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ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN PLASTIC MANUFACTURING FIRMS IN NIGERIA

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Abstract

Organizational citizenship behavior (OCB) and organizational environment are critical components of Nigerian plastic manufacturing companies' performance and success. In the setting of plastic manufacturing companies in Anambra State, this study investigates the connection between organizational environment and OCB. The study used a descriptive research survey approach and examines information gathered from 156 employees of plastic manufacturing companies who answered a standard questionnaire. The findings show a strong correlation between generosity and job advancement as well as between a positive working environment and sportsmanship. The results indicate that in order to increase corporate citizenship behavior, businesses should concentrate on expanding career development options and creating a pleasant collaboration environment. These techniques will result in higher output, lower employee attrition, and better organizational performance in Nigeria's plastic manufacturing sector.

Keywords: Organizational Climate, Organizational Citizenship, career Development, Sportsmanship, Teamwork

Introduction

The plastic manufacturing industry in Nigeria has witnessed significant growth and contributes significantly to the country's economy. With increasing consumer demand and the need for sustainable packaging solutions, the industry is facing various challenges,

including a shortage of skilled labor, intense competition, and fluctuating market conditions. Therefore, understanding the organizational climate and its impact on OCB becomes critical for firms in this industry to maintain and enhance their competitive advantage.

Organizational climate and organizational citizenship behavior (OCB) are crucial factors that contribute to the overall success and performance of companies across various industries. In the context of the plastic manufacturing industry in Nigeria, these factors play a vital role in shaping organizational outcomes. Organizational climate refers to the prevailing atmosphere, culture, and working conditions within an organization. It encompasses various elements such as leadership style, communication patterns, reward systems, and the overall perception of individuals towards their work environment (Luthans, 2021). The organizational climate greatly influences employees' behavior, motivation, and commitment towards the organization. Positive organizational climate fosters an environment where employees are more likely to engage in discretionary behaviors that go beyond their formal job descriptions, such as OCB (Organ, 2018).

Organizational citizenship behavior can be defined as voluntary acts performed by employees that are not explicitly required by their job description but contribute to the overall functioning and effectiveness of the organization (Organ, 1988). These behaviors can include helping colleagues, supporting organizational goals, being proactive in problem-solving, and promoting a positive organizational image Anoke, Nzewi, eze, & Igwebuike,2022). Prior research has shown that OCB positively impacts various organizational outcomes, including increased productivity, reduced turnover, and improved overall organizational performance (Podsakoff et al., 2019).

However, there is a dearth of studies examining the relationship between organizational climate and OCB in the Nigerian plastic manufacturing firms, particularly in Anambra state. This study aims to fill this research gap by investigating the organizational climate factors that influence OCB in the context of plastic manufacturing firms in Anambra state, Nigeria. By examining the relationship between organizational climate and OCB, this study provides valuable insights for plastic manufacturing firms in Anambra state to develop strategies that foster a positive work environment and encourage employees to engage in discretionary behaviors. Ultimately, the findings of this study contribute to the overall improvement of organizational effectiveness and performance in the Nigerian plastic manufacturing industry.

Objectives of the Study

The broad objective of the study is to examine Organizational Climate (OC) and Organizational Citizenship Behaviour (OCB), in plastic manufacturing firms in Anambra State, Nigeria. Specifically, the study seeks to:

1. Explore the nature of relationship between career development and altruism in plastic manufacturing firms in Anambra State, Nigeria.
2. Investigate the nature of relationship existing between teamwork climate and sportsmanship in plastic manufacturing firms in Anambra State, Nigeria.

Review of Related Literature

Conceptual Framework

Organizational Climate

According to Iko -Afe (2019) organizational climate refers to how members of the organization, either individually or in groups, view the internal structure of the company and how that affects their attitudes and behaviors. It is the way that workers view their working settings. Consequently, an individual's perspective on a given situation reveals the

quality of the internal environment inside an organization based on their observations, feelings, and thoughts (Nugroho, Nurulita & Sihite, 2020). One way to differentiate one organization from another is by looking at its organizational environment. In other words, it has the ability to set one organization apart from another. It is a collection of traits that distinguishes one organization from another. These organizational traits also have an impact on the workers inside the organization (Nugroho, Nurulita & Sihite, 2020). According to Ekawati & Tjahjono's (2019) theory, an organization's climate refers to the human context in which its workers work. Because workplace environments vary from one firm to the next, people may want to work in one while detesting their job in another due to these disparities.

