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Nexus Between Innovative Workplace Behaviour and Organizational Citizenship Behaviour

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Abstract

This study aims to examine the nexus between innovative workplace behaviour and organizational citizenship behaviour, adopting theories of reasoned action, planned behaviour and self-determination as theoretical framework. A cross-sectional survey research design was adopted using 379 employees of NNPCL. Findings obtained from the study using correlational analysis and structural equation modeling (SEM) indicated that innovative workplace behavior was positive and significantly related to organizational citizenship behavior ($r = +0.414$, $p < 0.05$; $\beta = +0.116$, $p = 0.000 < 0.05$). It was recommended that the management of NNPCL should train employees on the importance of citizenship behaviour to improve their innovative behaviour in the organization as this will enhance improvement of organizational performance.

Keywords: Innovative Workplace Behaviour, Organizational Citizenship Behaviour, Nexus, Self-determination.

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1. INTRODUCTION

Increasing uncertainties characterizing organizations across the world seem to be unending. These uncertainties accompanied by changes have caused organizations to either innovate to thrive or face the risk of continued existence. According to (Nkogbu, 2022), between the transition from 31st December, 1999 to 1st January, 2000, the world was curious about the uncertainty that characterizes human existence and the business world. Tensions, apprehensions, expectations were all at their height! The year 2000 (Y2K) marked the era of digitalization and significant growth in technology. Two decades later, the outbreak of Covid-19 across the globe brought nations, corporate world and individuals lives to a standstill. Technological innovation and the outbreak of covid-19 redefined the existence of humanity and business organizations as well as individual and organizational behaviour which largely has revolutionized the world of work and led to introduction of innovative workplace and organizational behaviour. The seemingly increase in technology using Robots and Artificial Intelligence (AI) has made it a necessity for employees and organizations to upgrade, upskill, and reskill if they will remain employable in the new work order.

The place for innovativeness in behaviours and strategies by individuals and organizations cannot be overemphasized. Many organizations that ceased to be in existence today are those that fail to innovate and respond according to environmental realities which were hitherto non-existent. Thus, individual discretionary behaviour of individual employee to a significant extent contributes to organizational behaviour which directly and indirectly affects organizational performance. (Tajeddini & Trueman, 2008) asserted that in a competitive climate, firms rely more on their workforce to compete and

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survive. Creative employees with idea generation and implementation within an organization are sources of sustainability for the organization. (Yuan & Woodman, 2010) stated that the last few years are the witness to uncover those factors which promote and generate employees' innovation. Because of this, businesses are putting more emphasis than ever on their relationships with their employees. For promoting innovative behaviors, organizations focus on the employees' commitment, organizational support and trust of their employees so that they participate in innovative work behavior (IWB) with full dedication, zeal and zest.

In the Nigerian petroleum industry, some organizational leaders have overtly exhibited negative behaviour which have negative impact on the reputation of such organization. Examples of such behaviours include high level of fraud and corruption in the petroleum sector; non remittance of revenue into the Nation's treasury; mismanagement of the nation's oil wealth in the petroleum sector; lack of transparency and accountability in governance cum leadership; and maladministration of fuel subsidy by all parties concerned. In this vein, the Petroleum Industry Act (PIA) of 2021 tends to address various unpleasant behaviours both among individual players and corporate players in the Nigerian Oil and Gas Sector. Thus, the PIA tends to inculcate innovative behaviour and good behaviours amongst citizens in the various organizations.

Evidence of multitude of studies has explored the correlation between innovative work behaviour and organizational citizenship. Some found a positive and significant relationship between these variables, while others found a negative and insignificant relationship. Thus, contradictory results appear. This study seeks to fill this research gap by examining the nexus between innovative work behaviour and organizational citizenship behaviour in a Nigerian petroleum and gas organization.

