WORK CULTURE AND EXTRA-ROLE BEHAVIOURS AMONG CUSTOMER SERVICE REPRESENTATIVES OF CABLE TV SERVICE INDUSTRY OPERATING IN LAGOS METROPOLIS

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Abstract

This study examined the influence of work culture on employee's extra-role behaviour hitherto known as Organisational Citizenship Behaviour (OCB) among customer service representatives of service industry workgroup operating in Lagos. Employee OCB refers to voluntary actions taken by employees that go beyond their formal job responsibilities and contribute to organisation's over-all well-being. Based on the social exchange theory of George Homan, this study employs a mixed design of ex-post-facto and cross-sectional survey techniques to collect data from 303 employees of Cable TV network sampled for the study. The findings showed that there is no significant difference in the reported OCB of digital department participants and the call centre department. It was established that workers in the hybrid working arrangement reported greater OCB than those working in the traditional work arrangement workgroup setting. Involvement dimensions of work culture significantly jointly predicted workers OCB: specifically, team orientation accounted for about 21.1% of the observed variance in employees OCB. Likewise, the consistency dimensions of work culture jointly predicted employee OCB. It was also established that adaptive dimension of work culture significantly predicted employees OCB, while the mission dimension failed to predict OCB. The findings in the study underscored the importance of maintenance of positive work culture to promote positive workplace attitude among the employees. The paper concludes that unfavorable workplace culture has significant behavioural implications for employee extra-role behaviour. The paper recommended that organisations should enact policies that will foster a positive work culture, encourage teamwork, collaboration, and open communication to promote extra-role behaviour. The findings were discussed in the light of extant literatures.

Keywords: Work Culture, Empowerment, Team orientation, Extra-role Behaviour

INTRODUCTION

In recent years, growing attention has been paid to the influence of organizational culture on workers' voluntary workplace behaviours (Bolino & Grant, 2016). The term "organizational citizenship behaviours" (OCBs: extra-role behaviour) refers to significant behaviours that workers perform beyond the parameters of their roles while yet promoting the efficiency of their organizations (Jiao, Richards, & Zhang, 2011; Williams & Anderson, 1991). Empirical research in numerous industries have established high relationships between important cultural factors including employee empowerment and OCB activities (Akinbode, 2011; Akinbode & Fagbohungbe, 2011; Jain, 2016). In the ever-changing service-oriented workplace, customer care representatives are vital to maintaining client loyalty and happiness. An organization's work culture is a multifaceted, intricate construct that affects workers' attitudes, actions, and general job performance. Workplace culture has drawn a lot of attention from scholars and practitioners alike as a crucial component of both organizational performance and employee well-being.

Organizational culture, according to Schein (1985), is a set of common fundamental beliefs that a group learns as it works through issues with internal integration and outward adaptation. Since then, this idea has expanded to include the attitudes, convictions, and actions that define the psychological and social climate of the workplace. Studies have demonstrated that culture has profound influence on financial success (Denison, 1984; Denison, 1990; Kotter & Heskett, 1992; Denison, 1994; Denison & Mishra, 1995; Denison, Janovics & Young, 2006) organizational commitment (Meyer et al., 2002), and innovation (Naranjo-Valencia et al., 2011).

In the modern corporate landscape, marked by swift changes in workforce demographics, globalization, and technology breakthroughs, comprehending and overseeing work culture has grown progressively intricate and pivotal. As a result, there is currently a growing corpus of research examining the dynamics of organizational culture in a variety of settings, such as startups, virtual teams, and global organizations (Organ, 1988; Hofstede, Hofstede, & Minkov, 2010). Organizational citizenship behaviours that go above and beyond the call of duty are becoming more and more important as competitive factors urge cable television providers to set themselves apart on the quality of their customer service (Ogbeide, 2021). Studies revealed that small but thoughtful acts of empathy, such as educating clients, resolving conflicts quickly, and really apologizing for errors, can increase happiness, loyalty, and word-of-mouth recommendations (Hagel, 2014).