The conduct and output of employees may be impacted by the organizational climate (Anoke, 2019). Nugroho, Nurulita, and Sihite (2020) highlighted the behavior-influencing aspect of organizational climate and said that the internal environment quality of the organization is what members encounter on a regular basis and shapes their behavior. Furthermore, according to Harmius, Yunus, and Musnadi (2021), an employee's behavior is determined by a mixture of many components of their work environment that they accept and feel, either directly or indirectly. One of the elements influencing employee performance and work motivation to meet corporate objectives is the culture inside the organization. According to Harmius, Yunus, and Musnadi (2021) a good organizational climate is developed according to the needs of employees and will inspire confidence in the workers and motivate them to make a positive contribution in achieving the set objectives of such firms. If workers feel that the climate in their firm is conducive, it implies that the climate is in accordance with the needs of employees in general, which make employees feel comfortable to work.

Career Development

Enhancing an employee's abilities and competencies to perform successfully in their present role or a more senior one is the goal of career development. The main concern,

though, is improving performance in a higher rank or position. Regarding this, Agba, Nkpoyen, and Ushie (2020) point out that career development entails coordinated efforts aimed at evaluating workers' potential, determining the employee's likely career path, and creating and executing a variety of training and experience programs to get the worker ready for higher-level positions(Eze, Anoke, & Osita,2022).

Teamwork Climate

Since the word "teamwork" is derived from the word "team," a team must exist in order for there to be teamwork. Additionally, more than one performer must collaborate in order for a team to exist. Therefore, the formation of a team requires the participation of several individuals to work on a project. This is due to the fact that a team is a group of people that collaborate really hard to achieve a certain objective while utilizing their complementary abilities, positive synergy, and mutual accountability (Robbins & Judge 2007). It is an interconnected group of people who are accountable to each other for certain results for their companies (Thompson, 2011).

Organizational Citizenship Behaviour

Organ (2018) introduced the notion of Organizational Citizenship Behavior. Different terms are used to characterize it; some refer to it as extra-role behavior, others as organizational spontaneity, and yet others as proactive behavior. It is referred to as extra-routine behavior, organizational spontaneity, and support for group interests above individual goals by Van Dyne & Ang (2015). The majority of these ideas pointed out that proactive and altruistic personnel are anticipated to increase organizational efficiency. Whatever name it goes by, it refers to workers going above and beyond the officially defined tasks and responsibilities in order to ensure the organization's advancement. It is defined as an employee's behavior that is voluntary, is not blindly accepted by the official

compensation structure, and collectively enhances the organization's ability to function effectively (Geckil & Tikici, 2015; Organ, 2018).

Altruism

Altruism is the helpful component of an organizational citizenship behavior. It entails acting in a supportive manner toward colleagues (Meniado, 2020). By lowering the requirement for oversight, training, and crisis management expenses, these OCB categories can assist a company in increasing efficiency (Pickford & Joy, 2016). Behaving in a helpful manner entails voluntarily supporting colleagues or reducing the frequency of work-related problems. It supports the notion that coworkers are friendly and cooperative (Organ, 2018). In an organizational setting, aiding specific people is required of altruistic behavior (Subramani, Akbar, Gaur & Vinodh, 2015). It is defined by Ibukunoluwa, Anuoluwapo, and Agbude (2015) as an action taken to support a coworker, usually a new hire1. Examples of this behavior include acclimating a new hire to the workplace and providing support when they face a heavy workload that may cause citizenship fatigue. They are acts intended to support someone else in solving a dilemma or relieving them of stress at work. The work system is more productive when employees are altruistic or helpful to one another; this is because employees may take advantage of downtime to help one another with more important tasks (Afzal, 2020). According to Paciello, Fida, Cerniglia, Tramontane, and Cole (2013), altruism is the primary motivator behind helpful behavior since it allows one to partake in and be impacted by the emotional states of others.

