

Organisational Climate as a Determinate for Organisational Citizenship Behaviour: Empirical Evidence from Adron Homes Plc, Nigeria

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ABSTRACT: This study examines the influence of Organisational climate on Organisational citizenship behaviour (OCB) among employees of Adron Homes Plc in Nigeria's real estate sector. Using a cross-sectional survey design, data were collected from 200 employees through structured questionnaires. The study focused on four key dimensions of Organisational climate: autonomy, employee participation, Organisational communication, and training emphasis and their impact on OCB. Regression analysis revealed that employee participation ($\beta = 0.403$, $*p < 0.001$) and training emphasis ($\beta = 0.198$, $*p = 0.009$) significantly predicted OCB, while autonomy showed a marginal positive relationship ($\beta = 0.141$, $*p = 0.061$). Surprisingly, Organisational communication exhibited a negative, though non-significant, association with OCB ($\beta = -0.115$, $*p = 0.127$). The model explained 56% of the variance in OCB ($R^2 = 0.571$), highlighting the strong role of Organisational climate in shaping discretionary workplace behaviours. These findings support social exchange theory, emphasizing reciprocity in employee-Organisation relationships, while underscoring the need for context-specific approaches in non-Western settings. Practical recommendations include fostering participatory decision-making, investing in employee training, and optimizing communication strategies to enhance OCB.

KEYWORDS: Autonomy, Employee participation, Nigeria, Organisational citizenship behaviour, Organisational climate

1.0 INTRODUCTION

Organisational Citizenship Behaviour (OCB) has become increasingly recognized as a vital component of Organisational success, particularly in service-oriented industries like real estate (Organ & Ryan, 1995; Podsakoff et al., 2009). These voluntary, discretionary behaviours that extend beyond formal job requirements - such as helping colleagues, taking initiative, and demonstrating Organisational loyalty - contribute significantly to workplace effectiveness and team performance (Bell & Menguc, 2002; Bolino et al., 2015). In Nigeria's rapidly evolving real estate sector, where companies like Adron Homes Plc operate in a highly competitive environment, understanding the drivers of OCB becomes particularly crucial for maintaining competitive advantage and ensuring project success.

The concept of Organisational climate, defined as employees' shared perceptions of their work environment's policies, practices, and procedures (Hellriegel & Slocum, 1974; Schneider, 1975), has emerged as a significant predictor of OCB. Research has demonstrated that positive Organisational climates foster employee engagement and discretionary efforts (Okeke et al., 2022; Nwankwo et al., 2015). This study specifically examines four critical dimensions of Organisational climate - autonomy, employee participation, Organisational communication, and training emphasis - and their influence on OCB within the unique context of Nigeria's real estate sector.

Social Exchange Theory (Cropanzano & Mitchell, 2005) provides the primary theoretical framework for this investigation. The theory posits that employees engage in reciprocal relationships with their Organisations, where positive workplace experiences lead to reciprocal positive behaviours (Coyle-Shapiro, 2002; Rousseau, 1998). When employees perceive supportive Organisational climates characterized by autonomy, participation opportunities, effective communication, and training investments, they are more likely to reciprocate through OCB (Allen & Rush, 1998; Bashir & Long, 2015). This reciprocal relationship is particularly relevant in Nigeria's collectivist work culture, where mutual obligations and interpersonal relationships significantly influence workplace behaviours (Akanni & Ndubueze, 2017).

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Autonomy, as a critical climate dimension, refers to the degree of independence employees experience in performing their work (Harley, 1999; Viète & Erdsiek, 2020). In the real estate sector, where employees often work independently at various project sites, autonomy becomes particularly important. Research suggests that autonomous work environments enhance job satisfaction, intrinsic motivation, and consequently, OCB (Spector & Fox, 2002). However, the optimal level of autonomy may vary across cultural contexts, making it essential to examine this relationship specifically within Nigeria's real estate industry.

