

# Employees' Organizational Citizenship Behaviour: The Roles of Religiosity and Morale Among Public and Private Sector Employees in South-East Nigeria

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**Abstract:** Over the years, researchers have studied different variables that influence organizational citizenship behavior of employees. However, very few of such studies have looked at the influence of religiosity and morale on organizational citizenship behavior especially in South-East, Nigeria. This study therefore examined the influence of religiosity and morale on organizational citizenship behavior of employees in public and private sector organizations in South-East, Nigeria. A sample of 500 employees constituted the subjects of study selected through stratified random sampling technique. Religiosity, morale and organizational citizenship behavior of employees were measured with standardized scales while 3 hypotheses postulated were analyzed with multiple regression analysis and correlation matrix at 0.05 level of significance. Findings reveal that 74.7% of the variance in organizational citizenship behavior were accounted for by religiosity and morale showing that religiosity and morale jointly contributed to employees' citizenship behaviours ( $F_{(2,488)} = 725.529, p < .05$ ). Specifically religiosity ( $\beta = .536, t = 13.437, p < .05$ ) contributed more to the prediction of organizational citizenship behaviour than morale ( $\beta = .362, t = 8.487, p < .05$ ). Finally, there were significant positive relationships among the variables of study with the strongest relationship found between religiosity and morale ( $r = .847, p < .05$ ), followed by religiosity and organizational citizenship behaviour ( $r = .843, p < .05$ ) and lastly between morale and organizational citizenship behaviour ( $r = .847, p < .05$ ). These findings stress the important role of religiosity and morale on the citizenship behavior of employees. Implications of these findings are also discussed.

**Keywords:** Organizational Citizenship Behavior, Religiosity, Morale, Employees

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## 1. Introduction

Organizations often work hard towards effectiveness. Hence, work and the people who carry them out are of great importance both to researchers and to management of organizations. This is because organizations can only achieve effectiveness when the workers are efficient and committed. Efficient and committed employees are seen as good employees who display their goodness by being helpful, by maintaining good relationship with their colleagues and by supporting their organizations in various ways while at the same time working towards achieving organizational set goals [30]. When employees go the extra mile in their jobs, or take discretions on tasks that are not directly part of their

job descriptions, which turns out to improve organizational efficiency, that employee is said to be engaged in organizational citizenship behavior [21].

Organizational citizenship behavior has been linked with organizational success and effectiveness [28]. Organizational citizenship behavior describes positive and intentional behaviours of employees which are targeted towards assisting other employees to achieve organizational goals [30]. It is voluntary in nature and include actions like making suggestions to a colleague on how to enhance his/her performance, engaging in unpaid overtime, making suggestions on how to improve the entire workplace [21], being loyal towards organizational set rules and standards and being patient [28]. Organizational citizenship behaviour



boosts productivity and performance, lowers turnover and absenteeism and enhances customer satisfaction [30]. In these days of competition, organizations can only remain in business when they have workers who are dependent and willing to take up extra roles in addition to their formally assigned responsibilities [7].

Organizational citizenship behaviour is linked with religiosity [11]. Employees cannot act in isolation of their religion and faith and even though most organizations today try to avoid accommodating religion in the workplace, yet Kutcher, Bragger, Rodriguez-Srednick and Masco [14] in their studies found that most Americans want their religion to be integrated into all spheres of their lives including work life. This scenario is similar to that of Nigeria where religion is seen as a virtue that gingers an individual to have reverence for God, embedded with certain principles, making those who practice it to try to integrate its codes into their jobs [10]. Nwadiukor and Otubah [18] buttressed this by confirming that the various supplications made in churches and mosques and the numerous religious meetings show that Nigerians place high value on religion. An individual's religion determines to a greater extent his/her attitude towards his/her job [4].

