

EFFECT OF CONTINUANCE COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN AFRICA INDEPENDENT TELEVISION, ABUJA

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Abstract

This study examined the effect of continuance commitment on organizational citizenship behaviour in Africa Independent Television, Abuja. Altruism, Courtesy and Civic Virtue are variables of organizational citizenship behaviour. This study used explanatory research design and structured questionnaire was used to generate data for the study. A total of 138 employees of African Independent Television were used as the population of the study. A five-point Likert scale was used for data coding. This study used partial least square's structural equation modeling technique in analysing the data generated. Findings from the analysis revealed that continuance commitment has positive significant effect on altruism and Civic Virtue, however, continuance commitment has positive but insignificant effect on Courtesy. In view of the findings, this study concludes that continuance commitment has effect on organizational citizenship behaviour among the employees of Africa Independent Television, Abuja. Therefore, this study recommends that the management of Africa Independent Television should provide incentives for employees that show great continuance commitment. The incentives can be monetary or non-monetary. Non-monetary includes: award for recognition. Motivation for employees is useful for increasing enthusiasm and morale, so employees will have motivation according to their abilities if the organization can meet the needs of these employees.

Keywords: Continuance Commitment, Altruism, Courtesy, Civic virtue

Introduction

Organizational behaviour is essential to maintaining individual behavior, cordial relation for efficiency and better performance of employees. Achieving better performance is the ultimate aim of every organization, and employees are the main factors who distinguish the effective organizations from the ineffective ones by considering their organizations as their homes. Organizational Citizenship Behavior (OCB) is very necessary because it can increase the effectiveness of the company, affect the social aspects that exist in the company, such as teamwork, communication and other interpersonal skills.

OCB is the study of the structure, functioning, and performance of organizations and the behavior of groups and individuals within them. It is the study of human interaction within organization. That is, the impact of individuals towards the groups, work place, structure and behavior within the organization. Human behavior individually or collectively within an organization is required for applying the skills to improve organizational effectiveness. The organization's efforts to increase OCB among its employees include focusing on factors that encourage OCB which include organizational commitment.

Organizational commitment is an important factor that can promote the development of OCB. Employees with a high level of organizational commitment have a strong connection to the organization, allowing them to increase OCB behavior. Busro, (2018) posits that organizational commitment is the embodiment of a person's willingness, awareness, and sincerity to be bound and always be in an organization described by the magnitude of effort, determination, and belief in being able to achieve a common vision, mission and goals. Organizational commitment plays an important role in the quality of an employee's performance in the company. Employee who has emotional closeness with the organization tends to be able to trust the values of the organization; this employee will support the sustainability of the organization by giving ideas and contributing more to the company (Conscientiousness). The similarity of employee values and company values will result in an atmosphere of mutual support between employees, this will create a harmonious relationship between colleagues (Courtesy) and a sense of empathy/want to help towards colleagues who are experiencing difficulties related to work (Altruism).

Factors driving organization commitment are Affective commitment, normative commitment and Continuance commitment. Continuance commitment arises due to an employee's desire to survive in organization because of job-security reason. It can be seen as costs related to an employee leaving the organization (due to the high cost of leaving and the loss of seniority on promotion or benefit). In essence, it is related to losses associated with leaving the present organization by a worker to a different place due to seniority loss in advancement and promotion.

Indeed, every organization has predetermined goals intended to be attained - Africa Independent Television is not an exception. Africa Independent Television, also known by its acronym AIT, is a privately owned television broadcaster in Nigeria; launch on 22nd November, 1996. It operates Free-To-Air in Nigeria as the largest privately operated terrestrial television network with stations in twenty-four out of thirty-six states in Nigeria. AIT broadcast via satellite television from its operational headquarters in Abuja which started on 3 November 1997.

