

**MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE
RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, AND
EMPLOYEE PERFORMANCE AMONG ACADEMIC STAFF OF THE PUBLIC
COLLEGES OF EDUCATION IN BAUCHI STATE.**

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Abstract

The study examined the mediating role of organisational citizenship behaviour on the relationship between organisational commitment and employee performance of academic staff of Bauchi state public colleges of education, two (2) research questions were formulated together with two (2) Alternate hypothesis based on the empirical evidences, a quantitative research approach was adopted with a descriptive research designed, the study has the total population of (1,387) One thousand, three hundred and eighty seven and a sample size was determined using Taro Yamani formula, a stratified proportional sampling techniques was adopted based on the population size of each Bauchi state public colleges of education ,a structured questionnaire was adapted from the previous researchers and the data collected was Analysed using SPSS Version 30 and the results reveals that, Organizational Commitment directly and indirectly through OCB positively influence Employee Performance. The study concludes & recommends that, proposed to help organizations enhance employee performance through effective & promote Organizational Commitment, encourage Organizational Citizenship Behaviour, Strengthen the Psychological Contract. The study suggested future researchers may employ longitudinal methods to assess changes over time, they may extend the study across multiple sectors and cultural contexts could strengthen external validity, they may also explore additional mediating or moderating variables, such as job satisfaction, leadership style, or organizational culture, to provide deeper insights into behavioural mechanisms that drive performance. Moreover, qualitative approaches could complement quantitative findings to better understand the motivational dynamics underlying OCB and commitment in diverse work environments.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Employee Performance, College of Education, and Social Exchange Theory

Introduction

Employee performance became essential aspect of every organizational success be it public, private or otherwise even at the national and global perceptions, it has also an area of interest in field of human resource management by many researchers in finding solutions or improving employee performance towards attaining the purpose of every organization. Several studies and researches have been conducted in relation to employee performance towards testing it with other variables at the national and global context in having lasting solutions in the success of every organization. Employee performance is considered a crucial factor in today's professional landscape, directly influencing sustainability every organization. Workers are regarded as the most valuable asset, as their dedicated efforts are essential for driving the organization's improvement and success (Mohammed, et'al 2020).

Therefore, organisations must recognize and effectively manage the different factors that impact employee performance to achieve the best possible results. Several factors can contribute to strong performance, including employee engagement, talent development, financial compensation, organisational commitment, and organisational citizenship behaviour, among others. In the context of academic institutions, especially colleges, personnel management in enhancing employee performance continues to be a subject of significant interest and importance (Jackson, et'al 2023). Internationally, educational institutions are

characterized by a strong emphasis on human resources and intellectual capital. In the education sector, employees often pursue committed to career paths (Bilal, et'al 2021).

Colleges of Education (COEs) in Nigeria are teacher training institutions entrusted with the responsibility of producing highly disciplined teachers, both personally and professionally, for basic education and beyond. These institutions prepare teachers at the Nigeria Certificate in Education (NCE) level, equipping them with the appropriate knowledge, skills, and attitudes necessary to facilitate the effective achievement of national educational goals (Lawal, et'al 2024). Therefore, they play a pivotal role in providing high-quality, highly motivated, conscientious, and efficient classroom teachers for all levels of the educational system, serving as important citadels of academic learning. Colleges of Education in Nigeria recruit competent lecturers, and once employed, these lecturers are expected to be satisfied with their jobs and remain in service until retirement. The longer lecturers remain in the profession, the more experience they gain, which ultimately benefits their students and strengthens the entire education system (Umar & Umar, 2023).

However, Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately in the achievement of the organizational objectives. Individual with high commitment to organisation believes in

the organisational values and follow its goals. Organizational commitment can be compared to a powerful magnetic force, drawing employees towards the organization, much like metal objects are attracted to a magnet. It is a crucial variable in organizational behavior, as it serves as a predictor of employee turnover and plays a significant role in influencing overall efficiency (Marivic, et'al 2024).

Organizational Citizenship Behavior (OCB) falls outside the formal organizational structure and reward system, yet it has significant implications for both organizational and individual performance. These behaviors play a key role in fostering a positive organizational culture, which in turn enhances employee engagement, commitment, motivation, and overall work performance. These phenomenon are of great concern in the context of this study towards enhancing/boosting employee output at the colleges of higher learning and necessitate the researcher in examining "Mediating Role of Organisational Citizenship Behaviour in the Relationship Between Organisational Commitment and Employee Performance Among Academic Staff of Public Colleges of Education in Bauchi State".

Research Objectives

Examine the relationship of organizational commitment and employee performance.
Ascertain the relationship of the mediating role of organizational citizenship behaviour on the relationship between organisational commitment and employee performance.

2.0 Literature Review

The Concept of Employee Performance

Employee performance means employee's capability to accomplish assigned responsibilities efficiently and effectively in towards helping organization in achieving its objectives. The conclusions provide valuable insights into the factors influencing employee productivity, including compensation, working conditions, motivation, job satisfaction, engagement, and compliance with regulations (PutraI, Wayan & Mujiati 2022). According to Al-Omari et al. (2020), employee performance can be enhanced through the effective application of new technology, along with the increased motivation of highly engaged employees.

Buchanan and Badham (2020) stated that managers establish high standards for individuals to evaluate employee performance, which in turn drives the organization's progress. In recent decades, there has been a shift in how organizational behavior scholars define "job performance." The notion that work performance can be represented by a single metric has been questioned. Whereas researchers once focused on specific job duties, they now take into account a wider range of factors within a more dynamic organizational environment (Faeq et al., 2021). Historically, individuals' performance was assessed based on how effectively they carried out the responsibilities assigned to them (Novitasari et al., 2020).