Awumi and Tanko [3] saw religion as formal beliefs, rituals and activities fashioned towards becoming closer to God or a higher power and understanding how to live with others in the society. According to him, religion shape peoples' actions and behaviours since religious adherents tend to act in accordance to the dictates of their religion. Based on Awumi and Tanko [3]'s definition, a religious worker will want to obey the rules governing the workplace, carry out his assigned duties with commitment, and go beyond his job descriptions to ensure that he contributes his best to make the organization grow. Kutcher *et al* [14] in their research found a strong link between religiosity and organizational citizenship behavior and Nwadiukor and Otubah [18] found a relationship between mental health, job attitudes and ethical decision making. Religion can promote truth, honesty, service, love and discipline [10] which are virtues found in employees who display organizational citizenship behaviours. This is in line with Olowookere, Oguntuashe and Adekeye [20]'s submission that religion impacts greatly on an individual's self-concept and this at the long run have influence on his performance and productivity at work especially when such a worker is a strict adherent to the principles of his faith. Religion inspires workers to be at their best [18], makes them avoid conflict with other colleagues, display better job attitudes and acquire better coping strategies when under work pressure [14]. Olowookere *et al* [20] further opined that employees understanding of their jobs and how they carry them out have a strong link with what they believe and their religion hence they found a strong association between religion and organizational citizenship behaviour.

Furthermore, organizational citizenship behavior being discretionary behavior of employees [23] may not be exhibited by workers with low morale. It has been reported that employees who go extra mile in carrying out their assigned duties do so due to their personal motivation and job

satisfaction [7]. Hence, organizational citizenship behaviour has been linked to morale. Morale is the interest and enthusiasm that a worker shows towards achievement of both individual and group goals in any given job situation [24]. Webster's New World Dictionary defines it as "a mental state characterized by courage, discipline, confidence, enthusiasm, willingness to endure hardship etc within a group or within an individual". Employees who are happy are the ones that display organizational citizenship behaviour and assist their organization adapt to changes and unforeseen contingencies [7]. Rauf, Akhtar, Iqbal and Malik [24] vehemently opined that when workers morale is low, they cannot perform their jobs well and cannot engage in 'extra roles'. In order to have a workforce that is happy and committed, there is need to boost the morale of workers. When workers are happy and committed, they can engage in organizational citizenship behaviours and complete their assignments without much supervision [6].

Various studies abroad have looked at organizational citizenship behaviour in connection with other variables like Kutcher *et al* [14] who looked at organizational citizenship behavior in connection with religiosity and job attitudes; Dash and Pradhan [5] and Alizadeh, Davishi, Nazar and Emami [1] who studied its determinants and consequences and Kim, Van Dyne, Kamdar and Johnson [13] who studied its predictors and several other studies. In Nigeria, few studies have been focused on organizational citizenship behavior like Olowookere *et al* [19] who studied influence of religiosity on organizational commitment and organizational citizenship behavior; Awumi and Tanko [3] who linked organizational citizenship behavior with religiosity and a few others, yet there is dearth of research in Nigeria where organizational citizenship behavior is studied in connection with religiosity and morale among public and private sector employees in South-East, Nigeria, hence the justification for this study.

### 1.1. Purpose of Study

The main purpose of this study is to examine if there are combined contributions of religiosity and morale to organizational citizenship behaviours of public and private sector employees in South-East, Nigeria. Specifically, the study aims at:

1. Examining if there is any combined influence of religiosity and morale on organizational citizenship behaviour of employees in public and private sectors in South-East, Nigeria.
2. Assessing if there is any significant relative influence of religiosity and morale on organizational citizenship behaviour of employees in public and private sectors in South-East, Nigeria.
3. Determining if there are any significant relationships among religiosity, morale, and organizational citizenship behaviour of employees in public and private sectors in South-East, Nigeria.

### 1.2. Research Hypotheses

H<sub>01</sub>: There is no significant combined contribution of



religiosity and morale to employees' organizational citizenship behaviour.

Ho2: There is no significant relative contribution of religiosity and morale to employees' organizational citizenship behaviour.

Ho3: There are no significant relationships among religiosity, morale, and employees' organizational citizenship behaviour.

## 2. Literature Review

### 2.1. Organizational Citizenship Behaviour

Organizational citizenship behaviour has been described as all those discretions that employees make while doing their jobs that do not fall within their specific job descriptions [7, 15]. Schnake [25] defined it as "extra-roles and pro-social behaviours directed towards individuals, groups and the organization". It is an indispensable tool that promotes organizational efficiency and success [5]. While Organ [21] defined Organizational citizenship behaviour as those actions of employees that are discretionary and not explicitly spelt out formally as a worker's duty but promotes the effective functioning of the organization, yet it is important to state that organizational citizenship behaviour include all those positive actions of employees that are in line with the achievement of organizational set goals and is different from other behaviour of employees which are not part of their job descriptions but are negative in nature, dysfunctional and counterproductive [29].