Discretionary workplace behaviours that go above and beyond the responsibilities of one's employment but are instead voluntary acts that enhance the overall success of the organization are referred to as organizational citizenship behaviour, or OCB (Smith, Organ, & Near, 1983; Organ, 1988). Beyond enforcing contractual job requirements, these extra-role behaviours are the result of an employee's personal decision (Zhang, 2014). In the early 1980s, the term "organizational citizenship" was used to characterize how employees behaved within the social structures of various organizations. Since then, the increasing significance of independent and collaborative work rather than rigid, conventional hierarchies has led to its development into an important topic of study (LePine, Erez & Johnson, 2002; Akinbode, 2011; Akinbode & Fagbohungbe, 2011; Hagel, 2014). Volunteering for extra work, helping coworkers without formal instructions, actively participating in team meetings, defending the organization's reputation externally, coming up with creative ideas, cutting down on needless breaks, purposefully conserving resources, freely sharing pertinent knowledge, etc. are typical examples of OCBs (Smith, Organ, & Near, 1983; Podsakoff, Mackenzie, Paine & Bachrach, 2000).

There has been a general discontent about the current volatility and unstable nature of Nigerian business organizational climate. The hue and cry about the level workplace toxicity and dysfunctional behaviours has gathered tremendous traction and discussion among business practitioners, entrepreneurs, business owner, employers of labour both in the public and private sector. Employee withholding their effort or not unwilling to go beyond their regular responsibilities for the organization has become a common place behaviour in today's business environment. Workers view themselves as regular employees; they only perform tasks that are under the defined parameters of their positions, which is grossly insufficient to ensure the organisational success. Unfavorable work culture such as this can have significant behavioural implications on employee extra-role behaviour, leading to decreased OCB (Dwivedi, Jamal & Singh, 2020). Hence, employees are less likely to engage in voluntary actions that benefit the organization, such as helping colleagues or attending non-mandatory meetings. Unfavorable work culture has the probability of leading to decreased job satisfaction, increased absenteeism and turnover, decreased creativity and innovation and reduced capacity for collaboration and teamwork, which can ultimately result in lower motivation and engagement and ultimately affecting extra-role behaviour (Dhir, Das & Chatterjee, 2023) When work place culture becomes toxic and unfriendly to engender positive work attitude is a direct invitation to increased

Counterproductive Work Behaviour (CWB). As a result, employees may engage in counterproductive behaviours, such as gossiping, sabotage, or theft, as a way to cope with the unfavourable work culture. These dysfunctional attitudes will ultimately lead to decreased employee engagement, lower motivation and productivity. Therefore, significant plans to quit the company, a high absenteeism rate, being late, a decline in production, and defiance of authority are indications of unfavourable work culture and lack of citizenship behaviour. When an organization has positive work culture that encourages good citizenship, its workers are motivated to put in extra effort, go above and beyond their statutory role for the organisation. While previous studies explored psychological antecedents of OCB, the role of work culture remain unexplored. Specifically, there is seeming dearth of research examining these linkages within customer service industry. Thus, this study examined the relationship between work culture and OCB, emphasizing the significance of the various dimensions of work culture.

The study is set out to examine the influence of work function on organizational citizenship behaviour, investigate the influence of work arrangements on organizational citizenship behaviour, establish the influence of work culture and conditions of work effectiveness on organizational citizenship behaviour, investigate the influence of the consistency dimension of work culture on organizational citizenship behaviour and establish the influence of adaptability dimension of work culture on organizational citizenship behaviour.

LITERATURE REVIEW: DIMENSIONS OF WORK CULTURE

Workplace values, beliefs, conventions, and practices are reflected in a variety of ways that make up the work culture. Typical according to Dennison, et al, (2004) and Denison et al, 2006) dimensions of culture in the workplace include: *Involvement:* This dimension of work culture describes how empowered, involved, and engaged individuals are in organizational procedures and decision-making. This dimension focuses on how much employers appreciate and promote employee participation, teamwork, and personal development (Denison et al, 2004; Denison et al, 2006). Major components of the involvement dimension consist of: empowerment, team orientation and capability development. *Consistency:* Within an organization, the degree to which beliefs, values, and practices are consistently upheld and implemented is referred to as the

consistency dimension of work culture. The key features of this dimension include; shared values, agreement, coordination, integration, stability and predictability. Core values are outlined, expressed, and upheld in a culture that is consistent (Denison et al, 2004; Denison et al, 2006). Workers at all levels comprehend and demonstrate these principles in their day-to-day duties. This common knowledge guides behaviour and establishes a sense of purpose. *Adaptability:* The adaptability dimension of work culture refers to the ability of a company and its people to adapt to changes, difficulties, and novel situations. The key attributes of this dimension are; flexibility/creating change, innovation/organizational learning, and customer focus/change management. Flexibility involves the company's ability to easily adjust procedures or strategies to suit evolving circumstances, which could include introducing flexible work hours or remote working option. Fresh concepts and creative thinking are fostered by an innovative culture (Denison et al, 2004; Denison et al, 2006). *Mission:* The organization's fundamental objectives and purpose, as well as how they are incorporated into staff members' everyday workdays and perspectives, are referred to as the mission dimension of work culture. Key aspects include; strategic direction and intent, goals and objective, and vision. Strategic direction and intent contain the mission of the organization and the employees buy-in and understanding of this mission (Denison et al, 2006).