Nik et al. (2022) stated that in order to achieve an organization's goals, it is essential to hire individuals with the competence to perform well. These talented individuals can be further developed to take on broader and more significant responsibilities. The selection and appointment of such talent can come from internal sources, ensuring they possess the necessary competencies to foster optimal performance and development. Chevy (2022) emphasized that performance improvement is a key objective for both employees and organizations. Organizations seek optimal employee performance to boost work outcomes and increase profits, while employees are focused on personal development and career advancement. To meet these two goals, an effective performance management system is essential. High-performing employees are typically characterized by their ability to complete tasks accurately and efficiently, their willingness to adhere to company regulations, their capability to meet deadlines, and their ability to collaborate with colleagues in completing assigned tasks.

The Concept of Organisational Commitment

Organizational commitment is an important factor influences workers performance in organisations. It can be defined as the degree of identification and engagement employees have with the goals, values, and norms in organisations. Workers with extraordinary level of organisational commitment are

likely to demonstrate behaviors that support the organization, such as loyalty, productivity, and creativity. However, organizational commitment is shaped not only by internal organizational factors but also by external influences, such as religiosity. Religiosity means individual's beliefs, practices, and experiences related to religion, which can affect a person's attitudes, values, and behaviors, including in the workplace (Indra, 2024).

According to Retnowati et al. (2023), organizational commitment refers to the extent to which employees demonstrate loyalty and dedication to their organization, thereby influencing their decision to stay and reducing turnover intentions. Organizational commitment refers to the psychological attachment between an employee and the organization, which influences the employee's willingness to remain with the organization and contribute to the achievement of its goals. The three-component model of organizational commitment remains a foundational framework in recent studies, comprising: Affective commitment: an emotional connection employee develops with the organization. Continuance commitment: a form of commitment influenced by the perceived costs of departing the organization. Normative commitment: the internalized obligation or moral duty to remain with the organization (Springer, 2025).

In fact, employee organizational commitment is an important problem,

because the problem of mobility and output produced by employees greatly affects the quality of work, the implications of affecting their performance in meeting the demands of their duties and responsibilities (Asep, 2023).

Finally, continuance commitment reflects an employee's sense of dedication and the perceived need to remain with the organization. Affective commitment, on the other hand, pertains to the emotional and psychological bond an individual has with their organization. Employees' perceptions of their competence in their roles, as well as the alignment between the organization's values, culture, and beliefs and their own personal values, play a significant role in influencing their decision to stay with the organization (Chin, 2023). Organisational commitment refers to a strong intention to remain with an organisation, a willingness to exert maximum effort on its behalf, and a deep belief in and acceptance of its values and objectives. Furthermore, organisational commitment reflects the level of effort and dedication employees invest in supporting the organisation. Organisational commitment is a key factor that encourages employees to identify with the organisation's goals and to perform their duties with a strong sense of responsibility and accountability (Motsaathebe, et'al 2025).

Went there is no commitment from employees, organisation may not be capable to accomplish its objectives efficiently and effectively for the reason that, they lack

commitment from the employees. Employees with strong organizational commitment are likely to experience lower levels of work-related stress and produce higher-quality, more competitive work compared to those with weaker commitment. In contrast, employees lacking commitment skills can negatively impact the organization's ability to sustain operations and effectively address future challenges (Saadeh & Suifan, 2020).

To foster committed attitudes among employees, it is essential for an organization to encourage alignment with its mission, vision, and objectives. This can be achieved by demonstrating perceived organizational support, which involves caring for employees' well-being and recognizing the value of their contributions.

The Concept of Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) refers to the voluntary and discretionary actions performed by employees that go beyond their formal job duties, yet contribute positively to the overall effectiveness and well-being of the organization (Alhashedi, Bardai, Al-Dubai & Alaghbari, 2021). The behaviors are outside the usual desires of the job and will not be officially compensated or documented by the organization. OCB is commonly measured through the following dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Each of these components plays a significant role in fostering a cooperative, productive,

and positive work environment, making them essential for understanding workplace dynamics and overall organizational effectiveness.

Organisational Citizenship Behaviour means employee deliberate actions which are not formally planned via organizational return systems but nonetheless enhances organizational efficiency and effectiveness (Nikookar, et al 2021). According to this definition, it is expected that individuals will serve organizational goals beyond their role requirements. In another view, Organisational Citizenship Behaviour is a structure pursues to ascertain, manage/evaluate extra-role employees behaviours that contribute to organizational effectiveness. Organisational Citizenship Behaviour is a spontaneous and conscious behavior since it is not a role obligation from the job description but a personal choice, and its omission does not result in punishment.

These behaviors are often performed by employees to support organizational resources, even if they may not directly benefit personally. Therefore, organizations must create conditions that encourage employees to serve organizational goals beyond role requirements and formal duties (Bello & Ologbenla, 2022; Juliansyah, et al., 2023; Ng, et al 2021).

Organizational citizenship behavior refers to a set of effective actions that, while not explicitly outlined in job or organizational descriptions, contribute to the health and

smooth operation of the organization. Organizational Citizenship Behavior in academic setting can be described as contributing to academic institutions in areas beyond the scope of an individual's official responsibilities (Bowler, et al 2019). The use of mobile technology plays a crucial role in predicting individual citizenship behavior, especially regarding volunteering and undertaking tasks beyond those outlined in the contract (Rajah et al., 2018; Kim & Gatling, 2019). Cell phone usage is vital for Organisational Citizenship Behaviour. The concept of mobile usage can therefore be considered as one of the antecedents of citizenship behavior within organizations. Hence, it is perceived as an vital originator of citizenship behaviour, it has the potential to greatly help academic workers, enabling them to succeed beyond traditional boundaries by adopting citizenship behavior through the use of mobile technology (Choi et al., 2018).