Sportsmanship

Sportsmanship is the ability to remain positive even in the face of adversity. It refers to circumstances in which, despite losing against rivals, both the victorious and the vanquished graciously congratulate one another. Sportsmanship is the ability to overlook small annoyances without being asked or protested (Pickford & Joy, 2016). As such, they have a high level of endurance when working on challenging activities. Positive opinions

regarding their coworkers are expressed by employees (Podsakoff, et al., 2020). Sportsmanship, according to Sridhar & Thiruvenkadam (2014), is the ability to put up with the inevitable annoyances and workload without complaining. It requires people to avoid from disclosing insignificant interactions they had with the organization (Uzonwanne, 2014). It has to do with being tolerant without complaining in less than ideal situations or not getting worked up about little things (Zhang, 2014). Moreover, the promotion of togetherness and a pleasant work atmosphere are the goals of sportsmanship behaviors, which enhance organizational efficiency (Khadija, Mirza, & Sami, 2014). It represents actions that workers refrain from taking, such whining and submitting minor complaints (Subramani, Akbar, Gaur & Vinodh, 2015).

Career Development and Altruism

Since most people dislike stagnation, Agba, Nkpoyen, and Ushie (2020) highly recommend an organization with a formal framework that provides for professional growth through career development. Workers will use every opportunity to enter such an establishment and to stay there as well. Among the most cherished environments by workers is this one. As a result, workers are probably going to make extra efforts to stay with these kinds of companies Ibukunoluwa, Anuoluwapo & Agbude (2015).

Teamwork Climate and Sportsmanship

Several personnel require effective activity coordination. The majority of the employees might function as a department or team, as is the case at universities. Therefore, collaboration is essential as it might prevent institutions from reaching their objectives (Anoke, 2023). Shukriah, Syakirarohan, Safiah, and Fauziah (2020). Because it may have positive effects on the companies in which it exists, an atmosphere of team building, team spirit, and collaboration is greatly sought for. A environment of teamwork prevents unhealthy rivalry, jealousy, and squabbling, all of which are components of sportsmanship,

which is defined as being able to tolerate setbacks without becoming overly upset (Podsakoff, et al., 2020).

Empirical Review

Nabilla & Riyanto (2020) assessed and examined the effects of work satisfaction, organizational environment, and perceived organizational backing (POS) on staff members of a Jakartan outsourcing firm using the employee-customer bond (OCB). The 72 respondents who worked at the outsourcing business made up the research population. Saturated sampling was the method used, and it included every employee for the item. In order to examine the data, this study used the linear regression approach. The results showed that there is a significant association between OCB and job satisfaction, POS, and organizational climate factors. According to the research, work satisfaction was the factor that affected OCB the most.

Bonacci, Mazzitelli, and Morea (2020). Investigated the organizational environment that links organizational innovation and working excellence is assessed by the primary findings of a three-year (May 2014–May 2017) longitudinal study carried out in the pediatric department of a sizable hospital in southern Italy were presented. Because a generic questionnaire covering a range of topics was used in the study's initial phase, the reference survey was extremely comprehensive. The impact of the climatic component was then analyzed using a three-dimensional framework: structural, interpersonal/relational, and individual. The focus of the second survey was specifically on those variables that aligned with the chosen epistemological framework and addressed the study purpose. The primary goal of the study was to confirm the hypothesis that the organizational environment may be seen as a novel component that supports the development of creative patient-centered human resources management strategies. Regression studies conducted at Tl demonstrated a favorable correlation between a sense of support from the organization and both high-quality help and reduced future-focused anxiety. In reality, this kind of feeling made the employee more willing to assist the company in adapting to the change, put forth more

effort (resulting in improved performances), adopt a loyal attitude toward the company by abiding by its standards and regulations, and grow dependable and trustworthy in the process.

The impact of the organization, work motivation, and organization fairness on OCB was ascertained by Damayanti & Dewi (2020). The study was carried out in the Gianyar Regency, Bali Province, Indonesia, at the One-stop integrated service and capital investment official office. Questionnaires were distributed to the respondents in order to collect data. There were 91 responders in all and the sampling technique employed was simple random sampling. Multiple linear regression data analysis was used in this investigation. The results showed that the fairness of organizational factors, job motivation, and organizational atmosphere all had a favorable and substantial effect on OCB. Obeng, Quansah, Cobbinah, and Danso (2020) investigated the relationships between organizational environment and organizational commitment, as well as organizational commitment and employee performance, and the moderating role of perceived organizational backing. 371 respondents were chosen for the study using a systematic sample technique, drawing on workers from Ghanaian power production businesses. The SPSS program (version 23) was used to analyze the hypotheses using hierarchical regression. It was shown that employee performance and organizational atmosphere were largely influenced by organizational commitment. On the connection between organizational commitment and climate, however, surface-level organizational support showed no moderating effect. Moreover, there was no moderating influence of purported organizational support on the connection between employee performance and organizational commitment. .

