

Assessing the Impact of Transformational Factors and Organisational Citizenship Behaviour as Determinants of Employees' Job-Attitude in Selected Nigerian Public Organisations

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Abstract

This study examined the influence of transformational leadership and organisational citizenship behaviour (OCB) on employees' job performance in selected Nigerian public organisations. A correlational survey design was adopted, and data were collected from 175 employees selected through stratified random sampling across five public organisations in Abuja. Standardised instruments measured transformational leadership dimensions, OCB, and job performance. Pearson's correlation, multiple regression, and an independent samples t-test were used for data analysis. The findings revealed significant positive relationships between all dimensions of transformational leadership and job performance. Furthermore, OCB significantly predicted job performance, accounting for 30.2% of the explained variance. Among the OCB dimensions, courtesy and conscientiousness made significant independent contributions, whereas altruism, sportsmanship, and civic virtue were not significant predictors. No significant gender difference was found in job performance. The study concludes that transformational leadership and positive citizenship behaviours are essential for enhancing employee performance and organisational effectiveness in Nigerian public organisations.

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Background to the Study

In today's ever-changing and combative organisational landscape, employees' job attitude appears to be a key determinant of organisational effectiveness, productivity, and sustainability (Robbins & Judge, 2019). Job attitude encompasses a range of affective and cognitive evaluations that employees hold toward their work, organisation, and colleagues, including job satisfaction, organisational commitment, and work engagement (Brief & Weiss, 2002). Positive job attitudes are associated with improved performance, reduced turnover intention, enhanced citizenship behaviour, and overall workplace harmony (Judge & Kammeyer-Mueller, 2012). Conversely, negative job attitudes contribute to absenteeism, lateness, counterproductive work behaviour, and diminished efficiency issues that continue to undermine organisational success in both private and public sectors (Oshagbemi, 2017).

Within the Nigerian public service, employee attitudes toward work have been a subject of continuous concern due to declining productivity, bureaucratic inefficiencies, and low morale among workers (Ezeanyim, 2020). Despite numerous reform initiatives and public-sector restructuring efforts, issues such as poor supervision, lack of motivation, inadequate leadership, and weak organisational culture persist (Nwosu & Ojo, 2019). Public organisations in Nigeria are frequently characterized by rigid administrative systems, minimal innovation, and limited employee participation in decision-making, which negatively affect employees' psychological commitment and perception of their roles (Akinbode & Fagbohunbe, 2018). Transformational leadership theory offers a compelling framework for comprehending how leaders can shape and improve employees' attitudes toward work. Transformational factors—namely individualized consideration, intellectual stimulation, inspirational motivation and idealized influence encourage subordinates to surpass self-interest for collective goals, fostering intrinsic motivation and positive workplace behaviour (Bass & Riggio, 2006). Empirical findings have shown that transformational leadership greatly enhances employees' trust, satisfaction and organisational responsibility (Nguni et al., 2006; Walumbwa et al., 2008). In the Nigerian context, leaders who demonstrate charisma, vision, and individualized support have been found to elevate subordinates' sense of belonging and enthusiasm toward work (Ugoani, 2016).

Alongside leadership, organisational citizenship behaviour (OCB) a set of discretionary behaviours which is not directly recognized by formal reward systems but which promote organisational functioning has been considered as a vital predictor of job attitude and performance (Organ, 1988). These behaviours, including courtesy, sportsmanship, altruism, conscientiousness, and civic virtue, represent employees' voluntary efforts to contribute positively to their organisations beyond formal role requirements (Podsakoff et al., 2000). Research has consistently linked OCB with higher productivity, improved interpersonal relationships, and greater employee satisfaction (Organ & Ryan, 1995; Alkahtani, 2015). However, in many Nigerian public institutions, organisational rigidity and leadership failures often suppress such extra-role behaviours, leading to demotivation and poor work ethics (Eketu & Ogbu, 2015). Despite broad

literature on leadership and organisational behaviour, there remains a paucity of empirical research integrating transformational leadership factors and OCB as joint predictors of employees' job attitude within the Nigerian public sector. Given the increasing pressure on public institutions to deliver efficient services amidst dwindling resources and social distrust, understanding these psychological and organisational determinants has become imperative. This finding, however, seeks to ascertain the effects of transformational factors and organisational citizenship behaviour on employees' job attitude in selected Nigerian public organisations.

Statement of the Problem

Employees' job attitude contributes a pivotal part in forming the quality of service delivery and institutional effectiveness, particularly in the public sector where performance and accountability are key to national development (Ekwoaba et al., 2015). Over the years, the Nigerian public service has been criticized for declining productivity, inefficiency, and poor service orientation among employees (Adewale & Anthonia, 2018). Several reports and empirical observations indicate that many public-sector employees display low enthusiasm toward their work, high absenteeism, and minimal organisational commitment (Olorunsola, 2021). These behavioural tendencies have been attributed to weak leadership practices, lack of employee recognition, and organisational cultures that do not support initiative and innovation (Eze, 2019). While leadership reforms and administrative restructuring have been recurrent, their impact on employee attitude remains inconsistent. The persistence of bureaucratic bottlenecks and hierarchical rigidity in Nigerian public organisations often dampens the motivational climate necessary for cultivating positive job attitudes (Oyetunji, 2018). Furthermore, many leaders in public institutions rely on transactional or authoritarian styles that emphasize compliance over creativity, thereby inhibiting employees' sense of psychological ownership and satisfaction (Oladipo et al., 2013). This leadership gap not only affects performance but also discourages organisational citizenship behaviours such as altruism and conscientiousness, which are vital for cooperation and institutional cohesion.

