

EXPLORING THE PERSON-ORGANIZATION FIT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF ACADEMIC STAFF WORKING IN THE SOUTH- WEST NIGERIAN PUBLIC UNIVERSITIES

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Abstract

The study examined the effect of person-organization fit and organizational citizenship behavior of academic staff working in southwest Nigerian Public Universities. The study adopted a cross-sectional survey research design method. A sample size of 400 employees of the selected universities in South-West Nigeria was chosen from a total population of 8,540 employees. The stratified random sampling technique was adopted for the study. The Work Engagement Scale (WES), Organizational Citizenship Behaviour Checklist (OCBC), Personal Values Scale (PVS), and Value Congruence Scale were used to collect data (VCS). The statistical techniques used for data analysis were descriptive statistics, correlation, and regression analysis. All analysis was done using the statistical package for social science (SPSS) software version 25. Findings showed that value congruence (Coef. = 0.1770, P = 0.010), personality congruence (Coef. = 0.3400, P = 0.000), and work engagement congruence (Coef. = 0.1630, P = 0.001), have significant and positive effects on organizational citizenship behavior. Findings showed that 25.8% of the change in organizational citizenship behaviour was brought about by the dimensions of person-organization fit. The study concluded that person-organization fit has a significant positive effect on the organizational citizenship behaviour of academic staff working in South-Western Public Universities. The study recommended amongst others that qualified individuals with strong organizational fit and moral character are to be chosen for placement in the academic staff cadre structure of universities. The study established that value congruence, personality congruence, and work engagement congruence contribute significantly to organizational citizenship behavior of academic staff in the south-west Nigerian Public Universities.

Keywords: *Person Organization, Citizen Organization, Academic Staff, Public Universities.*

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1. Introduction

Universities and other higher education facilities play a significant role in promoting students' intellectual, physical, social, and moral development as well as equipping them with the skills needed to secure future employment and sustainably run the economy. This can only be achieved at the numerous citadels of learning when actively engaged professionals are respected as capable and dedicated faculty members. Typically, employee engagement is believed to be crucial to any firm's smooth running and top performance. Work engagement has been linked to teachers' commitment and effectiveness (Widayati & Gunarto, 2017; Steer & Porter, 1983). Teachers who value their work and are committed to their organizations are expected to be fully committed and determined to succeed in a competitive business environment, Kifordu, et al, 2023)

The impacts of person-organization (P-O) fit on employee work attitudes and behavior have attracted academic interest due to the rising acknowledgment of employees as a vital resource in the global marketplace (Hoffman & Woehr, 2021, Cooper-Thomas & Wright, 2013, Peng, Lee, & Tseng, 2014). P-O fit refers to a match between a person's behavior and organizational citizenship (George, 2019). The retention of workforces with high levels of flexibility and the organizational commitment required to meet competitive challenges is considered dependent on achieving a high degree of P-O fit. As a result, work attitudes, or evaluative dispositions toward one's job, are among the outcomes that are typically studied in P-O fit research. Examples include job satisfaction, organizational commitment, and intention to leave one's employment (Verquer, Beehr, & Wagner, 2021; Silverthorne, 2018; Ambrose, Arnaud, & Schminke, 2008).

Nevertheless, teachers who don't feel involved aren't as enthusiastic or committed to their groups. This argues that a variety of factors, including devotion, cooperation, and a purposeful desire for success out of their own free choice, rather than because they have been forced and coerced to do it, affect the success or failure of educational institutions. Kahn (1990) was one of the pioneering academics to introduce the concept of job engagement, and Schaufeli and Bakker both cited him (2010). According to Kahn, it is best described as employees' whole devotion to their work as a result of their feeling of identity with it. Engagement is the term used to describe a person's positive outlook and contentment with a given profession or vocation. It is made up of enthusiasm, dedication, and immersion. Vigor can be defined as the physical ability of a person's psychological well-being to manage and remain committed to a particular vocation or job for a fair amount of time. Devotion is a quality that comprises

unshakeable resolve to address all associated multiple concurrent challenges as well as complete commitment to a plan of action. Where continuous output is considered strategic. Kifordu, Odita, & Nwankwo (2022). Absorption is defined as being entirely focused on a particular task with no other overarching objectives or distractions. To create greater results, the employee now has the freedom to put in more time and effort at work.

