

# EMPLOYEE PARTICIPATION IN DECISION- MAKING AND PERCEIVED ORGANIZATIONAL SUPPORT AS PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS

<sup>1</sup>Foluso Philip Adekanmbi,<sup>2</sup> Wilfred I. Ukpere

<sup>1,2</sup>Department of Industrial Psychology and People Management, Johannesburg Business School, College of Business & Economics, University of Johannesburg, South Africa,  
Email: foladex12@yahoo.com, wiukpere@uj.ac.za

## **Abstract**

*In response, employees exercise additional efforts within an organization environment as they perceive that an organization gives opportunities or resources and treats them according to the standard of exchange. Drawing on need theory, social exchange theory, and the two-factor theory, this paper, examines the influence of employee participation in decision-making (EPDM) and perceived organizational support (POS) on organizational citizenship behaviors (OCBs) within selected business organizations. The study's sample was drawn from 12 selected business organizations across some south-western states (Lagos, Oyo, and Ogun) of Nigeria. This study adopts a quantitative research approach. The questionnaires were randomly distributed. Out of 600 questionnaires, 569 questionnaires were useful for analysis after analyzing the data with SPSS version 26. This paper showed that employee participation in decision-making and perceived organizational support pointedly and positively predict organizational citizenship behaviors within business organizations. Further investigation revealed that age significantly and positively predicts organizational citizenship behaviors, whereas an employee's educational qualification significantly and negatively predicts organizational citizenship behaviors. Therefore, organizational managers and human resources practitioners should encourage employees' organizational citizenship and discretionary behaviors that promote organizational success. Besides, they should consistently work towards a significant reduction of negative stereotyping of older workers.*

**Keywords:** Motivation, fairness, support, behaviors, organization, Nigeria.

## **Introduction**

The definition of the concept of organizational citizenship behavior varies. Organ (1988, p.4) expresses OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the organization's effective functioning." Organ suggests that when employees perceive that an organization gives them opportunities or resources and that when an organization treats them according to the standard of exchange, they will be grateful and would, in response, exercise additional efforts within an organization environment (Organ *et al.*, 2005).

Research findings have indicated that organizational success, despite the explosive economic situation, hinges more on connecting a workforce's full capacity to produce new thoughts and go above the competitors (Han, Chiang & Chang, 2010; Zainnudin & Isa 2011). Employee participation in decision-making practices is vital because businesses encounter new competitive tasks that demand higher performance levels (Paul, Niehoff, & Turnley, 2000). According to Vroom (1974), the views of organizational researchers at several times have produced quite a lot of scopes that have helped in describing the value of participation: (i) Idea generation and ingenuity, (ii) Opportunity, and (iii) Responsibility. With idea generation

and ingenuity, employees bring new approaches on-board, execute tasks, and mandate elasticity to organizational bureaucracy to increase efficiency. Opportunity offers employees the opportunity to use their energy and ideas to achieve organizational mandates and goals. Concerning responsibility, the organization internalizes the directive of achieving organizational goals, as employees help fill gaps that could result in delays in delivery, failures in task execution, and increased cost to the organization.

POS is the "*employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being*" (Eisenberger *et al.*, 1986, p. 501). Therefore, the employees' opinions that their welfare is appreciated and that their efforts are valued comprise two meanings. The first meaning is that the organization recognizes and appreciates their efforts, while the second meaning deals with the employee's perception that their welfare is essential (Ahmed & Nawaz, 2015). Perceived organizational support has stimulated substantial scholars' interest in management and psychology (Fuller *et al.*, 2003; Allen *et al.*, 2008). They have described perceived organizational support as the extent of value an organization places in its employees' inputs (Allen *et al.*, 2008). Besides, perceived organizational support has pertinent advantages for both employers and employees.

However, a shortage of information exists on organizational citizenship behaviors influenced by employee participation in decision-making and perceived organizational support within Nigeria's business organizations. Hence, this study sets out to increase information. Therefore, the focus of the current paper is to investigate the influence of employee participation in decision-making and perceived organizational support on organizational citizenship behaviors within business organizations in Nigeria.

Therefore, this paper aims to develop an empirical model that could effectively promote citizenship behaviors within business organizations.

## **Literature Review**

### *Needs Theories*

In contemporary organizations, these needs theories suggest that higher-level management needs to motivate people; remarkably, research on participation has acknowledged EPDM to satisfy these needs (Zainnudin & Isa, 2011). From Maslow's theory of the hierarchy of needs, employees' job satisfaction and motivation have to do with their needs and variables that motivate and satisfy satisfaction (Saif *et al.*, 2012). As reflected by Badubi (2017), Maslow suggested a five-stage theory that categorizes the individual's needs:

- Self-actualisation needs (the longing for achievement and success),
- Esteem needs (receiving recognition from others),
- Social needs (associating with others),
- Security and safety needs (physical safety),
- Physiological needs (shelter, food, clothing, sexual),

Maslow's hierarchy of needs depends on theories that elucidate motivation and the spurring of an employee's intentional behavior. Hence, by achieving the esteem needs of being acknowledged by the organization in making them participate in decision-making, employees tend to exercise positive behaviors of which organizational citizenship behavior is one amongst them (Badubi, 2017).

### *Social Exchange Theory (SET)*

Employees value perceived organizational support as it supports meeting their needs for respect, affiliation, and approval. It also gives relief during times of stress. The ideology of exchange (exchange theory) and reciprocity (norms) innate in the concept of organizational support prompts employees to feel gratified to recompense the handling received from the organization (Eisenberger *et al.*, 2001). Therefore, through the norm of reciprocity innate in the *SET*, perceived organizational support generates apparent obligations amongst workers, making them aware of the organization's well-being and supporting the organization in

realizing its aims through citizenship behaviors (Eisenberger *et al.*, 2001). The *SET* sees perceived organizational support as emanating from the association between employees and their employers. Employees could then perceive more organizational support and exhibit more citizenship behaviors based on the degree to which their organizations value them and according to the provisions their organizations provide for them (Brinkmann & Stapf, 2005).