Although transformational leadership and OCB have independently been identified as key drivers of positive employee outcomes, there is limited empirical integration of these constructs in explaining employees' job attitude within Nigeria's public sector. Most previous studies have examined private-sector samples or focused narrowly on either leadership or citizenship behaviour, leaving an empirical gap regarding their combined predictive influence (Okolie & Igbinovia, 2018). Consequently, the extent to which transformational factors and OCB jointly determine job attitude among public employees remains largely unexplored.

From the aforementioned, the study therefore, addresses this critical gap by empirically assessing the effect of transformational leadership style (individualized consideration, intellectual stimulation, inspirational motivation and idealized influence) and organisational citizenship behaviour dimensions (civic virtue, courtesy, sportsmanship,

conscientiousness and altruism) on employees' job attitude in selected Nigerian public organisations. The study will provide valuable understanding for policymakers, administrators, and human resource practitioners on how to foster leadership practices and work cultures that enhance positive employee attitudes, commitment, and performance within the public service.

Conceptual Clarifications

This section deals with a crucial analysis of relevant literature and theoretical perspectives connected to the study. It provides an extensive examination of existing empirical studies, conceptual clarifications, and theoretical foundations that underpin the research problem.

Transformational Leadership

Transformational factors refer to organisational and leadership elements that motivate, inspire and stimulate employees intellectually towards achieving collective goals beyond their personal interests (Ba et al., 2006). These factors typically include individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Transformational leadership, as a critical progressive factor, promotes a vision-driven and value-based culture where employees experience empowerment, trust, and determination (Burns, 1978). In public organisations, transformational factors extend beyond leadership traits to include institutional vision, ethical climate, communication patterns, innovation culture, and employee involvement mechanisms (Avolio & Yammarino, 2013). When these factors are present, employees are more likely to recognize their work as meaningful, exhibit higher morale, and align their job attitudes with organisational goals (Obi & Amah, 2020).

Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour (OCB) are freewill or discretionary work behaviours displayed by employees that are outside their formal job description and contribute to organisational success (Organ, 1988). Such behaviours include civic virtue, courtesy, sportsmanship, conscientiousness and altruism. OCB increases teamwork, reduces turnover intention, and fosters a cooperative work atmosphere (Podsakoff et al., 2000). In Nigerian public organisations, OCB manifests when employees show initiative, assist co-workers, adhere to organisational norms, and maintain a positive attitude despite bureaucratic challenges or limited resources (Nwibere, 2014). High OCB levels are often associated with transformational leadership practices and supportive organisational climates that value fairness, recognition, and participation.

Employees' Job-Attitude

Job attitude refers to an employee's evaluative orientation toward their job, encompassing emotional, cognitive, and behavioural dimensions such as commitment, job satisfaction and involvement (Robbins et al., 2019). Positive job attitudes translate into

enhanced productivity, reduced absenteeism, and higher retention, whereas negative attitudes may result in poor performance and withdrawal behaviours. Within Nigerian public organisations, job attitudes are influenced by perceived fairness, leadership style, work motivation, and organisational culture (Adeniji & Ige, 2021). When transformational factors are integrated with strong OCB norms, employees develop favourable job attitudes that contribute to institutional effectiveness and service delivery.

Empirical Review

Transformational Leadership and Employees' Job-attitude

Empirical studies across contexts have established robust connections between transformational leadership and job attitude. For example, Podsakoff et al. (2000) found that transformational leaders foster organisational citizenship by encouraging innovation and moral integrity. Similarly, Yukl (2013) reported that transformational leadership behaviours greatly predict job satisfaction and commitment in public service settings. In Nigeria, several empirical findings have validated the predictive determinant of transformational leadership on employees' job attitudes within public organisations. Nwibere (2014) found that transformational leadership behaviours, for instance, individualized consideration and inspirational motivation significantly improves employee satisfaction and organisational commitment among civil servants. The study demonstrated that leadership qualities emphasizing empathy, vision, and intellectual stimulation cultivate stronger emotional attachment and loyalty to the organisation. Obi and Amah (2020) further confirmed that transformational leadership positively predicts employees' job satisfaction and performance in Nigerian public organizations. The study emphasized that transformational leaders build trust, communicate clear visions, and recognize employees' contributions factors that directly strengthen job satisfaction and affective commitment.