The notion of cognitive work engagement, which Angus and Robert (2017) identified as having three aspects, is conceptualized in the current study to evaluate work engagement, emotional work engagement, and physical work engagement. Physical work engagement is the act of actively putting out effort and energy to fulfill one's tasks. Cognitive work engagement is the process of proactively focusing on enhancing productivity. Positive emotions about one's task performance or feeling good and happy about one's work are both examples of emotional work engagement. Employees that are engaged at work have a positive attitude toward their workplace and the accepted norms. This attribute is the first step in increasing any establishment's or institution's production. Additionally, it highlights certain other distinctive qualities, sometimes known as organizational citizenship behaviors (OCBs). The five characteristics of corporate citizenship conduct were identified by Organ (1988) as civic virtue, politeness, sportsmanship, altruism, and conscientiousness. The obligation of an employee to engage in all corporate activities and events, such as attending meetings even if they are not compelled to and adapting to organizational changes, can be summed up as civic virtue.

Last but not least, being conscientious entails giving one's time and effort to projects and endeavors that are not specifically mentioned in the formal agreement one has with the organization. Examples include going above and beyond what is expected in terms of volunteering and putting in extra time. All of the aforementioned work traits demonstrate an employee's adherence to the procedures, rules, and policies of their employers. It has been demonstrated that there is a high correlation between organizational citizenship conduct and work engagement (Warangkhan, 2011). While past studies by Abd-Allah (2016), Sridhar and Thiruvankadam (2014), and others showed that organizational citizenship activity is strongly and favorably associated with work engagement.

In other words, it shows how closely an organization's goals and expectations match the values and goals of its workforce. This is a result of employees being lured to businesses that share their values. They perform better, are happier, and have more successful results at work as a result (Retowski & Podsiadly, 2016). Overall, greater job satisfaction may inspire employees to invest more effort into their work. A bad organizational fit, on the other hand, can lead to

low job satisfaction, decreased work engagement, decreased productivity, and many other unfavorable work outcomes, such as fatigue and a general lack of interest in teamwork, insufficient production output, high overhead operating costs, ongoing labor turnover, or frequent changes in the labor force especially when also diversity issues are not protected (Kifordu & Iwelu, 2022). This suggests that the relationship between organizational citizenship behavior and job engagement may be modified by personal values and organizational congruence.

The problem

Global universities are recognized as significant engines for socioeconomic and political improvement. The Nigerian university educational system, for the past years, has been going through a sequence of reforms to expand access, quality and encourage both internal and external effectiveness of the system (Okoli, et al., 2021). Organizational citizenship behaviour (OCB) is the behaviour of workers that goes further than their formal job necessity and that is not paid for or pleased by the organization. It consists of the behaviour that supports others, voluntarily doing extra jobs, obeying rules, and the office procedure (Nugroho, et al., 2020). Employees that engage in OCB do it not for pay since it is not formally recognized. They do it out of their own volition and need to ensure the accomplishment of their organization. Hence, for an organization to succeed, it needs some workers that are dedicated to going afar formally recognized, and appreciated the effort. Despite the importance of person-organizational fit and organizational citizenship behaviour, many universities can still not extract and share its benefits. This is so because, with research on PO fit and OCB, the universities could have a clue as to how to make employees put in their best in the organization, as against what is reachable in the institutions. It was observed that the climate of support of lecturers by management is very minimal. The justice system also, in terms of distributive and bureaucratic justice seems to be suspect. There appeared to be little effort geared towards the career development of staff, while the teamwork spirit in the institutions appears not to be strong. All these could have implications for a resolution to go beyond formally recognized duties and responsibilities, as they may not be open to putting in their best, given the climate they work in. It is, therefore, against the backdrop of these seeming issues that this work was necessitated.

Statement of Hypotheses

Ho₁: Value congruence has no significant positive relationship with Organizational Citizenship Behavior.

Ho₂: There is no significant positive relationship between Personality congruence and Organizational Citizenship Behavior.

Ho₃: Work engagement congruence has no significant positive association with Organizational Citizenship Behavior.

2. Review of Related Literature

Conceptual Review

Person-organization (P-O) fit

When at least one entity meets the other's demands, both entities exhibit comparable essential traits, or both, there is P-O fit, which is described as the compatibility between people and the organization (Rodrigues et al. 2020). A subfield of the P-E fit research subject is P-O fit. The concept that human behavior is a result of interactions between people and their environments is fundamental to this field (Rodrigues et al. 2020). Hence, when attempting to comprehend and forecast people's attitudes and behaviors, experts look at how well people and their organizations align (De Clercq, Fontaine, & Anseel, 2008). The most well-known theoretical approach to P-O fit is probably the notion of work adjustment (Schwepker, 2019). This theory holds that fit is a mutually responsive interaction between the work environment and the individual. In other words, people meet the demands of people and the workplace environment meets the criteria of the workplace. Work adjustment is the ongoing, dynamic process by which people attempt to achieve and maintain a connection with the workplace. Values and goals are the most frequently utilized dimensions, however, academics have used a variety of other dimensions to conceptualize P-O fit (Piasentin & Chapman, 2006; HoVman & Woehr, 2006).