Employee participation in decision-making represents another crucial climate dimension influencing OCB (Allen et al., 2000). When employees feel their voices are heard and valued in Organisational decisions, they develop stronger psychological connections to their workplace (Kutaula et al., 2020). This sense of ownership and inclusion fosters voluntary contributions beyond formal job requirements (Moorman & Blakely, 1995). In Nigeria's hierarchical work culture, where traditional power distances often limit employee involvement, examining the participation-OCB relationship holds particular significance for modernizing human resource practices in the real estate sector.

Organisational communication practices significantly impact OCB by shaping employees' understanding of Organisational goals and expectations (Brownell, 1994; Nwagbara et al., 2013). Transparent, timely, and two-way communication channels reduce uncertainty and build trust, creating an environment conducive to discretionary efforts (Carbaugh, 2007). In Nigeria's real estate sector, where projects require coordination among diverse teams and stakeholders, effective communication becomes even more critical for fostering collaborative citizenship behaviours.

Training emphasis completes the set of Organisational climate dimensions examined in this study (Owoyemi et al., 2011; Podsakoff et al., 2016). Organisations that invest in employee development signal their commitment to workforce growth, which employees often reciprocate through OCB (Bashir & Long, 2015). In Nigeria's rapidly changing real estate market, where regulatory frameworks and technologies evolve continuously, training becomes particularly valuable for maintaining competitive advantage while encouraging employee engagement and discretionary efforts.

The Nigerian real estate sector presents a unique context for examining these relationships due to its distinctive cultural, economic, and industry-specific characteristics (Akanni & Ndubueze, 2017). As one of Africa's largest property markets, Nigeria's real estate industry faces challenges including infrastructure limitations, regulatory complexities, and economic volatility - all factors that make employee adaptability and discretionary contributions particularly valuable (Okeke et al., 2022). Furthermore, Nigeria's collectivist cultural norms, which emphasize community and interpersonal relationships, may influence how Organisational climate dimensions affect OCB differently than in Western contexts where most foundational research was conducted (Hofstede, 1980).

This study addresses several gaps in the existing literature. First, while Organisational climate and OCB have been extensively studied in Western contexts, research in African Organisational settings remains limited (Nwankwo et al., 2015). Second, the real estate sector has received relatively little attention in OCB research despite its growing economic importance and unique work characteristics (Ackfeldt & Coote, 2005). Third, most studies have examined Organisational climate dimensions in isolation, whereas this investigation considers their combined influence on OCB within a specific industry context.

The practical implications of this research are significant for real estate firms operating in Nigeria and similar emerging markets. Understanding which climate factors most effectively encourage OCB can inform targeted human resource interventions to enhance employee engagement and Organisational performance (Lambert, 2000; Tepper et al., 2004). In an industry where customer relationships and project execution depend heavily on employee initiative and cooperation, fostering the right organisational climate may provide a competitive advantage (Bove et al., 2009). For multinational real estate firms entering the Nigerian market, these insights can guide the adaptation of human resource practices to local conditions and expectations.

2.0 STATEMENT OF THE PROBLEM

Organisational Citizenship Behaviour (OCB) plays a crucial role in enhancing workplace effectiveness, particularly in service-oriented industries like real estate, where teamwork and discretionary efforts significantly impact Organisational success (Organ & Ryan, 1995; Podsakoff et al., 2009). However, despite extensive research on OCB in Western contexts, there remains a paucity of empirical studies examining its antecedents within Nigeria's real estate sector (Akanni & Ndubueze, 2017; Okeke et al., 2022). This gap is particularly concerning given the sector's growing economic importance and unique challenges, including fluctuating market conditions, regulatory complexities, and cultural work norms that may influence employee behaviour (Nwankwo et al., 2015).

While Organisational climate comprising factors like autonomy, participation, communication, and training has been identified as a key determinant of OCB (Hellriegel & Slocum, 1974; Cropanzano & Mitchell, 2005), its specific impact in Nigeria's real estate industry remains underexplored. Existing studies have primarily focused on general workplace climates or isolated

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dimensions, neglecting the interplay of multiple climate factors in shaping OCB (Allen & Rush, 1998; Bashir & Long, 2015). Moreover, the applicability of Western findings to Nigeria's collectivist cultural context, where hierarchical structures and interpersonal relationships heavily influence workplace dynamics, remains uncertain (Hofstede, 1980; Kutaula et al., 2020).