Empirical findings from developing nations further supports these findings. For instance, Aydin et al. (2013) conducted a meta-analysis of 57 studies involving teachers and discovered a significant positive correlation between job satisfaction and transformational leadership ($r = .45$). The writer summarized that transformational leadership behaviours promote an environment of recognition, trust, and collaboration, which in turn enhances employees' commitment and job involvement. Furthermore, Breevaart et al. (2014) reported that transformational leadership predicts higher daily work engagement and job satisfaction among employees by promoting intrinsic motivation and positive affect. Omoregie and Omoruyi (2020) studied the connection between job attitude and transformational leadership among public servants in Edo State, Nigeria. Their results indicated that individualized consideration and inspirational motivation were the strongest predictors of positive job attitudes, while intellectual stimulation had a moderate but significant effect. The authors concluded that leaders who inspire and mentor subordinates contribute to improved morale and work engagement, thereby enhancing employees' job satisfaction and commitment. Similarly, Adeyemi and

Bamidele (2021) found that transformational leadership significantly influences employees' job satisfaction and organisational commitment in Nigerian public institutions, underscoring the need for leadership development initiatives that emphasize transformational attributes.

Judge and Piccolo (2004) conducted a meta-analysis of 87 independent studies and found that transformational leadership was strongly and positively associated with job satisfaction ($\rho = .58$) and organisational commitment ($\rho = .65$). The study concluded that transformational leadership exerts more impact on employees' affective attitudes than transactional leadership. Similarly, Wang et al. (2011), in another meta-analysis covering multiple organisational levels, established that transformational leadership has a robust positive connection with employee job attitudes at both the individual and group levels. Their findings further revealed that this relationship is mediated by trust in leadership and psychological empowerment. Taken together, these studies consistently demonstrate that transformational leadership is a key determinant of employees' job attitudes across public and private organisations. Transformational leaders inspire employees to internalize organisational goals, which in turn fosters satisfaction, motivation, and commitment. The evidence also suggests that transformational leadership effects are not only direct but often mediated by factors such as psychological empowerment, organisational justice, and trust in leadership. However, research within Nigerian public institutions highlights contextual constraints such as bureaucratic rigidity, inadequate incentives, and political interference, which may moderate the strength of this relationship. Consequently, public sector reforms that emphasize leadership training, value-based management, and employee recognition are essential for enhancing employees' job attitudes and overall organisational effectiveness.

Organisational Citizenship Behaviour and Employees' Job-attitude

Several empirical researches have established a consistent and positive connection between organisational citizenship behaviour (OCB) and employees' job attitude across diverse organisational contexts. The empirical evidence suggests that employees with favourable job attitudes including organisational commitment, job involvement and job satisfaction are probably engaging in discretionary behaviours that upholds the functioning of their organisations, while employees who display OCB often experience improved affective attachment and satisfaction with their jobs.

Organ and Ryan (1995), in a meta-analysis of 55 independent analysis, discovered a moderate positive correlation between job satisfaction and OCB ($r = .23$) and between organisational commitment and OCB ($r = .27$). Their findings revealed that employees who hold positive job attitudes are more inclined to involve in extra-role behaviours that promote organisational effectiveness. Similarly, LePine et al. (2002), in a meta-analysis of 155 empirical samples, reported that OCB possesses multiple dimensions altruism, conscientiousness, civic virtue, courtesy, and sportsmanship all of which are significantly

connected to job satisfaction and affective commitment. These authors concluded that OCB represents behavioural expressions of positive job attitudes. Podsakoff et al. (2009) further expanded this evidence through their meta-analysis, which revealed that OCB not only predicts employee performance but also arises from attitudinal variables including job satisfaction, organisational commitment, and perceived organisational support. Their work demonstrated a reciprocal relationship, showing that positive job attitudes promote OCB, which in turn reinforces employees' positive orientations toward their jobs and institutions.

Field studies also provide robust evidence of this link. Williams and Anderson (1991), in a study of 245 employees, differentiated between OCB exhibited at individuals (OCB-I) and OCB exhibited at the organisation (OCB-O). They found that job satisfaction more strongly predicted OCB-I, while organisational commitment more strongly predicted OCB-O. This suggests that distinct components of job attitude influence different forms of citizenship behaviour. Likewise, Bateman and Organ (1983), using a longitudinal design, found that job satisfaction significantly predicted altruism and conscientiousness over time, implying a causal influence of job satisfaction on OCB. Chiaburu and Harrison (2008) also reported that positive work attitudes, including satisfaction, trust, and commitment, enhance citizenship behaviours through prosocial motivation and coworker social influence.

In public-sector contexts, Vigoda-Gadot (2006) examined OCB among Israeli civil servants and discovered that OCB related positively with job satisfaction, trust in leadership, and ethical climate, though bureaucratic constraints weakened the strength of these relationships. This underscores the diminishing role of institutional structure in shaping the OCB–job attitude nexus. Similarly, Jena and Goswami (2013) found among Indian public sector workers that employees who expressed higher job satisfaction demonstrated stronger civic virtue and altruism, emphasizing that the OCB–attitude relationship is stable even in collectivist and bureaucratic environments. Evidence from Nigeria mirrors these global trends. Nwibere (2014), in a study involving 300 civil servants across the Niger Delta region, found that OCB was somewhat connected to job satisfaction ($r = .62, p < .01$) and organisational commitment ($r = .59, p < .01$). The study showed that fairness and supervisor support were critical determinants of employees' preparedness to go outside their job descriptions. Amah and Ahiauzu (2013) also observed in the Nigerian public service that OCB mediates the connection between job satisfaction and leadership practices, implying that leadership effectiveness and citizenship behaviour jointly predict employees' job attitude. Similarly, Omoregie and Omoruyi (2020) revealed that employees who frequently involved in OCB experience higher job satisfaction and involvement in public-sector organisations. This finding highlights that voluntary and cooperative behaviours foster a sense of intrinsic satisfaction among workers. Furthermore, Adeniji et al. (2021) examined workplace culture and OCB in Nigerian public institutions and found that OCB significantly predicts