Ojebola, Osibanjo, Adeniji, Salau, and Falola (2020) investigated the body of research on OCB and its impact on business survival, with a focus on Nigerian manufacturing. The study provided an explanation of reliable data bases from current empirical and non-empirical OCB research conducted between 2009 and 2019. Research were selected from

databases related to business, management, industrial/organizational psychology, and human resources. OCB was found to contain several overlapping dimensions, which were then reclassified in accordance with its traits and goals. The results showed that the selected OCB characteristics significantly influence good behavioral outcomes. Cek and Eyupoglu (2020) conducted research on organizational citizenship behavior and job satisfaction in teachers. They also contributed to the field of educational management by evaluating a model that connects high school teachers' organizational citizenship behavior, intrinsic and extrinsic satisfaction, and overall job satisfaction. The model was evaluated using structural modeling and hierarchical regression, and data from surveys filled out by Northern Cyprus high school teachers was gathered. The findings demonstrate that teachers have a high level of organizational citizenship actions and are more intrinsically fulfilled in their professions as compared to extrinsic and total job satisfaction. The findings also support the hypothesis that teachers' work happiness—both intrinsic and extrinsic—had a favorable impact on organizational citizenship behavior. Of the two, intrinsic job satisfaction has the greatest influence.

Methodology

The relationship between organizational citizenship behavior (OCB) and organizational climate (OC) in plastic manufacturing companies in Anambra State, Nigeria, was investigated in this study using a descriptive research survey. Primary data, were sourced for the study with the use of questionnaire. Borg and gall technique was used to calculate the sample size for this study at 156. A representative sample of the population was selected by the technique of convenient sampling. The method of multiple regression analysis was used to go over the information gathered.

Data presentation and Analysis

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	270271.833	1	270271.833	2523.021	.000[b]
	Residual	321.367	3	107.122		
	Total	270593.200	4			

a. Dependent Variable: altruism

b. Predictors: (Constant), Career development

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	270332.194	1	270332.194	3107.196	.000[b]
	Residual	261.006	3	87.002		
	Total	270593.200	4			

a. Dependent Variable: sportsmanship

b. Predictors: (Constant), Teamwork climate

The independent factors organizational Climate (Career development and Teamwork climate) and dependent variable organizational citizenship behavior (Altruism and Sportsmanship) are shown in the above ANOVA table. The overall relationship between the independent and dependent variables is shown by the regression line. The general model summary is given in the ANOVA table's Regression row. More variance in the dependent variable is explained by the model, as seen by the regression sum of squares (270271.833 and 270332.194) being more than the residual sum of squares (321.367 and 261.006). Since the F statistics' significance value (0.000) is less than 0.05, the variation that the model explains cannot be the result of chance. Career development significantly relate with altruism in plastic manufacturing firms in Anambra State, Nigeria and

Teamwork climate has significant relationship with sportsmanship in plastic manufacturing firms in Anambra State, Nigeria, as indicated by the correlation coefficient R, which has a value of .999.

Conclusion

The study's results support the notion that, in plastic manufacturing companies located in Anambra State, Nigeria, organizational citizenship behavior and organizational environment characteristics are significantly correlated. More specifically, it was discovered that there is a large association between altruism and professional advancement, and a significant relationship between sportsmanship and teamwork atmosphere.

Recommendations

According to the study, Anambra State plastic manufacturing companies should concentrate on providing their staff with more options for professional growth. This will be accomplished by offering staff opportunities for career advancement, skill development, and mentorship as well as training programs. Companies need to encourage workers to take on selfless actions and contribute to the general success of the company by fostering a pleasant career development environment.

Furthermore, the study recommends that companies should cultivate an environment of teamwork by encouraging cooperation, mutual aid, and teamwork among staff members. This can be accomplished by team-building exercises, open lines of communication, and acknowledging each other's contributions to the team. Increased sportsmanship behaviors when workers exhibit patience and don't complain even in difficult situations can result from a favorable work environment.

In the Nigerian plastic manufacturing sector, fostering a supportive work environment that encourages teamwork and career advancement can help to improve organizational

citizenship behavior, which in turn can boost output, lower attrition, and enhance overall organizational performance.

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