This study addresses these gaps by investigating how four Organisational climate dimensions autonomy, employee participation, communication practices, and training emphasis collectively influence OCB within Adron Homes Plc, a leading Nigerian real estate firm. By doing so, it provides context-specific insights that can guide human resource strategies in similar emerging market settings. The findings will contribute to both theoretical discourse and practical interventions aimed at fostering OCB, ultimately enhancing Organisational performance in Nigeria's competitive real estate sector.

Objective of the Study

To examine the effect of Organisational climate dimensions (Autonomy, Employee participation, Organisational communication and Training emphasis) on Organisational Citizenship behaviour in Adron homes Nigeria Plc.

Hypotheses

H₀₁: Organisational Climate dimensions (Autonomy, Employee participation, Organisational communication and Training emphasis) have no significant effect on Organisational citizenship behaviour in Adron homes Nigeria Plc.

Methodology

This study employed a cross-sectional survey design to examine the relationship between Organisational climate and Organisational citizenship behaviour (OCB) among employees of Adron Homes Plc in Lagos, Nigeria. The cross-sectional approach was deemed appropriate as it allowed for the collection of data at a single point in time to understand the current state of phenomena (Saunders et al., 2003). This design facilitated the examination of multiple variables simultaneously while providing a snapshot of employees' perceptions of Organisational climate and their engagement in OCB.

The study population comprised all 818 employees of Adron Homes Plc across their 11 offices in Lagos State (751 in Lagos Mainland and 67 in Lagos Island). Using Yamane's (1967) simplified formula for finite populations with a 5% margin of error, the study determined a sample size of 409 respondents:

$$n = N / (1 + N(e)^2)$$

$$n = 818 / (1 + 818(0.05)^2) = 409$$

A convenience sampling technique was employed to select participants, considering accessibility and willingness to participate hence data was collected from 200 willing sample elements. While this non-probability sampling approach has limitations regarding generalizability, it was practical given the Organisational constraints and research objectives (Lehan, 2018).

Descriptive and inferential statistics were used to provide answers to queries about the variables responsible for Organisational citizenship behaviour. They are also used to summarize numerical data, such as demographic factors of respondents. Data from the survey were analyzed using multiple regression analysis at 0.05 level of significance. The statistical package for social sciences (SPSS) was used to examine the respondents' results.

The internal consistency and closely link of the items in a set are measured by Cronbach's alpha. It is regarded as a reliability co-efficient and metric. The reliability of the responses has been examined and Cronbach's Alpha value of 0.785 reveals inner steadiness of the information which means that independent variables in the set are one-dimensional i.e. they tend towards the same direction.

RESULTS AND DISCUSSIONS

The demographic characteristics of the study participants reveal a balanced representation across key variables. The sample comprised nearly equal proportions of male (49.5%) and female (50.6%) employees, indicating gender parity in the respondent pool. A majority of participants (66%) fell within the 20-29 age bracket, with progressively smaller proportions in older age groups. Most respondents had relatively limited work experience, with 58% having 0-5 years of service and only 1.5% possessing over 20 years of experience. Educational qualifications showed that most employees held either an OND/NCE (38.5%) or bachelor's degree (42.0%), while a smaller percentage had master's degrees (16.0%). Marital status distribution was nearly even between married (47.0%) and single (50.5%) respondents, with a minimal proportion being divorced or separated (2.5%). These demographic patterns suggest the workforce at Adron Homes Plc consists primarily of young, moderately experienced professionals with mid-level educational qualifications.

Restatement of Research Objective, Research Question and Research Analysis and Discussion

Research Objective: access the effect of organisational climate dimensions on organisational citizenship behaviour

Research Question: What is the effect of organisational climate dimensions on organisational citizenship behaviour?

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Restatement of Hypothesis one

H₀₁: Organisational Climate dimensions (Autonomy, Employee participation, Organisational communication and Training emphasis) have no significant effect on Organisational citizenship behaviour in Adron homes Nigeria Plc.