Recent studies conducted between 2020 and 2026 highlight that OCB plays a significant role in enhancing organizational success and strengthening workplace relationships. One key importance of OCB is its role in enhancing organizational performance and productivity. Employees who exhibit OCB voluntarily help their colleagues, share knowledge, and support organizational objectives, thereby improving work efficiency and overall performance. Research also shows that OCB has a positive impact on both individual and organizational outcomes by promoting collaboration and increasing team

productivity (Susanto et al., 2023; Ghafourniaa et al., 2024).

Saad et al., (2022) said, another important benefit of OCB is that it fosters teamwork and cooperation among employees. When employees display behaviors such as assisting colleagues, demonstrating courtesy, and maintaining a positive attitude, it helps create a supportive environment that promotes collaboration. This cooperative atmosphere enhances team dynamics and contributes to more effective problem-solving and improved work outcomes.

Organisational Commitment and Employee Performance

Asep et al. (2023) conducted a study titled "The Effect of Organizational Commitment on Employee Performance," examining organizational commitment as a significant predictor of employee performance. The research adopted a survey design with both descriptive and associative approaches. A total sampling method was used, with the study sample comprising the entire population of 55 respondents. Primary data were collected through an instrument distributed to selected respondents. To assess the quality of the research data, validity and reliability tests were conducted, followed by correlation analysis, linear regression analysis, and coefficient of determination analysis.

The findings revealed that organizational commitment can predict and positively influence the growth and improvement of employee performance. The correlation

coefficient of 0.783 indicates a strong, unidirectional relationship between organizational commitment (WD) and employee performance (EP). The coefficient of determination (r^2) analysis further demonstrated that organizational commitment positively affects changes in employee performance, validating the research hypothesis. Specifically, organizational commitment (comprising affective, ongoing, and normative commitment) explained 61.3% of the variation in employee performance, with the remaining 38.7% influenced by factors not included in the regression model.

A study titled "Dynamic Capability of Servant Leadership as a Triggering Factor for Organizational Commitment and Employee Performance" explored the impact of servant leadership on employee performance and organizational commitment. Employee performance is a crucial factor in determining an organization's success and is one of the most critical functions within any agency. The research aimed to identify the variables influencing employee performance and to develop a theoretical framework and research model. The study employed an associative descriptive quantitative approach, with a population of 244 employees from the Public Works and Spatial Planning Department. A sample of 150 employees was selected using probability sampling and the proportional stratified random sampling method.

The data, collected via 150 completed questionnaires, were analyzed to test the following hypotheses: 1) Employee performance is significantly influenced by servant leadership, 2) Organizational commitment is considerably influenced by servant leadership, 3) Employee performance is substantially influenced by organizational commitment, and 4) Organizational commitment mediates the relationship between servant leadership and employee performance. The research concludes that servant leadership has a direct effect on organizational commitment and employee performance, with organizational commitment acting as a mediator in the relationship. This study is expected to contribute to the theoretical literature in the field of human resource management (Muhamad et al., 2023).

Monica et al. (2023) conducted a study titled *"Relevance of Organizational Commitment as a Mediator of Its Contribution to Employee Performance at the Merak-Banten Marine Transportation Service Company."* The study emphasizes that organizations achieve success through their resources, particularly human resources. Employees are the driving force behind an organization's ongoing success, and only those with optimal performance can contribute to this success. To maximize employee performance, a strategy must be in place, one of which is fostering organizational commitment. The research aimed to explore how such strategies can enhance employee performance. The study was conducted with a population of 76

employees, and the entire population was included in the sample using a Total/Saturated sampling technique.

The research employed the PLS-SEM (Partial Least Squares Structural Equation Modeling) approach for data analysis. The findings of the study revealed that intrinsic motivation, work discipline, and organizational commitment play key roles in driving strategies to improve employee performance, both directly and indirectly through organizational commitment. The study concluded that improving intrinsic motivation and work discipline is crucial for enhancing employee performance, both directly and by strengthening organizational commitment.

From the above empirical evidences, the hypothesis **H1:** was formulated of which guided the intended research problem:

H1: *A Significant Relationship exists between Organisational Commitment and Employee Performance.*

Organisational Commitment and Organisational Citizenship Behaviour and Employee Performance.

Mahmud et al. (2018) highlighted that the banking industry heavily depends on the quality of its human capital. With organizational changes, particularly digitalization, employee performance faces significant challenges. This study aimed to examine the role of Organizational Citizenship Behavior (OCB) as a mediator in the relationship between employee engagement, organizational commitment, and employee performance at PT. BCA, Tbk

Jember branch in Indonesia. A quantitative approach was used, with 162 employees participating, categorized into contract and permanent staff.

The study employed path analysis for data evaluation. The results showed a significant indirect effect of employee engagement and organizational commitment on employee performance through OCB, with OCB acting as a key mediator in both relationships. Additionally, the study found that employee engagement and organizational commitment directly influenced employee performance and OCB. Furthermore, OCB was found to have a direct and significant impact on employee performance.

Sugeng et al. (2022) conducted a study to examine the effect of organizational culture and organizational commitment on Organizational Citizenship Behavior (OCB) among employees of the Cirebon City Development Company. The study population consisted of employees from the Cirebon City Development Regional Company, and the sampling technique used was total sampling, with a total of 58 respondents. This research is associative in nature.

Data was collected using a survey method and processed with IBM SPSS 25.0 for Windows software. The data analysis technique applied was multiple linear regression analysis. The results indicated that organizational culture had a positive and significant effect on OCB, as evidenced by a t-value greater than the critical t-value

($t_{\text{count}} = 5.022 > t_{\text{table}} = 1.673$). Similarly, organizational commitment also had a positive and significant effect on OCB, with a t-value of $3.309 > 1.673$. Furthermore, the study found that organizational culture and organizational commitment together had a significant impact on OCB, as shown by the F-value ($F_{\text{count}} = 15.695 > F_{\text{table}} = 3.165$) and a significance value of $0.000 (< 0.05)$.

