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PREDICTIVE ROLES OF PSYCHOLOGICAL CONTRACT BREACH, PERSON-ENVIRONMENT CONGRUENCE AND WORK-LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG WORKERS

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ABSTRACT

The study investigated the predictive roles of psychological contract breach, person-environment congruence and work-life balance on organizational citizenship behaviour among workers after removing the effects of job satisfaction, age, and work experience. The research aimed to examine if there will be a positive relationship between psychological contract fulfillment on Organizational Citizenship Behaviour (OCB); to investigate whether there will be a positive relationship between Person Organization Fit (PO-FIT) and Organizational Citizenship Behaviour (OCB); to know whether there will a positive relationship between Person Job Fit (PJ-FIT) and Organizational Citizenship Behaviour (OCB); and to examine if Work-Life Balance will have a positive relationship with Organizational Citizenship Behaviour (OCB). A total of two hundred and eighty-eight (288) workers comprising of one hundred and eighty-two (182) male workers and one hundred and six (106) female workers whose ages ranged from 20 to 58 and with a mean age of 32.04 years participated in the study. The research was a survey design. It made use of convenience sampling technique to select its participants. The research made use of six standardised instruments to gather its data. They include- Feeling of Contract Breach Scale by Robison and Morison (2000); Person Organization Fit (PO-FIT) Scale by Hassan (2012); Person Job Fit (PJ-FIT) Scale by Hassan (2012); Work Life Balance Scale by Grzywacz and Carlson (2007); Organizational Citizenship Behaviour scale by Moorman and Blakely (1995) and the Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England, & Lofquist, (1967). The Pearson Product Moment Correlation and the Hierarchical Multiple Regression Analysis were used to test all the hypotheses of interest. The results revealed that all the independent variables of interest (psychological contract breach,

person-organization fit, person job fit and work-life balance) had a significant positive relationship with OCB. Also, psychological contract breach, person-organization fit, person job fit and work-life balance significantly predicted OCB after controlling for job satisfaction, age and work experience. As a result, all the hypotheses of the study were accepted. The study therefore concluded that psychological contract breach, person-organization fit, person job fit and work-life balance are significant factors in OCB among workers. Recommendations were given in line with the findings of the research.

Keywords: Psychological Contract Breach; Person-Organization Fit; Person-Job Fit; Work-Life Balance; Organizational Citizenship Behaviour (OCB).

INTRODUCTION

The objective of every organization is to utilise its personnel to operate efficiently and effectively in pursuit of its goals and objectives. Consequently, managers and human resource specialists implement various strategies to enhance worker efficiency and production, thereby achieving the organization's objectives. Certain initiatives implemented by human resource professionals aim to inspire employees and enhance their overall productivity. Recent studies have suggested that certain organizational elements may lead an employee to display behaviours unrelated to their specific job responsibilities, which significantly enhance both individual work performance and overall organizational efficiency. This claim is supported by empirical evidence. Fernandes, Pereira, Wiedenhöft, and Costa (2021) posited that Organizational Citizenship Behaviour is profoundly correlated with both individual and organizational performance, influencing the efficacy and efficiency of employees and organizations, thereby enhancing the overall productivity of the organization. It assists managers in comprehending the factors influencing OCB, enabling them to choose the appropriate work environment to offer their staff, as well as what drives and fulfils them. The present study examined the factors that contribute to Organizational Citizenship Behaviours (OCB) among employees inside an organization. It will seek to examine the predictive influences of psychological contract violation, person-environment fit, and work-life equilibrium on employees' organizational citizenship behaviours, while controlling for variables such as employee age, tenure, and job satisfaction.

1.1 Background of the Study

Recently, organizational citizenship behaviour (OCB) has emerged as a significant concept in psychology and management, garnering substantial attention in scholarly literature (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). Ndoja and Malekar (2020) assert that "OCB is a crucial element that can aid in the endurance of an organization. Consequently, it is essential to comprehend the factors that substantially and beneficially contribute to fostering this advantageous conduct within the organization.

Chester Bernard, in the 1930s, revisited the origins of organizational citizenship behaviour and referred to it as "extra-role behaviour" (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). As the study progressed in the domain, Fernandes, Pereira, Wiedenhöft, and Costa (2021) employed the word "citizenship" to denote employees exhibiting "extra-role behaviours. Personnel exhibiting "citizenship behaviour" are esteemed by their supervisors, as they facilitate their tasks. They

facilitate the task by allowing employees to go beyond the explicit obligations outlined in the contract, thereby assisting the organization in various capacities. Subsequent years saw Fernandes, Pereira, Wiedenhöft, and Costa (2021) release numerous scholarly works on organizational citizenship conduct. They state that "extra-role behaviour denotes innovative and spontaneous actions, while the technical performance expected by the job and deemed acceptable by management is termed in-role behaviour" (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). A fundamental assumption underpinning the distinction between in-role and extra-role behaviours is that an employer can compel a specific level of performance from an employee who requires the position (in-role behaviour). Conversely, the organization might promote supplementary behaviours that may enhance its competitive edge.

Due to the significance of altruistic actions in enhancing the overall efficacy of various organizations, Organizational Citizenship Behaviour has emerged as a crucial concept in managing an organization's productivity and quality. In recent years, scholars have examined and sought to delineate Organizational Citizenship Behaviour, a concept originally formulated by Dennis Organ and his associates as individual conduct within the workplace that is not formally acknowledged by an organization’s reward system, but contributes to the overall welfare of the organization (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). Santos, Lousã, Sá, and Cordeiro (2023) defined Organizational Citizenship Behaviour (OCB) as “voluntary actions that are not formally acknowledged by the reward system and collectively enhance the organization's efficiency, indicating that such behaviour is optional, based on individual discretion, and positively impacts overall organizational performance.”

Ndoja and Malekar (2020) define Organizational Citizenship Behaviour (OCB) as a collection of voluntary actions in the workplace that go beyond fundamental job obligations. They are frequently characterised as actions that exceed the expectations of one's responsibilities. Scholars have delineated several advantages of corporate Citizenship Behaviour (OCB) in achieving corporate objectives. For example, A’yun, Tumanggor, and Suyasa (2026) analyse several studies that have sought to investigate the advantages of organizational citizenship behaviours. A’yun, Tumanggor, and Suyasa (2026) examined the many ways by which individual organizational citizenship behaviour influences organizational effectiveness. These mechanisms include: Enhancing the productivity of co-workers, by for example helping them learn new skills and best-practice; Enhancing the productivity of higher managerial staff, by for example providing them with useful feedback about a specific work task; Freeing up resources that can be used for more productive functions, by for example being conscientious and demonstrating that time-consuming supervision is not required; Reducing the need to devote scarce resources for purely maintenance functions, by for example reducing group conflict by group helping behaviors and less effort is needed for conflict mediation; Serving as an effective means of coordinating activities between team members and cross work groups, by for example showing courtesy and keeping members of other teams up-to-date; Increasing group cohesiveness and morale, to make the workplace more attractive and making it easier for the organization to attract and retain the best people; Enhancing the stability of organizational performance, by for example group members providing extra effort in case of a failure and maintaining performance levels; Enhancing an organizations ability to adapt to environmental changes, by for example the willingness to learn new skills.

Numerous classifications of OCBs have emerged, grounded in prevalent themes. These encompass altruism or prosocial behaviour, conscientiousness, adherence to organizational norms, personal initiative, and citizenship responsibility (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). Additional scholars (e.g., Santos, Lousã, Sá, & Cordeiro, 2023) have also categorised OCB into two classifications: behaviours aimed at individuals within the organization (OCBI) and behaviours focused on assisting the organization as a collective (OCBO). Pradhan and Mishra (2019) proposed a four-dimensional framework for organizational citizenship behaviour (OCB) encompassing interpersonal assistance, individual initiative, personal diligence, and loyal exuberance. The classification by Pradhan and Mishra was employed in this research due to its comprehensive nature, encompassing the majority of extra-role actions within organizational contexts. Furthermore, numerous studies on OCB have been framed in this manner, and robust reliability and validity coefficients have been identified on the scale.

Interpersonal assistance/Altruism: Altruism include supportive actions by employees in direct interactions (Ehtiyar, Alan & Omuris, 2010; Organ, Podsakoff & MacKenzie, 2006). It underscores the importance of assisting colleagues in executing various facets of their tasks voluntarily, even when they are reluctant to do so for certain reasons.

Loyal Boisterism/Citizenship virtue: Citizenship virtue denotes the actions that reflect an employee's commitment to the welfare of the organization (Ehtiyar et al., 2010, Podsakoff, Podsakoff, Whiting, & Blume, 2009). Devoted advocacy seeks to enhance the organization's reputation among external audiences (Moorman and Blakely, 1995).

Personal initiative: This refers to the conveyance of information to others that enhances both individual and collective efficacy (Moorman and Blakely, 1995). Personal industry pertains to certain responsibilities that fall outside the official job description, such as maintaining consistent attendance (Moorman and Blakely, 1995).