Table A: Summary of multiple regression analysis for organisational climate as determinants of organisational citizenship behaviour.

Variables	B	β	T	Sig	R	R ²	R ² Change	F	P
Autonomy	.518	.141	1.882	.061	.530	.571	.564	19.006	P<.05
Employee participation	2.108	.403	6.233	.000					
Organisational communication	-.526	-.115	-1.534	.127					
Training emphasis	.675	.198	2.647	.009					
a. Dependent Variable: Organisational Citizenship behaviour									
b. Predictors: (Constant), Autonomy, Employee Participation, Organisational communication and Training emphasis									

Source: Researcher's Field Survey, 2025

The regression analysis results reveal important insights about how different aspects of Organisational climate influence employees' Organisational citizenship behaviours (OCB). The overall model was statistically significant, explaining approximately 56% of the variation in OCB scores ($F = 19.006$, $p < 0.05$). This suggests that the combination of autonomy, employee participation, Organisational communication, and training emphasis accounts for a substantial portion of why employees engage in voluntary, extra-role behaviours that benefit the Organisation.

Among the four predictors examined, employee participation emerged as the strongest factor influencing OCB ($\beta = 0.403$, $p < 0.001$). This indicates that when employees feel included in decision-making processes and have opportunities to contribute their ideas, they are significantly more likely to demonstrate citizenship behaviours like helping colleagues, taking initiative, and going beyond formal job requirements. The positive relationship between training emphasis and OCB ($\beta = 0.198$, $p = 0.009$) further highlights how Organisational investments in employee development can encourage discretionary efforts. Autonomy showed a marginally significant positive association with OCB ($\beta = 0.141$, $p = 0.061$), suggesting that giving employees some degree of independence in their work may foster citizenship behaviours, though this relationship was not as strong as the others.

Organisational communication showed a negative though non-significant relationship with OCB ($\beta = -0.115$, $p = 0.127$). This somewhat counterintuitive finding may reflect potential communication overload in the Organisation or suggest that certain types of communication (e.g., top-down directives) might actually discourage rather than encourage extra-role behaviours. The model's substantial explanatory power ($R^2 = 0.571$) underscores the importance of Organisational climate factors in shaping citizenship behaviours, with employee participation standing out as particularly influential in this Nigerian real estate context.

DISCUSSION OF FINDINGS

The current study examined the influence of four key Organisational climate dimensions - autonomy, employee participation, Organisational communication, and training emphasis on Organisational citizenship behaviour (OCB) among employees of Adron Homes Plc in Nigeria's real estate sector. The regression analysis yielded several important findings that contribute to our understanding of workplace behaviours in this understudied context.

The most robust finding was the significant positive relationship between employee participation and OCB ($\beta = 0.403$, $p < 0.001$). This aligns with previous research demonstrating that involvement in decision-making enhances employees' sense of ownership and commitment (Allen & Rush, 1998; Kutaula et al., 2020). In Nigeria's collectivist work culture, where communal values and interpersonal relationships are emphasized (Akanni & Ndubueze, 2017), participation may be particularly impactful. When employees feel their voices are heard and valued, they appear more willing to reciprocate through discretionary efforts that benefit the Organisation. This finding supports Social Exchange Theory (Cropanzano & Mitchell, 2005), which posits that positive workplace experiences lead to reciprocal behaviours. The strength of this relationship suggests that participatory

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management approaches may be especially effective for fostering OCB in Nigerian Organisational contexts.

The study also found a significant positive association between training emphasis and OCB ($\beta = 0.198$, $p = 0.009$). This result corroborates previous research indicating that Organisational investments in employee development foster reciprocal citizenship behaviours (Owoyemi et al., 2011; Podsakoff et al., 2016). In Nigeria's rapidly evolving real estate sector, where regulatory changes and market fluctuations require continuous skill updating, training opportunities may be especially valued by employees. The psychological contract perspective (Rousseau, 1998) helps explain this finding - when Organisations demonstrate commitment to employee growth through training, employees feel obligated to reciprocate through OCB. This suggests that human resource development initiatives can serve as powerful tools for encouraging extra-role behaviours in this industry.