Ferry et al. (2024) explored the relationship between transformational leadership, job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB). The study employed a quantitative research approach and used a simple random sampling technique, with a sample size of 368 SME employees. Data was collected via an online questionnaire, designed using a Likert scale ranging from 1 to 7. The data analysis method applied was Partial Least Squares Structural Equation Modeling (PLS-SEM), using Smart PLS software version 3.0. The data analysis process included validity testing, reliability testing, and hypothesis testing.

The independent variables in the study were transformational leadership, job satisfaction, and organizational commitment, while the dependent variable was organizational citizenship behavior (OCB). The study's findings revealed that transformational leadership, job satisfaction, and organizational commitment all had a positive influence on OCB. Theoretical implications from the research support previous studies, showing that transformational leadership, job satisfaction,

and organizational commitment positively contribute to enhancing OCB in SME employees. Practically, the study suggests that SME owners should adopt transformational leadership, foster job satisfaction, and build organizational commitment to enhance employee OCB, thereby improving both performance and competitiveness within SMEs.

Organisational Commitment and Organisational Citizenship Behaviour

Sanchita & Animesh (2026) conducted a study that examines the mediating role of organizational commitment (OC) in the relationship between emotional intelligence (EI) and organizational citizenship behaviour (OCB) among employees in the Indian IT industry. A sample of 550 employees was selected using a random sampling technique from the Delhi-NCR region. Data were collected through a structured questionnaire, with responses measured on a 5-point Likert scale to assess EI, OC, and OCB. A partial least squares structural equation modeling (PLS-SEM) approach was employed to examine the relationships among the study variables.

The findings reveal that employees with higher levels of emotional intelligence demonstrate stronger organizational commitment, as they are better able to manage their emotions, exhibit greater emotional awareness, and develop stronger interpersonal relationships with colleagues. The results also indicate that organizational commitment positively influences organizational citizenship behaviour, as employees with stronger commitment are more likely to go beyond their

Based on the existing literatures reviewed from the above, the hypothesis **H2:** was developed and guided the intended research problem as:

H2: *There is a significant relationship in which Organizational Citizenship Behavior mediates the connection between organizational commitment and employee performance*

formal job responsibilities and engage in discretionary behaviour that benefit the organization. Furthermore, the study confirms that organizational commitment partially mediates the relationship between emotional intelligence and organizational citizenship behaviour.

The study contributes to the existing literature on the mechanisms underlying organizational citizenship behaviour, particularly by highlighting the role of emotional intelligence and the mediating influence of organizational commitment. Given the limited understanding of how organizational commitment operates within this relationship, the findings provide valuable theoretical insights for researchers. From a practical perspective, organizations can leverage these findings to develop strategies that enhance organizational commitment, thereby promoting higher levels of organizational citizenship behaviour among employees.

This study aims to examine the effects of organizational commitment and organizational culture on teachers' Organizational Citizenship Behavior (OCB), both individually and collectively. A quantitative research approach

using a descriptive and causal-associative design was adopted. The study involved 41 teachers selected through a saturated sampling technique. Data were collected using a structured questionnaire measured on a four-point Likert scale and analyzed through validity and reliability assessments, classical assumption tests, multiple linear regression analysis, partial (t) tests, simultaneous (F) tests, and the coefficient of determination.

The findings reveal that organizational commitment has a positive and significant effect on teachers' OCB ($t = 2.898$, $p = 0.006$). Similarly, organizational culture demonstrates a positive and significant influence on OCB, with a comparatively stronger effect ($t = 6.421$, $p < 0.001$). Furthermore, organizational commitment and organizational culture jointly have a significant impact on teachers' OCB ($F = 61.169$, $p < 0.001$), accounting for 75.1% of the variance in OCB (Adjusted $R^2 = 0.751$).

These findings suggest that enhancing teachers' organizational commitment and cultivating a supportive organizational culture are critical strategies for encouraging voluntary, collaborative, and extra-role behaviours that contribute to organizational effectiveness and the improvement of educational management quality (Amin & Rahmayanti 2026).

H3: *There is a significant relationship between Organizational Commitment and Organizational Citizenship Behavior.*

Organisational Citizenship Behaviour and Employee Performance

A study was conducted to examine the impact of work discipline, work

environment, and Organizational Citizenship Behavior (OCB) on the performance of Air Force personnel at the Halim Perdanakusuma Air Base Logistics Service in Jakarta, both collectively and individually. The research utilized an explanatory design and was carried out at the Halim Perdanakusuma Air Force Base in Jakarta. The study's population and sample included all enlisted personnel, non-commissioned officers, first officers, and mid-level officers in the Logistics Service, totaling 135 members. Data analysis was performed using multiple linear regression and hypothesis testing.

The findings revealed that work discipline, work environment, and OCB all significantly influence the performance of Air Force personnel at the Halim Perdanakusuma Air Base Logistics Service, both as a whole and individually.

Furthermore, the study highlighted the significant role of OCB in enhancing performance. A key recommendation from the study is to emphasize the importance of work discipline, as it directly impacts performance, and to ensure that sufficient attention is given to maintaining high levels of work discipline (Agus et al., 2024).

Dzakiah et al. (2024) conducted a meta-analysis on the relationship between Organizational Citizenship Behavior (OCB) and employee performance. The aim of the study was to identify global research trends related to values and OCB, and their impact on employee performance. The research used a qualitative approach with a literature

review. A total of 109 documents published between 2014 and 2023 were analyzed. The dataset was converted to CSV format and analyzed using VOS viewer for bibliometric analysis, which included the distribution of publications by year, country, keywords, and authors.