1.1 Conceptual Review

1.1.1 Innovative Workplace Behaviour

The idea of innovative workplace behavior (IWB) encompasses more than only creativity, yet it is a crucial component of IWB, especially at the beginning when developing new and worthwhile ideas (Salam and Senin, 2022). Additionally, innovative work practices go beyond just being creative. Innovation is generally acknowledged as essential for companies' performance and success (Mielniczuk and Laguna, 2020). It is essential for businesses because of increasing consumer requirements and expectations and the worldwide evolution of the markets through globalization. (Breier et al., 2021). (Adam, 2022) defined innovative work behaviour as an indicator of an employees' behavior directed towards developing, adopting, and implementing new ideas related to products, technologies, and work methods for the sake of enhancing work quality and effectiveness. (Kim, 2022) conceptualized innovative work behavior refers to employee behaviors that drive the introduction and implementation of new ideas, products, and procedures that are beneficial for the group or organization. According to (Bos-Nehles et al., 2017) IWB is an individual's intentional behavior to generate and execute innovative and beneficial ideas that are designed to benefit the person, team, or institution. According to (Botha and Steyn 2022), innovative work behaviour is an individual's behaviour that aims to achieve the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures. (Karatepe et al., 2020) opined that IWB is employees' innovative behavior in an organization result from their intention to generate new ideas, processes, and procedures. IWB refers to the intentional generation, introduction and implementation of new ideas within an organization in order to benefit the individual, the group and/or the organization as a whole (Gkontelos, 2022). According to (Farrukh et al., 2021) IWB refers to the contribution of individuals and groups in the organizations to introduce novel services/products, task, or work-related ideas to contribute to the overall innovativeness and produces desirable outcomes.

According to the aforementioned definitions, IWB can be viewed as a voluntary, iterative, multi-stage process in which employees' behavior tries to purposefully develop unique thoughts after investigating many options. It also covers preparation for and execution of the strategy, without omitting to consider if the ideas and necessary steps are sustainable over time with the goal of long-term gain for the entire organization (Lambriex-Schmitz et al., 2020).

1.1.2 Organizational Citizenship Behaviour

Employees' extra-role activities, also known as organizational citizenship behavior (OCB), are thought to be essential for organizational success and can provide any firm with a significant source of long-term competitive advantage. Extra-role activities performed by employees, sometimes referred to as OCB, are considered crucial for the success of organizations and can give any company a significant source of long-term competitive advantage.

(Organ, 1988) postulated five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy and altruism. These five dimensions of OCB are further categorized into two, i.e., OCB-I directed toward specific individuals and OCB-O directed toward the organization (Williams & Anderson 1991). The importance of OCBs has been identified by research that showed that OCB is linked with organizational performance (Podsakoff et al., 1990). Organizations where employees actively engage in OCBs present higher levels of goal achievement, good standards of quality, high levels of commitment from the workforce, Low absenteeism, outstanding job satisfaction, and strong organizational loyalty. Along with these findings, workplaces where employees actively engage in OCBs tend to be more appealing and tend to keep the best professionals (Podsakoff et al., 1990). These behaviors include altruism and sportsmanship, which contribute to the creation of a healthy workplace and a positive work climate that deter turnover intentions.

1.2 Theoretical Review

This study is anchored on theory of reasoned action/theory of planned behaviour and self-determination theory.

Theory of Reasoned Action/Theory of Planned Behavior: The Theory of Reasoned Action (TRA) is designed to explain virtually any human behavior (Ajzen & Fishbein, 2005). TRA addresses the impacts of cognitive components, such as attitudes, social norms, and intentions, on behaviors (Guo et al., 2007). This theory states that a person's behavioral intention (BI) to perform a given behavior, which is jointly determined by the person's attitude and subjective norms (SN) regarding the behavior in question, determines whether or not the person actually performs the behavior.

Self Determination Theory: Self-determination theory, which sheds light on how the workplace influences underlying psychological demands for relatedness, competence, and autonomy, has had an impact on our understanding of what increases employee motivation. As a result, it offers a useful, multifaceted conception of motivation that could help predict these outcomes. Three psychological demands must be met, in accordance with self-determination theory (Gagné & Deci, 2025) in order to effectively motivate employees, guarantee their performance is at their peak, and promote wellbeing. In particular, people need to feel effective and in control of their surroundings (need for competence), that they are in control of their own behavior rather than being used as a "pawn" by outside forces (need for autonomy), and that they have fulfilling relationships with other people (need for relatedness) (Deci & Ryan, 2000). According to meta-analytic results, meeting these three demands is linked to improved performance, less burnout, greater organizational engagement, and fewer plans to leave the company (Van den Broeck et al., 2016). The self-determination theory also makes a distinction between the different types of motivation that employees may encounter: amotivation (the lack of any motivation to engage in an activity), extrinsic motivation (doing something for an instrumental reason), and intrinsic motivation (doing something for its own sake, out of interest and enjoyment).

1.3 Empirical Review

Previous literatures have established that IWB is linked to other employees' work behaviors such as OCB (De Muylder et al., 2021). (Zhang and Bartol, 2010) claim that OCB helps employees come up with ground-breaking suggestions for their coworkers; nevertheless, OCB helps employees come up with original suggestions for their coworkers. Citizenship behaviors may also act as an innovation catalyst as they progress through the organizational social structure, affecting others' actions in a way that is favorable and conducive to unplanned acts of invention, both explicitly and covertly (Turnipseed, 2002).