Organizational citizenship behaviour is about going extra mile like taking steps to prevent problems with other workers, respecting and obeying rules, following procedures and policies as spelt out and being patient and loyal [25]. In fact, "it is the oil that reduces friction and increases efficiency in a work environment [16]" and that is why Polil, Dal-Santo and Battistelli [23] see it as beautifying the social and psychological aspects of the work environment and making task performance interesting and easy to carry out. Sometimes, organizational citizenship behaviours may appear valueless since it is most often linked with helpfulness and friendliness, however, research conducted by Olowookere [19] has shown that organizational citizenship behaviour can make great positive impact on workers effectiveness.

Organizational citizenship behaviours fall under the category of actions that are not directly rewarded by organizations, however, Kim, Van Dyne, Kamdar and Johnson [13] on their part insist that if an employee constantly engages in such behaviours, that he may catch the attention of the supervisor and may be rewarded for such actions in form of pay raise or promotion. Zhang [30] added that it may also lead to cordial relationship between supervisor and supervisee while Polil, Dal-Santo and Battistelli [23] are of the view that workers who engage in them may likely receive better ratings, be favoured and liked more. On this note, Organ [21] envisages that it may therefore lead to halo effect and in case the organization wants to restructure, such workers may not be

downsized. Employees who engage in organizational citizenship behaviours do so in appreciation of the efforts of the organization and want to reciprocate [9] by willingly going beyond the normal job requirements in performing their duties.

Though it has been established that organizational citizenship behaviour is positive in nature and different from counter-productive work behaviour [29]. Vigoda-Gadot [27] maintained that organizational citizenship behaviour could have negative effects especially when supervisors mandate and expect workers to work beyond their formal job descriptions. The negative effect of organizational citizenship behaviour can be further enhanced when workers lose the motivation to continue to engage in organizational citizenship behaviours because managers and supervisors have constantly failed to recognize such efforts. The explanation for this is that it is human nature to want to be recognized for hard work by being promoted, getting a pay raise etc and when it is not forth coming, the result could be diminished motivation to continue engaging in organizational citizenship behaviours.

Mohammad et al [15] is of the view that when employees decide not to engage in OCB, that the organization will die. This is because organizational citizenship behaviour benefits the organization by reducing the time managers spend on supervision; it boosts employees' morale and saves cost for management [7]; helps the organization to be innovative [21], enhances employee motivation [5], help organizations become more competitive and effective [12] and can enhance job performance [2]. Despite the numerous benefits, Vigoda-Gadot [27] opined that organizational citizenship behaviour could also lead to unhealthy work life balance for workers if it is made formal. The reason being that it could place unnecessary strain and tension on workers.

Several researchers have conceptualized organizational citizenship behaviour into two dimensions. According to Mohammad et al [15], while OCBO (organizational citizenship behaviour organization) is that which benefits the organization directly especially when employees carry out duties that are not part of their jobs but will enhance organizational status and productivity, OCBI (organizational citizenship behaviour individual) is directed to the benefit of the worker especially when they help their colleagues with heavy work load to complete their jobs, or when they assist an employee with a complex task to understand it or to carry it out. Hence, while OCBO is seen as compliance and internalization to company policies and rules, OCBI benefits the individuals and indirectly results in organizational effectiveness [29].

Several factors can enhance organizational citizenship behaviours. For instance, Olowookere et al [20] and Alizadeh, Davishi, Nazari and Emami [1] observed that working conditions, organizational policies, leadership styles, employee characteristics, transparency, treating employees with dignity and showing appreciation to their efforts at work, empathy and concern for their welfare, reposing trust on employees that they are skilled and able to carry out their duties are some of the determinants of organizational citizenship behaviours.