AIT, a subsidiary of DAAR Communications PLC, has certain objectives and goals of informing, educating and entertaining the general public by ways of national and international news, politics, sports, business as well as a commentary and informed perspectives among other programmes. The achievement of such goals and success requires measuring the results of operations. Indeed, the success of AIT depends on the kind of employees working for the station and the relationship that exist among the employees. That is, the commitment of the employees to the Television station and the assistance employees rendered to themselves. Therefore, a study in this respect became eminent to find out the support colleagues received from one another, being punctual, maintaining an orderly workspace by employees, checking on other employees' feelings and willingness to tolerate the inconveniences from colleagues.

A number of studies have linked continuance commitment to OCB (Damayanti et al., 2019; Kurniawan, 2020; Putra & Candana, 2020; Putra & Turangan, 2020). Some of these scholars reported positive relationship between the continuance commitment and OCB (Devi & Kamraj, 2022; Eriyanti & Noekent, 2021; Harmius, et al., 2021; Sananuamengthaisong, 2022; Sharma, 2022) while other scholars reported insignificant relationship between continuance commitment and OCB (Anisa, 2012; Damayanti, et al. 2018). Based on the reported inconsistencies findings, all reported studies were for foreign Countries and also not in the media industry, there is the need for this study to be domesticated. Therefore, this study examined the effect of continuance commitment on organizational citizenship behaviour in African Independent Television, Abuja.

Hypotheses

- H_{a1}:** Continuance Commitment has significant effect on altruism in Africa Independent Television, Abuja
- H_{a2}:** Continuance Commitment has significant effect on Courtesy in Africa Independent Television, Abuja
- H_{a3}:** Continuance Commitment has significant effect on Civic Virtue in Africa Independent Television, Abuja

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is defined based on the individual's relative ability and involvement in a certain organization. It indicates the attitudes of people toward the organization's values and goals. It can be defined as a condition to the extent to which an employee sided with a particular organization and its purpose and intends to maintain membership in the organization. According to Al-Jabari and Ghazzawi (2019), organizational commitment is an individual's self-drive to do something to support the success of the organization in accordance with its objectives and to put the interests of the organization as his/her priority. On their part, (Susilo, et al. 2019) defined organizational commitment as a strong desire to remain a member of the organization; where organizational members strive to work according to the expectations and beliefs of the organization.

Continuance Commitment

Continuance commitment is a commitment that arises due to an employee's desire to survive in organization because of job-security reason. It can be seen as costs related to an employee leaving the organization (due to the high cost of leaving and the loss of seniority on promotion or benefit). The individuals with long-time stay with the organization will be more committed because the individuals realize since leaving the organization may be facing considerable risk to lose what has been invested during employment with the organization (Greenberg & Baron, 2013; Jameel et al., 2020).

Employees who have high continuance commitment will decide to stay in the organization not for emotional reasons but for considering the losses and benefits that might be experienced if they decide to leave the organization. If the employees then decided to stay in the organization, the longer they stay, the more negative cause will happen and adverse effects (Allen & Meyer, 1996). That is to say, continuance commitment is gains versus losses of working in an organization. A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits will not improve if they move to another organization. Therefore, the higher continuance commitment would lead to less initiative efforts and positive behaviors, and conversely would cause a detrimental to the organization for a longer span of time.

Organization Citizenship Behaviour

Organization citizenship behaviour is the employee behaviour that is discretionary which is not directly or explicitly recognized by the formal reward system of the organization but aggregately promotes the effective functioning of the organization. In 2006, Organ, et al., define OCB as the behaviour of people that has the freedom to choose and act, which is indirectly acknowledged by the existing official reward system, and contribute on the efficiency and effectiveness of functions within an organization while Robbins and Judge (2015) see OCB as Choice behaviour that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. A successful organization needs employees who will do more than their usual duties and deliver performance beyond expectations.

Muttaqien (2021) sees OCB as an additional and voluntary behaviour of an individual outside of work and is very effective in supporting the goals of the organization. OCB has five dimensions: Altruism; Conscientiousness; Sportsmanship; Courtesy; and Civic Virtue (Organ, 1988). Altruism, Courtesy and Civic Virtue represent OCB and used as the dependent variables.