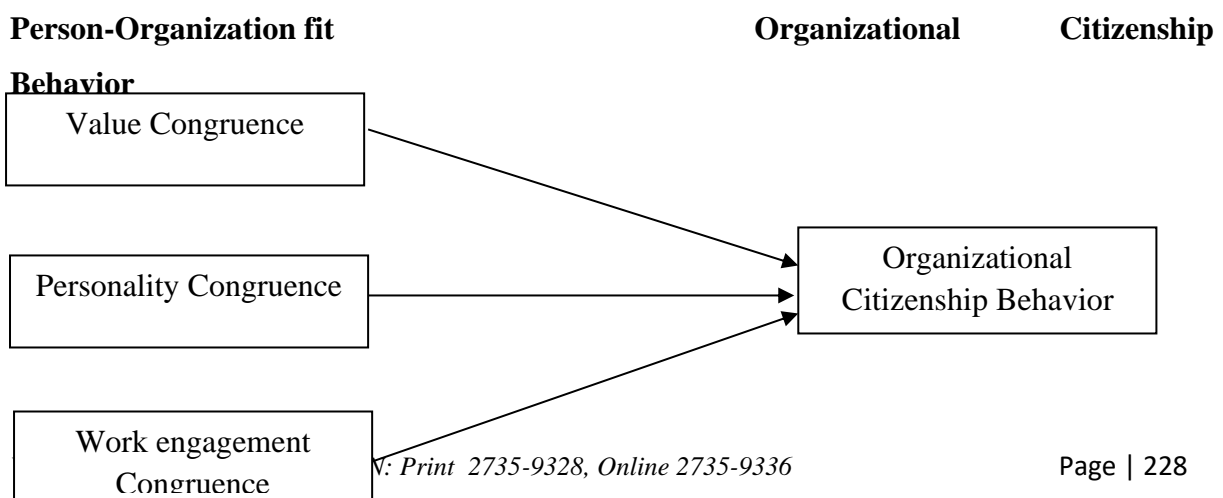
So, in the current investigation, we use this conceptualization. Value congruence was by far the most prevalent way of conceiving P-O fit because values are crucial to self-identity and they strongly influence attitudes, judgments, and behaviors (Piasentin & Chapman, 2006; HoVman & Woehr, 2006; Subramanian et al., 2022). According to these studies, P-O fit would be higher to the extent that an individual's values align with those of the organization. Thus, people are more likely to exhibit positive work attitudes when their value preferences are similar to the value orientations of their business. The alignment of individual and corporate goals is a crucial component of fit between people and their organizations (Supeli & Creed, 2013).

Organizational Citizenship Behavior

Organ (1988) defines OCB as Individual behavior that is discretionary and not directly or unequivocally recognized by the formal reward system, in addition to behavior that in the collective promotes the effective functioning of the organization. With OCB, the accentuation is on the optional mentalities and ways of behaving of laborers that are past the call of commitment (Podsakoff, et al, 2014). According to Oladipupo (2016), OCBs are behaviors that employees choose to engage in but do not require them to perform. As a result, the behavior is more of a personal choice, and it is generally thought that not doing it is neither punishable nor rewarding. (Ojebola, et al, 2020). They are non-role-specific, discretionary behaviors and actions that are valued for their contribution to organizational efficiency but are not explicitly recognized by the formal reward system. (Organ, 2018).

It is informal; that is, it is not recognized by the formal structures of a firm, and hence, not rewarding, the firm should progress and make headway in the ever-competitive business environment. Farooqui (2012) states that it is an informal kind of behaviour that is desirable by the organization. It promotes the goals of the organization by adding to its social along with the psychological environment. It serves to promote the general well-being of the organization (Kandeepan, 2016). It contributes to the effective functioning of a firm (Nadim, et al., 2016). The consequences of OCB are found in the positive effects it has on the company’s overall performance. Sridhar & Thiruvendakam (2014) aver that OCB is significant because it supports the social, organizational, and psychological components to accomplish both individual and organizational performance. It fosters cooperation among co-workers, work groups, and the firm's effectiveness, efficiency, and overall performance of the organization (Akturan & Çekmecelioglu, 2016). It generally includes pro-social behaviors, including punctuality, helping others and innovating, and volunteering (Organ, 1988).