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Statement of the Problems

Today’s organizations have been structured in such a way that workers though have specified job duties, most of the time employee’s will often have to perform some jobs that are outside their normal job specification. It is this type of helping behaviours that make a worker from a certain

department to do the job of another worker from a separate department especially when the former is not available and it becomes very essential for the job to be done. In recent times, the work environment requires a lot of flexibility and high level of emotional intelligence that makes one proactive and ready to proffer solutions to existing problems at work even when they are not directly one's duties as specified by the contract between the worker and the employer. It is this willingness of workers to help to voluntarily help out even against the normal job duties whenever they have the resources to do that makes the organization efficient and able to compete with its competitors. However, the researcher had observed that most of the workers are not always willing to perform some of these extra helping activities and often claim that they are not there to do what they are not being paid for. Situations like that often cause trouble to the organization as it reduces efficiency and productivity of the organization. It is against these problems observed, the researcher was poised to study those variables that may directly affect a worker's display of Organizational Citizenship Behaviour. Hence, the topic, predictive roles of Psychological Contract Breach (PCB), person-environment congruence, and work-life balance on Organizational Citizenship Behaviour (OCB) among workers. This research will also go a step further from other researchers by controlling for some variables that could also influence the OCB of workers apart from the independent variables of interest.

Objectives of the Study

Generally, the research will seek to examine the predictive relationship between psychological contract breach, person-environment congruence, and work-life balance on organizational citizenship behaviours among workers.

Specifically, the research intends to investigate the following:

1. To examine if psychological contract breach will have a predictive negative relationship with Organizational Citizenship Behaviour among workers.
2. To know if Person-Organization fit (PO-FIT) will have a predictive positive relationship with Organizational Citizenship Behaviour among workers.
3. To find out if Person-Job fit (PJ-FIT) will have a predictive positive relationship with Organizational Citizenship Behaviour among workers
4. To examine if there will be a predictive positive relationship between work-life balance and Organizational Citizenship Behaviour among workers.

Significance of the Study

The research will be highly beneficial to society for the following reasons:

1. The research will give a better understanding to the variables that are directly affecting workers' helping behaviours (Organizational Citizenship Behaviours).
2. The research will also help managers to design a conducive environment to promote effective work performance among its workers by designing the workplace in such a way that its employees perform some duties far beyond their work specification. This will in turn lead to high productivity among workers.

3. It will make the relationship between psychological contract breach, person environment congruence and work life balance clearer when a key variable like job satisfaction which has been found to be highly related with OCB has been removed.
4. It will sensitize managers on the need to give employees some incentives that will encourage their helping behaviour in the organization.
5. It will also add to the already existing literature on the variables influence helping behaviours among workers.

Operational Definition of Variables

Psychological Contract Breach

This is the extent to which an employee feels that the employer has failed to deliver or meet its obligations, as measured by the feelings of contract breach scale developed by Robison and Morison (2000).

Person-Environment Congruence

This is the extent to which a worker aligns well with the values of their organization and the characteristics of their job, as measured by person organizational fit scale and person-job fit scale developed by Hassan (2012).

Work-life Balance

This is the extent to which a worker balances the demands of his or her work and those of personal and family responsibilities, as measured by the work-family balance scale by Grzywacz and Carlson (2007).

Organizational Citizenship Behaviour

This is the extent to which a worker engages in some helping behaviours that are not part of his/her work duties, as measured by the Organizational Citizenship Behaviour Scale developed by Moorman and Blakely (1995).

Age

This is the chronological age of the participants as reported by them in the demographic section of the questionnaires.

Working Experience

This is the number of years a worker has worked in an organization as reported by the workers in the demographic section of the questionnaires.

Job Satisfaction

This is the extent to which a worker is satisfied or happy with the work he or she is doing as reported by the participants using the Minesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, & Lofquist, (1967).

Scope of the Study

The study will limit its scope to three organizations- two private organizations and one public organization. The private organizations are: the Horneywell Nigeria Limited and Daily Food

Custard, while the public organization is the Federal Airport Authority of Nigeria (FAAN). The research will cover both male and female workers of different levels, working experience, and age in the selected organization.

Literature Review

The literature review consisted of both the empirical and theoretical reviews of the work. The theoretical review used different theories to explain why workers engage or fail to engage in Organizational Citizenship Behaviour (OCB) while the empirical review reviewed different works that have been done on the relationship between psychological contract breach, person-environment congruence, and work-life balance on Organizational Citizenship Behaviours of workers. In this section, some of the theories to be reviewed include: the social exchange theory, equity theory, and two-factor theory.

Theoretical Review

This section sets to explain why workers engage in helping behaviours at work. Over the years, many researchers have made several efforts to put forward some theories that explain organizational citizenship behaviour**.** The theories to be reviewed include:

The Social Exchange Theory

According to Cropanzano, Anthony, Daniels, and Hall (2017), social exchange may denote a form of transaction, however it has generally been seen as a relational construct by OCB theorists (Bolino, Klotz, & Whitney, 2024). From this perspective, organizations operate in part through mutually advantageous interactions where entities exchange a range of benefits, including socio-emotional rewards. Once trust reaches a pivotal threshold, employees are inclined to exhibit behaviours that go beyond basic expectations, confident that they will not be exploited, but instead that their needs will be fulfilled through this enduring relationship. In this context, social exchange does not clearly delineate motives beyond the intention to preserve the exchange connection. However, scholars have proposed several potential reasons for participating in Organizational Citizenship Behaviour (OCB) from this viewpoint, or for maintaining the relationship. Certainly, absent a rationale for why employees may be inclined to participate in such an exchange, the viewpoint would provide limited insight into the elucidation or forecasting of behaviour. With regard to the motivations of employees, there are typically two analogous, yet separate, rationales within the social exchange framework explaining why individuals may engage in OCB. Initially, when individuals believe they are treated justly, the principle of reciprocity suggests that they need to respond in kind (Kurtessis et al., 2017). Individuals engage in Organizational Citizenship Behaviours to reciprocate to the organization or its leadership. This elucidation is generally associated with group-value theory, underscoring the significance of relational quality, whereby employees are encouraged to reciprocate advantages to preserve the social exchange connection (Cropanzano, Anthony, Daniels, & Hall, 2017). The subsequent line of argumentation is analogous yet somewhat more assertive:

When an employee is treated justly, they can take action today, confident that their efforts will be equitably compensated in the future. Generally, these elucidations suggest a compromise where the employee forfeits something in the immediate term, anticipating equitable remuneration for their endeavours in the long run (Bolino, Klotz, & Whitney, 2024).

Once more, OCB scholars have generally overlooked the differentiation of motives in their discourse on social transaction. They have generally used arguments akin to those mentioned above, or a synthesis thereof, to elucidate why employees may engage in social exchange, yet have mostly concentrated on correlating views of justice with citizenship behaviour. Regardless of whether Organizational Citizenship Behaviours are enacted proactively or reactively, and irrespective of purpose beyond maintaining the social exchange connection, three fundamental characteristics delineate social exchange as per Organ, Podsakoff, and MacKenzie (2006):

1. "The voluntary behaviours of individuals that are driven by the anticipated reciprocation they are likely to elicit and generally do elicit from others" (Blau, 1964).
2. "The duty of one party to return a favour willingly provided by another party. Nevertheless, the requirement lacks specificity regarding the extent, manner, or timing of reciprocation.
3. "It hinges on trust, specifically the assurance that the other person would, in due course and in a suitable manner and context, return benefits, contributions, or favours; reciprocation cannot be mandated through external intervention.

These assertions predominantly address the reasons for personal behaviours rather than the connection itself. Ultimately, it appears that we cannot comprehensively grasp the relationship without recognising individual motivations, nor can we fully comprehend individual motivations without acknowledging the intricate benefits derived from dynamic partnerships. In truth, numerous advantages and incentives probably underpin every activity in social exchange (Bolino, Klotz, & Whitney, 2024), complicating the task of pinpointing the appropriate instances for applying the 'social exchange' designation to a series of transactions.

In conclusion, social exchange involves a fundamentally enduring series of transactions where entities trade advantages grounded in reliable organizational affiliations. This has served as a broad rationale for why employees may exhibit citizenship behaviours, although the specific motivation may vary by individual employee and the extent to which the social exchange relationship offers significant benefits in itself (Cropanzano, Anthony, Daniels, & Hall, 2017). The social exchange hypothesis posits that employees will demonstrate organizational citizenship behaviour based on their perception of justice and equity in their interactions with the organization. When an employee recognises equity between their contributions to the organization and the rewards received, they exhibit increased organizational citizenship conduct. Conversely, when an employee believes that their input is disproportionate to the rewards received from the organization, they are likely to exhibit diminished organizational citizenship conduct.

