement.

1.1. Hypotheses

- i. There are no significant bi-variate relationships between personal values, organizational fit, organizational citizenship behaviour, and work engagement among academic staff in South-West Nigerian universities.
- ii. There is no significant contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.
- iii. Personal values will not significantly moderate the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.
- iv. Organizational fit will not significantly moderate the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.

2. Methodology

2.1 Design, Population, Sample, and Sampling Technique

The proposed study adopts the cross-sectional research design and its population comprises 8,540 members of the academic staff working in the South-West Nigerian public universities. The sample size was determined through the application of the Taro Yamane's formula which led to the selection of 382 academic staff through the proportional stratified random sampling technique from the population divided into six strata according to the geopolitical arrangement of the six States making up South-West Nigeria. These include Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo States. 6 public Universities were selected among the 13 available ones in the South West Zone and 64 participants were then chosen from each stratum using proportional and simple random sampling techniques. However, the sample did not include staff from Olabisi Onabanjo University where re-validation of the instruments was done.

2.2 Instrumentation

Use was made of the following data collection instruments: the Work Engagement Scale (WES), Organizational Citizenship Behaviour Checklist (OCBC), Personal Values Scale (PVS), and Value Congruence Scale (VCS).

2.2.1 Work Engagement Scale (WES)

The Work Engagement Scale (WES) was developed by Angus and Robert (2017) as a standard measure of the three dimensions of work-engagement which form the sub-scales: Cognitive, emotional, and physical work engagement. The WES is a 5-point Likert-type instrument with 18 items. Responses on the scale range from 1 = strongly disagree to 5 = strongly agree. Some of the items on the three sub-scales of the WES are: "*I rarely think about time when I am working*" (cognitive sub-scale), "*I feel very good about the work that I do*" (emotional sub-scale), and "*I have a great deal of stamina for my work*" (physical sub-scale). Angus and Robert (2017) established the internal consistency reliability of the WES and reported Cronbach's alpha of 0.82, 0.79, and 0.87 for the cognitive work engagement, emotional work engagement, and physical work engagement sub-scales respectively, while the Cronbach's alpha for the scale as a whole was 0.84. The reliability of the scale in the present study was assessed using the test-retest method with a two-week interval. To ensure its reliability for the purposes of the present study, the selected instrument was administered on 20 academic staff of the Olabisi Onabanjo University, Ago-Iwoye on two occasions and a stability coefficient of .79 was observed.

2.2.2 Organizational Citizenship Behaviour Checklist (OCBC)

This instrument was developed and standardized by Fox, Spector, Goh, Bruursema and Kessler (2012) to evaluate the rate of organizational citizenship behaviours carried out by employees. The scale consists of 20 items requiring respondents to rate their behaviour frequency with each statement on a 5-point Likert-type scale having responses ranging from 1 = never to 5 = always. Sample items on the OCBC are: "*Helped co-worker learn new skills or shared job knowledge*" and "*Volunteered for extra work assignments*". The internal consistency using Cronbach's method for the entire items in the Organizational Citizenship Behaviour Checklist was 0.89 and 0.94 for two self-report samples which indicated that the scale has high internal consistency reliability (Fox *et al*, 2012). In an effort to ensure its reliability in the present study, the instrument was administered on 20 members of the academic staff of the Olabisi Onabanjo University, Ago-Iwoye on two occasions and a stability coefficient of .72 was observed.

2.2.3 Personal Values Scale (PVS)

The Personal Values Scale (PVS) was developed by Scott (1965) to measure personal values. It has 12 sub-scales with four to six items per scale. The sub-scales measure the following: intellectualism, kindness, social skills, loyalty, academic achievement, physical development, status, honesty, religiosity, self-control, creativity, and independence. The whole instrument is rated on a 3-point Likert-type scale with responses 1 = Always Dislike, 2 = Depends on Situation, and 3 = Always Admire. Sample items on the scale are: “Thinking and acting freely, without social restraints, and encouraging others to do likewise” and “Being able to get people to cooperate with you”.