#### *Two-Factor Theory*

According to this theory, two factors, namely, Hygiene and Motivation, decide employees' performance levels and working attitudes within an organization (Yusoff *et al.*, 2013). According to Wan Yusoff *et al.* (2013), extrinsic factors (hygiene factors) are those factors capable of reducing employees' dissatisfaction, whereas intrinsic factors (motivation factors) are those factors that increase employees' satisfaction. Robbins (2009) posited that for employers to increase their employees' performance and encourage their citizenship behaviors, they need to provide motivation or intrinsic factors. Hence, motivation factors must abound within an organization to increase employee citizenship behaviors, as these factors improve employees' effectiveness and organizational citizenship behaviors (Yusoff *et al.*, 2013).

#### **Employee participation in decision-making perceived organizational support, demographics, and organizational citizenship behaviors.**

Organ (1988) classified five specific behaviors of organizational citizenship. These are

- Courtesy, which consists of helping actions aimed at preventing potential work-related difficulties and or risks,
- Altruism, which explains an individual's assistance extended to others in need, helps them solve their occurring problems or difficulties,
- Sportsmanship, which is known as demonstrated behavior forbearing pressures, stresses, inconvenience, and interruptions,
- Civic Virtue involves a feeling of involvement and participation in the company governance in such a manner that is supportive of organizational operations, and
- Conscientiousness is adhering to the organization's formal and informal rules and regulations.

Managers who use participation create benefits for an organization and its employees because participation improves an organization's performance and reduces role uncertainty, role conflicts, turnover amongst employees, and employee absenteeism (Febriansyah, 2010). However, Kuye and Sulaimon's (2011) findings show a significant connection between employee participation in decision-making and organizations' performance within the Nigerian manufacturing industry. Besides, previous research suggests that employee's perceived organizational support encourages a sense of supervisory support derived from their managers, making them more favorably disposed to reciprocate such support by exhibiting organizational citizenship behaviors (VanYperen, Van den Berg & Willering, 1999). As stated by Kim (2002), employee participation in decision-making enables employees to feel conscious of contributing to organizational performance, and it increases motivation that leads to their effectiveness and engagement in citizenship behaviors. The finding of Irawanto (2015) corroborates that employee participation in decision-making positively predicts organizational commitment and organizational citizenship behavior. Also, the investigation conducted by Ohana, Meyer, and Swaton (2013) shows that employee participation in decision-making increases employee's commitment to the organization, which shows through organizational citizenship behaviors. Ike, Ezeh, and Etodike (2017) show that EPDM increases significantly and positively correlated with OCBs, indicating that employee participation in decision-making increases within work organizations in Nigeria, engaging in organizational citizenship behaviors also increase. Also, the investigation

conducted by Adeniji (2011) emphasized that meeting the higher needs, for instance, the need for respect and recognition, motivates employees in the modern organization to engage in organizational citizenship behaviors.

The following hypothesis is hence derived from this literature:

**H<sub>1</sub>:** Employee participation in decision-making significantly predicts organizational citizenship behaviors within business organizations in Nigeria.

Studies have proposed that workers with elevated perceived organizational support levels are confident that their organization takes their well-being importantly. Hence, they contribute to the organization's progress with organizational citizenship behaviors (Eisenberger *et al.*, 2016). Some scholars have discovered that perceived organizational support influenced organizational citizenship behaviors (Chiang & Hsieh, 2012; Cheung, 2013) and employees' job satisfaction (Ngo *et al.*, 2013). In his study, Chan (2014) suggested that organizational support has a weak connection with organizational citizenship behaviors. In his study, Rageb *et al.* (2014) suggested that organizational support positively influences affective organizational commitment, regulating the connection between organizational support and organizational citizenship behavior. Besides, the literature review showed a range of findings on the influence of organizational support on organizational citizenship behaviors. For example, Chan (2014) found a weak and negative connection between organizational support and OCBs; whereas, Miao and Kim (2010) suggested a substantial and positive influence of organizational support on organizational citizenship behaviors and job satisfaction. Because of these inconsistencies, Ahmad and Omar (2015) suggested that more studies investigate possible reasons for these inconsistencies and bridge the empirical gap known in this area. Hence, in their study, the stepwise regression analysis done by Singh *et al.* (2015) showed that perceived organizational support significantly predicts organizational citizenship behavior. Ali *et al.* (2018) suggest that a high level of perceived organizational support results in increased organizational citizenship behaviors. They inferred that perceived organizational support is a vital predictor of organizational citizenship behaviors. Siregar and Hadiyani (2019) support this assertion, as they posited that perceived organizational support significantly and positively influences organizational citizenship behaviors within work organizations.

Also, this literature has inspired the following tentative statement:

**H<sub>2</sub>:** Perceived organizational support significantly predicts organizational citizenship behaviors within business organizations in Nigeria.

Studies show that age may influence the display of organizational citizenship behaviors within an organization, as younger employees (as opposed to older employees) tend to have more need for success and achievement than relationships (Gyekye *et al.*, 2015). Therefore, employee behavior tends to vary from contending to helping as they increase in age (Chou & Pearson 2011). Ng and Feldman (2008) indicated a positive and significant connection between organizational citizenship behavior and age. Dudley, Orvis, Lebiecki, and Cortina (2006) suggest that years of education positively influence conscientiousness. Hence, Ng and Feldman (2008) corroborated this by suggesting that organizations frequently use educational attainments as a selection measure because the right level of education reflects ethical values connected to citizenship behaviors. Ng and Feldman (2008) further indicated that very educated staffs show higher creativity levels and display more citizenship behaviors than their less-educated counterparts.

Nevertheless, this result has lately been challenged in research by Pavalache-Ilie (2014), who noted that advanced education levels tend to bring about reduced engagement in organizational citizenship behaviors. A possible reason for this dichotomy was postulated by Bergeron *et al.* (2013), who suggested that employees who have higher education degree qualifications tend to prioritize behaviors that tend to lead to career progression and

promotion instance, task performance. Research indicates that the number of years of work experience and OCBs seems to rely on two universal assumptions: Firstly, employees with long years of work experience are more competent and perform better than their colleagues with shorter years of work experience. Secondly, the organization indirectly assumes that these experienced staff members would socialize with, guide, and help the less experienced employees (Van Knippenberg, Van Prooijen & Sleebos 2015). However, the literature mostly appears to testify a positive association between years of work experience and organizational citizenship behaviors within Nigeria's work organizations (Ehigie & Otukoya 2005; Chou & Pearson 2011). However, recently, non-significant differences have been reported between years of work experience, tenure, and organizational citizenship behaviors within different cultural circumstances (Tan *et al.*, 2014). The study of Mitonga-Monga, Flotman, and Cilliers (2017) suggested that educational qualification, age, and organizational tenure positively predicted employees' level of organizational citizenship behaviors.