affective and normative commitment, explaining 38% of the variance in employees' job attitudes. Likewise, Ugochukwu and Chiekezie (2022) found that altruism and conscientiousness significantly correlated with job satisfaction among employees in federal parastatals, proposes that workers who exhibit high levels of OCB also demonstrate strong identification with organisational goals.

From the above, empirical evidence from both developed and developing contexts indicates a mutually reinforcing relationship between OCB and job attitude. Employees with favourable job attitudes including performance, satisfaction, commitment, and involvement are more likely to involve in OCB, while sustained OCB further enhances employees' emotional attachment, performance, and satisfaction with their jobs. However, studies in Nigerian public organisations also highlight contextual constraints such as bureaucratic rigidity, weak reward systems, and poor recognition practices, which can moderate or weaken this relationship. Consequently, promoting OCB through supportive leadership, transparent reward systems, and participatory management practices can substantially strengthen employees' job attitudes and improve service delivery in public institutions.

Gender and Employees' Job-Attitude

Gender remains an important demographic variable in understanding variations in employees' work behaviour, motivation, and job attitudes across organisational settings. Job attitude have to do with an individual's aggregate evaluative orientation toward work, encompassing elements including organisational commitment, job satisfaction, and performance motivation (Robbins et al., 2019). Scholars have long debated whether gender differences significantly influence how employees see their work, react to organisational demands, and perform job-related tasks. From a theoretical standpoint, gender-related differences in job attitudes are often explained through social role theory (Eagly, 1987), which concluded that men and women internalize different social expectations regarding work, leadership, and interpersonal behavior. Ordinarily, men have been considered to be more achievement-oriented and task-focused, while women are perceived as more relational and supportive in workplace interactions. These gendered expectations may shape emotional responses to work and influence levels of satisfaction, commitment, and performance. However, contemporary research increasingly challenges these assumptions, suggesting that gender-based attitudinal differences are narrowing as workplaces become more egalitarian and competence-based (Eagly & Carli, 2007).

Empirical studies have produced mixed findings on the relationship between gender and job attitude. Some studies have found gender to be a significant determinant of work attitudes. For example, Eze (2016) reported that female employees in Nigerian public institutions exhibited higher affective commitment and job satisfaction than their male counterparts, attributing this to stronger intrinsic motivation and interpersonal

sensitivity. Similarly, Oladipo (2019) observed that women tend to derive satisfaction from supportive work environments, while men are more influenced by opportunities for advancement and financial incentives. These findings support earlier works by Clark (1997) and Okpara (2004), who observed that female workers often value relational and intrinsic rewards more than extrinsic rewards, which may affect their attitudes toward work differently.

Conversely, other scholars argue that gender has no effect or little on employees' job attitudes, particularly in structured and policy-driven environments such as the public sector. Bello and Yusuf (2020), in a study of federal civil servants in Nigeria, found no significant gender difference in job satisfaction or performance, concluding that work attitudes are shaped more by leadership style, organisational justice, and reward systems than by gender. Similarly, Adekoya and Arogundade (2019) reported that both male and female employees demonstrate comparable commitment levels when exposed to supportive leadership and conducive work conditions. These findings are consistent with Eagly (2007) and Judge and Piccolo (2004), who suggest that organisational context and management practices neutralize the influence of gender on job attitudes by emphasizing performance standards that apply uniformly to all employees.

Methodology

This section presents the research methods espoused in conducting the study. It describes the sampling and sampling procedure, research design, population, instrumentation, procedure for data collection, method of data analysis, validity and reliability of the instruments

Research Design

The study employed a correlational survey design. This design was considered appropriate because it allows the researcher to analyze the strength and nature of the relationships among the major variables transformational leadership factors, organisational citizenship behaviour (OCB), and employees' job attitude without manipulating them. The correlational approach is widely used in behavioural and organisational research where the objective is to examine the predictive effects of independent variables on a dependent variable (Creswell & Creswell, 2018). Through this design, the study sought to establish how transformational factors and OCB influence or predict employees' job attitude in selected Nigerian public organisations.

Population, Sample and Sampling Technique

The population adopted in this study comprised employees of selected public organisations located in Abuja, Nigeria. These included government ministries, departments, and agencies (MDAs) representing core administrative, regulatory, and service-oriented institutions. The total accessible population was estimated at approximately 520 employees across five organisations.