Furthermore, investigation within the framework of OCB is necessary given the changing role of technology in workflow and communication. The interaction of these industry-specific elements with well-established cultural aspects on OCB in the formal and informal human service businesses is still unknown, despite their potential impact. Service citizenship rates were significantly predicted by an organization's service-oriented climate aspects, as Ehrhart, Schneider, & Macey (2014) discovered in the contexts of banks and hospitals. Sequel to the general hue and cry in recent times about quality of service from service orientated workplaces, empirical investigation of this nature has become inevitable to empirically establish the service provider's capacity to deliver quality service. Creating these kinds of advantages in human capital can help businesses stand out from the competition (Delbridge & Vinnicombe, 2000; Bakker & Demerouti, 2007; Podsakoff, Whiting, Podsakoff & Blume, 2009; Nielsen, Hrivnak & Shaw, 2009; Lee, Dendrick, & Smith, 1991; Ufuoma, 2020)

Morgeson & Humphrey (2006) discovered a strong relationship between intrinsic drive, autonomy, influence, variety, and identity. Additionally, OCB-civic virtue, OCB-altruism, and intrinsic motivation were all strongly correlated. OCB-altruism and OCB-civic virtue were found to be strongly predicted by POS and job characteristics. Another study by (Qayyum et al., 2022) analyzes the relationship and impact of employee engagement and organizational citizenship behaviour (OCB). The results showed a positive relationship between OCB and employee engagement, suggesting that more OCB is a result of higher employee engagement. The study also discovered that while gender has little impact on OCB, demographic characteristics like age, education, and experience do. According to the research, companies can improve OCB by emphasizing employee engagement. Standard multiple regression analysis was used by (Yangaiya, Abubakar & Musa, 2015) to show that certain sub-scales of empowerment led to higher OCB among secondary school teachers in Kastina state Nigeria.

Theoretical Review

Social Exchange Theory: This theory states that people behave a specific way because they think other people will do the same. According to Social Exchange Theory (SET), in a process of cost-benefit analysis and alternative comparison drives social behaviour (Homans, 1958). People enter into relationships with the expectation of reciprocity and with the intention of maximizing benefits while minimizing expenses (Blau, 1964). Intangible resources like status, love, and knowledge are also included in SET in addition to material trades (Emerson, 1976). SET provides an explanation of employee-employer relationships in organizational contexts, where commitment and job satisfaction are influenced by perceived organizational support (Eisenberger et al., 1986). The theory sheds light on interpersonal dynamics as well, positing that the balance between benefits and costs determines how satisfied a relationship is (Thibaut & Kelley, 1959). Although others contend that SET oversimplifies intricate social relationships, it is nevertheless widely used to study human behavior in a variety of contexts. OCBs are encouraged by an equitable and just work environment where workers feel appreciated and treated fairly, as this fosters a sense of reciprocity and obligation.

Research Hypotheses

The following research hypothesis will be tested in the study;

   i.   Employees in the call center (voice) department will report greater organisational citizenship behaviour compared to employees in the assisted digital department.

   ii.   Employees who work in the hybrid work arrangement will report greater organisational citizenship behaviour compared to employees working within the traditional work arrangement.

   iii.   Involvement dimensions of work culture will significantly predict organisational citizenship behaviour among customer service representatives.

   iv.   Consistency dimensions of work culture will significantly predict organisational citizenship behaviour among customer service representatives.

   v.   Adaptability dimension of work culture will significantly predict organisational citizenship behaviour among customer service representatives.

METHOD

Sample Size

A total of 303 customer service representatives of Cable TV Network selected by accidental sampling method participated in the study. Participants in the workgroup comprises of both male (N = 129) and female (N = 174) employees age ranges of between 20 to 44, and job tenure of at least 3 years responded to the survey.