These views have stimulated the following hypothesis:

**H<sub>3</sub>:** Employee's demographic factors significantly predict organizational citizenship behaviors within business organizations in Nigeria.

### **Methods**

The current paper adopted a quantitative research approach to investigate employee participation in decision-making and perceived organizational support as predictors of organizational citizenship behaviors within Nigeria's business organizations.

The present paper utilized a survey research method. The present researcher gathered data through a self-administered instrument, namely, a questionnaire, an official list of questions designed to collate participants' responses on a specific topic (Babbie & Mouton, 2010). Furthermore, the participants of this paper included 600 workers from selected business organizations in the south-west, Nigeria, sampled in Lagos State (from Lagos Island, IBFC *Alliance* Training Limited, and Nextzon Business Services Limited, while from Ikeja, Guarantee Trust Bank Plc and Oparah Realty), Oyo State (from Ibadan, Credit Capital Limited and Pixels Photography Service Limited, whereas from Ogbomosho, Shine Agricultural Company Ltd, and New Vision Microfinance Bank Limited), Ogun State (from Abeokuta, Applefield Consult Technologies and 720 Degree Innovation Hub, while from Ijebu Ode, Deus Patriarch Nigeria Limited and Consolidated Breweries Plc).

### **Instrumentation**

The questionnaire used in measuring the constructs under study comprised different segments.

#### **Section A: Demographic Questions**

This section is for the participants' demographic data (age, gender, religion, educational qualifications, marital status, and work experience in years).

#### **Section B: Employee Participation in Decision Making**

The present researcher adapted a 5-item measuring scale developed by Minchello (1985) as the EPDM scale. The initial Cronbach's alpha of the 5-item scale was 0.85. This scale consists of a seven-scale Likert format of strongly agree (7), moderately agree (6), slightly agree (5), neither agree nor disagree (4), slightly disagree (3), moderately disagree (2), strongly disagree (1). The researcher realized a Cronbach's alpha coefficient of 0.90 for this scale's reliability in the current investigation.

#### **Section C: Perceived Organisational Support**

This 16-item POS scale was developed by Eisenberger *et al.* (1986), having a Cronbach's alpha of 0.95. The response format for the scale consisted of a 7-point Likert type ranging from strongly disagree (0), moderately disagree (1), slightly disagree (2), neither agree nor disagree (3), slightly agree (4), moderately agree (5), and strongly agree (6). The reliability of this scale, in this paper, is Cronbach's alpha coefficient 0.91.

### ***Section D: Organisational Citizenship Behaviours***

In measuring organizational citizenship behaviors in the present investigation, the present investigator adopted the Podsakoff *et al.* (1990)'s 24-item measuring scale, which comprises a five-point Likert format, namely, strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) and strongly agree (5). This measuring scale contains five subscales that purport to measure organizational citizenship behavior's five dimensions, namely, Conscientiousness, Altruism, Courtesy, Sportsmanship, and Civic virtue. As stated by the measuring scale's originator, the Cronbach's Alpha coefficient for the whole scale was 0.85. Furthermore, the originator arrived at 0.67 Cronbach's co-efficient regarding the five items for conscientiousness dimension, 0.71 for the five items for sportsmanship dimension, 0.67 for the four items concerning civic virtue dimension, 0.76 for the five items for courtesy dimension, and 0.71 for the five items measuring the altruism dimension. The Cronbach's alpha coefficient for the reliability of this scale, in the present investigation, is 0.89. To validate the measuring scales' efficiency, the current researcher adopted a pilot study to detect any possible hitches beforehand.

### **Research procedure**

The current researcher chooses some business organizations in Nigeria to examine EPDM and POS as predictors of OCBs. The current researcher conducted a pilot study on the questionnaire for sieving information from the participants to get it fit for use. The current researcher distributed 600 questionnaires to participants from twelve (12) business organizations across some south-western states (Lagos, Oyo, and Ogun) of Nigeria. The current researcher sought four (4) business organizations from each of these states. Hence, the present researcher sought fifty (50) respondents from each of the selected business organizations in a state, making a total of two-hundred (200) respondents from each state: (Lagos Island, Ikeja; Ibadan north-west, Ibadan south-west; Abeokuta, and Ijebu Ode) in Lagos, Oyo, and the Ogun States, respectively. The current researcher assured the bank employees' anonymity was well-maintained in the inquiry process as inclusive of the primary research; for instance, the current researcher provided boxes for the participants to drop their completed questionnaires, which protected the interests and image of the participants. The current researcher retrieved a total number of 569 valid questionnaires, and these questionnaires were analyzed.

### **Results**

The current researcher utilized the statistical package for social sciences (SPSS v 26) in analyzing the data sieved from the respondents. The current researcher inspected and cleaned the retrieved data before proceeding to the analysis. This paper presents the current results:

*Table 1: Demographic variables*

Characteristics	Category	Frequency	Percent (%)
Gender	Male	294	51.7
	Female	275	48.3
	<b>Total</b>	<b>569</b>	<b>100</b>
Age	20-34	138	24.3
	35-49	238	41.8
	50 and Above	193	33.9
	<b>Total</b>	<b>569</b>	<b>100</b>
Marital Status	Single	218	38.3
	Married	351	61.7
	Separated	-	-
	Divorced	-	-
	<b>Total</b>	<b>569</b>	<b>100</b>
Religion	Christianity	339	59.6
	Islam	230	40.4
	Others	-	-
	<b>Total</b>	<b>537</b>	<b>100</b>
Educational Qualification	Other Higher Professional Qualifications	176	30.9
	MSc/MBA	284	49.9
	HND/BSc	109	19.2
	<b>Total</b>	<b>569</b>	<b>100</b>
Name of Organisation	IBFC Alliance Training Limited	49	8.6
	Guarantee Trust Bank Plc	48	8.4
	Credit Capital Limited	49	8.6
	Shine Agricultural Company Ltd	46	8.1
	Oparah Realty	48	8.4
	Nextzon Business Services Limited	46	8.1
	Applefield Consult Technologies	47	8.3
	Pixels Photography Service Limited	48	8.4
	Consolidated Breweries Plc	50	8.8
	New Vision Microfinance Bank Limited	47	8.3
	Deus Patriarch Nigeria Limited	45	7.9
	720 Degree Innovation Hub	46	8.1
	<b>Total</b>	<b>569</b>	<b>100</b>
	Work Experience	1-5 years	179
6-10 years		223	39.2

	11 years & Above	167	29.3
	<b>Total</b>	<b>569</b>	<b>100</b>

**Source: Author's fieldwork**

Table 1 displays the respondents' demographics and the frequency and percentage of responses to the questionnaire.