The findings showed that the number of research publications indexed by Scopus increased from 2014 to 2023, with 2020 being the year with the highest volume of publications on OCB and employee performance. Indonesia was identified as the leading contributor to this body of research, particularly in studies focused on OCB, job rotation, and the physical work environment. The paper provided insights into the research trends and key areas in OCB and employee performance, offering scholars a comprehensive overview of developments in this field.

Muhammad et al. (2022) conducted a study to examine the relationship between value-driven career attitudes (VDCA) and job performance, focusing on how Organizational Citizenship Behavior (OCB) influences this connection. Data was collected through a self-reported questionnaire from 400 randomly selected employees of SMEs in Pakistan during the early stages of the pandemic. Cochran's formula was used to determine the appropriate sample size, and PLS-SEM was applied to analyze the model.

The study is based on Person-Organization (P-O) fit theory and self-determination theory, which serve as the theoretical foundation for understanding the link

between VDCA, OCB, and job performance. The analysis of the sample revealed that VDCA positively impacts job performance. Additionally, OCB was found to mediate the relationship between VDCA and job performance. The findings support the theoretical models of P-O fit and self-determination theory. This research contributes to the existing literature by exploring the links between VDCA, OCB, and job performance in SMEs—an area that has been underexplored in previous studies. The paper highlights a gap in the current literature and provides a comprehensive analysis of several under-researched outcomes related to VDCA, offering insights for future studies to expand and strengthen the understanding of VDCA in relation to other constructs.

H4: *There is a significant relationship between Organizational Citizenship Behavior and employee performance.*

Theoretical Review

Social Exchange Theory

The study adopted social exchange theory formulated by Gouldner (1960) and Blau (1964). The theory said that people live as social organisms, everyone depending on one another. This reflects a relationship of mutual interdependence, where individuals provide something to others and, in turn, expect something in return (Liu & Liu, 2014). Social exchange theory serves as a theoretical framework for understanding the interactions and relationships amongst management/organisation and employees in an organization. Emerson (1976) according to social exchange theory, a satisfactory

social relationship is characterized by reciprocal benefits for all parties involved.

The theory of social exchange posits that when individuals perceive support from their organization and colleagues, they are likely to reciprocate by engaging in behaviors that are valued by the organization and that also benefit their co-workers (Swift & Virick, 2013; da Silva, et'al 2024). Eisenberger et al., (1986) the interaction between employees and the organization is characterized by exchange relationships shaped by expectations of reciprocity. The norm of reciprocity, as proposed by Gouldner (1960), is founded on the premise that individuals are likely to exhibit positive behaviors in return for the benefits they receive. This reciprocal exchange can strengthen employees' perceptions of the psychological contract and encourage discretionary behaviors that contribute to organizational effectiveness.

Methodology

The research adopts a quantitative research approach and employs a cross-sectional survey design. The approach emphasizes the use of measurable variables and typically involves tools such as surveys, questionnaires, and tests to gather data. This approach is widely applied in fields like social sciences, health, and economics.

A cross-sectional study is a type of observational study commonly used across various disciplines, particularly in public health, epidemiology, and the social

According to Bateman and Organ (1983) and Karatepe, Ozturk, and Kim (2018), the norm of reciprocity suggests that “in a social relationship individuals pay others in kind, returning good with good and bad with bad.” Employees who receive goodwill from their organization, particularly when the organization meets their needs in a supportive and fair manner, are likely to feel a sense of obligation to reciprocate. This sense of indebtedness motivates them to contribute positively to the organization by performing their job responsibilities as expected (Swalhi & Zgoulli, 2017). Researches shows that, organisations and employees all expects something in common, when organisations are committed towards their employees, employees will be committed towards their organisations or place of work and this will also resulted to the exhibition of OCB in an organization by employee

sciences. It provides a snapshot of a population at a specific point in time, allowing for the analysis of associations between variables without considering temporal factors. This design is especially useful for describing population characteristics and evaluating associations within a defined group. Since both exposure and outcome are measured simultaneously, with no follow-up period, researchers analyze the distribution of outcome variables across exposures based on biological plausibility and previous evidence (Pneumol, 2025).

The Population of the study was 1,387 in which drawn from the five (5) Bauchi State public Colleges of education shown below:

F.C.E Jam. 139, A.S.C.E. Azare 522, AD'Rufa'i C.E.L. & G.S. Misau 537, & A.T.B.C.E. Kengere, Bauchi 189 which represent a Grand Total of 1,387.

Source: Human Resources Department of the respective Bauchi state public colleges of education.

According to JU'S (2024), sample size is defined as the number of observations used to estimate parameters of a given population. It represents the portion of the population from which the sample is drawn. Sampling is the process of selecting a subset of individuals from a population to estimate the characteristics of the entire population. The sample size refers to the number of units chosen for analysis. This is the number of entities a researcher selects to gather information for the study being conducted. The focus of this study is on the mediating role of Organizational Citizenship Behavior in the relationship between talent management, financial compensation, organizational commitment, and employee performance among academic staff in Bauchi State Public Colleges of Education.

To select respondents from the population, the study considered Taro Yamani formula towards determining the sample size, taro Yamani proposed a method:

$$S = \frac{N}{1+N(e)^2}$$

Where: S = Sample Size, N = Total Population, E = Error Margin & 2 = Constant

Application: S =?, N = 1,387, E = 0.5 & 2 = Constant.

$$S = \frac{1,387}{1+1,387(0.05)^2}$$

$$S = \frac{1,387}{1+1,387(0.0025)}$$

$$S = \frac{1,387}{1+3.468}$$

$$S = \frac{1,387}{4.468}$$

$$S = \underline{310.42}$$

The sample size derived was **(310)** three hundred and ten using Taro Yamani formula from the total population of (1,387) One thousand, three hundred and eighty seven academic staff of Bauchi state public colleges of education, it has recommended by previous researches that, some percentage will be added to simple size of any academic research in order to address incomplete responses that may occur so that, the needed statistical power would achieved.

