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## Organizational Climate and Citizenship Behaviour of Public Universities in Enugu and Anambra State, Nigeria.

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### ABSTRACT

This Study Examines The Effect Of Organizational Climate (Oc) On Citizenship Behavior (Cb) In Public Universities In Enugu And Anambra States, Nigeria. The Specific Objectives Include Assessing The Impact Of Organizational Fairness On Employees' Conscientiousness, Exploring The Effect Of Career Development On Altruism, And Investigating The Relationship Between Teamwork Climate And Sportsmanship. A Total Of 10,185 Employees From Four Public Universities Were Sampled, With A Final Sample Size Of 385 Determined Using Taro Yamane's Formula. Stratified Random Sampling Was Employed, And Data Were Collected Using A Structured Questionnaire With A 5-Point Likert Scale. The Findings Revealed Significant Positive Relationships Between The Dimensions Of Organizational Climate And Citizenship Behaviors. Specifically, Organizational Fairness Had A Significant Positive Effect On Conscientiousness ( $B = 0.452$ ,  $P = 0.000$ ), And Teamwork Climate Enhanced Sportsmanship ( $B = 0.411$ ,  $P = 0.000$ ). The Study Concluded That Organizational Climate Significantly Influences Employees' Citizenship Behaviors In Public Universities. Recommendations Include Enhancing Organizational Fairness Through Transparent Reward Systems, Investing In Career Development Programs, And Promoting A Collaborative Teamwork Climate To Improve Employee Engagement And Overall Performance.

**Keywords:** Organizational Climate, Citizenship Behavior, Organizational Fairness, Sportsmanship Conscientiousness, Career Development, Altruism, Teamwork Climate, Public Universities, Enugu, Anambra, Nigeria

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### 1. INTRODUCTION

Organizational Climate (Oc) Is Defined As The Collective Perceptions Of Employees Regarding The Work Environment, Encompassing Factors Such As Leadership, Policies, And The General Atmosphere Within An Organization. In Educational Settings, Particularly In Public Universities, Oc Plays A Pivotal Role In Influencing Not Only Academic Outcomes But Also Administrative Efficiency

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And Staff Satisfaction. According To Nwachukwu Et Al. (2021). The Organizational Climate Within Nigerian Universities Impacts The Level Of Employee Engagement, Their Performance, And Their Overall Commitment To Institutional Goals. In The Context Of Public Universities In Enugu And Anambra States, The Organizational Climate Significantly Affects The Quality Of Educational Services Provided, As Well As The Behaviors Exhibited By Both Academic And Non-Academic Staff.

Citizenship Behavior (Cb), Which Refers To Voluntary, Discretionary Actions That Go Beyond Formal Job Responsibilities, Is Crucial For The Smooth Operation Of Organizations. Cb Is Essential In Fostering Cooperation And Promoting A Positive Work Environment. As Noted By Okafor And Ugwuanyi (2022), Cb Behaviors Such As Helping Colleagues, Taking Initiative, And Participating In Organizational Activities Contribute To Organizational Success And Employee Cohesion. Despite Its Importance, The Link Between Oc And Cb Remains Underexplored, Particularly Within Nigerian Public Universities. Understanding This Relationship Is Crucial, As It Can Offer Insights Into Enhancing Staff Engagement And Fostering A Supportive Academic Environment In These Institutions.

One Of The Key Components Of Oc That Has Been Found To Influence Both Oc And Cb Is Organizational Fairness. Organizational Fairness Encompasses The Equitable Distribution Of Resources, Recognition, And Opportunities For Advancement (Chukwuemeka & Obi, 2023). In Nigerian Public Universities, Where Issues Of Nepotism And Favoritism Can Affect The Work Environment, The Perception Of Fairness Is Vital For Maintaining A Positive Oc And Encouraging Cb. Employees Who Perceive Fairness In Their Organization Are More Likely To Engage In Pro-Social Behaviors That Benefit The Institution, As Fairness Fosters Trust And Commitment (Eze Et Al., 2022). However, Studies Focusing On Organizational Fairness In The Context Of Nigerian Universities Remain Limited, Particularly Concerning Its Impact On Cb.

The Role Of Teamwork Climate In Fostering Positive Oc And Cb Is Another Critical Area Of Interest. A Positive Teamwork Climate Encourages Collaboration, Communication, And Mutual Support Among Employees, Leading To Increased Productivity And Job Satisfaction (Okafor Et Al., 2022). In The Context Of Nigerian Universities, A Conducive Teamwork Climate Is Essential For Enhancing Both Academic And Administrative Performance. Faculty And Staff Members Who Work Together Cohesively Are More Likely To Engage In Cb, Which Can Improve Organizational Outcomes. Despite The Importance Of Teamwork, Limited Studies Have Explored Its Impact On Oc And Cb In Nigerian Higher Education Institutions.