## 2.2. Religiosity

Olowookere, Oguntuashe and Adekaye [20] defined religion as “faith and reverence for a divine being who is seen as the reason for one’s existence”. Awumi and Tanko [3] described it as formal beliefs, rituals and activities fashioned towards becoming closer to God or a higher power and understanding how to live with others in the society. Religiosity therefore, means believing in and having reverence for God or a deity, participating in activities in line with your belief like attending services or worship regularly and having fellowship with members of one’s religious group [18]. Religion can influence workers job satisfaction, subjective well-being, happiness and giving patterns [11]. Awumi and Tanko [11] made it clear that religion is capable of shaping people’s behaviours and actions and hence determine how they carry out their assigned duties even in their working places. This is because people cannot act in isolation of their faith or belief, therefore people come to work with their religious beliefs and according to Joel [11] religious people who are more giving may also put in more time and effort to their jobs. Based on that, it is expected that such workers may engage more in organizational citizenship behaviours than other workers who are not religious and Kutcher et al [14] and Brown [4] opined that to enjoy the numerous benefits of organizational citizenship behaviour, most present day organizations try to integrate religion into the workplace by providing avenues for morning devotions, engaging the services of chaplains, offering religious holidays, making provision for prayer rooms etc. since it is equally discovered that workers who are devoted to their religion hardly have quarrels with their colleagues, cope better with overload and behave better at the workplace.

Different dimensions of religiosity have been postulated by researchers. According to Wibowo and Dewi [28], there is both intrinsic and extrinsic aspects of religiosity. While individuals who are extrinsically religious engage in religious activities because of what they will gain, individuals who are intrinsically religious are deeply rooted in their religion and practice it so as to find meaning in life. Based on the above dimensions, it can be assumed that employees who are intrinsically religious may be more committed and more likely to engage in organizational citizenship behaviours than workers who are extrinsically religious. To support this, Awumi and Tanko [3] submitted that religion can lead to ethical behaviours as the more religious employees are, the more likely they are to engage in organizational citizenship behaviours. This was seen in his research result where higher level of commitment to jobs, strong discipline in carrying out responsibilities and supportive behaviours at work were found among employees with higher levels of religiosity.

## 2.3. Morale

Employees in every organization expect that they will find happiness and satisfaction while carrying out their duties. When the organization is supportive of the workers efforts and tries to meet their needs, they become contented and may

want to show their appreciation by being loyal and engage in various forms of organizational citizenship behaviours. According to Rauf et al [24] employees’ morale can be defined as the combination of the feelings of workers in terms of their attitude, outlook, satisfaction and confidence. Hosseinpour and Pahlevani [8] described morale as “that state in which a person or group, or organization have feelings of security, satisfaction, well-being and team success”. Based on the definitions, it is likely that an employee’s morale may affect his job performance as well as determining whether he will engage in citizenship behaviour or not. This is because, a happy and contented worker will want to put in all his efforts to ensure that his organization achieves success. This he can do by engaging in various citizenship behaviours. To buttress this fact, Djati and Michael [6] have discovered that the basic requirement for a successful organization is high level of morale among the employees. On the contrary however, when workers morale is low, complacency and inattention to duties may be witnessed which is a threat to organizational success [4] but when it is high, it creates conducive and functional work environment and pushes employees towards achieving organizational set goals, they assist each other and have a sense of duty and strong tendency to engage in organizational citizenship behaviours [13] but low morale may lead to less concentration, dissatisfaction, poor customer service, missed deadlines, high turnover, absenteeism and increased conflicts at work all of which are counterproductive and contrary to citizenship behaviours.

## 3. Methodology

### 3.1. Research Design

The descriptive survey research design was used for the study. Variables were not manipulated but rather the researchers determined the influence of the independent variables (religiosity and morale) on the dependent variable (organizational citizenship behaviour).

### 3.2. Participants

Four hundred and ninety (490) employees working in both private and public organizations in South-East Nigeria were randomly selected. South-East Nigeria is made up of five (5) States. These states are Abia, Anambra, Ebonyi, Enugu and Imo States. Stratified random sampling was employed to select employees from the five states.