**Inferential Statistics (Hypothesis testing)**

**Table 2: Coefficients**

Coefficients									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	41.458	5.454		7.602	.000	30.746	52.171		
Gender	-.609	.938	-.027	-.649	.517	-2.451	1.234	.868	1.152
Age	1.292	.613	.087	2.108	.036	.088	2.496	.887	1.127
Marital Status	1.176	.966	.051	1.217	.224	-.722	3.073	.865	1.156
Religion	1.295	.936	.056	1.382	.167	-.545	3.134	.903	1.107
Educational Qualification	-1.583	.699	-.098	-2.263	.024	-2.957	-.209	.801	1.249
Name of Organisation	.139	.127	.043	1.090	.276	-.111	.389	.987	1.013
Work Experience (in years)	1.008	.625	.070	1.613	.107	-.219	2.234	.805	1.242
Employee Participation in Decision Making	.760	.127	.235	5.985	.000	.511	1.010	.979	1.022
Perceived Organisational Support	.294	.060	.197	4.895	.000	.176	.411	.934	1.071

a. Dependent Variable: Organizational Citizenship Behavior

**Source: Author's results**

From table 2, the model shows that both employee participation in decision-making and perceived organizational support positively and significantly predict organizational citizenship behaviors at ( $\beta = .235$ ;  $\beta = .197$ ), respectively. The model shows that out of all the demographic factors exposed to analysis, only age and educational qualification significantly predict the variation in OCBs within the business organization in Nigeria ( $\beta = .087$ ;  $\beta = -.098$ ), respectively.



**Table 2.1: Summary of the multiple regression table showing the values of the model**

	R <sup>2</sup>	β	B	Standard Error (SE)
<b>Confidence Interval (CI) for 95% (B)</b>				
<b>Model</b>	.157			
Age .088 /2.496	.087		1.292	.613
Educational qualification -2.957 /-.209	-.098		-1.583	.699
Employee participation in decision-making .511 /1.010	.235		.760	.127
Perceived Organisational Support .176 / .411	.197		.294	.060

The results shown in table 2.1 indicate that employee participation in decision-making, perceived organizational support, and employees' demographic factors (age and educational qualification) significantly jointly predict organizational citizenship behaviors within business organizations in Nigeria ( $R^2 = .157$ ). This result infers that employee participation in decision-making, perceived organizational support, and employees' demographic factors (age and educational qualification) as variable factors contribute about a 16% change in the entire OCBs of employees within business organizations in Nigeria. However, employee participation in decision-making contributes 24% variance in the organizational citizenship behaviors, whereas perceived organizational support independently contributes 20% of the organizational citizenship behaviors variance. Age independently contributes 9% influence on organizational citizenship behaviors, whereas educational qualification independently contributes 10% change in employees' organizational citizenship behaviors within business organizations in Nigeria. Notably, educational qualification negatively predicts organizational citizenship behaviors, demonstrating that a higher level of employee's educational qualification will lower their possibilities of engaging in organizational citizenship behaviors within Nigeria's business organizations and vice versa.

However, it is imperative to know if there is a substantial difference between possible model factors (age groups and educational qualification). Therefore, a stepwise one-way ANOVA analysis is expedient.

**Table 3: One-Way ANOVA (between age groups and levels of educational qualification)**

<b>ANOVA</b>					
<b>OCB</b>					
<b>(between age groups)</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	6768.123	2	3384.062	29.378	.000
Within Groups	65196.864	566	115.189		
Total	71964.988	568			
<b>(educational qualification groups)</b>					

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	1041.650	2	520.825	4.156	.016
<b>Within Groups</b>	70923.338	566	125.306		
<b>Total</b>	71964.988	568			

**Source: Author's results**

Table 3 shows a substantial difference in age groups and educational qualification groups on organizational citizenship behaviors within Nigeria's business organizations ( $p < .05$ ). However, this does not specify the possible differences within each set of groups. The statistical implication of the variances between each pair of groups is delivered in table 4 multiple comparisons:

**Table 4: Multiple Comparisons (age groups and educational qualification groups)**

<b>Multiple Comparisons</b>						
Dependent Variable: Organizational Citizenship Behavior						
Tukey HSD						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
20-34	35-49	-8.77061*	1.14834	.000	-11.4691	-6.0721
	50 and Above	-4.93328*	1.19647	.000	-7.7449	-2.1217
35-49	20-34	8.77061*	1.14834	.000	6.0721	11.4691
	50 and Above	3.83733*	1.03962	.001	1.3943	6.2803
50 and Above	20-34	4.93328*	1.19647	.000	2.1217	7.7449
	35-49	-3.83733*	1.03962	.001	-6.2803	-1.3943
<b>*. The mean difference is significant at the 0.05 level.</b>						
(I) Educational Qualification	(J) Educational Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
OTHER HIGHER PROFESSIONAL QUALIFICATIONS	MSC/MBA	1.51168	1.07387	.338	-1.0118	4.0352
	HND/BSC	3.93380*	1.36439	.011	.7276	7.1400
MSC/MBA	OTHER HIGHER PROFESSIONAL QUALIFICATIONS	-1.51168	1.07387	.338	-4.0352	1.0118
	HND/BSC	2.42212	1.26128	.134	-.5417	5.3860
HND/BSC	OTHER HIGHER PROFESSIONAL QUALIFICATIONS	-3.93380*	1.36439	.011	-7.1400	-.7276
	MSC/MBA	-2.42212	1.26128	.134	-5.3860	.5417

**\*. The mean difference is significant at the 0.05 level.**

\* Other higher professional qualification (for instance, Institute of Chartered Accountants of Nigeria (ICAN); Associate of Chartered Certified Accountant (ACCA); Chartered Institute of Personnel Management (CIPM) \* Masters of Science (MSC); Masters of Business Administration (MBA); Higher National Diploma (HND); and \* Bachelors of Science (BSC).

**Source: Author's results**

Table 4 shows that age groups 1 (20-34 years old), 2 (35-49 years old), and 3 (50 years old and above) are all considerably different from one another at  $p < .05$  level. These results then infer that all three groups differ considerably in their engagement in organizational citizenship behaviors within Nigeria's business organizations.