Drawing upon the Cronbach’s method, the reported reliability coefficients for the Personal Value Scale were within the range of 0.80 to 0.89. The sub scales for independence and religiosity were reported to have reliability coefficient of 0.78 and 0.92 respectively (Braithwaite, 1979). For the validity, correlations between the scores on PVS and religiosity and development ranged from 0.66 to 0.81 respectively. Tammara (2013) also found that personal values significantly predicted perceived ethical work behaviour in the expected direction fairly well. In order to ensure the reliability of this instrument in the present study, the instrument was administered on 20 members of the academic staff of the Olabisi Onabanjo University, Ago-Iwoye on two occasions and observed was a coefficient of stability of .83.

2.2.4 Value Congruence Scale (VCS)

The Value Congruence Scale (VCS) was developed by Tammara (2013) to assess perceived direct and indirect person-organization (P-O) fit. It is used to assess congruence between the participants and their organizations. The scale is made up of 11 items with a 7-point Likert-type format having responses ranging from 1 = Strongly Disagree to 7 = Strongly Agree. Sample items on the VCS are: “My values match those of current employees in this organization” and “I would recommend this organization to my friends as a good place to work”. The reliability coefficient of the instrument ranges from 0.70 to 0.90 (Leung, 2013). The construct validity of the VCS was demonstrated by significant relationships with scores on organizational commitment ($r = 0.46, p < 0.001$); and job satisfaction ($r = 0.58, p < .001$) (Supeli & Creed, 2014). This instrument was revalidated for the purpose of the present study at Olabisi Onabanjo University Ago-Iwoye with cronbach’s alpha of 0.68 as reliability coefficient.

2.3 Method of Data Analysis

The data collected were scored, collated, and analysed using appropriate statistical tools. Specifically, the first, second, and third hypotheses were tested by means of simple linear regression analysis, while the fourth hypothesis was analysed by means of Pearson r . All tests were carried out at the 0.05 level of significance.

3. Results

3.1. Hypothesis One

H₀₁: There are no significant bi-variate relationships between personal values, organizational fit, organizational citizenship behaviour, and work engagement among academic staff in South-West Nigerian universities.

Table 1: Correlation Matrix for the Relationships between Personal Values, Organizational Fit, Organizational Citizenship Behaviour, and Work Engagement

	Personal Values	Organizational Fit	Organizational citizenship Behaviour	Work Engagement
Personal Values	1.000	0.125	0.339*	0.362*
Organizational Fit		1.000	0.295*	0.380*
Organizational Citizen ship Behaviour			1.000	0.418*
Work Engagement				1.000

*Correlation is significant at 0.05 level (2-tailed)

Table 1 reveals significant and non-significant results. The null hypothesis is partly upheld and partly rejected in favour of the alternative hypothesis. Specifically, there is no significant bivariate relationship between personal values and organizational fit ($r = 0.125, p > 0.05$).

3.2. Hypothesis Two

Ho2: There is no significant contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.

Table 2: Coefficients of the Simple Linear Regression Analysis for the Contribution of Organizational Citizenship Behaviour to Work Engagement

	B	Std Error	B	T	Sig.
(Constant)	5.738	4.057		25.992	0.000
Organizational Citizenship Behaviour	0.081	0.019	0.215	12.603	0.000

Dependent Variable: Work Engagement

Table 2 indicates significant results ($\beta = 0.215, t = 12.603, p < 0.05$) leading to the rejection of the null hypothesis and the consequent upholding of the alternative hypothesis that there is a significant contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities. Table 1 reveals further that the regression equation predicting work engagement (denoted by Y) from organizational citizenship behaviour (denoted by X) is as follows:

$$Y = 0.081 \cdot X + 5.738 \quad (1)$$

3.3. Hypothesis Three

Ho3: Personal values will not significantly moderate the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.