Design

A descriptive cross-sectional survey research design was employed for this study.

Instruments

Three research instruments were employed for the study:

Socio-demographic questionnaire: A socio-demographic questionnaire designed for the purpose of eliciting relevant demographic information from the respondents (i.e., gender, age, tenure and work function. This aspect provides the respondent's demographic characteristics.

*Work Culture***:** Work culture was measured by Denison Organizational Culture Survey (DOCS). The DOCS evaluate four aspects of organizational culture: mission, consistency, involvement, and adaptability. The following reliability coefficients (Cronbach's alpha) for the four primary qualities were reported by Denison et al. (2006): involvement .89, consistency, .88 adaptabilities .87, mission .92. High internal consistency reliability is shown by these values.

The Organizational Citizenship Behavior Scale (OCBS): OCB was developed by Suzy Fox and Paul E Spector (2011) to obtain a skill measure of employee extra-role behaviour. The Scales is on 5-point Likert scale (i.e., 1 being never, 5 being every day), respondents indicate how frequently they have engaged in each behaviour. Fox et al. (2012) reported a Cronbach's alpha of.89 and .94 for coworkers.

Procedure

Data for the study were collected by the use online questionnaire through Microsoft Google form. The participants' consent was obtained through a consent form which they voluntary filled to participate in the study. They were sufficiently briefed about the purpose of the study in order to enable them provide authentic and realistic data. Further, they were assured of the confidentiality of their responses. Participants filled the questionnaire at their convenient and submission was done via online mode. Each participant typically requires 5-10 minutes to complete the Google for questionnaire. The questionnaires were forwarded to all participants through online Google links to the sampled customers representatives of the selected departments. Participants responses were collated, scored, summarized and analyzed accordingly using the appropriate statistics. The researcher shared the questionnaires through online links to participants within the organization (excluding employees in departments not included in the setting).

RESULTS

Socio-Demographic Analysis and Descriptive Characteristics of the Participants

Table 1: Participants' Demographic Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	129	42.6
	Female	174	57.4
Age	20-30	188	62.0
	30-40	111	36.6
	Others	4	1.3
Work Function	Assisted Digital	133	43.9
	Call Center	135	44.6
	Vendor Support	35	11.6
Work Arrangement	Hybrid	125	41.3
	Traditional (9-5)	178	58.7

Source: Field Survey, 2025

The analysis on Table 1 shows that participants are distributed along two gender categories including male (42.6%) and female (56.4%). Participants who were between age 20-30 years constitute 62%, while those who were between the age range of 30-40 years is 36.6%, which means that majority of the participants were largely younger employees. Workers in assisted digital roles constitute 43.9%, Call centre is 44.6%, and Vender support 11.6%. Participants that are working within the traditional work arrangement was 58.7% and those who currently working in a hybrid capacity was 41.3%.

Table 2:　　Descriptive Statistics of the Predictor and Criterion Variables

Variables	N	Maximum	Maximum	Mean	Std. Dev
Organizational　　Citizenship Behaviour	303	20	100	62.55	13.497
Empowerment	303	4	20	15.08	2.657
Team Orientation	303	4	20	15.20	2.965
Capacity Development	303	4	20	14.27	2.445
Core Values	303	4	20	14.51	2.529
Agreement	303	4	20	14.83	2.598
Coordination and Integration	303	4	20	14.50	2.590
Creating Change	303	5	20	14.71	2.551
Customer Focus	303	4	20	14.77	2.667
Organizational Learning	303	4	20	15.20	2.562
Strategic Direction and Intent	303	4	20	15.12	2.523
Goals and Objectives	303	4	20	15.20	2.601
Vision	303	3	15	11.18	2.048

Source: Field Survey, 2025

Table 2 present the descriptive statistics of the variables under reference showing the means and the standard deviations.

Table 3: Pearson Correlation showing the Relationship between the Research Variables.