Furthermore, table 4 reveals that educational qualification group 1 (Employees certified with other higher professional qualifications) and group 2 (Employees who are MSC and MBA certified) are not significantly different from each other at  $p > .05$  level. Group 1 significantly from group 3 (Employees with HND and BSC) about their engagement in organizational citizenship behaviors at  $p < .05$ . The table also shows that group 2 and group 3 are not significantly different at  $p > .05$  regarding their engagement in organizational citizenship behaviors.

Table 5 shows the actual variance in the mean scores of all the sets of groups. These scores should corroborate the differences explained above.

**Table 5: Descriptive**

Descriptive								
Organizational Citizenship Behavior								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<b>20-34</b>	138	72.6159	10.84686	.92335	70.7901	74.4418	50.00	97.00
<b>35-49</b>	238	81.3866	10.37045	.67222	80.0623	82.7108	55.00	104.00
<b>50 and above</b>	193	77.5492	11.08438	.79787	75.9755	79.1229	46.00	105.00
<b>Total</b>	569	77.9578	11.25606	.47188	77.0310	78.8847	46.00	105.00
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<b>OTHER HIGHER PROFESSIONAL QUALIFICATIONS</b>	176	79.4659	11.28989	.85101	77.7863	81.1455	46.00	104.00
<b>MSC/MBA</b>	284	77.9542	11.27310	.66894	76.6375	79.2709	50.00	105.00
<b>HND/BSC</b>	109	75.5321	10.82399	1.03675	73.4771	77.5871	52.00	103.00

<b>Total</b>	569	77.9578	11.2560 6	.47188	77.0310	78.8847	46.00	105.00
--------------	-----	---------	--------------	--------	---------	---------	-------	--------

**Source: Author's results**

Table 5 corroborates the fact that a substantial variance exists between the mean scores of age group 1 (mean=72.62), group 2 (mean=81.39), and group 3 (mean=77.55). Furthermore, table 5 reveals results that corroborate the fact that a significant difference exists between the mean scores of these three groups of educational qualification: group 1 (mean= 79.47), group 2 (mean=77.95), and group 3 (mean=75.53).

Concerning the effect size, which is the strength of the difference between the impact of these demographics on OCBs, the following formula is adopted (Cohen, 1998, p. 284-287):

**Sum of squares between groups**

**Eta Squared = Total sum of squares**

The current researcher determined the effect of the difference between the demographic variable groups on organizational citizenship behaviors within the business organizations in Nigeria according to Cohen's (1998, p. 284-287) classification of effect sizes: .01 as a small effect, .06 as a medium effect and .14 as a large effect. Hence, the following effect sizes are determined:

(a) For age groups (see table 3 above):

$$\text{Eta Squared} = \frac{6768.123}{71964.988} = .09$$

(b) For educational qualification groups (see table 3 above):

$$\text{Eta Squared} = \frac{1041.650}{71964.988} = .01$$

The results above suggest a statistically substantial difference at  $p < .05$  in organizational citizenship behaviors for the three age groups:  $F(2, 566) = 29.38, p < .05$ . The effect size for the age groups calculated, using the eta squared, was .09, which indicates a significant difference between age groups, which moderately influence organizational citizenship behaviors within business organizations in Nigeria. Nevertheless, the findings suggest that 35-49 years old will probably involve more in organizational citizenship behaviors than their younger colleagues (for instance, those 20-34 years old) and employees who are 50 years old and above within business organizations in Nigeria. Also, employees within business organizations in Nigeria who are 50 years old and older engage more in OCBs than their younger counterparts (for instance, those 20-34 years old). Notably, the results show that group 2 (employees who are 35-49 years old) has a mean score of ( $M = 81.39$ ) compared to that of group 1 (employees who are 20-34 years old) with a mean score of ( $M = 72.62$ ) and group 3 (employees who are 50 years old and above) with a mean score of ( $M = 77.55$ ). Hence, age significantly and positively predicts organizational citizenship behaviors ( $\beta = .087, p < .05$ ) within business organizations in Nigeria.

The results above indicate a statistically noteworthy difference at  $p < .05$  in organizational citizenship behaviors for two of the three levels of educational qualification groups:  $F(2, 566) = 4.16, p < .05$ . The effect size calculated was .01, which specifies a little difference between educational qualification levels and influences organizational citizenship behaviors within Nigeria's business organizations. The findings then indicate that employees with higher professional qualifications other than the first- and second-degree qualifications are significantly different from those who are HND/BSC qualified in the engagement in or disengagement from organizational citizenship behaviors but do not differ those who are MSC/MBA certified. However, as mentioned earlier in table 2.1, employees' educational qualifications negatively predict organizational citizenship behaviors ( $\beta = -.098$ ). Hence,

employees with higher professional qualifications other than the first- and second-degree qualifications will significantly be less disposed to engage in organizational citizenship behaviors than their colleagues who have MSC/MBA and HND/BSC levels of educational qualification.

Moreover, these results are also revealed in the Post-hoc comparisons using the Turkey HSD test, which indicates the mean scores of the groups: group 1 (Employees with other higher professional qualifications -  $M = 79.47$ ), group 2 (Employees who are MSC and MBA certified -  $M = 77.95$ ) and group 3 (Employees with HND and BSC -  $M = 75.53$ ). Besides, the results indicate no substantial variance in how MSC and MBA certified employees engage in organizational citizenship behaviors compared to their counterparts who are HND and BSC qualified. Hence, educational qualification meaningfully and negatively predicts OCBs ( $\beta = -.098$ ,  $p < .05$ ) within Nigeria's business organizations.

### **Discussion**

The results above showed that employee participation in decision-making significantly predicts organizational citizenship behaviors within Nigeria's business organizations. Table 2 reveals the result, which submits that employees within the business organizations in Nigeria would continue to engage in organizational citizenship behaviors as their organizations allow them to participate in decision-making ( $\beta = .235$ ,  $p < .05$ ). As mentioned above, Maslow's needs theory explains the motivation and spurring of intentional behavior that employees display. Hence, by achieving the esteem needs of being acknowledged by the organization in making them participate in decision-making, employees tend to exercise some positive behaviors, for instance, organizational citizenship behaviors (Badubi, 2017). This paper confirms the needs theory's position on the influence of employee participation in decision-making on organizational citizenship behaviors. Also, Ike, Ezech, and Etodike (2017), as earlier mentioned, maintain that employee participation in decision-making significantly positively correlated organizational citizenship behaviors, indicating that as it increases within a work organization, engaging in organizational citizenship behavior also increases. Besides, as aforementioned, Adeniji (2011) amply emphasized that meeting the advanced needs, for instance, the need for respect and acknowledgment, motivates employees in the modern organization to engage in organizational citizenship behaviors. The present result is corroborated by Irawanto (2015) research finding, which posits that employee participation in decision-making achieves positive organizational commitment and organizational citizenship behavior.