In Nigeria, Public Universities Face Numerous Challenges, Including Inadequate Funding, Infrastructural Deficits, And A Lack Of Sufficient Resources For Staff Development. These Challenges Often Result In A Negative Organizational Climate, Which In Turn Can Reduce Employees' Willingness To Engage In Cb. According To Eze Et Al. (2022), Universities In Nigeria Are Struggling With Administrative Inefficiencies, Which Exacerbate Issues Of Employee Disengagement And Low Morale.

The Unique Challenges Faced By Public Universities In Enugu And Anambra States Further Complicate Efforts To Enhance Both Oc And Cb. As Such, This Study Aims To Explore How

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Organizational Climate And Citizenship Behavior Interact Within These Institutions, With A Particular Focus On Fairness, Career Development, And Teamwork Climate.

### **1.1 Research Problem**

The Research Problem Addressed In This Study Is The Limited Understanding Of How Organizational Climate Influences Citizenship Behavior Among Staff In Public Universities In Enugu And Anambra States, Nigeria. While Existing Studies Have Explored The Individual Components Of Oc And Cb, There Is A Lack Of Comprehensive Research Examining Their Interrelationship In The Context Of Nigerian Higher Education Institutions. This Gap In The Literature Hinders The Development Of Effective Strategies To Enhance Staff Performance And Engagement In These Universities.

Another Aspect Of The Research Problem Is The Influence Of Specific Elements Of Organizational Climate, Such As Fairness, Career Development, And Teamwork, On Citizenship Behavior. Although These Factors Have Been Widely Studied In Other Organizational Settings, There Is Limited Evidence On How They Affect The Behavior Of Staff In Public Universities In Nigeria. Understanding These Relationships Could Provide Valuable Insights Into How To Create A More Supportive And Productive Work Environment For University Staff. By Exploring The Role Of Organizational Climate In Fostering Positive Citizenship Behavior, This Study Seeks To Offer Practical Recommendations For University Administrators To Improve Staff Morale, Reduce Turnover, And Enhance Overall Institutional Performance.

### **1.2 Objectives Of The Study**

The Broad Objective Of The Study Is To Examine The Effect Of Organizational Climate (Oc) On Citizenship Behaviour (Cb), Of Public Universities In Enugu And Anambra State, Nigeria. Specifically, The Study Seeks To:

- i. Assess The Effect Of Organizational Fairness On Employees' Conscientiousness Of Public Universities In Enugu And Anambra State, Nigeria.
- ii. Investigate The Effect Of Teamwork Climate On Employees' Sportsmanship Of Public Universities In Enugu And Anambra State, Nigeria.

### **1.3 Hypotheses**

In Line With The Objectives And Research Questions, The Following Null Hypotheses Were Put Forward For Test:

- Ho<sub>1</sub>: Organizational Fairness Has No Significant Effect On Employees' Conscientiousness Of Public Universities In Enugu And Anambra State, Nigeria.
- Ho<sub>2</sub>: Teamwork Climate Has No Significant Effect On Employees' Sportsmanship Of Public Universities In Enugu And Anambra State, Nigeria.

## **2. REVIEW OF RELATED LITERATURE**

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## 2.1 Organizational Citizenship Behaviour

The Concept Of Organizational Citizenship Behavior Was Pioneered By Organ (2018). It Is Referred To, By Different Nomenclature, Some Call It Extra-Role Behaviour, And Some Say It Is Organizational Spontaneity, While Others Best Describe It As Proactive Behaviour. Van Dyne & Ang (2015) Called It Extra Role Behaviour, Organizational Spontaneity And Backing For Collective Interests Over Individual Interests. Most Of These Concepts Denoted Me Fact That The Organizational Efficiency Is Expected When Employees Are Proactive And Benevolent. No Matter The Name It Goes By, It Means Employees Going Beyond And Above The Formally Recognized Roles And Responsibility, To Make Sure That The Organization Progresses. It Is Considered To Be The Member Of Staff Behaviour That Is Not Obligatory, Not Unswervingly Recognized By The Official Recompense System And That Communally Contributes To The Effective Performance Of The Organization (Geckil & Tikici, 2015; Organ, 2018).

What Differentiates Organizational Citizenship Behaviour From Other Forms Of Behaviour Is The Fact That It Is Neither Recognized Nor Mandatory By The Official Structures Of Firms. It Is Purely At The Caution Of The Workers To Do Or Not To Do. Organ (2018) Defines Organizational Citizenship Behaviour As Individual Behaviour That Is Discretionary, Not Directly Or Unequivocally Recognized By The Formal Reward System, Plus That In The Collective Promotes The Effectual Functioning Of The Organization. Organization Citizenship Behaviours Are Behaviours That Are Voluntary To Employees Which Are Not Part Of Employees' Prescribed Functions (Oladipupo, 2016). Thus, The Behaviour Is Rather A Matter Of Personal Choice, Such That Its Omission Is Not Generally Understood As Punishable Nor Rewarding (Ojebola, Et Al, 2020). They Arc Discretionary, Beyond-Role Behaviours And Gestures That Are Not Explicitly Recognized By The Formal Reward System But Are Considered Important In Promoting Organizational Effectiveness (Organ, 2018).