Conceptual Model



Value congruence and Organizational Citizenship Behavior

Value congruence is the similarity of values between the organization and the employees (Chen et al. 2014). Because value congruence can lead to beneficial outcomes such as job satisfaction, organizational commitment, trust, and better performance (Bao, Li, and Zhao 2018), examining its antecedent is very important. Value-based citizenship behaviour practices such as transformational leadership are established as socialization factors that induce followers to learn from their leaders and result in value congruence (Hoffman et al. 2011).

Their strength of value lies in the fact that they motivate and shape the attitude and actions of a person, organization, or society (Miller-Stevens, 2015). Although, in a general sense, values are seen as a key factor of human behavior and choices, which are formed due to social models and personal experience; however, the values take on different meanings in different scientific paradigms. There is already no doubt about the positive impact of value congruence on employees' attitudes, behaviors, and performance (Spanjol, 2015). It is also proven that value congruence leads to better adaptability of employees to the work environment, involvement in the work (Mingjun et al., 2015; Peng et al., 2015) unites and focuses members of the organization, and helps to retain the committed labor force (Ren & Hamann, 2015), thus ensuring a good performance of the organization.

The diversity of work values may influence the level of value congruence (i.e., compatibility between employees' work values and values held by organizations) because certain work values held by particular workers may be more likely to align with the organization's values, such as the value of hard work held by the older generation. Empirical research has suggested that employee possession of high levels of value congruence is important to organizations as congruent employees are likely to exhibit positive work outcomes (Wing, 2013).

Personality Congruence and Organizational Citizenship Behavior

The present study also assumes that particular individual and organizational characteristics, such as personal views and organizational fit, may have a major impact on the relationship between organizational citizenship activity and job engagement. Since they act as a person's guiding principles in life, personal values are crucial organizational components. The performance of both individuals and organizations is significantly impacted by them. Since Schwartz first proposed the notion of fundamental human worth in 1992, it has grown into a comprehensive and empirical framework for studying human value (Cieciuch, 2017). Values are "desirable trans-situational goals, shifting in prominence and serving as guiding principles

in the life of an individual or other social unit." The theory holds that motivation is an ongoing occurrence that is linked to fundamental values (Schwartz, 1994).

Work engagement congruence and Organizational citizenship behavior

Work engagement is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Harju et al., 2016). People who engage in their work show high levels of energy and involvement in work-related activities, viewing their work as more interesting and meaningful. Research on work engagement has suggested that work engagement relates to various positive outcomes, such as higher job performance and higher organizational commitment (Breevaart et al., 2015).

Work engagement and citizenship behavior have a highly substantial association, according to Abed and Elewa (2016). Organizational citizenship behavior was found to be significantly influenced by engagement, and both variables displayed a strong and favorable association. This was in line with earlier findings on the two constructs from Babcock-Roberson and Strickland and Ariani (2013). Using a sample of academic staff from universities in South West Nigeria, the study's objective is to determine whether a similar link between these two factors can be found. This is because the majority of these studies were carried out overseas and in settings other than academia, primarily commercial ones.

Theoretical Framework

Social exchange theory

The study was anchored on the social exchange theory that goes back to 1958 when American sociologist George Homans published an article entitled “Social Behavior as Exchange.” Homans devised a framework built on a combination of behaviorism and basic economics. In the immediate years that followed, other studies expanded the parameters of Homans’ fundamental concepts.

Social exchange theory views exchange as a social behavior that may result both in economic and social outcomes (Lambe et al., 2001). Social exchange theory has been generally analyzed by comparing human interactions with the marketplace. The study of the theory from the microeconomics perspective is attributed to Blau. (Cook & Rice, 2006). From his perspective, every individual is trying to maximize his wins. Blau stated that once this concept is understood, it is possible to observe social exchanges everywhere, not only in market relations but also in other social relations like friendship (Burns, 1973). The social exchange process

brings satisfaction when people receive fair returns for their expenditures. The major difference between social and economic exchange is the nature of the exchange between parties. According to Stafford, social exchanges involve a connection with another person; involve trust and not legal obligations; are more flexible; and rarely involve explicit bargaining (Stafford, 2008).