Furthermore, the results specified above showed that perceived organizational support predicts organizational citizenship behaviors within Nigeria's business organizations. This result is in table 2, which suggests that employees within the business organizations in Nigeria would continue to involve in OCBs as much as they get proper support from these organizations. Also, as stated earlier, the ideology of exchange (exchange theory) and reciprocity (norms) innate in the concept of organizational support makes employees feel gratified to recompense the treatment of the organization (Eisenberger *et al.*, 2001). Going by the reciprocity norm innate in the *SET*, perceived organizational support generates apparent obligations amongst workers to be keen about their well-being and support its goals. Hence, this support comes through citizenship behaviors (Eisenberger *et al.*, 2001). Thus, workers could have more perceived organizational support and exhibit more citizenship behaviors based on the magnitude of value their organizations place on them and their organizations' provisions (Brinkmann & Stapf, 2005).

Furthermore, as earlier noted, the two-factor theory states that intrinsic factors (motivation factors) are those factors that increase employees' satisfaction. In contrast, extrinsic factors (hygiene factors) are those factors capable of avoiding employees' dissatisfaction. Hence, to increase employee citizenship behaviors within an organization, motivation factors must

abound because they improve employees' effectiveness and organizational citizenship behaviors (Yusoff *et al.*, 2013). This paper corroborates the positions of *SET* and the two-factor theory on the influence of perceived organizational support on organizational citizenship behaviors. Also, Eisenberger *et al.* (2016), as earlier mentioned, sustain the fact that workers who perceive significant support from their organization believe the organization takes their well-being importantly; hence, they contribute to the organization's progress with organizational citizenship behavior. Likewise, as earlier mentioned, Chiang and Hsieh's (2012) investigations and Cheung (2013) concluded that perceived organizational support positively influenced employees' organizational citizenship behaviors. This finding supports Rageb *et al.*'s (2014) assertion, who suggested that organizational support positively predicts organizational citizenship behaviors. The result of the present investigation is also supported by Miao and Kim (2010), who suggested a substantial and positive perceived organizational support influence on OCB and job satisfaction. Besides, the current finding is sustained by Singh *et al.* (2015), who posited that perceived organizational support significantly and positively predicts organizational citizenship behaviors. The present result is further corroborated by the research finding of Ali *et al.* (2018), who mentioned that perceived organizational support is a vital predictor of organizational citizenship behaviors; and Siregar and Hadiyani (2019), who posited that perceived organizational support positively and significantly influence organizational citizenship behaviors within work organizations.

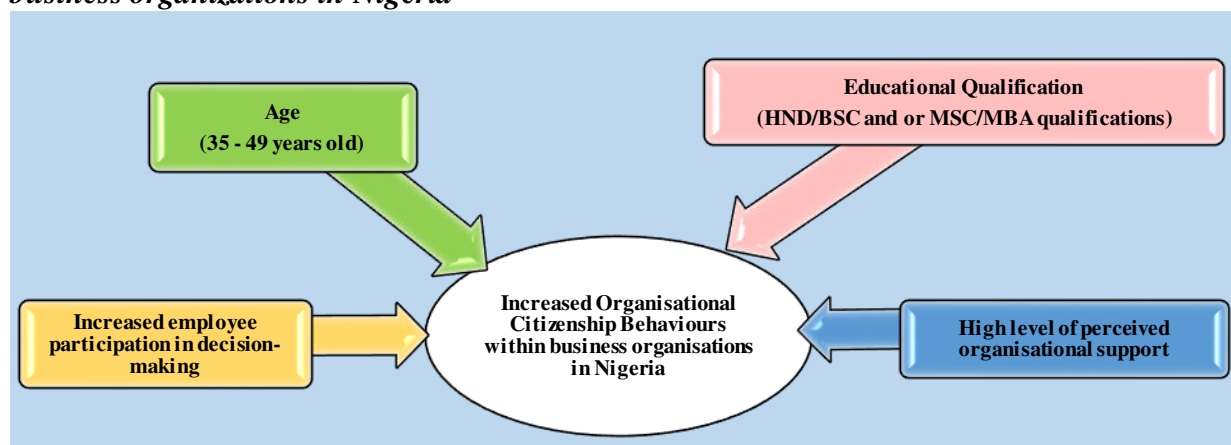
The current paper's findings show that age and educational qualification are employees' demographic factors that significantly predict organizational citizenship behaviors within Nigeria's business organizations. These results further stated that age positively predicts organizational citizenship behaviors, whereas educational qualification negatively predicts it. This finding infers that older employees (for instance, 35-49 years old) engage more in organizational citizenship behaviors than their younger counterparts (for example, 20-34 years old) within Nigeria's business organizations. The present result is corroborated by Ng and Feldman (2008), who posited that age significantly and positively influences organizational citizenship behaviors. However, the results further expatiated that employees who are 35-49 years old ( $M = 81.39$ ) participate more in organizational citizenship behaviors than their older counterparts who are 50 years old and above ( $M = 77.55$ ). This outcome partially diverges from the assertion of Gyekye *et al.* (2015) and Chou and Pearson (2011), who suggested that as younger employees (as opposed to older employees) lean towards having more need for success and achievement than for relationship, hence, with age increase, employee behavior inclines toward varying from contending to helping. Hence, middle-aged (35-49 years old) employees engage more in citizenship behavior ( $Mean = 81.39$ ) within the business organizations in Nigeria compared to their older counterparts ( $Mean = 77.55$ ) who are 50 years old and above.