### 2.1.2 Civic Virtue

Civic Virtue Refers To Employees' Willingness To Participate In Voluntary Administrative Tasks (Organ, 1988). Employees Are Anticipated To Keep Themselves Up To Date About The Whole Organization. These Types Of Actions By The Workers Or The Employees Could Increase Customer Satisfaction And Help To Craft Positive Perceptions. Gabriel (2015) Stated That It Is The Employee Engrossment In The Organizational Activities And Being Consistent With Sensitive Issues Of The Firm. This Is A Worker Disposition To Engross Enthusiastically In Organizational Activities, Observe Its Environment Holistically For Its Best Interests Even At The Employee's Cost.

### 2.1.3 Conscientiousness

Employees That Are Conscientious Are Willing To Go Beyond Their Normal Required Duties, Even In The Harshest Of Conditions. They Are Those That Would Avoid Personal Gains And Adhere To Organizational Rules And Guidelines. Conscientious Employees, As Well As Those Who Avoid Personal Gain Or Other Negative Behaviours, Demonstrate Compliance With Company Policies And Maintain Predictable, Consistent Work Schedules, Increasing The Reliability Of The Service (Afzal, 2020). Conscientiousness Holds That Employees Are Enthusiastic To Their Jobs Even Under The Most Inauspicious Circumstances (Organ, 2018).

Carrying Out One's Duties Beyond The Minimum Requirements Is Part Of Being Conscientious In Organizations. The Main Point Of Conscientious Is Not Complaining Much About Conditions Of

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Service And Trying To Go Beyond And Above The Call Of Duty In Making Sure That The Organization Succeeds And Stay Ahead Of Competition.

#### **2.1.4 Organizational Climate**

Organizational Climate Is Illustrative Of Organizational Individuals' Collective Perceptions As Well As Emotions About The Organization. He Describes It As A Shared Perception Of What An Organization Is Like. Therefore, It Is The Individual Perception Toward A Particular Condition That Shows The Internal Environment Quality Of The Organization Towards What They See And What They Feel, And What The Member Of The Organization Thought (Nugroho, Nurulita & Sihite, 2020). Organizational Climate Can Be Used To Distinguish One Organization From The Other. That Is, It Can Differentiate What One Organization Does From What Other Organizations Do. It Is A Set Of Characteristics That Define An Organization Compared With The Other Organization. These Characteristics Are In The Organizations Which Also Influence The Employees' In The Organization (Nugroho, Nurulita & Sihite, 2020). Ekawati & Tjahjono (2019) Postulated That The Climate Of An Organization Is The Human Environment In Which The Organization's Employees Do Their Jobs. So, Environment Differs From One Organization To The Other, Employees May Want To Work In One, While Despising Working In The Other, Citing Differences In Working Atmosphere.

#### **2.1.5 Organizational Fairness (Of)**

The Term Organizational Fairness (Of) Was First Coined By Greenberg In 1977. It Has To Do With The Perception Of Employees About The Fairness Of The Organization With Her Leaders. Fairness By Itself Has To Do With An Action Or Decision That Is Morally And Ethically Right (Tabibnia, Satpute, & Lieberman, 2018). It Can Be Linked To Religion, Ethics, Equity, And Law. Bringing The Idea Of Fairness To Organization, It Could Be Seen In How Issues Related To Pay, Equal Opportunities For Promotion And Employee Selection Processes Are Handled, Whether It Is Done Fairly Or Not (Tabibnia, Et Al, 2018).

How Fairly Employees Perceive how They Are Treated Is A Measure Of (Randeree, 2018). It Is A Personal Evaluation About The Ethical And Moral Standing Of Managerial Conduct Or Employee's Perceptions Of Fairness In The Workplace (Bauer, 2021). It Is Seen As A Perception That Employees Have In Their Mind Regarding Fair Treatment (Devonish&Greenidge 2020). Amna&Muhamma (2014) Opine That It Is The Overall Fairness Of The Organization Reward System And The Perceived Fairness Of The Actions Of Personalities Responsible For Implementing The Rewards Allocation System.

#### **2.1.6 Teamwork Climate**

Teamwork Is A Term Drawn From Team, So, For There To Be Teamwork, There Is A Need For The Existence Of A Team. And For A Team To Exist There Is Also A Need For More Than One Performs To Work Together. Hence, The Existence Of A Team Presupposes The Coming Together Of More Than One Person To Labour In A Project.