Sampling Technique

Employees who participated in this research were 175 in total. Taro Yamane (1967) formula was adopted to determine the sample size for finite populations at a 95% confidence level and a 5% margin of error. A stratified random sampling technique was used to ensure fair representation of employees across departments, hierarchical levels, and gender. Within each stratum, respondents were randomly selected to participate. Additionally, stratified sampling was considered appropriate because it minimizes sampling bias and increases precision by dividing the population into homogenous subgroups (strata) before selection (Creswell et al., 2018). Of the 175 respondents, 84 (48.0%) were male and 91 (52.0%) were female. The majority (78.9%) possessed at least a bachelor's degree, while 86.3% were on permanent employment status, reflecting a mature and experienced workforce typical of the Nigerian public sector.

Each of the five public organisations was treated as a separate stratum. Within each organisation, employees were further categorized according to their departmental units (e.g., administration, finance, human resources, operations, research), hierarchical level (senior or junior staff), and gender. Random sampling was then conducted within each stratum to ensure equal representation of all relevant subgroups. The allocation of the sample across the five organisations was proportional to their staff strengths, as listed below in Table 1.

Table 1: Proportional Allocation of Sample

Organisation	Estimated Staff Strength (N)	Proportion of Total (%)	Sample Allocated (n)
Federal Ministry of Labour and Employment (FMLE)	110	21.2	37
National Bureau of Statistics (NBS)	95	18.3	32
Federal Civil Service Commission (FCSC)	125	24.0	42
National Orientation Agency (NOA)	85	16.3	28
Corporate Affairs Commission (CAC)	105	20.2	36
Total	520	100	175

Note: The proportional allocation ensured that each organisation contributed to the total sample based on its relative population size.

Instrumentation

Data for this research were gathered through a structured questionnaire designed to measure three major constructs: transformational leadership factors, organisational citizenship behaviour (OCB), and employees' job performance, which was

conceptualized as a behavioural manifestation of job attitude. The instrument was divided into four sections (A–D), all structured in a scale of five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The Likert format was adopted to enable participants to express varying degrees of acceptance or non-acceptance with the items, thereby allowing for quantifiable assessment of perceptions and attitudes.

Section A of the questionnaire concentrated on participants' demographic characteristics including gender, educational qualification, job status, marital status, age, and years of service. These details were included to describe the background of the sample and to examine potential demographic influences on responses.

Section B measured transformational leadership factors using an adapted version of the Multifactor Leadership Questionnaire (MLQ-5X) originally formulated by Bass and Avolio (1995). The scale contained twenty (20) items distributed across four core dimensions of transformational leadership: individualized consideration, intellectual stimulation, idealized influence, inspirational motivation. Sample items included statements like *"My supervisor communicates a clear and inspiring vision of the future"* and *"My leader encourages me to think creatively about work-related challenges."* The questionnaire has been widely validated in organisational and leadership study, with internal consistency coefficients reported between .78 and .90 (Bass et al., 2006). In this research, the adapted version yielded a Cronbach's alpha of .88, confirming high reliability and suitability for the Nigerian public-sector context.

Section C of the questionnaire assessed organisational citizenship behaviour formulated by (Podsakoff et al., 1990). The scale comprised twenty (20) items arranged into five sub-dimensions: civic virtue, courtesy, altruism, sportsmanship and conscientiousness. Representative items included *"I willingly help others who have heavy workloads,"* *"I pay close attention to details even when no one is watching,"* and *"I maintain a positive attitude even when things do not go my way."* The original authors stated Cronbach's alpha values ranging between .70 and .88 across the subscales. In this current study, the overall reliability coefficient obtained was .86, indicating good internal consistency. The scale was chosen because it effectively measures employees' voluntary and prosocial behaviours that contribute to organisational functioning beyond their formal job requirements.

Section D measured employees' job performance, which in this research was conceptualized as the behavioural component of job attitude. Job performance was measured using a modified version of the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The questionnaire contained ten (10) items assessing three facets of performance: adaptive performance, task performance, and contextual performance. Example items included *"I achieve the work objectives set by my organisation,"* *"I take initiative to improve work-related processes,"* and *"I adapt well to changes in my work environment."* The IWPQ is a validated measure of self-rated job performance,

often employed in organisational behaviour research as a proxy for positive job attitudes. Koopmans et al. (2014) reported reliability coefficients ranging from .76 to .92 across sub dimensions. In this research, the adapted version yielded a Cronbach's alpha of .84, signifying strong reliability. The inclusion of this instrument reflects the understanding that job performance is a direct behavioural expression of favourable job attitudes which includes involvement, commitment and satisfaction (Judge et al., 2001).

Validity of the Instruments

Content validity was established through professional judgment and pilot testing. The instrument was reviewed by three senior lecturers in the department of psychology, Nasarawa State University, Keffi, who are specialists in organisational behaviour and psychometrics. They evaluated the appropriateness, relevance and clarity of each item in relation to the research objectives. According to their report, minor modifications were made to the structure and wording of some items to enhance clarity and contextual relevance. A pilot test was also carried out with 25 employees from a similar public organisation in Abuja, and the responses were analyzed to ensure that the items were clear and consistent with the research constructs.

Reliability of the Instruments

The reliability of the research instruments was ascertained using Cronbach's alpha coefficient, which measures the internal consistency within each scale of the items. Cronbach's alpha values of 0.70 and above are generally considered adequate for research instruments in the social sciences (Nunnally, 1978). The results of the reliability test for the instruments used in this study are listed in Table 2.