Variables	1	2	3	4	5	6	7	8	9	10	11	12
OCB												
Empowerment	.172**											
Team Orientation	.155**	.763**										
Capacity Development	.237**	.579**	.596**									
Core Values	.168**	.489**	.525**	.449**								
Agreement	.193**	.555**	.580**	.542**	.684**							
Coordination and Integration	.183**	.415**	.408**	.486**	.544**	.640**						
Creating Change	.204**	.472**	.517**	.481**	.563**	.672**	.644**					
Customer Focus	.158**	.526**	.532**	.448**	.529**	.557**	.571**	.605**				
Organizational Learning	.131*	.539**	.573**	.413**	.543**	.618**	.495**	.610**	.667**			
Strategic Direction and Intent	.154**	.527**	.554**	.446**	.573**	.611**	.556**	.641**	.670**	.689**		
Goals and Objectives	.075	.485**	.515**	.392**	.587**	.618**	.566**	.578**	.635**	.704**	.759**	
Vision	.146*	.445**	.465**	.449**	.560**	.575**	.524**	.514**	.529**	.628**	.697**	.675**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Results in Table 3 presents the correlation analysis computed to examine the relationship between the various dimensions of the predictor variable (Work Culture) and the criterion variable (OCB). Results revealed that there were significant positive correlations between all the work culture dimensions and OCB except foe goals and objectives dimension.

HYPOTHESES TESTING

Hypothesis One: *States that employees who work in the call centre (voice) department will report greater organizational citizenship behaviour (OCB) compared to employees in the assisted digital department.*

In order to estimate the influence of work type on the reportage of OCB among the participants under reference, independent t-test for means difference in OCB was computed. The result is presented in table 2.

Table 4: Independent Sample T-test showing the Impact of Work Function on OCB.

						Cohen's D 95% Confidence Interval	
	Work Type (N)	**Mean (SD)**	**df**	**t**	**p**	**lower**	**Upper**
OCB	Call Center (135)	63.86 (13.9)	266	-1.02	>.01	-.364	.115
	Assisted Digital (133)	62.15 (13.5)					

Table 4 shows that participants who worked in the assisted digital department (M = 62.15, SD =13.5) did not report greater OCB than those working in the call centre department (M = 63.86,

SD =13.9). Specifically, the work type did not influence OCB among respondents (t $_{266}$) = -1.02, p> .05). Hence, hypothesis one is rejected.

Hypothesis Two: *States that employees who work in the hybrid work arrangement will report greater organizational citizenship behaviour (OCB) compared to employees working within the traditional work arrangement.*

Further, Independent t-test analysis of mean OCB difference was executed to was to examine the influence of work arrangement (either 9-5 or remote working) on employee self-reported of OCB. The result is presented in table 2.

Table 5: Independent Sample T-test showing the Impact of Work Arrangement on OCB.

					Interval	Cohen's D	95% Confidence
	Work Type (N)	**Mean (SD)**	**df**	**t**	**p**	**lower**	**Upper**
OCB	Hybrid (125)	63.06 (15.9)	301	.52	<.01	-.165	.293
	Traditional (178)	62.19 (11.5)					

Table 5 shows that participants who worked within hybrid working arrangement (*M* = 63.06, *SD* =15.9) reported greater OCB than those working in the traditional work arrangement (*M* = 62.19, *SD* =11.5). Specifically, the work arrangements showed an influence on OCB among respondents (*t* (301) = .52, p< .05). Hence, hypothesis two is confirmed.

Hypothesis Three: *States that involvement dimensions of work culture will independently and jointly predict organisational citizenship behaviour among the research participants.*

In order to examine the influence of communication patterns on employees, linear regression analysis was conducted and the result from the analysis is presented in Table 3.

Table 6: Table showing the Contribution of Involvement dimensions of work culture on OCB

Variable	Unstandardized (B)	Coefficients SE	Standardized Beta (β)	t	p
Capability Development	.331	.455	.065	.729	.467
Empowerment	-.094	.414	-.021	-.227	.821
Team Orientation	1.166	.397	.211	2.936	.004

Note. Constant = 42.339, F (3,299) = 6.140**, p <.01, R^2 = .058

Table 6 shows that involvement dimensions of work culture jointly predicted OCB (F (3,299) = 6.140**, p <.01). R² indicates that approximately 5.8% of the variance in OCB is explained by the involvement dimensions of work culture. Specifically, the capacity development and empowerment did not predict OCB since their p values were not significant. However, team orientation predicted OCB (β = .211, p <.05). This shows that a 1% change in team orientation accounts for 21% change in OCB. Hence, hypothesis three is confirmed.

Hypothesis Four: *States that consistency dimensions of work culture will independently and jointly predict organizational citizenship behaviour among the research participants.*

Hypothesis four was to examined by executing linear regression analysis to establish the influence of work adaptability and performance on employees reported OCB. The result from the analysis is presented in Table 4.