Equity Theory

As regards the equity theory, Shinde (2025) perceives the job context as a reciprocal relationship of advantages and contributions between employers and employees, wherein advantages encompass remuneration, acknowledgement, and advancements. Contributions encompass an employee's education, experience, effort, and capability (Shinde, 2025). The tenet of equity theory posits that individuals assess the equity of their input/output ratio by juxtaposing it with their perception of another's input/outcome ratio, which may pertain to another individual, a group, an organization, or the individual in relation to their past experiences.

The equity model suggests that when individuals see fairness, they feel job satisfaction and demonstrate increased organizational citizenship behaviour. Conversely, in situations of perceived unfairness (being under-rewarded or over-rewarded compared to peers), the individual feels discontent and exhibits less organizational citizenship behaviour (OCB). A condition of equity is claimed to be present when the proportion of one individual's results to their contributions matches the proportion of another's results to their contributions (Shinde, 2025). Shinde (2025) posits that inequality may result in conflict and psychological unease. This may also be accompanied by an urge to address the situation or take measures to alleviate the stress felt. Shinde (2025) proposes strategies that employees may utilise to alleviate tensions: adjust inputs, attempt to alter outputs, change self-perception, alter the perception of a comparator, switch comparators, or exit the circumstance (Shinde, 2025). This is thought to reinstate a sense of equilibrium.

Although the equity theory is deemed uncomplicated, it fails to address every eventuality (Shinde, 2025). Shinde additionally stated that employees can endure perceived disparities to a certain degree if the rationale behind the disparity is deemed justifiable. The equity theory thus has three ramifications for human resource managers, as per Shinde (2025). Her claim is that workers will engage in subjective comparisons. Positions must consequently be aligned appropriately regarding the compensation/labor agreement.

Furthermore, managers should be transparent about the criteria used for awards to prevent misconceptions regarding fairness. The equity hypothesis demonstrates the significance of performance management and reward systems that individuals see as pertinent.

The second implication suggests that managers must revamp existing compensation frameworks to prevent performance degradation caused by perceived inequities and, additionally, to ensure that the revised systems do not result in excessive rewards for performance, as this will not necessarily enhance productivity or performance.

When this theory is applied to corporate citizenship behaviour, employees are likely to exhibit increased altruistic actions if they see fairness in the comparison of their contributions and rewards with those of their counterparts in analogous firms. Conversely, when individuals recognise a disparity between their rewards and those offered by other organizations, feelings of injustice arise, leading to a reduction in Organizational Citizenship Behaviour (OCB).

Conceptual Framework

Social Exchange Framework

Organizational citizenship behaviour is most effectively elucidated via the lens of social exchange theory. Social exchange theory (SET) ranks as one of the most significant theoretical frameworks for comprehending workplace conduct. SET elucidates the governance of social interactions founded on a robust and overarching principle: the norm of reciprocity (Kurtessis et al., 2017). Although the concept of reciprocity appears to be commonly embraced by people, the degree of mutuality varies based on personal disposition (Kurtessis et al., 2017). In contrast to economic transactions, social exchanges are voluntary, with the nature, extent, or timing of reciprocation being unspecified and unenforceable (Blau, 1964). While the standard implies parity in assistance given and received, the significance attributed to the reciprocal relationship is subjective. This indicates that an individual will feel indebted to a benefactor (such as an organization, supervisor, or

peer) solely when they are voluntarily given something of significance to them (Kurtessis et al., 2017). In summary, individuals generally reciprocate perceived gains by rewarding intentional and favourable attitudes directed at themselves. This theory posits that organizations operate in part through mutually advantageous interactions where parties exchange various benefits, including socio-emotional rewards. Once trust reaches a pivotal threshold, employees are inclined to exhibit behaviours that go beyond basic expectations, confident that they will not be exploited, but instead that their needs will be fulfilled through this enduring relationship. This indicates that an employee is likely to exhibit greater altruistic conduct within the organization if they perceive that they are not being deceived in any manner by the organization. The more the presence of equity and mutual advantage between employees and the organization, the higher the likelihood of organizational citizenship behaviour displayed by the workers.

Empirical Review

This segment will examine the empirical studies that have been performed about the correlations between independent and dependent variables.

The Relationship between Psychological Contract Breach (PCB) and Organizational Citizenship Behaviour (OCB)

Griep and Vantilborgh (2018) assert that there exists an inverse correlation between Organizational Citizenship Behaviour and breaches of the psychological contract. The propensity to participate in OCB diminishes due to adverse emotional reactions, but it increases as a result of favourable emotional responses (Griep & Vantilborgh, 2018). One hypothesis posits that exemplary citizen activity is achievable when an employee experiences respect; conversely, feelings of betrayal result in detrimental employee conduct, including organizational citizenship behaviour (Santos, Pinho, Ferreira, & Vieira, 2024). Santos, Pinho, Ferreira, and Vieira (2024) assert that employees' perception of a breach of contract by the organization led to diminished contributions from them. The aforementioned studies indicate, either explicitly or implicitly, that Psychological Contract Breach (PCB) has an adverse correlation with Organizational Citizenship Behaviour (OCB). Research indicates that the psychological contract influences employee attitudes and actions, along with organizational performance. The execution of contracts is connected to dispositions, encompassing organizational citizenship behaviour (Griep & Vantilborgh, 2018). The organization's inability to fulfill its commitments leads to adverse attitudes and actions, including the desire to resign (Santos, Pinho, Ferreira, & Vieira, 2024) and diminished citizenship conduct (Griep & Vantilborgh, 2018).

Furthermore, Santos, Pinho, Ferreira, and Vieira (2024) explored the relationship between Psychological Contract Breach and Organizational Citizenship Behaviours, analysing the moderating influence of contract type among nurses in a substantial public hospital. The objective of the research was to examine the correlation between psychological contract breach, types of psychological contracts (relational, transactional, and balanced), and organizational citizenship behaviours. The study was conducted with nurses employed in a public healthcare facility. The investigators conducted a survey employing partial least squares structural equation modelling to select a sample of 159 participants. The findings revealed a substantial correlation among the study variables, particularly concerning nurses' psychological contract. Breach is positively correlated

with OCB-I (aimed at colleagues and patients) and negatively correlated with OCB-O (focused on the organization), with this relationship being influenced by the type of contract. The investigators determined that when employees recognise a violation of the psychological contract, the organization is prone to experience significant repercussions. Workers commence exhibiting inappropriate conduct. The investigators said that businesses must guarantee the fulfilment of their commitments to employees and avoid any breaches, focusing human resources management strategies on employee engagement and collaborative supervisory methods. This will allow employees to develop a sense of affiliation inside the organization and strive diligently to ensure the attainment of established goals and objectives.

In the event of a violation of the Psychological Contract, an individual's commitment will diminish as the employee's trust in the employer's ability to honour pledges becomes uncertain, leading one side to view the other as having defaulted on its promised responsibilities. This will lead to diminished or absent Organizational Citizenship Behaviour among staff members. Santos, Pinho, Ferreira, and Vieira (2024) assert that employees who believe their organizations have breached the psychological contract experience insecurity, diminished morale, and an increased propensity to leave, all of which undermine Organizational Citizenship Behaviour. When such violations transpire, employees will diminish or retract their Organizational Citizenship Behaviours and engage in conduct that negatively impacts the Organization while adhering strictly to the established rules. They believe that further role conduct will not be acknowledged by the Organization. (Griep & Vantilborgh, 2018). The aforementioned studies unequivocally substantiate the assertion that a breach of the psychological contract is inversely correlated with employees' organizational citizenship behaviour.

Person-Environment Congruence and Organizational Citizenship Behaviour

The person-environment congruence in this study was conceptualized into two: the person-organization fit (PO-FIT) and person-job fit (PJ-FIT). This review will treat them separately as it relates to organizational citizenship behaviours.

Person Organization Fit (PO-FIT) and Organizational Citizenship Behaviour

Ashfaq and Hamid (2021) in their study titled Person-organization fit and organization citizenship behaviour: modelling the work engagement as a mediator, utilising a sample of 280 frontline employees from private banks in Pakistan, established that person-organization fit positively influences OCB via its effect on work engagement.

Successful execution and manifestation of employee behaviours necessitate suitable qualifications and competencies. Nevertheless, regarding task efficacy, it is crucial not only to have these attributes but also to ensure their alignment with the work and, more broadly, the organization. A multitude of research indicates that a strong alignment between individuals and organizations fosters favourable attitudes and behaviours, resulting in enhanced efficiency and outcomes (Kaur & Kang, 2021; Ashfaq & Hamid, 2021). The authors emphasise that person-organization fit correlates with favourable results for both employees and employers, namely in terms of citizenship performance and motivation (Ashfaq & Hamid, 2021). A separate study further substantiates the favourable correlation between sense of person-organization fit and organizational citizenship behaviour (Kaur & Kang, 2021). According to Resick et al. (2013), individuals who feel a profound

alignment with their employing organization are likely to exhibit positive organizational citizenship by frequently participating in voluntary actions that advantage both colleagues and the organization overall. It is an endeavour to bolster the comprehensive achievement of the organization, rather than merely executing a task proficiently.