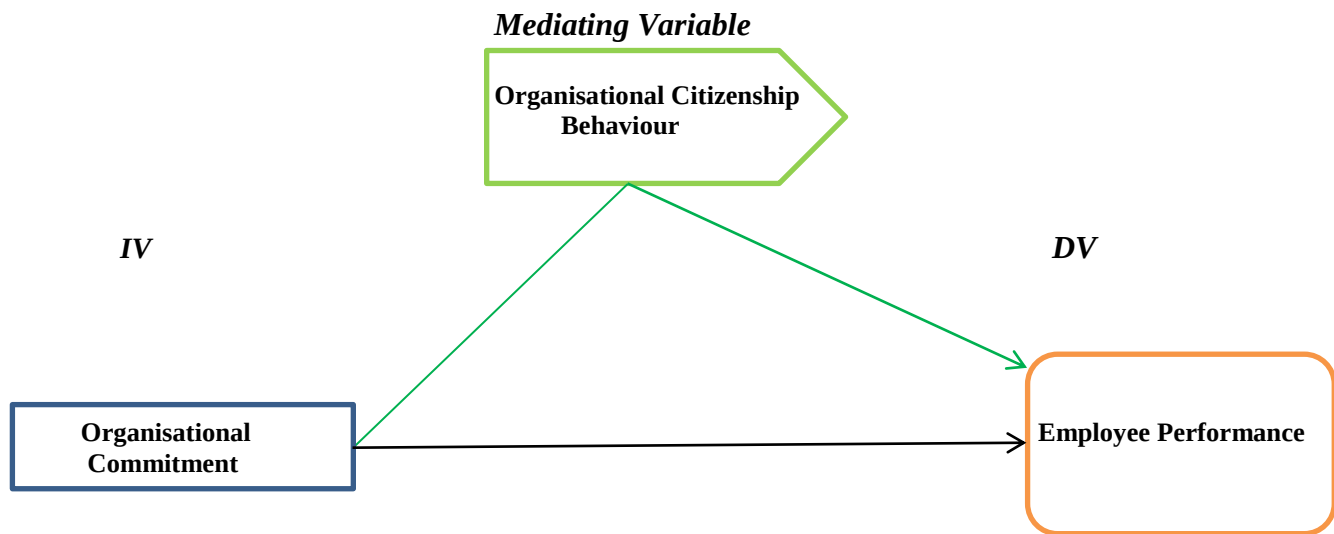
However, 20% was added from the total sample size of this study of which signifies the total sample size of **(372)** three hundred and seventy two, this is based on the suggestion of previous research that, in a survey research, 10% to 20% may be added to the minimum sample size towards taking care of incomplete responses (Story & Tait 2019).

The study adopted a proportional stratified sampling a probability Sampling method, the method used to select sample objects

from a population is based on probability theory. In this approach, every individual has an equal chance of being selected for the sample. This type of sampling is unbiased, ensuring that every person in the population has the opportunity to be included in the research. The researcher focuses on primary data for this study, which was collected through the distribution of a structured survey questionnaire to respondents at various colleges of education. The questionnaire was designed with questions that allowed respondents to select from

multiple alternatives provided in the instrument (Ali et al., 2022). Data collected was interpreted with two (2) arithmetic techniques i.e descriptive and inferential statistical techniques. Responses to all survey items were coded into numerical values to facilitate analysis using SPSS Version 30 and Smart PLS 4. Items measured on a 5-point Likert scale have been coded as follows: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

Conceptual Research Framework



Results and Discussion

Convergent Validity

Construct	Item	Loadings	CA	CR	AVE
Employee Performance (EP)	EP1	0.76	0.842	0.881	0.517
	EP2	0.669			
	EP3	0.759			
	EP4	0.686			
	EP5	0.823			
	EP6	0.742			
	EP8	0.568			
Organizational Citizenship Behaviour (OCB)			0.835	0.876	0.507
	OCB 1	0.725			
	OCB 2	0.728			
	OCB 3	0.733			
	OCB 4	0.788			
	OCB 5	0.817			
	OCB 6	0.554			
	OCB7	0.602			
Organizational commitment (OC)	OC1	0.848	0.87	0.907	0.663
	OC2	0.716			
	OC3	0.893			
	OC4	0.877			
	OC5	0.718			

Source: Field Survey, 2025

Note: EP7 & OC6 were deleted.

The table presents the convergent validity of the study constructs. The results indicate that all constructs Employee Performance (EP), Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OC) demonstrated acceptable reliability and convergent validity. The factor loadings for most items ranged from 0.554 to 0.893, with a few items slightly below the ideal threshold of 0.7; these lower-loading items were retained as they still contributed meaningfully to their respective constructs (Hair et al., 2021). Notably, item EP7 & OC6 were deleted from the analysis due to poor factor loadings, as retaining it could

reduce construct validity and reliability (Hair et al., 2021; Fornell & Larcker, 1981). Cronbach's alpha values ranged from 0.835 to 0.895, and composite reliability values ranged from 0.876 to 0.916, indicating strong internal consistency across all constructs (Nunnally & Bernstein, 1994; Hair et al., 2021). Additionally, the average variance extracted (AVE) for each construct exceeded the 0.5 benchmark (0.507–0.663), confirming adequate convergent validity (Fornell & Larcker, 1981). Overall, these results demonstrate reliable and valid, providing a sound basis for subsequent structural analysis

Significance Effects of Direct & Indirect (Path Coefficient)

Hypothesis	Relationships	Original Sample(O)	Standard Beta	t-statistics	p-Value	Decision
H ₁	OC → EP	0.455	0.083	5.473	0.000	Supported
H ₆	OC → OCB → EP	0.171	0.081	2.107	0.035	Supported

Source: Extracted from SmartPLS4 output, 2025

The findings shows that, Organizational Commitment (OC → EP) shows a positive and significant effect ($\beta = 0.455$, $t = 5.473$, $p < 0.001$), implying that committed employees perform better. Similarly, Organizational Commitment (OC → OCB → EP) also shows a positive and significant mediating effect ($\beta = 0.171$, $t = 2.107$, $p = 0.035$).