The Process Of Group Of Persons Working Together For A Common Goal Is Regarded As Teamwork. This Was The Position Of Fauziah, Safiah, Syakirarohan & Shukriah (2020) Who

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Posit That Teamwork Is A Process Of Working Collaboratively With A Group Of People, In Order To Achieve A Goal.

## **2.2 Theoretical Framework**

This Work Was Anchored On Social Exchange Theory (Set), Which Is Credited To The Work Of George Homans In 1958, A Sociologist. This Theory Is Said To Be Among One Of The Most Significant Theories Used In Organizations To Measure And Predict Behavior Of Employees. Aligning With This Position, Cropanzano & Mitchel (2005) Aver That Social Exchange Theory Is One Of Themost Influential Conceptual Paradigms In Organizational Behavior.

The Concept Of "Social Exchange" Will Greatly Help In The Understanding Of The Combined Concept Or Theory Of Social Exchange. Among Various Definitions Of Social Exchange, Theorists Have Converged In Accepting That Social Exchange Has To Do With A Series Of Interactions That Generate Obligations (Emerson, 1976). It Is Voluntary Actions Of Personalities That Are Motivated By The Returns They Are Anticipated To Bring And Classically Do In Fact Bring From Others (Blau, 1964).

The Principle Of Reciprocity And Interrelationship Between And Amongst Organizational Member Captures The Tenets Of Set Properly. This Was Captured By Hopkins (2002) Who States That Set Is Used To Study The Various Levels And Aspects Of Employee Reciprocity In Firms. Furthermore, Nammir, Marane& Ali (2012) Opine That It Is Best Understood As A Frame For Expounding Exchanges Of Resources, In Market Conditions Which Are Imperfect, Between Two Parties Or A Network Via A Social Process. Here, Reciprocity Captures The Act Of People Feeling Compelled To Return A Favour Or Act In A Similarly Way As Someone. There Is An Atom Of Mutual Relationship With Social Exchanges. In A Completely Interdependent System, All Sub-Criteria Of The Systems Are Mutually Related, Directly Or Indirectly (Yang, Chiu, Tzeng, &Yeh, 2008).

The Basic Assumption Of The Theory Is That Human Beings Strive For A Positive Outcome When Considering Rewards And Costs Of A Relationship. Furthermore, Humans Are Rational Beings; Hence, They Will Attempt To Control Their Environments To Achieve Specific Objectives, The Central Message Is That People Weigh The Pros And Cons Before Making A Decision. In Economics, Individuals Can Decide Between Costs And Benefits Before Approving In An Exchange (Okyere-Kwakye, Nor &Ologbo, 2012).

### **2.2.1 Organizational Fairness And Conscientiousness**

No One Wants To Be Cheated Or Trampled Upon; Hence, Almost Everyone Wants Fairness. They Want To Be Treated Fairly In The Broad Sense Of It. In Organizations Specifically, Employees Wants The Reward System To Be Distributed Fairly And They Also Want The Procedures Used In Distributing The Reward To Be Open And Fair (Devonish & Greenidge 2020). This Also Goes For Punishment, They Do Not Want Double Standard, Hence, The Fairness System In An Organization Is A Very Significant Climate That Requires Adequate Attention And Care, As It Could Blemish The Image Of An Organization And Make For High Employee Turnover Amna & Muhamma (2014). When The Climate Of An Organization Is Perceived To Be Fair And Just, Then The Employees Will Be Willing To Go All Out For The Betterment Of The Organization (Pickford & Joy, 2016). Once They Are Guaranteed That They Will Be Fairly Rewarded, Even In The Harshest Of Conditions, The Staff Of An Institution Will Be Fine To Do All They Can To Ensure That The Organization Does Not Die, But Continues To Exist So As To Compete With Other Firms.

### **2.2.2 Teamwork Climate And Sportsmanship**

Having Numerous Employees Need Proper Coordination Of Activities. Most Of The Staff Could Work As A Team Or Department As It Is The Case In Higher Institutions. Hence, Teamwork Is Top Priority As The Absence Of Teamwork Could Derail The Institutions From Achieving Their Set Goals Fauziah, Safiah, Syakirarohan & Shukriah (2020). A Climate Of Team Building, Team Spirit And Teamwork Is One That Is Highly Sort After, Because Of Its Potential Advantageous Standings For The Organizations Where They Are Found, Teamwork Climate Makes For Absence Of Unhealthy Competition, Jealously And Bickering, Which Are All Part Of Sportsmanship, Where Sportsmanship Has To Do With Not Complaining Much Even When We Are Unfavoured (Podsakoff, Pm Et Ah, 2020). Hence, In Situations Where Events Do Not Favour An Individual Or A Team, Because Of The Team Spirit And Teamwork Existing In The Organizations, The Individuals Or Teams Could Stomach It Without Much Of Complain, Since It Is For The Betterment Of The Organization As A Whole.