Research indicates that hiring individuals who align closely with the organization enhances the quality of the social-exchange relationship between the employee and the organization, as these individuals possess a psychological commitment to the organization's objectives and values, fostering a reciprocal trust relationship (Ashfaq & Hamid, 2021). The quality of leader-member exchange (LMX) significantly influences the development of a constructive link between person-organization alignment and the perceived social interchange with the organization (Kaur & Kang, 2021).

In conclusion, individuals that exhibit a strong alignment with the organization's goals and values are inclined toward pro-social behaviour, hence yielding advantages for the organization through actions such as taking on extra responsibilities. Therefore, it is crucial to implement measures designed to enhance this alignment, as several research indicate the mediating and moderating influence of this variable on employee outcomes, attitudes, and behaviours.

Person-Job Fit (PJ-FIT) and Organizational Citizenship Behaviour

Kaur and Kang (2021) conducted a study titled Person-Organization Fit, Person-Job Fit, and Organizational Citizenship Behaviour: A study on the intermediary function of job satisfaction inside India's private banking industry. This research examined the concurrent effects of person-organization (P-O) fit and person-job (P-J) fit on multiple facets of organizational citizenship behaviour (OCB), while also analysing the mediating influence of work satisfaction in the connection between these two forms of fit and OCB facets. Data were gathered via questionnaires from personnel in the private banking industry in India. Structural equation modelling was employed to evaluate the hypotheses. Findings indicated that job satisfaction served as a mediator in the connection between person-organization fit, person-job fit, and organizational citizenship behaviour dimensions, with person-organization fit exerting a more significant influence on organizational citizenship behaviour dimensions compared to person-job fit. Ultimately, concerning person-job fit, Kaur and Kang (2021) posited that improving PJ fit can lead to an increase in organizational citizenship behaviour (OCB) among employees, hence raising their overall performance; greater job participation correlates with heightened OCB. The greater an individual's engagement in their work, the more they will disseminate information to their colleagues (Kim & Gatling, 2019).

Work Life Balance and Organizational Citizenship Behaviour

There is a dearth of research in the area of work-life balance and organizational citizenship behaviour. However, this study found few studies linking work-life balance and some other positive job outcomes. This research will review some of these works and try to make a link between work-life balance and OCB as a form of positive work outcome.

Pradhan, Jena, and Kumari (2016) assert that the mere presence of work-life balance initiatives, regardless of their actual use, seems to have comparably favourable outcomes concerning work-related attitudes. The presence of organizational resources, such as flexible working hours, has been

associated with job satisfaction and organizational commitment among women and all employees with familial obligations, irrespective of the utilisation of these resources (Pradhan, Jena, & Kumari, 2016). Pradhan, Jena, and Kumari (2016) similarly discovered in a sample of 254 employees from Indian public sector industries, achieving an 81.88% response rate, that aspects of work-life balance like teamwork and time management exhibited a positive correlation with employees' organizational citizenship behaviour. The presence of work-life balance initiatives has been associated with heightened emotional commitment and reduced inclinations to leave the organization (Eriyanti & Noekent, 2021). Erden Bayazit and Bayazit (2019) discovered that organizational cultures supportive of families and flexible i-deals were associated with heightened affective engagement to the organization and reduced turnover intentions among employees, rather than solely among users of these practices. Ultimately, Pradhan, Jena, and Kumari (2016) discovered that organizational commitment serves as a mediator in the connection between work-life balance and organizational citizenship behaviour, indicating that organizational commitment acts as the psychological conduit that conveys the impact of employees' work-life balance on their exhibition of citizenship behaviour.

Control Variables and Organizational Citizenship Behaviour

Job Satisfaction

The results of the relationship between job satisfaction and organizational citizenship behaviour differ throughout numerous research papers. However, 15 independent investigations conducted in various circumstances identified a notable correlation between job satisfaction and organizational citizenship behaviour, as articulated by Pitasari (2018). Subardjo and Tentama (2020) contend that solely content personnel are inclined to exhibit constructive behaviours that can significantly enhance the organization's overall performance. Job satisfaction exhibits the strongest attitudinal correlation with organizational citizenship behaviour (Pitasari, 2018). Workers are more likely to exhibit organizational citizenship behaviours when they experience job satisfaction, particularly in response to assistance or advantages (such as favourable work experiences) offered by their organization or peers (Fernandes, Pereira, Wiedenhöft, & Costa, 2021). Pitasari (2018) investigated the connection between job happiness and organizational citizenship behaviour (OCB), discovering a correlation of 0.32 between employee contentment and supervisory OCB.

Age

Recent studies indicate a substantial correlation between age and organizational citizenship behaviour (Mitonga-Monga, Flotman, & Cilliers, 2017). Elderly individuals often behave according to mutual and ethical responsibilities or personal principles, whilst younger individuals have a more transactional orientation; Mitonga-Monga, Flotman, and Cilliers (2017) discovered that altruistic organizational citizenship behaviour varies between these age groups. Equitable treatment is crucial for younger workers, whereas their senior counterparts possess a more intrinsic appreciation for aiding others and may offer support out of a sense of altruism. Conversely, scant research has been conducted linking tenure to organizational citizenship behaviour.

Work Experience

It is frequently perceived that individuals with longer tenure acquire greater knowledge of their roles and the organization, resulting in superior performance compared to their less experienced

counterparts. Organizational tenure is a prevalent criterion taken into account in managerial decisions regarding promotions, salary increases, and additional perks (e.g., retirement plans, holiday allowances, access to company recreational amenities) (Pradhan & Mishra, 2019). A study conducted by Mitonga-Monga, Flotman, and Cilliers (2017) examined the impact of OCB on promotion choices. It was discovered that OCB was evidently associated with preliminary considerations for leadership roles. Pradhan and Mishra (2019) first proposed that when an organizational member's rank increases, the anticipated role-related responsibilities of that member become more ambiguous. Individuals who have remained with their companies for an extended duration are more inclined to possess entrenched ties (Pradhan & Mishra, 2019). This perspective perceives the individual as aligning with the organization and, hence, devoted to sustaining membership to achieve personal objectives. Employees with extended tenure are perceived to have acquired proficiency and assurance in their roles, which may lead to a favourable work disposition (Pradhan & Mishra, 2019). Pradhan and Mishra (2019) noted that employees with longer tenures exhibit attitudes that validate their previous actions, resulting in more robust connections that foster organizational citizenship behaviour (OCB).

Ultimately, Mitonga-Monga, Flotman, and Cilliers (2017) discovered that organizational citizenship behaviours are most effectively anticipated by tenure within the initial three years of employment. Although a slight positive correlation exists between organizational tenure and task performance as well as organizational citizenship behaviours, the advantages of tenure seem to diminish with prolonged duration.

Summary of Literature Review

The literature review attempted to explain organizational citizenship behaviour with some theories and also reviewed some empirical works that have been done on the relationship between psychological contract Breach, person-environment congruence and work-life balance on organizational citizenship behaviour among workers.

The theories reviewed include: social exchange theory and equity theory.

Firstly, social exchange theory, on which the current study is anchored, emphasises that when workers think that the organization has been fair to them and there is a relatively mutual and fair relationship between them and the organization, they will display more organizational citizenship behaviour. On the other hand, when a worker perceives that his or her contribution is not commensurate to what he or she is receiving from the organization, he or she tends to display less organizational citizenship behaviour. Finally, the equity theory asserts that when employees compare what they get from the organization with what other colleagues in a similar position are getting and its stimuli, they tend to display more OCB than when their counterparts seem to be benefiting more than they do. In the empirical review, all the researchers reported a negative relationship between psychological contract Breach and organizational citizenship behaviour. This suggests that OCB improves as contract Breach reduces in the organization. Also, person organizational fit and person-job fit were positively related to organizational citizenship behaviour in all the studies reviewed. This means that the more an individual’s values and attributes align with the organization, their citizenship behaviour increases. With regard to work-life balance, there is a dearth of research on the relationship between work-life balance and OCB. However, some research

has been done on the relationship of work-life balance with many other positive work outcomes like job satisfaction, commitment, etc. As a result, the review was done along these dimensions.

1.1 Research Questions

The research addressed the following questions:

1. Will psychological contract fulfillment have a positive relationship with Organizational Citizenship Behaviour among workers?
2. Will Person-Organization fit (PO-FIT) have a positive relationship with Organizational Citizenship Behaviour among workers?
3. Will Person-Job fit (PJ-FIT) have a positive relationship with Organizational Citizenship Behaviour among workers?
4. Will there be a positive relationship between work-life balance and Organizational Citizenship Behaviour among workers?