Table 2: Reliability of the Instruments

Instrument	Construct Measured	Cronbach's Alpha (α)
Transformational Leadership Factors Scale (TLFS)	Transformational Leadership Dimensions	.88
Organisational Citizenship Behaviour Scale (OCBS)	Civic Virtue, Sportsmanship, Altruism, Conscientiousness, Courtesy	.86
Job Performance Scale (JPS)	Task, Contextual, and Adaptive Performance	.84

Note. All Cronbach's alpha coefficients surpassed the recommended threshold of 0.70, showing acceptable internal consistency of the instruments.

Method of Data Analysis

Data gathered were examined using the Statistical Package for the Social Sciences (SPSS) version 26.0. Descriptive statistics which includes percentages, means, standard deviation and frequencies were used to summarize respondents' demographic characteristics. To test the study hypotheses, Pearson's product moment correlation coefficient (r) was used to ascertain the relationships among organisational citizenship

behaviour (OCB), transformational leadership factors, and employees' job attitude, while multiple regression analysis was employed to analyzed the joint and independent predictive contributions of transformational factors and OCB to employees' job attitude. All hypotheses were tested at a 0.05 level of significance, and results were interpreted accordingly.

Results

Table 3: Frequency Table Representing Demographic Characteristics of Respondents

S/No	Items	Group	Frequency	Percentage
1	Gender	Male	84	48.0
		Female	91	52.0
		Total	175	100.00
2	Age	20 – 29	36	20.6
		30 – 39	69	39.4
		40 – 49	60	34.3
		50 – 69	10	6.7
		Total	175	100.00
3	Work Experience	Below 2 years	20	11.4
		3 – 5 years	64	36.6
		5 – 10 years	56	32.0
		Above 10 years	35	20.0
		Total	175	100.00
4	Marital Status	Married	107	61.1
		Single	57	32.6
		Divorced	5	2.9
		Separated	6	3.4
		Total	175	100.00
5	Level of Education	SSCE/DIPLOMA	23	13.1
		BSC/MASTERS	138	78.9
		PHD	14	8.0
		Total	175	100.00
6	Status of Employment	Permanent	151	86.3
		Contract	19	10.9
		Casual	5	2.9
		Total	175	100.00
7	Length of Work	2 years	34	19.4
		2 – 4 years	52	29.7
		4 – 6 years	56	32.0
		6 years and above	33	18.9
		Total	175	100.00

Hypotheses Testing

Hypothesis 1

Hypothesis one stated that there will be a significant and positive relationship between transformational leadership factors (intellectual stimulation, individualized consideration, idealized influence and inspirational motivation) and job performance in public organisations in Abuja, Nigeria. This hypothesis was tested using the zero-order correlation (Pearson's Product-Moment Correlation Coefficient) to examine the direction and strength of the relationships among the transformational leadership dimensions and job performance. The results are presented in Table 4.

Table 4: Summary table of Zero-order Correlation Analysis showing the Relationship between Leadership Factors (Inspirational Motivation, Idealized Influence, Intellectual Stimulation, and Individual Consideration) and Job Performance in Public Organisations in Abuja Nigeria.

S/No	Variable	1	2	3	4	5	Mean	SD
1	Inspirational Motivation	-					9.00	4.01
2	Idealized Influence	.580**	-				14.60	2.50
3	Intellectual Stimulation	-.375**	-.480**	-			11.80	.401
4	Individual Consideration	.859**	.625**	-.170*	-		11.40	4.72
5	Job Performance	.587**	.521**	.550**	.643**	-	110.65	20.66

** $p < .001$; * $p < .05$

Table 4 results reveal that there were statistically significant and positive relationships between all four transformational leadership factors and job performance among employees in public organisations in Abuja, Nigeria. Specifically, there was a significant positive relationship between inspirational motivation and job performance ($r = .587$, $p < .001$); a significant positive relationship between idealized influence and job performance ($r = .521$, $p < .001$); a significant positive relationship between intellectual stimulation and job performance ($r = .550$, $p < .001$); and a significant positive relationship between individualized consideration and job performance ($r = .643$, $p < .001$). Based on these findings, hypothesis one, which stated that there will be a significant and positive relationship between transformational leadership factors (individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence) and job performance in public organisations in Abuja, Nigeria, was confirmed.

Hypothesis 2

Hypothesis two stated that civic virtue, courtesy, sportsmanship, conscientiousness and altruism, will significantly and positively predict job performance in public organisations in Nigeria. This hypothesis was tested using multiple regression analysis to determine both the joint and independent predictive effects of the five dimensions of organisational citizenship behaviour (OCB) on employees' job performance. The result is shown in Table 5.