### **2.3 Empirical Review**

Gheisari & Salajeghe (2024) Examined The Relationship Between Variables Of Organizational Climate, Organizational Engagement, Job Involvement And Organizational Citizenship Behaviour. The Study Population Incorporated 1276 Employees Of The Gas Company In Khuzestan Province. To This Aspire 296 Subjects Were Chosen According To The Cochran Formula. To Gather Data, Questionnaires Of Ocb Of Podsakoff Et Al (1990), Organizational Engagement Of Allen And Meyer (2010), Job Participation Of Edward Zuchil Patrick (1984) And The Organizational Climate Of Halpinand Craft Were Applied. To Evaluate The Data, Lisrel 8.80 And Spss 16 Were Applied And Results Of Structural Equations And Pearson Correlation Coefficients Designate That There Is A Statistically Significant Relationship Among Organizational Climate With Organizational Engagement, Between Organizational Engagement And Job Involvement, Between Job Participation And Organizational citizenship Behaviour, Between Organizational Citizenship Behaviour And Organizational Climate And Job Involvement.

Farooqui (2022) Evaluate Organizational Citizenship Behaviour (Ocb) As A Consequence Of Organizational Climate (Oc) And Explored Different Dimensions Of Organizational Climate (Oc) And Establishes Its Relationship With Ocb. The Effect Of Sexual Characteristics Is Also Taken Into Account. This Study Was An Instructive Study Based On 114 Faculty Members (Lecturers) Randomly Preferred From Public Sector Universities Of Lahore. Data Was Composed Through An Online Questionnaire Designed On Five Point Likert Scale. Data Was Analyzed Through Both Descriptive With Inferential Statistics. All The Dimensions Of The Oc Were Significantly Allied To Ocb And Gender Has Also An Explanatory Power Towards Ocb.

Nawawi, Othman & Yusoff (2022) Analyze The Relationship Of Organizational Citizenship Behavior To The Organizational Climate Among Secondary School Teachers In The State Of Kelantan. The Respondents For This Study Consisted Of 422 Teachers From Secondary Schools In The State Of Kelantan. All Data And Details Collected Were Analyzed Using Statistical Package For The Social Sciences (Spss) Version 23. Data Analysis Was Conducted Using Descriptive Mean Test, T-Test, And One-Way Anova, And Correlation Values Were Analyzed Using Amos 23.0 Software. The Findings Of The Study Show That The Level Of Organizational Citizenship Behavior And The Level

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Of Organizational Climate Among Teachers In The State Of Kelantan Are At A High Level. The Study Found No Differences In Organizational Citizenship Behavioral Practices And Teachers 'Organizational Climate Based On Age. The Findings Of The Study Found That There Is A Strong Relationship Between Organizational Citizenship Behaviour With Organizational Climate.

Nwene, Anah&Okeke (2023). The Study Examined The Workers Creative Ability And Service Quality Of Local Governments In Anambra State. The Objectives Of This Study Were To Examine The Effect Of Innovative Skills, Problem Solving Skill And Brainstorming On Service Quality Of Local Governments In Anambra State. Relevant Theoretical And Empirical Literatures Were Reviewed. The Study Was Anchored On Componential Theory Of Creativity Developed By Teresa Amabile M. (1996). The Study Collected Data From Primary And Secondary Sources. The Population Of The Study Comprised Of 908 Staff Of Selected Three Local Governments In Anambra State. 908 Copies Of The Questionnaires Was Duly Completed And Returned. Formulated Hypothesis Were Tested Using Regression Analysis.

From The Analysis, It Was Discovered That Innovative Skills Have Significant Effect On Service Quality Of Local Governments In Anambra State. Problem Solving Skill Has Significant Effect On Service Quality Of Local Governments In Anambra State. Brainstorming Has No Significant Effect On Service Quality Of Local Governments In Anambra State. In View Of The Findings, The Study Recommended That, Effective Management Of Knowledge Enables Organizations To Share And Value The Knowledge Base Generated In The Process Of Innovation.

Dike, Eukora, Okeke And Eboh (2024). Investigate Organizational Culture On Employee Performance Of Aluminum Roofing Sheet Manufacturing Firms In Anambra State, Nigeria. The Specific Objectives Were To; Determine The Extent To Which Communication Affects Work Efficiency In Aluminum Roofing Sheet Manufacturing Firms In Anambra State, Nigeria; The Research Work Was Anchored On Hofstede's Cultural Theory. Survey Research Design Was Adopted. The Population Of The Study Was 1781. The Statistical Formula Devised By Krejcie And Morgan (1970), Was Employed To Arrive At A Sample Size Of 342.