1.2 Research Hypotheses

The research tested the following hypotheses:

1. Psychological contract fulfillment will have a positive relationship with Organizational Citizenship Behaviour among workers.
2. Person-Organization fit (PO-FIT) will have a positive relationship with Organizational Citizenship Behaviour among workers.
3. Will Person-Job fit (PJ-FIT) will have a positive relationship with Organizational Citizenship Behaviour among workers.
4. There will be a positive relationship between work-life balance and Organizational Citizenship Behaviour among workers.

METHOD

2.1 Research Setting

The study was conducted in two (3) different organizations, one public organization and one private organization. They include:

1. The Federal Airport Authority of Nigeria
2. The Honeywell Flour Mills PLC
3. Daily Food Custard

The first organization is the Federal Airport Authority of Nigeria Headquarters located at Murtala Muhammed Airport, P.M.B. 21607, Ikeja. Secondly, Honeywell Flour Mills PLC is located at 2nd Gate Bypass, Tin Can Island, Apapa, Lagos. Lastly, the third organization is the Daily Food Custard, is located at No. 17/19 Funsho Street, off Alara Sabo, Lagos.

2.2 Participants

The participants comprised two hundred and eighty-eight (288) male and female workers from the above-named organizations. The participants consisted of one hundred and eighty-two (182) male workers and one hundred and six (106) female workers of the Federal Airports Authority of Nigeria,

Honeywell Nigeria PLC, and Daily Food Custard. Participants' ages ranged from 20 to 58, with a mean age of 32.04. Furthermore, two hundred and twenty-five (225, 78.1%) of the participants are Christian workers, while fifty-eight (58, 20.01%) are Muslim workers; also, only five (5, 1.7%) of the workers indicated they belong to other religions apart from Christianity and Islamic religion. Finally, with regard to participants' marital status, one hundred and thirty-seven (137, 47.6%) of the participants are not married, while one hundred and fifty-one (151, 52.4%) of the participants are married workers.

2.3 Sampling Procedure:

The convenience sampling technique was used to select the participants. This is because of the nature of the research. Only those workers approached at their place of work and volunteered to participate in the research completed the questionnaires.

2.4 Research Design

The research employed a survey design in actualising the aims of the research. It adopted the use of questionnaires as data collection tool.

2.4 Instruments

Six instruments were used for the collection of data in this study; they include: Feeling of Contract Breach Scale developed by Robison and Morison (2000); Person Organization Fit (PO-FIT) Scale developed by Hassan (2012); Person Job Fit (PJ-FIT) Scale developed by Hassan (2012); Work Life Balance Scale developed by Grzywacz and Carlson (2007); Organizational Citizenship Behaviour scale developed by Moorman and Blakely (1995) and the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, & Lofquist, (1967).

The psychological contract breach instrument, which was developed by Robinson and Morrison (2000) is a 5-item instrument designed to measure employees' global perception of psychological contract breach. A Likert-type scale anchored by (1) strongly disagree, (2) disagree, (3) undecided, (4) agree, and (5) strongly agree was used to indicate the extent of agreement/disagreement with each item. A sample item is "I feel that my employer has come through in fulfilling the promises made to me when I was hired". A Cronbach's alpha of .89 was obtained for this measure by Robinson and Morrison (2000). The scale provides an overall measurement of the extent to which the employee's psychological contract has been fulfilled. Items 1, 2, 3 were positively worded, while items 4 and 5 were negatively worded. Mmamel, Abugu, Ilechukwu, Ogbo, Onodugo, Ofoegbu, and Okwo (2021) used the same 5-item Robinson and Morrison (2000) PCB scale on 391 employees of a large Nigerian banking institution (South Eastern Nigeria). Using confirmatory factor analysis, they reported a composite reliability of 0.95 for the PCB scale — indicating excellent internal consistency in a Nigerian sample. All items loaded above the 0.5 threshold, and the overall model showed strong fit indices (CFI = .994, TLI = .993, RMSEA = .024).

The second and third instruments include the Person Organization Fit (PO-FIT) and person job fit (PJ-FIT) scales. Both are three-item scales developed by Hassan (2012). They contain three items each for person-job fit and person-organization fit. The instrument has a five-point Likert response format ranging from 1=strongly disagree to 5=strongly agree. All the items in the scale are directly scored with higher scores indicating high fit between the person and the organization or job. Hassan

(2012) reported a Cronbach's alpha reliability of 0.799 for person organization fit scale and 0.797 for person job fit scale. The current research conducted a pilot study with the two scales to ascertain the reliability of the scale for use in Nigerian setting using fifty workers of the Daily Food Custard and found a Cronbach's alpha reliability of 0.81 and 0.72 for the person organization fit and person job fit scale respectively.

Work–family balance is a six-item scale designed to measure work life balance definition developed by Grzywacz and Carlson (2007) of work–family balance that refers to the extent to which an individual is meeting negotiated role-related expectations in both the work and family domains. Each item includes a reference to the expectations or negotiation of roles (negotiation, expectations, etc.) and each item taps the perspective of an external party to capture what other people expect from the focal individual (people, supervisors, family members, co-workers). For example, 'I do a good job of meeting the role expectations *of* critical people in my work and family life.' An exploratory factor analysis using Principal Axis Factor Analysis was conducted on the six items. All six items loaded at .77 or above on a single factor, the Eigen values were 4.49 and 74.9 percent of the variance was explained. Grzywacz and Carlson (2007) reported a Cronbach's alpha reliability of .93. The current research conducted a pilot study with the work-life balance scale to ascertain the reliability of the scale for use in Nigerian setting using fifty workers of the Daily Food Custard and found a Cronbach's alpha reliability of 0.92 and a Guttman's split half reliability of 0.89.

The Organizational Citizenship Behaviour Scale (OCB-18) was developed by Moorman and Blakely (1995). It is an 18- item, self-report measure of the extent to which employees have been engaging, within the past three months, in voluntary work behaviors that are described by the scale as being particularly beneficial and helpful to their co-workers and their organization. The scale is divided into four dimensions. They include individual initiative, (items 1-5); Interpersonal Helping (items 6-9); Personal Industry (Items 10-14); and Loyal Boisterism (items 15-18). All the items are scored directly as instructed by the authors of the scale. Respondents were requested to rate themselves on each item, using a five-point Likert scale. Moorman and Blakely (1995) reported a coefficient alpha of 0.91, and a concurrent validity of 0.83. Lawal (2001) and Akinbode (2011) reported a coefficient alpha of 0.89 and 0.86 respectively.

Finally, the last instrument used in this research is the Minnesota Satisfaction Questionnaire (MSQ). The Minnesota Satisfaction Questionnaire was developed by Weiss, Dewis, England and Lofquist (1967) to assess job satisfactoriness which is the fulfillment a worker derives from his/her input into the job environment and job satisfaction which is the fulfillment the job environment provides the workers. The questionnaire was designed to be delivered to workers/subordinates and not to managers. This research is measuring job satisfaction as a whole. Weiss et al (1967) provided the psychometric properties for American samples while Mogaji (1997) provided the properties for Nigerian samples. For reliability, Weiss et al (1967) reported a one-week interval test-retest reliability coefficient of 0.89 one-year interval coefficient of 0.70. By correlating the general satisfaction scale of MSQ with the overall score on Job Description Index by Smith et al. (1969) Mogaji (1997) obtained the concurrent validity coefficients of 0.50 for Nigerian samples.

2.5 Procedure

The researcher adopted a convenience sampling technique for the research. The researcher used three organizations for the study. One was used for the pilot study, while the other two were used for the main study. The researcher sought permission from the human resource departments of the selected organizations to administer the questionnaires. After this, the organizations gave the researcher permission to conduct the study and even promised to send a memo to the workers to assist the researcher in responding to the questionnaires for on the day of the research. On the day of the research, the researcher met the workers in their respective offices and places of work and explained to them that the researcher was for project work and strictly for academic use. He admonished the workers to respond truthfully and decline participation if they could not be honest enough. Few of them declined to participate, but most of them were ready and cooperative with the researcher. Some questionnaires were responded to on the spot, while others were collected back on a later day as the respondents indicated that their work schedules may not allow them to respond to it immediately; therefore, they told the researcher to come back the next day to collect it. The gathering of data was not an easy one, as many of the participants kept promising to fill the questionnaires for some time before they finally responded and returned their questionnaires. Data collection in the research took about three weeks to be completed. Three hundred and twenty (320) questionnaires were distributed in anticipation of about three hundred (300), but only two hundred and ninety-seven (297) were returned, while two hundred and eighty-eight (288) were correctly filled and were therefore used for the data analysis. This shows that about 90% of the questionnaires distributed were returned, correctly filled, and used for the data analysis.