The relevance of this theory to the study is the point of humans being rational and the point of the theory proposition of reciprocity as its main tenet. Hence, a perceived good environment based on the assumptions of the theory will lead to behaviors that are above the required formal tasks which are termed OCB. That is, when employees perceive that the support they are receiving from the firm is good, they would be obliged to show value congruence with strategic positioning (Kifordu, A. A and Uroko, 2023). Establishing Strategic. Also, when they see that the institutions and their management are just in their rewards and processes, they would have no option but to exhibit a commitment to the universities.

Empirical Review

Khaled (2022) examined the effect of work engagement on self-esteem: A field study at the center of the Iraqi Ministry of Higher Education and Scientific Research. This study aimed to investigate the effect of work engagement on self-esteem. The search was applied to a sample of 310 employees in the Center of Ministry of Higher Education and Scientific Research. Some results of the study were that there is no strong effect of work engagement on self-esteem because of the difference in levels of each of them for a sample of study according to the results that the statistical analysis showed it. The study recommended that there is a need to prepare a work environment, help the employees in the searched organization to engage with their work by giving them tasks that take them away from the routine and importantly make the employees feel like they are important and the organization can depend on them.

Jamaludin et al. (2021) carried out a study on the influence of personal values on organizational commitment among foreign workers in Malaysia's Construction Industry. This study begins with the realization of the important contributions of employees' Values on Organizational Commitment especially in the construction Industry in Malaysia where there is a paucity of research in this area. The independent variables were Personal Values (Stimulation, Universalism, Achievement, Self-Direction, and Benevolence). The dependent variable is the Organisational Commitment (Affective Commitment, Continuance Commitment, and Normative Commitment). The sampling frame (N=160) is concentrated on the technical

foreign workers who work in Construction Industry Development Board (CIDB). The data were analyzed using Statistical Package for the Social Sciences²⁵ (SPSS 25). Results showed that Achievement values and Self-Direction values are proven to have important influences on Organizational Commitment. This study discussed the results from the social, psychological, and human resource perspectives, as well as their implications for human resource management.

Margaretha & Wicaksana (2020) examined the relationship between person-organization fit toward organizational commitment and organizational citizenship behavior: Experiences from Student Activity Organization Members. This study verified the influence of person-organization fit towards organizational commitment and organizational citizenship behavior in a sample of members of students' activity organizations from a private university in Bandung, Indonesia. The questionnaire was distributed to 108 students who become members of the student activity organization. The results of the study showed that there are relationships between person-organization fit toward organizational commitment with 34.9% and person-organization fit and organizational citizenship behavior (17.7%). Based on the result, the study provided some managerial recommendations; for instance, student activity organizations should organize more events to build members to fit the organization.

3. Methodology

The study used the cross-sectional research methodology. The population consists of 8,540 academic staff members employed by South-West Nigerian state universities. The Taro Yamane formula was used to calculate the sample size, and 400 academic staff members were chosen using the proportional stratified random sampling technique from a population that had been divided into six strata based on the geopolitical arrangement of the six States that make up South-West Nigeria. They include the states of Ekiti, Lagos, Ogun, Ondo, Oyo, and Ogun. Six of the 13 public universities in the South West Zone were chosen, and using proportionate and simple random selection approaches, 67 individuals were then chosen from each stratum. In the Instrumentation The Work Engagement Scale (WES), Organizational Citizenship Behaviour Checklist (OCBC), Personal Values Scale (PVS), and Value Congruence Scale were used to collect data (VCS).

Work Engagement Scale (WES)

The Work Engagement Scale (WES) was created by Angus and Robert (2017) as a normative assessment of the three components of work engagement—cognitive, emotional, and

physical—that make up the subscales. The adopted WES consists of 5 items on a 5-point Likert scale. On the scale, 1 represents strongly disagree and 5 represents strongly agree. The three WES subscales include cognitive, emotional, and physical components. Examples of the items on the cognitive sub-scale include "I rarely worry about time when I am working," "I feel very good about the work that I do," and "I have a great deal of stamina for my work" (physical sub-scale). Angus and Robert (2017) established the internal consistency reliability of the WES and reported Cronbach's alpha of 0.82, 0.79, and 0.87 for the cognitive work engagement, emotional work engagement, and physical work engagement sub-scales respectively, while the Cronbach's alpha for the scale as a whole was 0.84.