The above-stated result shows that the less likely they will be to engage in OCBs within the business organizations in Nigeria, the advanced level of the employees' education. The results expatiate on the influence of employees' education level, stating that employees who have higher professional qualifications other than the first- and second-degree will be significantly less disposed to engage in organizational citizenship behaviors against their contemporaries who have MSC/MBA and HND/BSC qualifications. This finding does not support Ng and Feldman's (2008) position, who indicated that very educated employees demonstrate more significant ingenuity and exhibit more citizenship behaviors than their less-educated counterparts. Nevertheless, this current result corroborates Pavalache-Ilie (2014) finding that advanced education levels result in lower organizational citizenship behaviors. As mentioned earlier, Bergeron *et al.* (2013) noted a potential cause for this result: workers with advanced

education degrees appear to be more focused on behaviors that lead to career progression and promotion, such as task performance.

Therefore, the results in table 2 have responded to the three propositions of the present paper. They responded to the first proposition: employee participation in decision-making significantly predicts organizational citizenship behaviors within Nigeria's business organizations. The results also responded to the second proposition, which says that perceived organizational support significantly predicts organizational citizenship behaviors within Nigeria's business organizations. The specified results also responded to the third hypothesis, which states that employees' demographic factors significantly predict organizational citizenship behaviors within Nigeria's business organizations. Moreover, these results have also met the first and second objectives of the present paper. The current results have also met the paper's third objective, which is to develop an empirical model useful for effectively encouraging and increasing organizational citizenship behaviors within business organizations in Nigeria. This result reflects in figure 1.

**Figure 1: Practical model of increasing organizational citizenship behaviors within the business organizations in Nigeria**



### **Practical implications**

The current paper's findings indicate that employee participation in decision-making positively and significantly predicts organizational citizenship behaviors within business organizations in Nigeria. Hence, growing employee participation in decision-making increases supports for employees and trust in their managers. It also acts as a psychological incentive, promoter of respect, and recognition of their value/inputs to the organization. As a result, the employees' propensity towards organizational citizenship behaviors in favor of the organization increases. Organizational managers and human resources practitioners should encourage eliciting employees' organizational citizenship behaviors and discretionary behaviors that promote organizational success. Thus, participative management remains a pertinent and unavoidable tool in any business organization in Nigeria and its entire economic/geographic areas. Besides, organizations can apply employee participation in decision-making theory (for instance, the needs theory) to enhance and sustain employee engagement in organizational citizenship behaviors and other positive attitudes towards the organization.

Furthermore, the present paper's results suggest that employees' perceived organizational support significantly and positively predicts organizational citizenship behaviors within business organizations in Nigeria. The current paper's findings practically leave a message and direction for managers who want to increase employee engagement in citizenship behavior. These results further highlight that managers should support employees and provide a work environment where their well-being (happiness) cultivates and flourishes, as these forms of support increase employees' citizenship behavior. Besides, organizations can apply

the perceived organization support theories (for instance, the *SET* and the two-factor theory) to enhance the employees' confidence, positive attitude towards the organization, loyalty, and performance.

Age and educational qualifications significantly predict organizational citizenship behaviors within business organizations in Nigeria. These findings can thus be a source of applied strategies for recruitment and employment practices, as well as help to state the role that more middle-aged (35-49 years old) employees, who have a fundamental educational qualification (for instance, first degree) could play in achieving increased engagement in organizational citizenship behaviors. The current results also imply organizational managers and human resources practitioners' working towards reducing the negative stereotyping of older workers, who probably have higher educational qualifications. This reduction comes by upholding appropriate social support and relationship exchanges that inspire motivation, happiness, and, consequently, citizenship behaviors. However, the present paper's findings produced valued new knowledge concerning demographics' influence on organizational citizenship behavior in an unstable emerging economy, such as that of Nigeria.

The current paper has examined employee participation in decision-making and perceived organizational support as predictors of organizational citizenship behaviors within Nigeria's business organizations, and its findings are enumerated above. However, further studies should include employees within business organizations in other regions of the nation. Prospective investigations should also espouse a mixed-method approach in making information on the phenomenon under investigation more robust.

### **Conclusion**

Based on this paper's results, employee participation in decision-making and perceived organizational support positively and significantly predict organizational citizenship behaviors within Nigeria's business organizations. The paper further shows that employees' age significantly predicts organizational citizenship behavior, whereas educational qualification significantly and negatively predicts organizational citizenship behaviors within the business organizations in Nigeria. Hence, this paper would like to assert that employee participation in decision-making and perceived organizational support positively predict organizational citizenship behaviors within Nigeria's business organizations. Employees' age positively predicts organizational citizenship behaviors, while their educational qualification negatively predicts it within Nigeria's business organizations. Furthermore, this paper concludes that employee participation in decision-making, perceived organizational support, and demographic variables significantly predict organizational citizenship behaviors within Nigeria's business organizations.

### **References**

1. Adeniji, A. A. (2011). Organizational climate as a predictor of employee job satisfaction: Evidence from Covenant University. *Business Intelligence Journal*, 4(1), 151-166.
2. Ahmad, A., & Omar, Z. (2015). Improving organizational citizenship behavior through spirituality and work engagement. *American Journal of Applied Sciences*, 12(3), 200.
3. Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: A literature survey approach. *Journal of Management Development*,
4. Ali, F. H., Rizavi, S. S., Ahmed, I., & Rasheed, M. (2018). Effects of perceived organizational support on organizational citizenship behavior-sequential mediation by



- well-being and work engagement. *Journal of the Punjab University Historical Society*, 31(1)
5. Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2008). Factors impacting the perceived organizational support of IT employees. *Information & Management*, 45(8), 556-563.
  6. Babbie, E., & Mouton, J. (2010). *The practice of social research*. (10th Ed.), the Republic of South Africa, Oxford University Press, Southern Africa.
  7. Badubi, R. M. (2017). Theories of motivation and their application in organizations: A risk analysis. *International Journal of Innovation and Economic Development*, 3(3), 43-50.
  8. Bergeron, D. M., Shipp, A. J., Rosen, B., & Furst, S. A. (2013). Organizational citizenship behavior and career outcomes: The cost of being a good citizen. *Journal of Management*, 39(4), 958-984.
  9. Brinkmann, R. D., & Stapf, K. H. (2005). *Internal Dismissal: when the job becomes a facade*. CH Beck.
  10. Chan, S. Y. (2014). *The Relationship between Work Engagements, Perceived Organizational Support, and Organizational Citizenship Behaviour in Zun Utara Industry Sdn.Bhd*. (Doctoral dissertation, Universiti Utara Malaysia).
  11. Cheung, M. F. (2013). The mediating role of perceived organizational support in interpersonal and informational justice on organizational citizenship behaviors. *Leadership & Organization Development Journal*,
  12. Chiang, C., & Hsieh, T. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190.
  13. Chou, S. Y., & Pearson, J. (2011). A demographic study of information technology professionals' organizational citizenship behavior. *Journal of Management Research*, 3(2), 1.
  14. Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. M. (2006). A meta-analytic investigation of conscientiousness in predicting job performance: Examining the inter-correlations and the incremental validity of narrow traits. *Journal of Applied Psychology*, 91(1), 40.
  15. Ehigie, B. O., & Otukoya, O. W. (2005). Antecedents of organizational citizenship behavior in a government-owned enterprise in Nigeria. *European Journal of Work and Organizational Psychology*, 14(4), 389-399.
  16. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42.
  17. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.
  18. Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing perceived organizational support to enhance employee engagement. *Society for Human Resource Management and Society for Industrial and Organizational Psychology*, 2, 22.
  19. Febriansyah, H. (2010). Endorsing employee engagement through the human capital approach. Empirical research. Paper presented at the *11th International Conference Ankara, Turkey, Social Responsibility, Professional Ethics, and Management Proceedings*. Austria: University of Innsbruck,