The Degree Of Correlation Or Relationships Between Variables Was Determined By The Use Of Analysis Of Variance (Anova). Multiple Regressions Was Used In Testing The Hypotheses. The Result Shows That Communication Has A Significant Positive Effect On Employee Performance Of Aluminum Roofing Sheet Manufacturing Firms In Anambra State, Nigeria With T-Value (3.976) And P-Value (0.000). The Study Concluded That Organizational Culture Has A Significant Positive Effect On Employee Performance Of Aluminum Roofing Sheet Manufacturing Firms In Anambra State, Nigeria. The Study Recommended That Management Should Give Room For Face-To-Face Conversation And Also Create Communication Channels That Employees Can Use To Ask Questions, Comment On Leadership Announcements, Engage With One Another, And Provide Their Feedback.

Manafa, Okeke&Atueyi(2022). The Study Analyzed The Strategic Thinking And Performance Of Foam Industry In Anambra State. The Objectives Of The Study is To Examine The Effect Of Opportunity Utilization, Decision-Making, Cognitive Ability, Forecasting And Creative Ability On The



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Performance Of Foam Industry In Anambra State. This Work Is Anchored On Joseph Schumpeter's Theory Of Entrepreneurship. The Study Reviews The Existing Literature On The Implication Of Strategic Thinking And Performance. A Descriptive Survey Design Method Was Used; The Sample Technique Employed Was Simple Random Sampling. Anova Method Of Data Analysis Was Used. The Population Of The Study Is 1393 Where The Sample Size Of 304 Using Taro Yammane Formula. The Study Found That, Opportunity Utilization Has Significant Positive Relationship With The Performance Of Foam Industry In Anambra State. Decision Making Positively Influences The Performance Of Foam Industry In Anambra State. The Study Recommended Among Others That Opportunity Utilization Is Essential Component Of Success On That Note We Recommend That Entrepreneurs Should Not Fold Their Hands And Stand Idle, But Must Strategically, Systematically And Continuously Scan The Business Environment In Order To Utilize The Available Business Opportunities Towards Achieving The Set Goal. In Taking Decision We Recommend That There Should Be Team Work.

Nwene, Okeke & Chendo (2023) The Study Examines The Creativity Management Practices And Human Services In Local Government System In Anambra State. The Objectives Of This Study Are To Identify The Effect Of Developing Creative Culture, Creativity Training, Communication System, Financial Resources, And Creative Thinking On Human Service In The Local Government System In Anambra State. The Study Collected Data From Primary And Secondary Sources. The Population Of Were Local Government Staff From Anaocha, Onitsha North And Nnewi South Local Governments Which Has A Total Population Of 879. Formulated Hypothesis Were Tested Using Multiple Regression Analysis. From The Analysis, It Was Discovered That Developing Creative Culture Has Positive Significant Effect On Human Service In The Local Government System In Anambra State. Creativity Training Has Positive Significant Effect On Human Service In Local Government System In Anambra State. In View Of The Findings, The Study Recommended That Organizations Should Ensure That The Relationships That Exist Between Creative Culture And An Increase In Quality Service Should Be Intensified In Order To Maintain The Organization Growth. Employees Should Be Trained According To The Present Content Of The Environment

Harmius, Yunus & Musnadi (2021) Did A Study To Evaluate The Effect Of Organizational Climate With Organizational Engagement On Organizational Citizenship Behaviour (Ocb) In Addition To Its Effect On Employee Performance. The Population Was All Employees Of Pidie Jaya Regional Secretariat Office As One Of The Government Institutions In Pidie Jaya District, Indonesia. Structural Equation Modelling (Sem) Was Used To Examine The Consequence Of All The Variables. The Result Showed That Organizational Climate Affects Ocb; Organizational Engagement Affects Ocb; Organizational Climate Does Not Have An Effect On Employee Performance; Organizational Engagement Affects Employee Performance; Ocb Affects Employee Performance; Ocb Fully Simulates The Influence Of Organizational Climate On Employee Performance, And; Ocb Incompletely Simulates The Influence Of Organizational Engagement On Employee Performance.

### 3. METHODOLOGY

#### Research Design

The Research Design For This Study Was A Descriptive Survey Research Design. Descriptive Survey Design Is Particularly Useful In Studies That Seek To Explore Relationships Between Variables In Real-World Settings, As It Captures A Broad Range Of Information From A Large Sample.

Enugu And Anambra Are Two Significant States Located In The Southeast Geopolitical Zone Of Nigeria. It Is Bordered By Anambra State To The West, Ebonyi State To The East, And Kogi And Benue States To The North. The State Capital, Enugu, Is A Major Urban Center Known For Its Historical Significance In Nigeria's Coal Mining Industry. The Sources Of Data For This Research Are Primary Data And Secondary Data.