Table 5: Summary table of Multiple Regression Analysis Showing Civic Virtue, Altruism, Conscientiousness, courtesy and Sportsmanshias Predictors of Job Performance in Public Organisations in Abuja

DV	Predictor(s)	R	R ²	F	df	β	t	p
Job Performance	Constant	.549	.302	14.591**	5,			
					169			
	Altruism					-.177	-.775	.440
	Conscientiousness					-.554	-5.854	.000
	Sportsmanship					-.160	-.727	.468
	Courtesy					.547	2.058	.041
	Civic Virtue					-.139	-.569	.570

** $p < .001$

Table 5 results presented shows that civic virtue, courtesy, sportsmanship, altruism and conscientiousness jointly and significantly predicted job performance among employees in public organisations in Abuja, Nigeria, $R = .549$, $R^2 = .302$, $F(5,169) = 14.591$, $p < .001$. This indicates that the combined effect of these OCB dimensions explained approximately 30.2% of the total variance observed in employees' job performance. Thus, the model was statistically significant, confirming that the five dimensions of OCB collectively contribute to predicting job performance among public-sector employees. On the basis of independent contributions, the regression coefficients show that conscientiousness ($\beta = -.554$, $t = -5.854$, $p < .001$) and courtesy ($\beta = .547$, $t = 2.058$, $p < .05$) made significant individual contributions to predicting job performance. This suggests that employees who demonstrate high levels of conscientiousness—such as being dependable, thorough, and self-disciplined and those who show courtesy by maintaining cooperative relationships and preventing interpersonal conflicts, tend to perform better in their work roles. In contrast, altruism ($\beta = -.177$, $t = -0.775$, $p = .440$), sportsmanship ($\beta = -.160$, $t = -0.727$, $p = .468$), and civic virtue ($\beta = -.139$, $t = -0.569$, $p = .570$) did not make significant independent contributions to job performance. This indicates that while these behaviours are valuable to organisational functioning, their direct impact on job performance among public employees in Abuja was not statistically significant in this study. From the results gotten, hypothesis two, which stated that civic virtue, courtesy, sportsmanship, altruism and conscientiousness will significantly and positively predict job performance in public organisations in Nigeria, was partially supported. The joint influence of the predictors was significant; however, only conscientiousness and courtesy independently predicted job performance.

Hypothesis 3

Hypothesis three stated that there will be a significant and positive difference between male and female employees on job performance in public organisations in Nigeria. This hypothesis was tested using an independent samples t-test, which compared the mean scores of male and female employees on job performance to examine whether gender had a significant influence on employees' performance levels in public organisations. The result is presented in Table 6.

Table 6: Summary Table of Independent T-test Showing Gender Difference on Job performance in Public Organisations in Abuja

DV	Group	N	Mean	SD	SE	t	df	p
Job performance	Male	84	110.70	20.99	2.29	.031	173	.975
	Female	91	110.60	20.48	2.15			

Note. SD = Standard Deviation; SE = Standard Error; df = degrees of freedom.

Result in Table 6 shows that there was no significant difference between male ($M = 110.70$, $SD = 20.99$) and female ($M = 110.60$, $SD = 20.48$) employees in terms of job performance in public organisations in Abuja, Nigeria, $t(173) = 0.031$, $p > .05$. Based on this result, hypothesis three which stated that 'there will be a significant and positive difference between male and female employees on job performance in public organisations in Nigeria' was therefore rejected. This indicates that gender did not significantly determine employees' performance levels.

Discussion of Findings

The main aim of this research was to assess the effect of transformational factors and organisational citizenship behaviour (OCB) as determinants of employees' job attitude (operationalized as job performance) in selected public organisations in Abuja, Nigeria. Specifically, the study sought to determine whether transformational leadership factors (idealized influence, intellectual stimulation, inspirational motivation and individualized consideration) significantly relate to job performance, whether the dimensions of OCB (civic virtue, courtesy, sportsmanship, conscientiousness and altruism) significantly predict job performance, and whether there are gender differences in job performance among public-sector employees.

The result of the first hypothesis revealed a significant and positive relationship between all transformational leadership factors individual consideration, inspirational motivation, intellectual stimulation, and idealized influence and employees' job performance. This finding indicates that employees who consider their leaders as visionary, supportive, intellectually stimulating, and morally exemplary tend to show higher levels of performance. The correlation coefficients showed strong associations between each of the transformational dimensions and job performance, confirming that transformational leadership fosters employee enthusiasm, commitment, and productivity in the Nigerian public service context. This finding aligns with Bass et al. (2006) and Avolio and Bass (2004), who assert that transformational leaders inspire subordinates to transcend self-interest for collective organisational goals, thereby increasing their performance and motivation. Similarly, Judge et al. (2004) found transformational leadership to be a powerful predictor of job satisfaction and performance than transactional styles, particularly in service-oriented organisations. Obi et al. (2020) also reported that transformational leadership significantly influences employees' work attitudes and performance in Nigerian public-sector institutions. However, this result contrasts with the observations of Odumeru and Ogbonna (2013),

who argued that transformational leadership may be less effective in bureaucratic environments where rigid administrative hierarchies limit employee autonomy and innovation. Likewise, Nongo and Ikyanyon (2012) contended that the Nigerian public service's slow adaptation to participatory leadership styles often weakens the motivational impact of transformational leadership.