H1: There is significant relationship between organizational commitment and employee performance

The findings of this study revealed a strong positive and statistically significant relationship between Organizational Commitment (OC) and Employee Performance (EP) ($\beta = 0.455$, $p < 0.001$). This indicates that employees who demonstrate higher levels of commitment whether affective, continuance, or normative tend to perform better in their roles. Such employees are more motivated, loyal, and aligned with organizational goals, which enhances both individual efficiency and collective productivity. The result underscores the centrality of emotional and psychological attachment in translating employee potential into tangible performance outcomes.

Theoretical Evidences

The significant relationship between organizational commitment (OC) and

employee performance (EP) is supported by the social exchange theory formulated by Gouldner (1960) and Blau (1964), the social exchange theory underpinned the study. It explains that people live as social beings, relying on one another for support and cooperation. This illustrates a relationship of mutual interdependence, in which individuals contribute to others while also receiving support and benefits in return. It posits that employees represent valuable organizational assets whose skills, competencies, and knowledge generate returns through enhanced productivity and improvement.

Commitment of organisations towards its employees resulted to the high commitment/performances of the employees in achieving the purposes of that organisation efficiently and effectively. Social exchange theory emphasis that when employees are emotionally connected to and committed to their organization, they are more likely to dedicate their time, creativity, and expertise toward achieving its goals and objectives

The theory is founded on the premise that individuals are likely to demonstrate positive behaviors in response to the benefits they receive. This reciprocal exchange strengthens employees' perceptions of the

psychological contract and encourages discretionary behaviors that enhance organizational effectiveness. The theory also emphasizes the importance of fairness, trust, and mutual respect in the employment relationship. It provides a supporting framework by explaining that employee commitment is largely shaped by employees' perceptions of whether their organization fulfills implicit expectations, such as recognition, job security, and transparent communication. When these expectations are met, employees are more likely to reciprocate with loyalty, dedication, and discretionary effort.

Conversely, breaches of the psychological contract resulting from unfair treatment or neglect can weaken employee commitment and reduce performance. Therefore, the positive and significant relationship between organizational commitment (OC) and employee performance (EP) found in this study reflects a healthy and reciprocal employment relationship characterized by trust and perceived organizational support. Collectively, these theories affirm that employee commitment represents both a psychological investment and a multiplier of social investment, thereby driving sustainable organizational success.

Empirical Evidences

Empirical evidence from prior studies strongly supports this finding. Ezeanyim and Olagunju (2023) found that affective and normative commitment significantly enhances task performance and organizational citizenship behaviour among public sector employees in Nigeria.

Agyemang and Ofei (2022) revealed that employees with strong emotional attachment and identification with their organizations exhibit higher levels of job satisfaction, creativity, and productivity in the Ghanaian banking sector.

Osibanjo et al. (2023) further reported that sustained organizational commitment reduces turnover intentions and enhances service quality, particularly when employees perceive supportive leadership and open communication.

These studies align with the current findings by confirming that committed employees consistently demonstrate higher engagement, lower absenteeism, and stronger alignment with organizational goals. The consistency of these results across different contexts underscores the universality of organizational commitment as a predictor of performance and overall institutional success.

Practical Evidences

From a practical standpoint, the findings highlight the need for organizations to prioritize strategies that build and sustain employee commitment. Commitment does not emerge automatically it must be nurtured through deliberate organizational practices. To this end: Managers should foster transparent communication and involve employees in decision-making processes to strengthen their sense of belonging and shared purpose. Fairness and equity in reward and promotion systems should be maintained to reinforce trust and perceived justice. Supportive leadership and

mentorship should be emphasized to ensure that employees feel valued and guided.

Recognition programs that celebrate employee achievements can reinforce affective commitment and strengthen emotional attachment to the organization. Organizations should also cultivate a positive and inclusive work culture that supports teamwork, learning, and career growth. By implementing these practices, management can build a loyal and motivated workforce, which, in turn, enhances performance and minimizes turnover, absenteeism, and disengagement.

Measure the Relationship of the Mediating role of Organisational Citizenship Behaviour on the relationship between Talent Management and Employee Performance

H2: Organizational Citizenship Behaviour mediates the connection between Organizational commitment and Employee Performance

Findings of the study revealed that Organizational Citizenship Behaviour (OCB) significantly mediates the relationship between Organizational Commitment (OC) and Employee Performance (EP) ($\beta = 0.171$, $p = 0.035$). This result indicates that employees who are emotionally attached, loyal, and dedicated to their organizations are more likely to engage in voluntary and cooperative behaviours such as assisting colleagues, taking initiative, and upholding organizational values. These behaviours, in turn, enhance both individual and collective performance

outcomes. Thus, organizational commitment fosters a sense of belonging and emotional investment that motivates employees to go beyond their formal job descriptions, resulting in higher productivity and organizational effectiveness. This finding is consistent with the propositions of social exchange theory which explain how employees/individuals perceive support from their organization and colleagues, they are likely to reciprocate by engaging in behaviors that are valued by the organization and that also benefit their co-workers.