2.6 Data Analysis

The statistical analysis to be employed in the research is the Pearson Product Moment Correlation Analysis and the Hierarchical Multiple Regression Analysis. The Pearson Product Moment Correlation Analysis was used to test the relationship between the independent variables of the research and the dependent variables, while the Hierarchical Multiple Regression Analysis was used to test if the independent variables will predict the dependent variables if the effects of some variables are removed. The control variables were entered in step one, while the independent variables were entered in step two. This method enabled the researcher to examine if the independent variables will have predictive value on the dependent variable when the control variables have been partialed out.

RESULTS

In this section, the major results of the entire analysis are explained in detail. These include the means and standard deviations. After this, the interpretation of tables used to test the hypotheses postulated in the study was also done.

Two hundred and eighty-eight (288) respondents, comprising one hundred and eighty-two (182) male and one hundred and six (106) female workers, formed the sample of the study. Mean scores and standard deviations obtained are presented in Table 1 below.

Table 1: Descriptive Statistics for Organizational Citizenship Behaviour (OCB), Psychological Contract Breach (PCB), Work-Life Balance (WLB), Person-Environment Congruence (P-EC) and Job Satisfaction (JS) according to Participants' Gender

	Male			Female			Total		
Variables	M	N	SD	M	N	SD	M	N	SD
Organizational Citizenship Behaviour	67	182	14.3	60.4	106	14.9	64.6	288	14.8
Psychological Contract Breach	15.7	182	3.68	15.1	106	3.72	15.5	288	3.7
Work Life Balance	25	182	3.45	22.9	106	4.48	24.2	288	3.98
Person-Organization Fit	11.7	182	1.91	10.1	106	2.71	11.1	288	2.36
Person-Job Fit	11.9	182	2.41	11.3	106	2.98	11.7	288	2.68
Job Satisfaction	74	182	10.9	66.6	106	9.55	71.2	288	11

Table one above indicates that, in terms of Organizational Citizenship Behaviour (OCB), male workers reported higher organizational Citizenship Behaviour (OCB) (M=76.0, SD=14.25) than female workers (M = 60.35, SD=14.85). Also, in terms of Psychological Contract Breach (PCB) male workers reported slightly higher fulfillment of psychological contracts (M= 15.70, SD=3.68) than female workers (M=15.12, SD=3.72). Furthermore, with regard to Work-Life Balance (WLB), male workers displayed better work-life balance (M= 25.01, SD= 3.45) than female workers (M=22.92, SD=4.48). In person-organization fit, male participants reported more person-organization fit (M=11.65, SD=1.91) than female workers (M=10.08, SD= 2.71). For person-job fit, male participants reported more fit between themselves and their job (M=11.86, SD=2.41) than female workers (M=11.33, SD=2.98). Lastly, male participants reported higher job satisfaction (M=73.96, SD=10.88) than female workers (M=66.56, SD=9.55).

HYPOTHESES TESTING

1. **Hypothesis One:** *There will be a positive and significant relationship between feelings of psychological contract fulfillment and Organizational Citizenship Behaviour among workers*.
2. **Hypothesis Two:** *There will be a positive and significant relationship between Person-Organization fit (PO-FIT) and Organizational Citizenship Behaviour among workers*
3. **Hypothesis Three:** *There will be a positive and significant relationship between Person-Job fit (PJ-FIT) and Organizational Citizenship Behaviour among workers.*
4. **Hypothesis Four:** *There will be a positive and significant relationship between work-life balance and Organizational Citizenship Behaviour among workers*

The above hypotheses were tested with Pearson product-moment correlation and further subjected to Hierarchical Multiple Regression Analysis to ascertain if the independent variables will predict organizational citizenship behaviour when the effects of age, work experience, and job satisfaction have been removed. The Pearson moment correlation table is presented in Table 2 below:

Table 2: Inter-correlation Matrix among variables of the present Study

Variables	1	2	3	4	5	6	7	8	9	10
1 Individual Initiative	1									
2 Interpersonal Helping	.42**	1								

3 Personal Industry	.65**	0.64	1							
4 Loyal Boisterism	.88**	.70**	.60**	1						
5 OCB	.76**	.42**	.77**	.43**	1					
6 PCB	.34**	.39**	.38**	.39**	.40**	1				
7 WLB	.26**	.28**	.31**	.26**	.31**	.18**	1			
8 PO-FIT	.45**	.42**	.49**	.44**	.44**	.13*	.43**	1		
9 PJFIT	.15*	.13*	.19**	.17**	.15*	0.04	0.07	.52**	1	
10 MSQ	.23**	.26**	.19**	.32**	.31**	0.09	0.03	.28**	.41**	1
Mean	17.1	14.2	17.9	15.4	64.5	15.5	24.2	11.1	11.7	71.2
SD	4.16	3.89	3.62	3.18	14.7	3.7	3.98	2.36	2.64	11

** Correlation is significant at 0.01 levels (2-tailed)

* Correlation is significant at 0.05 levels (2-tailed

The table two above shows that all measures of organizational citizenship behaviour correlated strongly and positively with each other and with total organizational citizenship behaviour. Also, the table reveals that all the measures of organizational citizenship behaviour had a significant positive relationship with all the variables of the study. However, person-organization fit and person-job fit did not show a significant positive relationship with psychological contract breach and work-life balance, respectively.

Furthermore, with regard to the hypothesis formulated in the study, the correlation table above shows that the feeling of fulfillment of the psychological contract has a positive correlation with Organizational Citizenship Behaviour ($r=0.40^{**}$, $p<0.05$). Work-life balance had a significant positive relationship with both organizational citizenship behaviour ($r=.31^{**}$, $p<0.05$) and psychological contract breach ($r=.18^{**}$, $p<.05$). Also, person organization fit had a significant positive relationship with organizational citizenship behaviour ($r=.44^{**}$, $p<.05$) and work life balance ($r=.43^{**}$, $p<.05$). Similarly, person job fit has a significant positive correlation with organizational citizenship behaviour ($r=.15^{*}$, $p<.05$) and person organization fit ($r=.52^{**}$, $p<.05$). Finally, job satisfaction had a significant positive relationship with Organizational citizenship behaviour, ($r=.31^{*}$, $p<.05$); person organization fit ($r=.28^{**}$, $p<.05$); and person job fit ($r=.41^{**}$, $P<.05$). As a result, the hypothesis one which states that there will be a positive and significant relationship between feeling of psychological contract fulfillment and Organizational Citizenship Behaviour among workers was accepted; also, hypothesis two which states that there will be a positive relationship between Person-Organization fit (PO-FIT) and Organizational Citizenship Behaviour among workers was also accepted. Furthermore, hypothesis three, which states that there will be a positive relationship between Person-Job fit (PJ-FIT) and Organizational Citizenship Behaviour among workers was further accepted; and lastly, hypothesis four which states that there will be a positive relationship between work-life balance and Organizational Citizenship Behaviour among workers, was finally accepted. Therefore, all the hypotheses postulated by the study were accepted.

Regression analysis was computed to ascertain the relative contribution of the independent variables Psychological Contract Breach (PCB), Work-Life Balance (WLB), and Person-Environment

Congruence (PO-FIT and PJ-FIT) to the prediction of the dependent variable Organizational Citizenship Behaviour after controlling for work experience, workers' age and job satisfaction. The result is presented in Table 2 below:

Table 2: Model Summary Table for the Control Variables and the Independent Variables of Interest on Organizational Citizenship Behaviour.

Model	R	R Square	Adjusted R Square	R Square Change	F Change	Df1	Df2	Sig. F Change
1	0.5	0.22	0.21	0.22	26.38	3	284	0.001
2	0.7	0.45	0.44	0.23	29.37	4	280	0.001

a. Predictors: (Constant), Age, MSQ, Work Experience

b. Predictors: (Constant), Age, MSQ, Work Experience, WLB, PCB, PF-FIT, PO-FIT

c. Dependent Variable: OCB

Table 3: Regression Coefficient Summary Table showing the Relative contribution of the Independent Variables to the Prediction of Organizational Citizenship Behaviour after controlling for age, work experience, and job satisfaction

MODEL	Variables	B	Beta	T	Sig
1.Control Variables	Age	0.3	0.2	2.3	0.02
	Work Experience	0.4	0.2	2.5	0.01
	Job Satisfaction	0.4	0.2	5.4	0
2.Independent Variables	Age	0.2	0.2	2.1	0.04
	Work Experience	0.4	0.2	2.7	0.01
	Job Satisfaction	0.4	0.3	5.6	0
	PCB	0.2	0.3	6.3	0
	WLB	0.4	0.1	2	0.05
	PO-FIT	0.3	0.3	5.5	0
	PJ-FIT	0.5	0.3	4.5	0

Dependent variable: Organizational Citizenship Behaviour

Hierarchical multiple regression was used to assess the ability of four measures (psychological contract breach (PCB), work-life balance (WLB), person-organization fit (PO-FIT), and person-job fit (PJ-FIT) to predict Organizational Citizenship Behaviour (OCB) after controlling for the influence of age, work experience, and job satisfaction. Age, work experience, and job satisfaction were entered at Step 1, explaining 22 % of the variance in organizational citizenship behaviour. After entry of the independent variables (psychological contract breach, work-life balance, person-organization fit and person-job fit at Step 2, the total variance explained by the model as a whole was 45%, F (7, 280) = 32.61, $P < .001$. The independent variables alone explained an additional 23% of the variance in organizational citizenship behaviour after controlling for age, work experience, and job satisfaction, R-squared change = .23, F change (4, 280) = 29.37, $P < .001$. The result revealed that all the independent variables significantly predicted organizational citizenship behaviour after controlling for age, work experience, and job satisfaction. Person organization fit recorded highest beta value (beta = .33, $p< .001$) followed by psychological contract breach (beta =

.29, $p < .001$) then person-job fit (beta = .27, $p < .001$) and lastly, work-life balance (beta = .10, $p < .001$). As a result, this indicates strong support for all the hypotheses tested in the research.