Autonomy showed a marginally significant positive relationship with OCB ($\beta = 0.141$, $p = 0.061$). While this aligns with Western studies linking autonomy to increased initiative and discretionary effort (Viete & Erdsiek, 2020; Spector & Fox, 2002), the weaker association in this Nigerian context may reflect cultural differences. Nigeria's relatively high power distance (Hofstede, 1980) means employees may be more accustomed to hierarchical structures than Western counterparts. Thus, while some degree of independence appears beneficial for OCB, the optimal level of autonomy in this cultural context may differ from what Western literature suggests. This finding highlights the importance of contextualizing management practices to local cultural norms.

Contrary to expectations, Organisational communication showed a negative (though non-significant) relationship with OCB ($\beta = -0.115$, $p = 0.127$). This contrasts with previous research emphasizing communication's positive role (Brownell, 1994; Nwagbara et al., 2013). Several factors may explain this finding. First, communication overload - where excessive or redundant information becomes burdensome - could potentially discourage discretionary efforts (Bergeron, 2007). Second, the nature of communication matters; top-down directives may be less effective at fostering OCB than two-way dialogue. Third, in Nigeria's real estate sector, where face-to-face interactions are valued, formal Organisational communication systems may not fully capture the communication channels that actually influence OCB. This unexpected result warrants further investigation into the quality and type of communication that best supports citizenship behaviours in this context.

These findings offer several theoretical contributions. First, they support and extend Social Exchange Theory (Cropanzano & Mitchell, 2005) by demonstrating its applicability in Nigeria's real estate sector. The strong participation-OCB relationship particularly illustrates how inclusive management practices can activate reciprocal behaviours. Second, the results nuance our understanding of Psychological Contract Theory (Rousseau, 1998) by highlighting training investments as particularly salient Organisational obligations in this context. Third, the findings suggest that while Western theories of Organisational climate and OCB generally apply, cultural and industry-specific factors may modify certain relationships, as seen with the autonomy findings.

CONCLUSION AND RECOMMENDATIONS

The findings of this study highlight the significant influence of Organisational climate on employees' Organisational citizenship behaviour (OCB) within Nigeria's real estate sector. The results demonstrate that employee participation and training emphasis are particularly strong predictors of OCB, reinforcing the importance of inclusive management practices and continuous professional development. These findings align with social exchange theory, which suggests that employees reciprocate positive Organisational treatment with discretionary efforts. However, the study also reveals nuanced relationships, such as the marginal impact of autonomy and the unexpected negative trend in Organisational communication. These outcomes underscore the need to consider cultural and industry-specific factors when implementing management strategies. The model's ability to explain 56% of OCB variance emphasizes the critical role of Organisational climate in shaping employee behaviour, particularly in service-oriented industries like real estate, where teamwork and initiative are essential for success.

To enhance OCB in Nigeria's real estate sector, Organisations should prioritize employee participation by establishing structured feedback mechanisms, suggestion systems, and cross-functional teams. Given its strong positive relationship with OCB, fostering a culture of inclusivity can significantly boost discretionary efforts. Additionally, training and development programs should be expanded to align with both Organisational objectives and employee career aspirations. Investments in skill-building and mentorship can reinforce psychological contracts, encouraging employees to go beyond their formal roles.

While autonomy showed a weaker association with OCB, Organisations should still consider implementing flexible work policies tailored to Nigeria's hierarchical culture. Gradual increases in decision-making authority, coupled with support systems, may help employees adapt to greater independence without disrupting workplace dynamics.

The unexpected findings regarding Organisational communication suggest a need for reassessment. Companies should evaluate whether their communication strategies are clear, relevant, and engaging. Overly bureaucratic or one-way communication may hinder OCB, whereas transparent, two-way dialogue could foster trust and collaboration.

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Finally, future research should explore additional climate dimensions and employ longitudinal designs to establish causality. Qualitative studies could further elucidate the communication-OCB relationship, while cross-industry comparisons would enhance the generalizability of findings. By adopting these recommendations, real estate firms can cultivate a supportive climate that maximizes employee engagement and Organisational performance.

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