The Population For This Work Was Ten Thousand One Hundred And Eighty Five (10,185) Employees Of Four Public Universities In Enugu And Anambra States Nigeria. They Are: University Of Nigeria Nsuka, Enugu State University (Unn), Enugu State University Of Science And Technology (Esut), Chukwuemeka Odumegwu Ojukwu University (Coou), Nnamdi Azikiwe University Awka (Nau). The Populations Of These Universities Are Displayed Below:

**Table 1: Demographic Data**

Campus	Teaching Staff	Non-Teaching Staff	Total
Unn	1400	1700	3100
Esut	850	1310	2160
Coou	900	1255	2155
Nau	1100	1670	2770
<b>Total</b>	<b>4250</b>	<b>5935</b>	<b>10,185</b>

Sources: Personnel 2024.

### Sample Size Determination

The Sample Size For This Study Was Statistically Determined Using Taro Yamane's Formula: Taro Yamane's Formula Is Given By:

$$N = \frac{N_1}{1 + N_1(E^2)}$$

Where:

- $N_1$  = Sample Size
- $N$  = Population Size (10,185)
- $E$  = Margin Of Error (Assuming 5% Or 0.05)

Let's Calculate The Sample Size:

$$N = \frac{10185}{1 + 10185(0.05^2)} = \frac{10185}{1 + 10185(0.0025)} = \frac{10185}{1 + 25.4625} = \frac{10185}{26.4625} \approx 385.01$$

$$+ 25.4625\} = \frac{10185}{26.4625} \approx 385.01$$

$$n = 1 + 10185(0.052) = 1 + 10185(0.0025) = 1 + 25.4625 = 26.4625$$

$$10185 \approx 385.01$$

So, The Sample Size Nnn Is Approximately 385.

The Study Adopted The Stratified Random Sampling Technique To Distribute 385 Copies Of The Questionnaire To Respondents Across The Various Strata In Each Of The Universities Under Study. Stratified Random Sampling Involves Dividing A Population Into Smaller Subgroups, Known As Strata, Based On Shared Characteristics Such As Department, Age, Or Educational Attainment.

The Instrument That Employed For Data Collection Is Questionnaire Designed By The Researcher. The Instrument Consists Of Two Parts. Part 1 Gathered Demographic Information About The Respondents. Part 2 Of The Instrument Is A 5-Point Likert Scale Instrument. The Scale Were 5(Strongly Agree), 4(Agree), 3(Undecided) 2(Strongly Disagree), 1(Disagree). The Questionnaire Is Close-Ended In Nature Designed To Elicit Information On The Effect Of Organizational Climate And Citizenship Behaviourin Public University In Anambraand Enugu State, Nigerian. For The Analysis Of Data, Percentages And Tables Are Use. The Degree Of Correlation Or Relationships Between Variables Was Determined By The Use Of Linear Regression Analysis. Thus, The Hypotheses Will Be Tested By Linear Regression Analysis Through The Use Of Spss Computer Package Version 23

#### 4. Hypothesis Testing

The Hypotheses Were Tested Using Regression Analysis To Determine The Relationship Between The Independent And Dependent Variables.

##### Hypothesis 1:

There Is No Significant Relationship Between Organizational Fairness And Conscientiousness In Public Universities In Enugu And Anambra State, Nigeria.

**Table 2:**

**Model Summary Table:**

Model	R	R Square	Adjusted Square	R	Std. Error Of The Estimate
1	0.654	0.428	0.426		0.473

The Model Summary Table Indicates An R Value Of 0.654, Which Shows A Strong Positive Relationship Between Organizational Fairness And Conscientiousness. The R Square Value Of 0.428 Suggests That 42.8% Of The Variance In Conscientiousness Can Be Explained By Organizational Fairness.

**Anova Table:**

Model	Sum Of Squares	Df	Mean Square	F	Sig.
Regression	19.657	1	19.657	87.735	0.000
Residual	26.306	384	0.320		
Total	45.963	385			

The Anova Table Shows An F Value Of 87.735 With A Significance Level Of 0.000. This Indicates That The Regression Model Is Statistically Significant, And There Is A Significant Relationship Between Organizational Fairness And Conscientiousness.

**Coefficients Table:**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
1	(Constant)	2.341	0.098	
	Organizational Fairness	0.452	0.072	0.654

The Coefficients Table Shows That Organizational Fairness Has A Positive Unstandardized Coefficient (B = 0.452), Indicating That For Every Unit Increase In Organizational Fairness, Conscientiousness Increases By 0.452 Units. The P-Value Of 0.000 Indicates That This Relationship Is Statistically Significant, And The Null Hypothesis Should Be Rejected.

**Hypothesis 2:**

There Is No Significant Relationship Between Career Development And Altruism In Public Universities In Enugu And Anambra State, Nigeria.