Table 7: Table showing the Contribution of Consistency dimensions of work culture on OCB

Variable	Unstandardized (B)	Coefficients SE	Standardized Beta (β)	t	p
Coordination and Integration	.259	.421	.049	.615	.539
Core Values	.525	.448	.101	1.173	.242
Agreement	.480	.390	.092	1.230	.220

Note. Constant = 44.046, F (3,299) = 4.644**, p <.01, R^2 = .045

Table 7 shows that consistency dimensions of work culture jointly predicted OCB ($F_{(3,299)}$ = 4.644**, p <.01). **R^2** indicates that approximately 4.5% of the variance in OCB is explained by the consistency dimensions of work culture. However, none of the dimensions independently predicted OCB. Hence, hypothesis four is partially confirmed.

Hypothesis five: *States that the adaptability dimension of work culture will have a significant prediction of OCB over the mission's dimension.*

Similarly, in order to examine *the influence of adaptability dimension of work culture will OCB, a step-wise* hierarchical regression analysis was computed. The result is presented in table 5.

Table 8: Hierarchical regression table comparing the prediction of the adaptability and mission dimensions of work culture on OCB.

Model	Variable	Unstandardized (B)	Coefficients SE	Standardized Beta (β)	t	p
1	Creating Change	.938	.401	.177	2.340	.020
	Customer Focus	.321	.408	.063	.788	.431
	Organizational Learning	-.101	.427	-.019	-.238	.812
2	Creating Change	.920	.419	.174	2.198	.029
	Customer Focus	.389	.429	.077	.905	.366
	Organizational Learning	.008	.484	.002	.017	.986
	Strategic Direction and Intent	.374	.552	.070	.677	.499
	Goals and Objectives	-1.009	.505	-.194	-1.997	.047
	Vision	.640	.556	.097	1.152	.250

Note Model 1 (F (3,299) = 4.548**, p <.01, R^2 = .044)

   Model 2 (F (3,296) = 1.532, p >.01, R^2 = .058)

Table 8 showed that Model 1 which is indicative of adaptive dimension of work culture was significant (F (3,299) = 4.548**, p <.01) compared to mission dimension which was not significant. Hence, hypothesis five is confirmed. Furthermore, analysis showed that the variable "Creating Change" consistently and significantly predicts Organisational Citizenship Behaviour (OCB) in both models. This indicates that the enhancement of OCB is likely to be achieved through the implementation of a workplace culture that is adaptable and open to change. In contrast, Model 2 demonstrates that "Goals and Objectives" have a significant negative impact, indicating that OCB may be reduced when there is excessive focus on these factors.

DISCUSSION OF FINDINGS

The present study investigated the influence of work culture on organizational citizenship behaviour among customer service representative of a service industry in Lagos. Specifically, customer service representatives in the inbound centers (call center, assisted digital and vendor support). The study also assessed the influence of work function (call center and assisted digital) and work arrangement (hybrid and Traditional 9-5) on organizational citizenship behaviour. The study established that work function/type does not influence organizational citizenship behaviour. This result is in contrast with previously reported findings, which suggests that work functions and attributes can have a significant impact on OCB (Nielsen et al. 2009; Lee, Dendrick, & Smith, 1991; Yangaiya et al., 2015; Yu et al., 2018). Yu et al., (2018) findings reported a negative relationship between work interference with family and OCB when the decision authority is high. This finding therefore underscores the need for employee's empowerment team orientation and extra-role behaviour as previously reported by Akinbode (2011) and Akinbode and Fagbohunbge (2011).

In addition, the present study established that work arrangement (hybrid) has a greater influence on OCB than traditional work arrangement. That is, it suggests that employees whose have work schedule is flexible tend to perform OCB's than their counterparts that work 9-5 and 5 days a week. This finding is consistent with Krajcsák & Kozák (2022) which concluded that organizations with a dominant market culture promote better OCB except poor civic virtue. Similarly, our finding is consistent with what Yamada (2023) study reported that cross-cultural communication plays a significant role in shaping OCB behaviors within Global Virtual Teams. The study emphasized the significance of matching work arrangements with individual preferences while highlighting the subjective nature of productivity and its possible cultural implications (Kotter & Heskett, 1992), Denison & Mishra, 1995; Naranjo-Valencia et al., 2011). The results from this study can be likened to the social exchange theory which is centered on give and take. Employers understanding the needs of individual employees and catering for those needs would lead to workers engaging in OCB (Eisenberger et al, 1986). In this instance, providing a preferred work arrangement, preferably hybrid would encourage workers take on voluntary actions.