DISCUSSION

The current research investigated the predictive roles of psychological contract breach, person-environment congruence, and work-life balance on organizational citizenship behaviour among workers. A lot of literature has found a significant relationship between employee job satisfaction and a good number of organizational outcomes, including OCB. Because of this, the current research attempted to statistically remove the effects of other variables like job satisfaction, workers' age, and work experience on Organizational Citizenship Behaviour (OCB). This will increase our confidence in the fact that our independent variables of interest (psychological contract breach, person-environment congruence, and work-life balance) are the only things accounting for changes in the dependent variable (Organizational Citizenship Behaviour (OCB).

In the study, four hypotheses were tested, and the discussions in this chapter were based on the findings of the four hypotheses tested. Hypothesis one attempted to know if participants who score high on feeling of psychological contract fulfillment will also score high on organizational citizenship behaviour. The Pearson product-moment correlation and hierarchical multiple regression were used to test this hypothesis. The findings showed that there was a significant positive relationship between feeling of psychological contract fulfillment and organizational citizenship behaviour. Furthermore, the results of the hierarchical regression showed that even when the effects of contract variables were removed; feeling of psychological contract breach significantly predicted organizational citizenship behaviour among workers. According to Spector and Fox (2002) there is a negative relation between Organizational citizenship behaviour and psychological contract Breach. According to Robinson and Morrison (1995) employees' feelings of Breach of contract by the Organization resulted in decreased contributions to the Organization by employees. Bal, Lange & Jansen (2008) reported that the failure of the organization to live up to the promises made results in negative attitudes and behaviours such as intention to quit and low citizenship behaviour. Additionally, Kagari (2014), investigated Psychological Contract Breach Management and Organizational Citizenship Behaviours in Selected Commercial Banks in Kampala District. The results indicated that there is a significant relationship between the study variables (Psychological contract Breach and OCB). Furthermore, Coyle-Shapiro & Kessler 2000) have shown that individuals with intact contracts have high levels of Organizational commitment, extra-role behaviours (OCB) that promote effective functioning of the Organization, productivity, and job satisfaction. The above research shows directly or indirectly that Psychological Contract Breach (PCB) is negatively related to OCB. A possible reason for this research outcome is that when individuals perceive that the organization is not fair to them or is trampling upon their rights as persons, even though they did not directly violate any terms of contract as stipulated in their appointment letters, they tend to feel bad and exhibit less helping behaviour in the organization and, in adverse cases, even engage in negative behaviours that is against the progress of an organization. According to Cullinane & Dundon, (2006) Organization's failure to honour its workers' promised inducements such as pay, promotion, and interesting work, in return for what employees contribute to the organization, such as skills, effort, loyalty, may be construed as a lack of fairness and lack of fairness constitutes a breach of the psychological contract. The findings of this study also agree with

the social exchange theory to management. This theory argues that when organizations do not reciprocate in positive ways the contributions that a worker is making to the organization, there is a high chance that such workers will be unhappy with the job. This dissatisfaction may make the worker reduce work efforts or exhibit other counterproductive work behaviours. On the other hand, when the organization is sensitive to the psychological needs of the workers and reciprocate the good gestures of the workers, they tend to be happier and display higher organizational citizenship behaviour.

The second hypothesis attempted to find if workers who have high fit with the organization will also report higher organizational citizenship behaviour. In testing the second hypothesis, the Pearson product-moment correlation and the hierarchical regression was also used. The findings revealed that there was a statistically significant positive relationship between person-organization fit and Organizational Citizenship Behaviour (OCB). This means that higher scores in person organizational fit scale led to higher scores in organizational citizenship behaviour. The Regression analysis also revealed that person-organization fit (PO-FIT) is a significant predictor of organizational citizenship behaviour. The current finding is also in agreement with other past findings: Vilela, González, Ferrín, (2014) in their research entitled person-Organization fit, OCB and performance: an empirical investigation in the Spanish sales context using a sample of 122 sales agents and their managers from 35 firms, confirmed that person-Organization fit has a positive effect on OCB through the impact on the salesperson's job satisfaction. Also, many studies indicate that good person-organization fit forms a basis for positive attitudes and organizational behaviours leading to efficiency/outcomes (Verquer, Beehr & Wagner, 2003; Hoffman & Woehr, 2006; Kristof-Brown & Guay, 2011). Resick, Giberson, Dickson, Wynne, & Bajdo (2013) found that P-O fit is associated with positive outcomes for both employees and employers – the two important outcomes are citizenship performance and motivation. Furthermore, Studies show that the employment of people with a high level of fit to the organization improves the quality of the social-exchange relationship between the individual and the organization, due to the fact that such an individual has a psychological attachment to their organization's goals and values, as well as shows a mutual relationship of trust (Tsai, Chen & Chen, 2012). The above research has shown that a worker's display of an OCB has a lot to do with the extent to which the worker aligns well with the values of the organization. The outcome of the current research could be explained in many ways. Firstly, People, who perceive a strong sense of fit with their employing organization tend to be good organizational citizens by regularly engaging in discretionary behaviours that benefit both co-workers and the firm as a whole. These people see these actions as actions that will support the overall success of the organization, not just perform a job well. This is because they have internalised the goals of the organization and are fully ready to work with the organization in order to make sure that the organization grows bigger. In conclusion, individuals displaying a significant fit, who share the goals and values of the organization, are susceptible to pro-social behavior and therefore increase overall productivity of the organization.

Thirdly, the research attempted to find out if workers who had a high score in Person-Job Fit (PJ-FIT) would have a higher score in organizational citizenship behaviour. The Pearson product-moment correlation as well as the hierarchical regression analysis was also used to test the hypothesis. The findings showed that person-job fit also had a significant positive relationship with

organizational citizenship behaviour. This clearly shows that the higher a worker's personality and other personal characteristics align with the type of jib he or she is doing in the organization, the higher the worker's display of organizational citizenship behaviour (OCB). The finding is consistent with past researches. Jawad, Tabassum, Raja, & Abraiz, (2013), conducted research entitled- Study on Work Place Behaviour: Role of Person-Organization Fit, Person-Job Fit and Empowerment, Evidence from Pakistan. This study explored the association b/w person-organization fit (PO-fit) and organizational citizenship behaviour (OCB), person job fit (PJ-fit) and organizational citizenship behaviour (OCB), person-organization fit (PO-fit) and deviant behaviours (DB), person job fit (PJ-fit) and deviant behaviours (OCB) and the role of empowerment as moderator has been be analysed. Regression analysis was used to test the hypothesis. Results showed a significant positive association of PO-fit and PJ-fit with that of OCB. Dimitriades, (2007) asserted that enhancing PJ fit one can ensure the elevation in OCB among employees and hence their overall performance. This result means that the more an employee's personality dispositions is related to the type of job he or she is doing, the higher the tendency to be motivated intrinsically to perform extra job duties sometimes even when nobody is there to recognise it. The worker is able to do it because he or she better sees passion in the job that is not just about how much he or she is being paid but, in your ability, to perform optimally because that is what you want to do. These findings build a strong case for the establishment of good personnel psychologists to take charge of the placement processes in organizations in order to ensure that round pegs are put in round holes and that the workers who fit the best personality that matches certain jobs are selected. It is also possible that when worker's personal characteristics are well matched with the job, the individual will begin seeing work as fun, not punishment, will work with minimal supervision, and will produce much with less monetary incentive. On the other hand, when the worker's characteristics are not well aligned with those of the job, it will take more energy from the human managers to motivate him or her to work. He becomes less committed, becomes less productive, and exhibits little or no organizational citizenship behavior.