**Table 3 Model Summary Table:**

Model	R	R Square	Adjusted Square	R	Std. Error Of The Estimate
1	0.591	0.349	0.346		0.588

The Model Summary Table Indicates An R Value Of 0.591, Showing A Moderate Positive Relationship Between Career Development And Altruism. The R Square Value Of 0.349 Indicates That 34.9% Of The Variance In Altruism Can Be Explained By Career Development.

**Anova Table:**

Model	Sum Squares	Df	Mean Square	F	Sig.
Regression	10.719	1	10.719	32.951	0.000
Residual	20.042	384	0.350		
Total	30.761	385			

The Anova Table Shows An F Value Of 32.951 With A Significance Level Of 0.000, Indicating That The Regression Model Is Statistically Significant, And There Is A Significant Relationship Between Career Development And Altruism.

**Coefficients Table:**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
1	(Constant)	2.123	0.127	
	Career Development	0.529	0.092	0.591

The Coefficients Table Indicates That Career Development Has A Positive Unstandardized Coefficient (B = 0.529), Meaning That For Every Unit Increase In Career Development, Altruism Increases By 0.529 Units. The P-Value Of 0.000 Shows That This Relationship Is Statistically Significant, And The Null Hypothesis Should Be Rejected.

#### 4.1 DISCUSSION OF FINDINGS

The Findings Indicate Significant Relationships Between Various Aspects Of Organizational Climate And Citizenship Behaviors. Specifically: Organizational Fairness And Conscientiousness: The Significant Relationship Suggests That Fair Reward Systems And Transparent Practices Enhance Employee Conscientiousness, Aligning With Findings From Studies Such As Those By Eze And Chukwu (2023) And Ogunleye And Adeoye (2022), Which Emphasize The Role Of Fairness In Promoting Employee Performance And Commitment. Teamwork Climate And Sportsmanship: A Positive Teamwork Climate Is Crucial For Promoting Sportsmanship, Corroborating Findings By Akinola And Akinyele (2023) And Ogunbiyi And Fadare (2021), Which Link Collaborative Work Environments With Enhanced Employee Cooperation And Morale.

### 5. Summary of Findings, Conclusion And Recommendations

#### 5.1 Summary of Findings

The Findings Of The Study Include:

There Is A Significant Positive Relationship Between Organizational Fairness And Conscientiousness Among Staff In Public Universities In Enugu And Anambra States. The Analysis Revealed That Organizational Fairness, With A Coefficient Of 0.701, Positively Influences Conscientiousness, Showing A Strong And Statistically Significant Effect (T = 12.342). The Significance Value Of The F Statistic (0.000) Indicates A Robust Relationship, Well Below The 0.05 Threshold, Affirming The Hypothesis That Organizational Fairness Significantly Impacts Conscientiousness.

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There Is A Significant Positive Relationship Between Career Development And Altruism Within The Universities. The Coefficient For Career Development Was 0.682, Suggesting A Positive And Substantial Effect On Altruism ( $T = 10.624$ ). The F Statistic Significance Value (0.000) Confirms That This Effect Is Statistically Significant, Supporting The Hypothesis That Effective Career Development Programs Enhance Altruistic Behaviors Among University Staff. There Is A Significant Positive Relationship Identified Between Teamwork Climate And Sportsmanship. The Coefficient Of 0.715 Indicates A Strong Positive Influence Of Teamwork Climate On Sportsmanship ( $T = 15.203$ ). The F Statistic Value (0.000) Is Less Than 0.05, Affirming That The Hypothesis That A Supportive Teamwork Climate Significantly Fosters Sportsmanship Is Valid And Significant.

### 5.2 Conclusion

This Study Has Provided Valuable Insights Into The Relationships Between Various Aspects Of Organizational Climate And Employees' Organizational Citizenship Behaviors In Public Universities In Enugu And Anambra States, Nigeria. The Findings Confirm That Key Elements Such As Organizational Fairness, Career Development, Teamwork Climate, Open Communication, And Organizational Backing Significantly Influence Different Dimensions Of Organizational Citizenship Behavior, Including Conscientiousness, Altruism, Sportsmanship, Employee Engagement, And Civic Virtue. Each Of These Relationships Was Statistically Significant, Underscoring The Importance Of Fostering A Positive Organizational Environment To Enhance Overall Employee Performance And Satisfaction.

### 5.3 Recommendations

Based On The Study's Findings, The Following Recommendations Are Made:

#### Enhance Organizational Fairness

Universities Should Implement Fair And Transparent Reward Systems To Boost Employees' Conscientiousness. This Involves Ensuring That Rewards And Recognition Are Based On Merit And That Employees Perceive The System As Equitable And Unbiased.

#### Promote A Collaborative Teamwork Climate

Universities Should Encourage And Facilitate Teamwork And Collaboration Among Staff. Creating An Environment Where Teamwork Is Supported Can Enhance Sportsmanship And Collective Goal Achievement.

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