Table 3: Coefficients of the Regression Analysis for the Moderating Role of Personal Values in the Contribution of Organizational Citizenship Behaviour to Work Engagement (High Personal Values)

	B	Std Error	B	T	Sig.
(Constant)	49.073	4.794		15.558	0.000
Organizational Citizenship Behaviour	0.216	0.069	0.308	13.126	0.000

Dependent Variable: Work Engagement

Table 4: Coefficients of the Regression Analysis for the Moderating Role of Personal Values in the Contribution of Organizational Citizenship Behaviour to Work Engagement (Low Personal Values)

	B	Std Error	B	t	Sig.
(Constant)	32.684	5.806		9.836	0.000
Organizational Citizenship Behaviour	0.139	0.055	0.287	12.638	0.000

Dependent Variable: Work Engagement

Tables 3 and 4 show the significant moderating role of personal values in the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities. Organizational citizenship behaviour predicts significant work engagement among the academic staff who scored high on personal values ($\beta = 0.308$; $t = 13.126$; $p < 0.05$). Organizational citizenship behaviour, however, also projects substantial work engagement among the academic staff who scored low on personal values ($\beta = 0.287$; $t = 12.638$; $p < 0.05$). These results prove convincingly that the moderating role of personal values, although considered equally significant, is more potent among the academic staff with high personal values as compared to those with low personal values.

3.4. Hypothesis Four

Ho4: Organizational fit will not significantly moderate the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities.

Table 5: Coefficients of the Regression Analysis for the Moderating Role of Organizational Fit in the Contribution of Organizational Citizenship Behaviour to Work Engagement (High Organizational Fit)

	B	Std Error	B	T	Sig.
(Constant)	18.349	7.835		13.046	0.000
Organizational Citizenship Behaviour	0.127	0.032	0.226	10.275	0.000

Dependent Variable: Work Engagement

Table 6: Coefficients of the Regression Analysis for the Moderating Role of Organizational Fit in the Contribution of Organizational Citizenship Behaviour to Work Engagement (Low Organizational Fit)

	B	Std Error	β	T	Sig.
(Constant)	20.648	7.738		9.836	0.000
Organizational Citizenship Behaviour	0.106	0.072	0.201	9.605	0.000

Dependent Variable: Work Engagement

Tables 5 and 6 disclose the significant moderating role of organizational fit in the contribution of organizational citizenship behaviour to work engagement among academic staff in South-West Nigerian universities. Organizational citizenship behaviour significantly predicts work engagement among academic staff with high organizational fit ($\beta = 0.226$; $t = 10.275$; $p < 0.05$). Organizational citizenship behaviour also significantly predicts work engagement among academic staff with low organizational fit ($\beta = 0.201$; $t = 9.605$; $p < 0.05$). These results indicate that the moderating role of organizational fit is more potent among academic staff with high organizational fit than those with low organizational fit, and significant in both.

4. Conclusion and Recommendations

The research into the roles of personal values and organizational congruence in the relationship between organizational citizenship behaviour and work engagement among the academic staff in South-West Nigerian universities was prompted by the crucial part played by work engagement in the running of universities and the need to examine the strength of some of the factors that contribute to it. The results obtained reveal a significant contribution of organizational citizenship behaviour to work engagement, significant moderating roles of personal values and organizational fit in the contribution of organizational citizenship behaviour to work engagement, and significant positive bivariate relationships among the variables of the study apart from the relationship between the moderators (personal values and organizational fit) which is positive but not significant.

The final outcomes of the present study provide the basis for the following recommendations:

(i) University authorities should encourage the development of organizational citizenship behaviour among academic staff through policies that enhance motivation and good working and environmental conditions on the campuses.

(ii) University authorities should ensure that only qualified individuals with high levels of personal values and organizational fit are recruited and selected into the cadre structure of their academic staff.

This can be done through the use of appropriate tests and other assessment instruments for screening and evaluating potential applicants. Academic staff already employed by the universities should be educated about the importance of nurturing good personal values by utilizing various media such as memos, seminars, conferences, and in meetings.

(iii) This study should be replicated using samples drawn from academic staff of universities in other five geo-political zones of Nigeria so as to assess the external validity or generalizability of the findings.

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