Organizational Citizenship Behaviour Checklist (OCBC)

To assess the frequency of organizational citizenship behaviors practiced by employees, Fox, Spector, Goh, Bruursema, and Kessler (2012) created and standardized this measure. The adopted scale consists of 5 items that ask respondents to rate the frequency of their behavior on a 5-point Likert-type scale, with 1 being never and 5 being always. Example items on the OCBC are: "Helped co-worker gain new skills or shared job information" and "Volunteered for extra work assignments". The Organizational Citizenship Behaviour Checklist's complete items' internal consistency using Cronbach's technique was 0.89 and 0.94 for two self-report samples, indicating that the scale has excellent internal consistency reliability (Fox et al, 2012).

Personal Values Scale (PVS)

Scott (1965) created the Personal Values Scale (PVS) to gauge personal values. It's been a long time since I've been this excited about a project. Intellectualism, friendliness, social abilities, loyalty, academic success, physical development, status, honesty, religiosity, self-control, creativity, and independence are among the subscales that are measured. On a 5-point Likert scale, where 1 is always disliked and 5 is always admired, the entire instrument is scored. Typical things on the scale include: Being able to persuade others to work with you and thinking and acting freely and without regard to social conventions. According to Cronbach's approach, the Personal Value Scale's stated reliability coefficients fell between 0.80 and 0.89. According to reports, the reliability coefficients for the subscales measuring independence and religiosity were 0.78 and 0.92, respectively (Braithwaite, 2019).

Value Congruence Scale (VCS)

Tammara (2013) created the Value Congruence Scale (VCS) to measure perceived direct and indirect person-organization (P-O) fit. It is employed to evaluate participant and organizational congruence. The scale consists of 11 items with responses ranging from 1 for Strongly Disagree to 5 for Strongly Agree in a 5-point Likert-type format. Example items on the VCS are: "My values reflect those of present employees in this organization" and "I would recommend this organization to my friends as an excellent place to work". The instrument's reliability coefficient ranges from 0.70 to 0.90. (Leung, 2013). Significant correlations between the VCS's concept validity and organizational commitment scores ($r = 0.46, p .001$) were found (Supeli & Creed, 2014).

Model Specification

$$OCBH = f(PEOF)$$

$$PEOF = (VALC, PERC, WOEC)$$

$$OCBH = \alpha + \beta_1 VALC + \beta_2 PERC + \beta_3 WOEC + \varepsilon; \dots \dots \dots \text{equation (1)}$$

Where:

PEOF = Person-organization Fit

OCBH = Organizational Citizenship Behavior

VALC = Value congruence

PERC = Personality congruence

WOEC = Work engagement congruence

α = Constant

$\beta_1 - \beta_3$ = Regression Coefficient

ε = error term.

RESULTS

Table 1. Analysis of response pattern

Item	Questionnaire	Percentage (%)
Total number of questionnaires administered	400	100
The number of questionnaires retrieved	330	82.5
Number of questionnaires not retrieved	52	13
Number of questionnaires suitable for analysis	320	80
Number of questionnaires not suitable for analysis	10	2.5

Source: computed from field survey data, 2023

The response rate for this study was 83.8% as shown in Table 4.1 by the total number of questionnaires answered and recovered from the field exercise.

4. Analysis of data

Table 2: Work Engagement Scale (WES)

S/ N	Questionnaire Items	1=U	2=SD	3=D	4=A	5SA
		No (%)	No.(%)	No.(%)	No.(%)	No.(%)
1	I rarely think about a time when I am working	20 (6.3)	12 (3.7)	43 (13.4)	- -	55 (17.2)
2	I feel very good about the work that I do	15 (4.7)	51 (15.9)	19 (5.9)	5 (1.6)	61 (19.1)
3	I have a great deal of stamina for my work	77 (24.1)	40 (12.5)	38 (11.9)	19 (5.9)	44 (13.7)

Table 3: Personal Values Scale (PVS)

	My organization provides room for:	No(%)	No.(%)	No.(%)	No.(%)	No(%)
4	Thinking and acting freely, without social restraints, and encouraging others to do likewise	84 (26.2)	61 (19.1)	85 (26.6)	- -	50 (15.6)
5	Being able to get people to cooperate with you	64 (20.0)	77 (24.1)	59 (18.4)	5 (1.6)	16 (5.0)
6	Intellectualism, kindness, social skills, loyalty, academic achievement, physical development, creativity& independence.	22 (6.9)	9 (2.8)	41 (12.8)	11 (3.4)	65 (20.3)

Table 4: Value Congruence Scale (VCS)

		No (%)	No.(%)	No.(%)	No.(%)	No.(%)
7	My values match those of current employees in this organization	31 (9.7)	21 (6.6)	6 (1.9)	9 (2.8)	70 (21.8)
8	I would recommend this organization to my friends as a good place to work	38 (11.9)	72 (22.5)	- -	23 (7.2)	48 (15.0)