### 3.3. Instrumentation

Three instruments were used to collect the data for the study. The description of the instruments is given below:

#### 3.3.1. Organizational Citizenship Behaviour Scale (OCBS) (Niharika, 2015)

This scale assessed people’s behaviour at work. It has 9 items such as “I help colleagues to solve work-related problems” etc. Respondents were asked to indicate based on



a 5 point likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The developers reported a Cronbach alpha of .702 indicating its reliability.

### 3.3.2. Religion Scale (RS) Piazza (2013)

This scale assessed the influence of religion on people's attitude. It has 12 items such as "religion mostly promotes tolerance and compassion". Respondents were asked to indicate based on a 9 point likert scale ranging from 1 = strongly disagree to 9 = strongly agree. Half of the items were positively worded while the remaining half were negatively worded. The reliability co-efficient of this scale as reported by the developers is .936 indicating its reliability.

### 3.3.3. Morale Scale (MS) (Rempel & Bentley, 1967)

Employees' morale was measured with the morale scale developed by Rempel and Bentley (1967). The scale was adapted and items relevant to the present study was used making a total of 16 items with four response format ranging from disagree to agree with a reliability coefficient of .96.

**Table 1.** Model Summary and Coefficients of the Multiple Regression Analysis for the Combined Contribution of Religiosity and Morale to Employees' Organizational Citizenship Behaviour.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21084.075	2	10542.038	725.529	.000 <sup>b</sup>
	Residual	7090.707	488	14.530		
	Total	28174.782	490			

Model Summary:  $R = .865$ ;  $R^2 = .748$ ; Adj.  $R^2 = .747$ ; Std Error = 3.81184

a. Dependent Variable: Organizational Citizenship Behaviour

b. Predictors: (Constant), Religiosity, Employee Morale

Table 1 revealed that there is a significant combined contribution of religiosity and morale to employees' organizational citizenship behaviour ( $F_{(2, 488)} = 725.529$ ,  $p < .05$ ). Table 1 further showed that religiosity and morale accounted for 74.7% of the variance in employees' organizational citizenship behaviour (Adj.  $R^2 = .747$ ).

**Table 2.** Coefficients the Multiple Regression Analysis for the Relative Contribution of Religiosity and Morale to Employees' Organizational Citizenship.

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.216	.686		13.437	.000
	EMPLOYEE MORALE	.311	.037	.362	8.487	.000
	RELIGIOSITY	.272	.022	.536	12.559	.000

Dependent Variable: Organizational Citizenship Behaviour

Table 2 revealed a significant relative contribution of religiosity and morale to employees' organizational citizenship behaviour. Specifically, religiosity ( $\beta = .536$ ,  $t = 13.437$ ,  $p < .05$ ) contributed more to the prediction of organizational citizenship behaviour than employee morale ( $\beta = .362$ ,  $t = 8.487$ ,  $p < .05$ ).

**Table 3.** Correlation Matrix for the Relationships among Religiosity, Morale, and Employee Organizational Citizenship Behaviour.

	Religiosity	Employee Morale	Organizational Citizenship Behaviour
Religiosity	1.000	.847*	.843*
Employee Morale		1.000	.817*
Organizational Citizenship Behaviour			1.000

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

## 3.4. Procedure

The questionnaires were administered on the participants in their various offices. This exercise took two weeks to be completed. Out of the five hundred (500) questionnaires distributed only four hundred and ninety (490) were correctly filed, retrieved and used for the study.

## 3.5. Method of Data Analysis

Data were analyzed using Multiple Regression analysis and Correlation Matrix at the 0.05 level of significance.

# 4. Results

## 4.1. Hypothesis One

Ho1: There is no significant combined contribution of religiosity and morale to employees' organizational citizenship behaviour.

## 4.2. Hypothesis Two

Ho2: There is no significant relative contribution of religiosity and morale to employees' organizational citizenship behaviour.

## 4.3. Hypothesis Three

Ho3: There are no significant relationships among religiosity, morale, and employees' organizational citizenship behaviour.



Table 3 showed that there are significant and positive relationships among religiosity, morale, and employees' organizational citizenship behaviour. The strongest relationship is between religiosity and employee morale ( $r = .847, p < .05$ ). This was followed by relationships between religiosity and organizational citizenship behaviour ( $r = .843, p < .05$ ) and employee morale and organizational citizenship behaviour ( $r = .847, p < .05$ ).