In Australia, (Xerri & Brunetto, 2013) investigated nurses' organizational commitment, OCB and innovative behaviour in the workplace using a sample of 210 nursing employees from one public and two private hospitals. They found that there were positive and statistically significant pathways from OCB with an individual focus (OCBI) to innovative behavior. (Alajhar and Salam, 2022) investigated the effect of servant leadership (SL) and OCB as antecedents of IWB as well as the mediating effect of OCB in linking SL and IWB. A sample of 503 full-time workers, mainly from Saudi Arabia, participated in the study. The hypotheses were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that SL and OCB predict IWB, and organizational citizenship behaviors (OCBs) partially mediated servant leadership's effect on IWB. In South Africa, (Khaola & Sephelane, 2013) studied how OCB related to IWB. 100 participants were drawn from four companies (two companies were in the provision of insurance services, and the other two were respectively in the marketing consultancy and the supply of electricity) which

were located in Lesotho. Findings from correlation coefficients showed that the correlation between OCB and IWB was high and significant. In two studies, (Deng & Guan, 2017) explored the relationship between leader creativity and subordinate OCB. In study 1, 153 MBA and undergraduate students from a university in northeastern China (which were grouped into 114 team members and 39 team leaders). Results obtained from hierarchical regression analysis (HRA) indicated that a leaders' creativity is positively related to subordinate's OCB. Participants in study 2 were recruited through Amazon MTurk (www.mturk.com) and were paid one US dollar for their time and effort. They were full-time employees working at least 35 h per week. Result obtained from an analysis of variance (ANOVA) on OCB with leader creativity as a between-subjects independent variable, indicated that the effect of leader creativity on OCB was significant. This implies that OCB is higher when leader creativity is high.

(Akturan & Çekmecelioğlu, 2016) examined the link between information sharing, OCB and creative behaviours of 220 personnel of an educational institution in Turkey. The results obtained testing the hypotheses were only partially supported as only conscientiousness, civic virtue, sportsmanship, and altruism were significantly associated with the creative behaviours of employees. Courtesy was not related to creative behaviours of employees. The hypothesis that there is a positive relationship between OCB and Teacher Innovativeness was tested in a study by (Nurhasan et al., 2021). 270 elementary school teachers in the city of Bogor, Indonesia participated in the study. This study used the correlational method to test the research hypothesis. The result of the research showed that OCB significantly predicted teacher's innovativeness. In a recent doctoral dissertation, (Burgi-Tian, 2020) investigated whether individual innovative behaviors were related to network citizenship behavior among 109 employees of Metropolitan Washington Council of Governments (MWCOG) in United States of America (USA). Findings obtained from simple regression analysis showed that network citizenship behavior was statistically significant in predicting individual innovative behaviors.

(Ismail and Rodzalan, 2021) investigated the association between OCB and IWB of 384 employees in manufacturing sector in Penang, Malaysia. These researchers found a high level of OCB and IWB among employees in the manufacturing sector in Penang. Using Pearson Correlation Analysis, they found a moderate positive relationship between the five dimensions of OCB (altruism, conscientiousness, courtesy, civic virtue, sportsmanship) and four dimensions of IWB (idea exploration, idea generation, idea championing and idea implementation). (Nur & Rojuaniah, 2022) research aimed at examining the relationship between SL and organizational culture with IWB through OCB. Participants were 179 employees drawn from consumer goods industrial companies in Bekasi, Indonesia. Results obtained from using Smart PLS structural equation modeling indicated that OCB is positive and significantly influence IWB in consumer goods industry employees. In Nigeria, (Obiora & Okpu, 2015) examined the relationship between opportunity for innovation and OCB in the Nigerian hospitality industry. Participants were 1450 workers in the South-South geopolitical region of Nigeria. Findings obtained from using Spearman Rank Order Coefficient in testing the hypotheses indicated that opportunity for innovation is strongly related to altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Thus suggesting that organization conducive for innovation tends to promote extra discretionary employee behaviour.

From the review of empirical studies, we propose that:

H0: Innovative workplace behavior (IWB) is not significantly related to organizational citizenship behavior (OCB).