Table 5: Organizational Citizenship Behaviour Checklist (OCBC)

		No (%)	No (%)	No (%)	No (%)	No (%)
9	Helped co-workers learn new skills or shared job knowledge	22 (7.5)	26 (8.1)	20 (6.3)	- -	84 (26.3)
10	Volunteered for extra work assignments	43 (13.4)	40 (12.5)	- -	14 (4.4)	72 (22.5)
11	Attend to my work schedule with vigor	84 (26.3)	52 (16.3)	10 (3.1)	6 (1.9)	33 (10.3)
12	I perform my work well with minimal time and effort willingly.	48 (15.0)	21 (6.6)	28 (8.8)	10 (3.1)	53 (16.5)

Source: Analysis of Field Survey, 2023

Table 6: Descriptive characteristic of data collected

variable	mean	p50	max	min	N
valc	4.2	4	5	1	320
perc	3.790625	4	5	1	320
woec	3.659375	4	5	1	320
ocbh	3.8375	4	5	1	320

Source: Researcher’s computation (using Stata version 13.0)

Table 6 shows the descriptive properties of the data set used for the analysis, the constructs have a maximum value of 5 indicating that the respondents always experience or encounter at some point for all the questions asked, while the minimum of 1 for all the constructs. On average, the respondent chooses 4 (agree). The descriptive statistics Table further shows that the sample size of 320 respondents was sampled (n = 320)

Table 7: Normality Test

Variable	Obs	Skewness/Kurtosis tests for Normality			joint	Prob>chi2
		Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)		
valc	320	0.0000	0.0001	42.75	0.0000	
perc	320	0.0000	0.1240	30.18	0.0000	
woec	320	0.0000	0.0085	19.95	0.0000	
ocbh	320	0.0000	0.0002	52.05	0.0000	

Source: Researcher’s computation(using Stata version 13.0)

The result of the normality test was shown in Table 4.4, which shows that all the variables are normally distributed at a 5% level of significance. Hence, any recommendations made to a very large extent would represent the characteristics of the thorough population of the study.

Table 8: Correlations among the dimensions of study variables

	valc	perc	woec	ocbh
valc	1.0000			
perc	0.3178	1.0000		
woec	0.2938	0.2877	1.0000	
ocbh	0.3032	0.4580	0.3215	1.0000

Correlation is significant at the 0.05 level

Source: Researcher’s computation (using Stata version 13.0)

The result in the Table reveals that there is a positive correlation analysis involving all the constructs. has a moderate positive correlation. Overall, the dimensions of the independent variable maintained a positive correlation with organizational citizenship behavior.

Test of Hypotheses

Decision Rule

The null hypotheses shall be accepted if the p-value (calculated value) is greater than (>) the established level of significance (critical value) and to reject the null hypotheses if it is less than (<) the critical value. In addition, Gujarati and Porter, (2009)opined that the level of significant p-value of 0.05 and above is a condition for accepting the alternate hypothesis (H). But if otherwise, that p-value less than 0.05 is the condition for rejecting the alternate hypothesis (H).

Table 9: Person-organization Fit dimensions (independent Variable) and Organizational Citizenship Behavior (dependent Variable)

Source	SS	df	MS			
Model	74.5382019	3	24.8460673	Number of obs =	320	
Residual	207.011798	316	.655100627	F(3, 316) =	37.93	
Total	281.55	319	.882601881	Prob > F	= 0.0000	
				R-squared	= 0.2647	
				Adj R-squared	= 0.2578	
				Root MSE	= .80938	

ocbh	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
valc	.1769824	.0681287	2.60	0.010	.0429391	.3110256
perc	.3398711	.0486297	6.99	0.000	.2441921	.4355501
woec	.1630228	.0475874	3.43	0.001	.0693947	.256651
_cons	1.209288	.2921869	4.14	0.000	.6344108	1.784166

Dependent Variable: Organizational Citizenship Behavior

Source: Researcher’s computation (using Stata version 13.0)

H01: Value congruence has no significant positive relationship with Organizational Citizenship Behavior.

The regression result output in Table 4.6 shows that Value congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.1770, p = 0.010), the p-values for Value congruence is

less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Value congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities.

Ho₂: There is no significant positive relationship between Personality congruence and Organizational Citizenship Behavior

The regression result output in Table 4.6 shows that Personality congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.3400, $p = 0.000$), the p-values for Personality congruence is less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Personality congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities.