## 5. Discussion

The first hypothesis stated that there is no significant combined contribution of religion and morale to employees' organizational citizenship behaviour. This hypothesis was subjected to statistical test of significance and rejected since it was found that there was a significant combined contribution of religiosity and morale to employees' organizational citizenship behaviour. Previous researches in agreement with this present finding include Kutcher et al [14] who while researching on the role of religion in stress, job attitudes and organizational citizenship behaviour found a link between employees religiosity and organizational citizenship behaviour; Ariyauti [2] while researching on the contribution of religiosity to organizational citizenship among teachers found that religiosity significantly contributed to the citizenship behaviour of staff. Rauf et al [24] found that employees with high morale are the ones that engage in organizational citizenship behaviour, and Olowookere [19] who discovered that religion was linked with enhanced team work, greater kindness, fairness, honesty, trust, concern for others and organizational citizenship behaviour.

Hypothesis two which stated that there is no significant relative influence of religiosity and morale to organizational citizenship behaviour of private and public sector employees in South-West, Nigeria was rejected leading to the conclusion that there was a significant relative influence of religiosity and morale on employees' organizational citizenship behaviour. Specifically, religiosity was found to predict organizational citizenship behaviour more than morale. The reason for this could be the fact that religion make people believe that they are living according to God's ordinance so they place higher value on religion and tend to engage in activities that they feel will be appreciated by God. This present finding supports previous researches such as Olowookere et al [20] who found a relationship between religiosity and organizational citizenship behaviour and that religiosity led to ethical behaviours at work. Morale also significantly contributed to organizational citizenship behaviour and this is in tandem with the findings of Zhang [30] who found that motivating employees led to improved organizational citizenship behaviour; Djati and Michael [6] who found that only happy and contentment workforce engaged in organizational citizenship behaviour.

Furthermore, hypothesis three was also rejected since

significant and positive relationships were found among the variables of study. Specifically, the strongest positive and significant relationship was found between religiosity and morale, followed by religiosity and organizational citizenship behaviour and lastly by morale and organizational citizenship behaviour. This finding is not surprising since Brown [4] had earlier discovered that accommodating religion in the workplace by means of offering religious holidays, providing prayer rooms, and allowing workers to practice their religion while at work boosted employee's morale and made them more efficient and even better individuals in the society. A strong relationship was also found between religiosity and organizational citizenship behaviour. Wibowo and Dewi [28] found that developing religious climate in the workplace raised the citizenship behaviour of Islamic Bankers. Other studies supporting the strong relationship between religiosity and citizenship behaviour are Kutcher et al [14] and Ariyanti, [3].

The outcome of the analysis of hypothesis three also indicated a strong positive relationship between morale and organizational citizenship behaviour. Brown [4] had earlier found a positive relationship between employee morale and their citizenship behaviours. Schuck [26] also discovered that increasing morale of employees led to engagement in citizenship behaviours that enhanced organizational productivity.

## 6. Conclusion and Recommendations

This study examined the contribution of religiosity and morale to the organizational citizenship behaviour of employees both at the public and private organizations in South-East, Nigeria. The results of the research indicate that both religiosity and morale significantly combined to predict the organizational citizenship behaviour of employees. Findings of this research also show that religiosity and morale have significant individual influences on organizational citizenship behaviour with religiosity being the stronger predictor and having more positive influence on the organizational citizenship behaviour of employees than morale. Further analysis revealed a significant positive relationship among the variables of study with the relationship between morale and religiosity being the strongest, followed by the relationship between religiosity and organizational citizenship behaviour and lastly by that between morale and organizational citizenship behaviour. This finding has important implications for management of organizations, employees as well as researchers. Since religiosity was found to contribute mostly to organizational citizenship behaviour, management of both private and public organizations should therefore do all within their power to integrate and accommodate religion in the workplace by making provision for devotionals and observance of religious holidays as well as allowing employees to practice their religion as long as it does not prevent them from performing their duties effectively.



Worker's morale is also essential and should not be played down by management because happy employees are also effective, so management can boost morale of workers by providing essential welfare services and making the work environment conducive and safe.

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