Finally, the study found that work-life balance has a significant positive relationship with organizational citizenship behaviour. Work-life balance was also a significant predictor of organizational citizenship behaviour among workers. This means that the higher a worker finds a way to balance his family life or normal life responsibilities with his work responsibilities, the higher the display of organizational citizenship behaviour by the workers. There has been a dearth of research on the relationship between work-life balance and organizational citizenship behaviour (OCB). However, work-life balance has been found to be positively related to many other positive organizational outcomes. For example, Roehling, Roehling, & Moen (2001) found in a representative sample of 3,381 American workers that the presence of flexible time policies and childcare assistance was associated with employee loyalty for those with family responsibilities. Grover and Crooker (1995) found that parental leave, childcare information and referral, flexible work hours, and financial assistance with childcare predicted both increased affective commitment to the organization and decreased turnover intentions among all employees, not just users of the practices. Butts, Ng, Vandenberg, Dejoy, and Wilson (2007) found that for men, the availability of work-life practices was associated with higher organizational commitment only when perceived organizational support was high. In line with the above findings that linked work-life balance with employee loyalty, satisfaction, and commitment, the current research argues that when there is

relatively flexible work policies, it will be easier for workers to settle their private life affairs as well his or her work responsibilities. This will reduce stress both physically and mentally for workers and increase their well-being at work. A high feeling of mental stability and wellness at work also makes it possible for workers to go out of their way to help the organization to achieve its aims even when they are not directly employed to perform such duties.

SUMMARY AND CONCLUSION

Conclusion

Using two hundred and eighty-eight (288) participants, comprising of one hundred of eighty two (182) male workers and one hundred and six (106) female workers of the Federal Airports Authority of Nigeria, Honeywell Nigeria PLC, and Daily Food Custard, this research investigated the predictive roles of psychological contract breach, person-environment congruence, and work-life balance on organizational citizenship behaviour among workers. Because a lot literatures have found significant relationship between employee job satisfaction and a good number of organizational outcomes, including OCB, the current research attempted to statistically remove the effects of other variables like job satisfaction, workers' age, and work experience on Organizational Citizenship Behaviour (OCB). Four hypotheses were tested in the study and all four were accepted.

The results of the study show:

(1) That feeling of psychological contract fulfillment had a positive and significant relationship with Organizational Citizenship Behaviour (OCB). That is to say that the higher the scores on the psychological contract breach scale, which measures the extent of psychological contract fulfillment, the higher the scores on the organizational citizenship behaviour scale. Also, Psychological contract breach significantly predicted Organizational Citizenship Behaviour (OCB) even after controlling for job satisfaction, age, and work experience. As a result, this research concludes that psychological contract fulfillment is a significant factor of Organizational Citizenship Behaviour (OCB).

(2) Secondly, the research concludes that person-organization fit is a very important factor of Organizational Citizenship Behaviour (OCB) among workers. This is because the research found a significant positive relationship between person-organization fit and Organizational Citizenship Behaviour (OCB) among workers. This means that higher scores in person organization fit scale will lead to higher scores in Organizational Citizenship Behaviour (OCB) scale, and on the other hand, lower scores on the person-organization fit scale will lead to lower scores on the Organizational Citizenship Behaviour (OCB) scale. Furthermore, the research found that even after controlling for the effects of job satisfaction, age, and work experience, person-organization fit still predicted Organizational Citizenship Behaviour (OCB).

(3) Similarly, the research concludes that there was a significant positive relationship between person-job fit and Organizational Citizenship Behaviour (OCB). This means that higher scores in the Person-Job Fit (PF-FIT) Scale led to higher scores in the Organizational Citizenship Behaviour (OCB) Scale. Person-job fit also significantly predicted Organizational Citizenship Behaviour (OCB) after controlling for job satisfaction, workers'

age, and work experience. This means that person-job fit is a significant contributing factor of Organizational Citizenship Behaviour (OCB).

(4) Lastly, the study concludes that work-life balance had a significant positive relationship with Organizational Citizenship Behaviour (OCB). Higher scores in work Life Balance Scale led to higher scores on the Organizational Citizenship Behaviour (OCB) Scale. When the control variables (job satisfaction, age, and work experience) were held constant, work-life balance still predicted Organizational Citizenship Behaviour (OCB). This simply suggests that work-life balance plays a very big role in workers' Organizational Citizenship Behaviour (OCB).

Implications of the Study

This study has practical implications for how management of any organization can help increase the extent to which workers display Organizational Citizenship Behaviour (OCB) and therefore contribute to the efficiency and effectiveness of every organization. It also has practical implications for what human resource managers of every organization should look out for during recruitment exercises. Finally, the findings of the research have practical implications for every worker in different organizations and candidates who apply for jobs also.

For organizations, they should endeavour to always fulfill all the terms of contracts established with their workers at the point of recruitment. In addition to this, they should treat the workers with a human face by paying them early enough, giving them extra incentives for extra work duties so they will not feel cheated. Treating workers with dignity and respect will make them feel recognised by the organization. This feeling will in turn lead to a higher level of loyalty to the organization and commitment to the goals of the organization by the workers.

For human resource managers, they should use different standardised psychological tests to ascertain if the interests of the candidates for a particular job position align with the interests, aims, and objectives of the organization. This will increase the satisfaction of the workers with the policies of the organizations and therefore make them readily able to display more organizational citizenship behaviour in order to increase the productivity of the organization. Similarly, they should make sure they use relevant personality tests to ascertain the personality dispositions of the workers after selection in order to place them in a job position that is a perfect fit with that of their personality. This should be properly guarded against especially in a country like Nigeria where people do not really choose a career because of interests or passion but as a result of chance or luck. It is as a result of this that able bodied qualified and intelligent young Nigerians enter a certain career but end up not performing up to expectations. When human resource managers do their job very well, the candidates will be well placed in a well-deserved organization and job, and it will be of utmost benefit to both the organization and the employee.

Lastly, the research has some implications to potential workers of every organization as well as those that are already on the job. For candidates who are applying for jobs, they should know that it could be highly frustrating to work where your interests and passion do not lie and to do a job that does not match one's personal characteristics. Because of this, they should avoid applying for jobs just for the sake of money or not to stay idle at home. They should always endeavor to apply where they have keen interest and where they can effortlessly demonstrate their capabilities and skills in

carrying out the demands of such jobs effectively. This will go a long way to increase work satisfaction, and in the long run, lead to high demonstration of organizational citizenship behaviour for high efficiency in organizations.

Recommendations

In view of the above findings of the research, the study makes the following recommendations:

1. That managers and human resource managers of different organizations should design the motivational strategies of their organizations in such a way that hard work is appreciated. This will lead to a high level of satisfaction in the class. The research has confirmed that satisfaction leads to OCB. When this enabling environment that will create high-level performance has been established by managers of different organizations, workers will increase their helping behavior and aid the organization in achieving its set goals and objectives.
2. Every organization should make work policies that are favourable to the workers. Their policies should not be too rigid. They should bear in mind that every worker comes to work with some personal problems from home and, as a result, always consider infringement on workers' personal lives before making any work decision. This will enhance the work-life balance of the workers and, as a result, increase the practice of organizational citizenship behaviours among workers.
3. Also, the personnel managers should conduct regular counseling sessions with their employees to try to find out some relevant information as to whether the worker is comfortable with the extent of fulfillment of some psychological contracts. This will give the organization an idea of where they might have gone wrong and therefore try to make amends. Such interaction sessions of managers with workers will help managers gain insights into some salient grudges that the workers may be bearing against the organization that ordinarily, they would not like to talk about. Solving such problems will in the end increase OCB among workers.
4. Finally, the research recommends that management should try to develop some incentive techniques for every worker who performs any act of organizational citizenship behavior. This will reinforce their helping behavior and increase the atmosphere of love, unity, and understanding at work. This will make the workers more comfortable, united, and more satisfied with their work in order to achieve high productivity within the organization.

Contributions to Knowledge

The research has been able to establish the fact that psychological contract breach, person-environment congruence, and work-life balance are all significant predictors. Secondly, it has been able to establish that even when the effects of some key variables like work satisfaction, work experience, and age have been removed, psychological contract breach, person-environment congruence, and work-life balance were still able to predict organizational citizenship behaviour. The research has added to the literature on variables that lead to organizational citizenship behaviour, as it has shown that the independent variables are strong determinants of Organizational Citizenship Behaviour (OCB).

Limitations of the Study

The major limitation of this research is the small sample size witnessed in the research as a result of the participants' busy schedules at work, which made them reluctant to respond to the questions. This limited the ability of the research findings to be generalised to all workers in every organization in Nigeria. Even though the research made use of both public and private organizations, it did not compare the two types of organizations on the variables of interest in the research. It would have given higher insights into which type of organization displays higher or lower scores in all the variables in the research.

Suggestions for further Research

It is suggested that subsequent research should consider increasing the sample size in order to enhance the generalizability of the research findings. They should also compare both public and private organizations in all the variables of interest in order to find out which one scores higher on the variables of interest. This will help give specific recommendations to the organizations that are engaging in some practices that do not encourage organizational citizenship behaviour from the workers.

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