Ho₃: Work engagement congruence has no significant positive association with Organizational Citizenship Behavior.

The regression result output in Table 4.6 shows that Work engagement congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.1630, $p = 0.001$), the p-values for Value congruence is less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Work engagement congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities.

As indicated in Table 9, Adj. The r-Squared of the models is 0.258 implying that a 25.8% change in Organizational Citizenship Behavior is accounted for by the joint predictive power of Person-organization Fit (Value congruence, Personality congruence, and Work engagement congruence).

Post-Regression Diagnostic Test

Table 10: Test for Heteroskedasticity, RESET, and VIF

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Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of ocbh

      chi2(1)      =      6.92
      Prob > chi2  =      0.0885

Ramsey RESET test using powers of the fitted values of ocbh
Ho: model has no omitted variables
      F(3, 313) =      5.59
      Prob > F =      0.0010

. estat vif

```

Variable	VIF	1/VIF
valc	1.17	0.854353
perc	1.17	0.857708
woec	1.15	0.871674
Mean VIF	1.16	

Source: Researcher’s computation (using Stata version 13.0)

The result in the Table above for the test for heteroskedasticity shows that the variation between the dependent and independent variables is homoscedastic, in that there is no heteroskedasticity problem (6.92(0.088)). Implying that the model is free from the presence of unequal variance. This further indicates that our probability values for drawing inferences on the level of significance are reliable and valid. Thus, validating the OLS results, hence, the regression results can be used to test the formulated hypotheses.

Table 10 also shows the results obtained from the test for the Ramsey regression equation specification error test, a probability value of 0.001, implying that the model has no omitted variables. The result from the table indicates the variance test inflation factor test (VIF); the mean VIF value reported is 1.16 which is less than the benchmark value of 10 points to the absence of multicollinearity.

5. Results and Discussion

Value congruence and Organizational Citizenship Behavior

The regression result output in Table 4.6 shows that Value congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.1770, p = 0.010), the p-values for Value congruence is

less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Value congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities. This finding is supported by Leung (2013) who found that Value congruence has significant and positive effects on Organizational Citizenship Behavior.

Personality Congruence and Organizational Citizenship Behavior

The regression result output in the resultant table, shows that Personality congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.3400, $p = 0.000$), the p-values for Personality congruence is less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Personality congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities.

The finding is in alignment with Braithwaite's (2019) position that provides more information that there is a significant relationship between Personality congruence and Organizational Citizenship Behavior.

Work engagement congruence and Organizational Citizenship Behavior.

The regression result output in Table 4.6 shows that Work engagement congruence has a significant and positive effect on the Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities (Coef. 0.1630, $p = 0.001$), the p-values for Value congruence is less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Work engagement congruence and Organizational Citizenship Behavior of academic staff in the South-West Nigerian public Universities. Support comes from Angus and Robert (2017) that there is a significant relationship between Work engagement congruence and Organizational Citizenship Behavior.

6. Conclusion

The importance of work engagement in the operation of universities and the need to assess the potency of some of the contributing factors led to the study of the roles of personal values and organizational congruence in the relationship between organizational citizenship behavior among academic staff in South West Nigerian universities. The findings show that Personality

congruence has a significant and positive effect on Organizational Citizenship Behavior, Value congruence has a significant and positive effect on Organizational Citizenship Behavior, and Work engagement congruence has a significant and positive effect on Organizational Citizenship Behavior of academic staff in the South-West Nigerian Public Universities

The impacts of person-organization (P-O) fit on employee work attitudes and behavior have attracted academic interest due to the rising acknowledgment of employees as a vital resource in the global marketplace. The retention of workforces with high levels of flexibility and the organizational commitment required to meet competitive challenges is considered as dependent on achieving a high degree of P-O fit. As a result, work attitudes, or evaluative dispositions toward one's job, are among the outcomes that are typically studied in P-O fit research. Examples include job satisfaction, organizational commitment, and intention to leave one's employment.

Recommendations

The following recommendations are based on the study's final findings:

1. By enacting policies that boost motivation and foster a positive work environment on campuses, university administrations should assist academic staff in developing organizational citizenship behavior.
2. Qualified individuals with strong organizational fit and moral character are to be chosen for placement in the academic staff's cadre structure of universities.
3. Academic staff who have already been hired by the institutions should be educated about the value of instilling sound personal values through a variety of media, including memos, seminars, conferences, and meetings.

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