Model Specification

$$iwb = f(ocb) \quad (1)$$

$$iwb = \alpha 0 + \alpha 1 ocb + e1 \quad (2)$$

Where, iwb = Innovative Workplace Behaviour; ocb = Organizational Citizenship Behavior; $\alpha 0$ = Constant terms; $\alpha 1$ = Coefficients; e1 = Error term

2. Methodology

The study employed cross sectional survey research design. The population of the study was 7338 staff of NNPC Limited while the sample size of the study was 379 using Taro Yemani formula. Stratified sampling technique was used in selecting the respondents from the thirteen subsidiaries of NNPCL. A structured and validated questionnaire was adopted for data collection. The response rate was 94.2%. Data was analyzed using STATA Statistical software, descriptive and inferential statistics. Structural Equation Modeling (SEM) was used to assess both the measurement model (factor analysis, Cronbach alpha coefficient, composite reliability, average variance extracted and discriminant validity) as well as the testing of hypotheses.

3. Data Presentation & Discussion of Findings

Table 1: Mean, Standard Deviation, Minimum and Maximum Values

Variables	Obs.	Mean	Standard Deviation	Minimum	Maximum
ocb	357	2.624	0.704	1	5
iwb	357	3.057	0.388	1	4

Source: Researcher's Compilation.

Obs = Number of observation; ocb = Organizational Citizenship Behaviour; iwb = Innovative Work Behaviour

As revealed in Table 1, the mean for ocb was 2.624 with a standard deviation of 0.704. This mean value exceeded the mid-point of 2.50 given a minimum value of 1 and maximum value of 5. Similarly, the mean for iwb was 3.057 with a standard deviation of 0.388. This mean value exceeded the mid-point of 2.00 given a minimum value of 1 and a maximum value of 5.

Table 2: Correlation Matrix

Variables	Gender	Age	ms	eq	we	iwb	ocb
Gender	1.000						
Age	-0.099	1.000					
ms	-0.130*	0.453*	1.000				
eq	-0.107*	0.337*	0.227*	1.000			
we	-0.103*	0.745*	0.441*	0.270*	1.000		
iwb	-0.121*	0.053	0.085	-0.036	0.036	1.000	
ocb	0.003	-0.089	0.094	-0.026	0.100	0.414*	1.000

Source: Researcher's Compilation

ocb = Organizational Citizenship Behaviour; se = Self-Efficacy; iwb = Innovative Work Behaviour; ms = Marital Status; eq = Educational Qualification; we = Work Experience

The above table indicates the correlation between ocb and iwb which were studied in this research. These correlation coefficients show the direction of the relationships among the study variables. The results suggested that ocb was significantly and positively correlated with iwb ($r = +0.414$, $p < 0.05$).

Table 3: Path Coefficients

Path	Direct Effect	Indirect Effect	Total Effect	Std. Err.	z	p > /z/	95% Conf.	Interval
ocb → iwb	0.116*	-	0.116*	0.026	4.55	0.000	0.066	0.166

Source: Researcher's Compilation.

The results obtained from SEM, which indicated the direct, indirect and total effect, is shown in Table 3. The research hypothesis (H0) proposed that 'Innovative workplace behavior will not be significantly related to organizational citizenship behavior'. As revealed in Table 3, this hypothesis was rejected as a significant and positive relationship was established between innovative workplace behavior and organizational citizenship behavior with $\beta = +0.116$, $p = 0.000 < 0.05$.

Employees' ability to conceive, adapt, and apply novel ideas for goods, technologies, and work processes is referred to as innovative work behavior (IWB), and it is seen as a key factor in determining an organization's success. This study was aimed at investigating the nexus between innovative workplace behavior and organizational citizenship behavior. The finding of this study was that innovative workplace behavior was positive and significantly related to organizational citizenship behavior with $\beta = +0.116$, $p = 0.000 < 0.05$. This implies that a

unit increase in innovative workplace behavior will increase organizational citizenship behavior by 11.6 percent. This finding agrees with the results of previous researchers like (Nur& Rojuaniah, 2022), (Ismail & Rodzalan, 2021), (Burgi-Tian, 2020), and (Nurhasan, et al., 2021).

4. Conclusion and Recommendation

The study sought to establish the nexus between innovative work behaviour and organizational citizenship behaviour. Although some studies found a positive relationship between these variables, others found negative linkage. The conclusion drawn from the findings was that innovative workplace behaviour was positive and significantly related to organizational citizenship behaviour. Based on the conclusion drawn from this study, it was recommended that the management of NNPCL should train employees on the importance of citizenship behaviour to improve their innovative behaviour in the organization since this will enhance improvement in organizational performance.

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