The second hypothesis examined whether civic virtue, courtesy, sportsmanship, conscientiousness, and altruism significantly predict employees' job performance. The multiple regression results show that all five OCB dimensions jointly predicted job performance, explaining 30.2% of the total variance, but only conscientiousness and courtesy made significant independent contributions. This suggests that while overall OCB enhances organisational functioning, conscientiousness (responsibility, diligence, and self-discipline) and courtesy (interpersonal respect and cooperation) are the most crucial behavioural drivers of job performance among Nigerian public servants. This finding supports Podsakoff et al. (2000) and LePine et al. (2002), who reported that OCB strongly correlates with employee performance, particularly through conscientious and cooperative behaviours that maintain organisational harmony. Similarly, Nwibere (2014) and Amah and Ahiauzu (2013) found that OCB significantly predicts organisational effectiveness and employee commitment in Nigerian public service institutions. Contrary findings from Bolino et al. (2004) caution that excessive citizenship behaviour may sometimes lead to employee burnout or exploitation when organisations fail to reciprocate such extra-role efforts.

The result of the third hypothesis indicated no significant difference between male and female employees in job performance, indicating that gender does not play a significant role in determining work outcomes among public-sector workers in Abuja. The mean scores for males ($M = 110.70$) and females ($M = 110.60$) were nearly identical, suggesting that both male and female employees perform their duties at comparable levels when provided with similar opportunities, leadership support, and work conditions. This finding aligns with Bello and Yusuf (2020) and Adekoya and Arogundade (2019), who found no significant gender difference in job performance among Nigerian civil servants, concluding that performance outcomes are shaped more by organisational environment and motivation than by gender. Eagly (2007) also posited that gender-related differences in workplace outcomes have become less pronounced as organisational roles become increasingly skill- and competency-driven. However, this result contradicts the findings of Eze (2016) and Oladipo (2019), who reported gender-based disparities in performance, attributing them to social role expectations and occupational segregation that still influence certain public-sector jobs in Nigeria. While such contextual factors may persist, the present study suggests that with equitable access to resources and leadership support, gender differences in job performance diminish considerably.

Implications for Organisational Behaviour Studies

The study findings have several fundamental implications for the field of organisational behaviour, particularly in understanding how leadership dynamics and discretionary

employee behaviours influence work attitudes and performance outcomes within public institutions. In this light, it reaffirms that transformational leadership plays a crucial role in shaping employees' motivation, commitment, and performance. The results also highlight the significance of organisational citizenship behaviour (OCB) particularly conscientiousness and courtesy as vital behavioural components that enhance organisational effectiveness. Furthermore, the finding of no significant gender difference in job performance suggests that workplace attitudes and outcomes are more strongly influenced by leadership style and organisational culture than by gender. The study also strengthens the relevance of social exchange and transformational leadership theories, showing that when leaders demonstrate fairness, trust, and inspiration, employees reciprocate with greater effort and engagement. Overall, the study underscores the importance of integrating leadership, citizenship behaviour, and contextual variables in future organisational behaviour research, especially within developing-country public-sector settings.

Conclusion

Based on the findings, it is concluded that transformational leadership and organisational citizenship behaviour are critical psychological and behavioural factors that drive positive job attitudes and high performance in public organisations. Leaders who exhibit individualized consideration, intellectual stimulation, inspirational motivation, significantly enhance employee engagement, creativity, and work satisfaction. Likewise, when employees demonstrate conscientiousness and courtesy, they create a cooperative and responsible workplace that promotes organisational effectiveness. The absence of gender differences in job performance indicates that both male and female employees perform equally well when given equal opportunities and supportive leadership. This underscores that the determinants of productivity in the public sector are largely organisational and attitudinal rather than demographic. In sum, transformational leadership and OCB serve as complementary mechanisms that can transform Nigeria's public organisations from bureaucratic entities into performance-driven institutions characterized by trust, accountability, and innovation.

Recommendations

In view of these findings and implications, the following recommendations are proposed:

1. Ministries, Departments, and Agencies (MDAs) should integrate transformational leadership principles into supervisory and managerial training modules.
2. Management should encourage teamwork, mutual respect, and voluntary assistance among staff through recognition schemes, incentives, and peer appreciation programs.
3. Management should foster open communication channels and empower employees to take part in decision-making processes, which will strengthen performance, commitment and job satisfaction.
4. Policymakers should revise outdated administrative protocols that limit innovation and leadership flexibility, creating room for participatory and goal-

oriented management practices.

5. Regular employee attitude surveys should be carried out to monitor the evolving relationship between leadership behaviour, citizenship practices, and performance outcomes.

Contributions to Knowledge

This study has made several noteworthy contributions to the body of knowledge in organisational and social psychology. For instance, it provides empirical evidence that transformational leadership and organisational citizenship behaviour (OCB) jointly influence employees' job performance in the Nigerian public sector, an area that has received limited research attention. It also extends Bass and Avolio's Transformational Leadership Theory to a developing-country context, confirming its applicability and relevance within bureaucratic institutions. By conceptualizing job performance as a behavioural component of job attitude, the study bridges theoretical gaps between attitudinal dispositions and performance behaviours. It further establishes that gender does not significantly affect job performance, thereby challenging traditional assumptions about gender-based differences in workplace outcomes. Finally, the study offers policy-relevant insights for leadership development and organisational reform, emphasizing the need for transformational leadership practices and citizenship-oriented cultures to enhance productivity, accountability, and employee wellbeing in Nigeria's public service.

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