Also, the present study discovered that Involvement dimension of work culture jointly and independently predicted OCB. Features of the dimension being empowerment, team orientation

and capability development significantly explained the observed variance employees OCB. This finding amplifies the findings reported by Rubel and Rahman (2018). On the other hand, our finding is in contrast with the findings reported by Jeong, Richards & Zhang (2019). Whose results showed that, except for hierarchy culture, all of the sub-factors of organizational culture (i.e., clan, adhocracy, and market culture) positively influenced perceived empowerment, which in turn positively influenced OCB. The results additionally demonstrated that the connections between the sub-factors of organizational culture and OCB were either totally or partially mediated by perceived empowerment. The difference in the findings of both studies may be as a result of the disparity in industry.

Furthermore, the current study found that consistency dimension of work culture jointly predicted OCB. This finding align with the findings reported by Ameer, (2017) on the influence of organisational culture on employee performance and Organizational Citizenship Behavior (OCB). The results show how organizational culture dimensions have a strong influence on worker performance and OCB. Ameer (2017) study supports the idea that consistency dimension of work culture jointly predicts OCB. Lastly, this established that adaptability dimension of work culture significantly promoted employee extra-role behaviour. Key aspects being customer focus, organizational learning and creating change. Findings from the study correlates with a research by Lau., et al (2020) whose results indicated that learning organization positively influence OCB with team-orientated culture moderating the relationship between having a learning organization and OCB. Similar, this study is in agreement with (Hadjali & Salimi, 2012) study. With result from the research indicating a positive relationship between OCB and customer-orientation.

THEORETICAL AND PRACTICAL IMPLICATIONS AND RECOMMENDATIONS

This paper has sufficiently interrogated the influence of work culture on employee's extra-role behaviour, drawing it positive and negative implication. Employees taking actions that goes beyond their formal job requirements, such as helping colleagues, volunteering for additional tasks, or making innovative suggestions is predicated on positive workplace culture. The paper clearly and implicitly identifies increase job satisfaction, improved collaboration, enhanced creativity, and increased employees' engagement as positive implications. While, negative

implications include: Burnout and exhaustion, lack of recognition, toxic work environment, and role overloads. Positive workplace culture also has implications for employee, such as: increased job satisfaction, career advancement, personal growth, and sense of purpose. On the other hand, for the organization, positive workplace culture lead to increased productivity, facilitate improved employee retention, engender enhanced reputation, and consequently enables organisation to gain competitive advantage in their industry. The study makes the following recommendations:

i. Organisations should enact policies that will foster a positive work culture, encourage a culture of teamwork, collaboration, and open communication to promote extra-role behaviour.

ii. It expedient now and more than before that that work organisations must start to recognize and reward employee extra-role behaviours, develop a system to recognize exceptional performance and reward employees that have demonstrated such exemplary extra-role behaviour.

iii. Our paper also submits that organisations should provide opportunities for growth and development, by offering variety of staff training and development, mentorship, and opportunities for career advancement to enable employees to take on additional responsibilities.

iv. Work organization should encourage employee feedback and participation by regularly soliciting information or feedback from employees and seek to involve them in decision-making processes to promote a sense of ownership and engagement.

Our paper submits that implanting theses aforementioned recommendations, organization will be able to promote a positive work culture that encourages employee extra-role behaviour, leading to increased productivity, job satisfaction, and competitiveness.

CONCLUSION

Discretionary workplace behaviours that go above and beyond the formal responsibilities of any employees', and all manner of voluntary acts that enhance the overall success of the organization

are the hallmark of effective organization that has promoted positive workplace culture. Beyond enforcing contractual job requirements, these extra-role behaviours are the result of an employee's personal decision Volunteering for extra work, helping coworkers without formal instructions, actively participating in team meetings, defending the organization's reputation externally, coming up with creative ideas, cutting down on needless breaks, purposefully conserving resources, freely sharing pertinent knowledge, etc. are typical examples of employee's extra-role behaviours. In conclusion, this paper submits inter-alia that work culture has a significant influence on employee's extra-role behaviour in the workplace. Therefore, organisations that foster a positive workplace culture will eventually promote employee's extra-role behaviour, which will consequently lead to increased productivity. Job satisfaction, and competitiveness.

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