20. Fuller, J. B., Barnett, T., Hester, K., & Relyea, C. (2003). A social identity perspective on the relationship between perceived organizational support and organizational commitment. *The Journal of Social Psychology, 143*(6), 789-791.
21. Gyekye, S. A., & Haybatollahi, M. (2015). Organizational citizenship behavior. *International Journal of Organizational Analysis,*
22. Han, T., Chiang, H., & Chang, A. (2010). Employee participation in decision making, psychological ownership, and knowledge sharing: Mediating role of organizational commitment in Taiwanese high-tech organizations. *The International Journal of Human Resource Management, 21*(12), 2218-2233.
23. Ike, P. R., Ezeh, L., & Etodike, C. E. (2017). Employee participation in decision making: A correlate of employee citizenship behavior and counterproductive workplace behavior. *International Journal of Academic Research in Business and Social Sciences, 7*(7), 2222-6990.
24. Irawanto, D. W. (2015). Employee participation in decision-making: Evidence from a state-owned enterprise in Indonesia. *Management-Journal of Contemporary Management Issues, 20*(1), 159-172.
25. Kim, S. (2002). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review, 62*(2), 231-241.
26. Kuye, L. O., & Sulaimon, A. A. (2011). Employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. *Serbian Journal of Management, 6*(1), 1-15.
27. Miao, R., & Kim, H. (2010). Perceived organizational support, job satisfaction, and employee performance: A Chinese empirical study. *Journal of Service Science and Management, 3*(02), 257.
28. Ng, T. W., & Feldman, D. C. (2008). The relationship of age to ten dimensions of job performance. *Journal of Applied Psychology, 93*(2), 392.
29. Ngo, H., Loi, R., Foley, S., Zheng, X., & Zhang, L. (2013). Perceptions of organizational context and job attitudes: The mediating effect of organizational identification. *Asia Pacific Journal of Management, 30*(1), 149-168.
30. Ohana, M., Meyer, M., & Swaton, S. (2013). Decision-making in social enterprises: Exploring the link between employee participation and organizational commitment. *Non-profit and Voluntary Sector Quarterly, 42*(6), 1092-1110.
31. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
32. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences* Sage Publications.
33. Paul, R. J., Niehoff, B. P., & Turnley, W. H. (2000). Empowerment, expectations, and the psychological contract—managing the dilemmas and gaining the advantages. *The Journal of Socio-Economics, 29*(5), 471-485.
34. Pavalache-Ilie, M. (2014). Organizational citizenship behavior, work satisfaction, and employees' personality. *Procedia-Social and Behavioural Sciences, 127*(1983), 489-493.
35. Rageb, M. A., Mohamed Abd-el-Salam, E., El-Samadicy, A., & Farid, S. (2014). Organizational commitment. *Job Satisfaction and Job Performance as a Mediator between Role Stressors and Turnover Intentions. A Study from an Egyptian Cultural Perspective, IJBED, 1*(1)
36. Robbins, S. P. (2009). Organizational behavior: International version, 13/E. E: Pearson Higher Education,

37. Saif, S. K., Nawaz, A., & Jan, F. A. (2012). Predicting job-satisfaction among the academicians of universities in KPK, Pakistan. *Industrial Engineering Letters*, 2(2), 34-45.
38. Scott-Ladd, B., & Marshall, V. (2004). Participation in decision making: A matter of context? *Leadership & Organization Development Journal*,
39. Singh, A. K., Singh, A. P., Kumar, S., & Gupta, V. K. (2015). Role of perceived organizational support in the relationship between role overload and organizational citizenship behavior—*Journal of the Indian Academy of Applied Psychology*, 41(1), 77.
40. Siregar, H. M. S., & Hadiyani, S. (2019). The influence of perceived organizational support on organizational citizenship behavior to employees of PT. Pelabuhan Indonesia I (persero). *Engineering and Science*, 4(2), 325-326.
41. Tan, Y. H. & Mansor, N. N. A. (2014). Role of OCB and demographic factors in the relationship between motivation and employee performance. *Intangible Capital*, 10(3), 425-447.
42. Van Knippenberg, D., Van Prooijen, J., & Sleebos, E. (2015). Beyond social exchange: Collectivism's moderating role in the relationship between perceived organizational support and organizational citizenship behavior. *European Journal of Work and Organizational Psychology*, 24(1), 152-160.
43. VanYperen, N. W., Van Den Berg, Agnes E, & Willering, M. C. (1999). Towards a better understanding of the link between participation in decision-making and organizational citizenship behavior: A multilevel analysis. *Journal of Occupational and Organizational Psychology*, 72(3), 377-392.
44. Vroom, V. H., & Jago, A. G. (1974). *Decision-Making as a Social Process: Normative and Descriptive Models of Leader Behaviour*.
45. Yusoff, W. F. W., Kian, T. S., & Idris, M. T. M. (2013). Herzberg's two factors theory on work motivation: Does it work for today's environment. *Global Journal of Commerce and Management*, 2(5), 18-22.
46. Zainuddin, S., & Isa, R. C. (2011). The role of organizational fairness and motivation in the relationship between budget participation and managerial performance: A conceptual paper. *Australian Journal of Basic and Applied Sciences*, 5(12), 641-648.