Theoretical Evidence

Social exchange theory provides the underlying theoretical foundation for this relationship. It explained that interaction between employees and the organization is characterized by exchange relationships shaped by expectations of reciprocity. The norm of reciprocity, Its also founded on the premise that individuals are likely to exhibit positive behaviors in return for the benefits they receive. This reciprocal exchange can strengthen employees' perceptions of the psychological contract and encourage discretionary behaviors that contribute to organizational effectiveness.

The theory posits the norm of reciprocity suggests that “in a social relationship individuals pay others in kind, returning good with good and bad with bad.” Employees who receive goodwill from their organization, particularly when the organization meets their needs in a supportive and fair manner, are likely to feel a sense of obligation to reciprocate. This sense of indebtedness motivates them to

contribute positively to the organization by performing their job responsibilities as expected

It also supports the view that committed employees, who identify with organizational goals and values, are more willing to invest their time, energy, and expertise in both task-related and discretionary activities that contribute to organizational success. Hence, OCB serves as a behavioural expression of effective social exchange, whereby employees not only perform their assigned duties but also voluntarily contribute to team cohesion, innovation, and service quality.

The significant mediation observed suggests that organizational commitment encourages employees to activate their social investment by exhibiting OCB, thereby reinforcing overall performance.

Social exchange theory clarifies exactly how observed objectivity, expectation, and reciprocity underpin employees' readiness to exhibition of OCB. When organizations meet employees' implicit expectations such as recognition, support, and equitable treatment they strengthen employees' emotional attachment and sense of obligation to reciprocate through discretionary behaviours. Thus, fulfilled psychological contracts transform affective commitment into proactive and cooperative actions, which enhance performance. The significant mediation effect found in this study lends support to social exchange theory declaration that mutual trust and perceived organizational support drive employees' voluntary engagement and

citizenship behaviour, sustaining long-term effectiveness.

Empirical Argument

This finding is strongly supported by contemporary empirical studies. Sattar et al. (2023) demonstrated that OCB significantly mediates the relationship between organizational commitment and job performance in service organizations, confirming that committed employees exhibit cooperative and altruistic behaviours that elevate team productivity. Similarly, Ali and Tang (2022) observed that employees with strong affective and normative commitment tend to display higher OCB, which promotes group cohesion and performance in both public and private institutions. Moreover, Ezeanyim and Olagunju (2023) found that organizations that cultivate employee commitment through transparent communication, recognition, and supportive leadership nurture stronger OCB, resulting in improved efficiency and goal attainment. Collectively, these studies reinforce the current finding that organizational commitment enhances employee performance indirectly through the activation of citizenship behaviours.

Practical Evidences

Practically, this result highlights the critical importance of cultivating a workplace culture rooted in trust, recognition, and shared values. Managers should prioritize strategies that strengthen employees' emotional connection and sense of belonging to the organization. Key actions include: Promoting open communication and transparent leadership to build trust and

fairness. Recognizing and rewarding discretionary efforts that go beyond formal job roles.

Encouraging teamwork and collaboration, which naturally foster OCB, providing professional development opportunities that reinforce employees' sense of worth and growth. When employees feel valued, supported, and psychologically secure, they are more likely to demonstrate discretionary behaviours that enhance service delivery, teamwork, and overall organizational effectiveness. Such integrated practices can transform commitment into tangible performance gains.

Researcher's Argument

The researcher argues that OCB operates as a behavioural conduit through which organizational commitment translates into performance outcomes. Committed employees not only fulfill their formal job responsibilities but also engage in constructive, cooperative actions that strengthen organizational harmony and productivity. However, these behaviours flourish only in environments where social exchange investments are been recognized and established.

Therefore, to sustain high performance, organizations must established a social exchange investments and nurturing employees' emotional commitment through fairness and trust, while simultaneously creating enabling conditions that encourage OCB. This holistic approach aligns with the theory adopts in the study, emphasizing that organizational success is maximized when

commitment (emotional) and citizenship behaviour (behavioural) are jointly cultivated. In essence, employees who feel valued and respected are more likely to reciprocate with behaviours that drive innovation, efficiency, and long-term performance.

Conclusions and Recommendations

In a nutshell, Organizational Commitment emerged as a strong and significant predictor of Employee Performance. This indicates that employees who are emotionally attached to their organizations and identify with organizational goals tend to exert discretionary effort, demonstrate resilience, and display higher productivity. Committed employees embody organizational values and are more inclined to remain loyal, even in challenging circumstances. This finding emphasizes the social exchange theory viewpoints by proving that organisations and employees all expects something in common, when organisations are committed towards their employees, employees will be committed towards their organisations or place of work and this will also resulted to the exhibition of OCB in an organisation by employees.

The study also concludes that Organizational Citizenship Behaviour (OCB) plays a critical mediating role between Organizational Commitment and Employee Performance. This finding suggests that OCB functions as the behavioural mechanism through which employees translate internal commitment into external performance outcomes. Employees who are committed and satisfied

tend to engage in extra-role behaviours such as helping others, maintaining a positive attitude, and voluntarily contributing to organizational goals which significantly enhance overall productivity and workplace harmony.

The study came up with the following recommendations: **Promote Organizational Commitment:** To strengthen employee commitment, organizations should create an inclusive environment that encourages participatory decision-making, transparent communication, and supportive leadership. Employees who feel valued and involved in organizational processes are more likely to develop emotional attachment and loyalty, which translates into greater discretionary effort and higher performance levels.

Encourage Organizational Citizenship Behaviour (OCB): Managers should actively recognize and reward employees who demonstrate extra-role behaviours such as teamwork, initiative, cooperation, and helping others. Encouraging OCB can be achieved through fair leadership, a positive organizational culture, and recognition programs that appreciate employees' voluntary contributions. Such behaviours foster collaboration and innovation, leading to sustainable organizational success.

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