Altruism

Altruism means helping other members of the organization in their tasks. That is, voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, guiding employees to accomplish difficult tasks. This dimension refers to a selfless behaviour of people where they are concern for other individuals' welfare and rights, be more empathy and do things that will give benefits to others. Altruism leads to increase individual's performance as well as group efficiency and teamwork and cooperation, thus further giving chance to the employees in improving their own knowledge. Therefore, it is proven that altruism is an important determinant of OCB (Muthuraman & Al-Haziazi, 2017).

Courtesy

Courtesy refers to the gestures that prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them. Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers. Courtesy is considered as avoiding problems from occurs and taking required actions to reduce the impact of the problems in the future (Muthuraman & Al-Haziazi, 2017).

Shanker (2018) highlighted courtesy as a type of behaviour where the employees notify their colleagues about changes that may directly or indirectly affect their work thus, aids them in better preparing for future problems that may arise. This is directed towards participants giving advance notices, timely reminders and suitable information when needed are some examples of courtesy. Podsakoff, et al. (2000) opined that

employees who implemented courtesy are having less intergroup conflict and time to deal with conflict management activities.

Civic Virtue

Civic virtue is behaviour on the part of employee by actively involved in life of the organization. It is the behaviour exhibits by employee in participating in the activities of the organization and supports the organization outside the employee's official duties. According to Borman et al., (2001) civic virtue is to involve oneself responsibly in and of being concerned about the life of the organization. Civic virtue represents a macro level interest in or commitment to the organization. It shows willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization. These behaviours occur when employees reckon themselves with the organization and consider themselves to be part of the organization.

In general, OCB contributes to the organization in a way that it is able to increase worker and manager productivity, saving management resources as well as the organization as a whole, increasing effectiveness in coordinating work group activities helping maintain group functions, strengthen the steadiness of the organization's work, increasing the organization's capability at attracting as well as retaining the greatest employees, increasing the organization's capability to adjust quickly and effectively to environmental changes (Podsakoff & Mackenzie, 1997).

Another crucial factor that has an influence on OCB is organizational commitment (Mohammad, et al., 2016; Ortiz, et al., 2015). Employees who have high levels of organizational commitment are more likely to excel (Ortiz, et al., 2015). Past studies had incorporated organizational commitment as an independent variable influencing organization citizenship behaviour (Dahniar, et al., 2022; Devi & Kamraj, 2022; Eriyanti & Noekent, 2021; Pooja & Madhuri, 2022; Ximenes, et al., 2022). Therefore, this study examined the effect of continuance commitment on organizational citizenship behaviour in Africa Independent Television, Abuja.

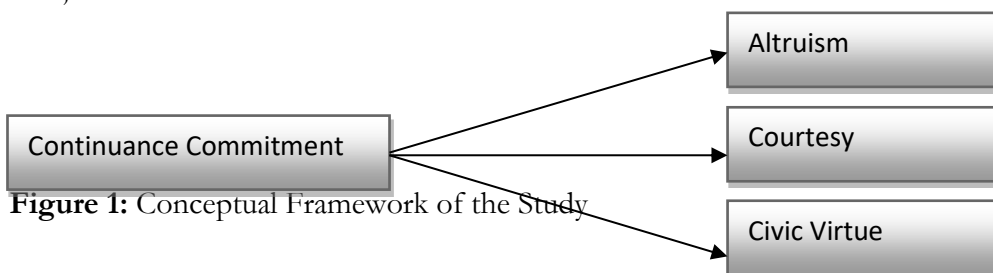


Figure 1: Conceptual Framework of the Study

Empirical Review

Sharma (2022) examined the impact of continuance commitment on organizational citizenship behavior (Civic Virtue, Altruism, Courtesy, Conscientiousness and Sportsmanship) Hindustan Mittal Energy limited, Bhatinda, India. The sample size of 195 respondents of Hindustan Mittal Energy limited was used. Data is collected through primary and secondary source. Primary data collected through quantitative as well as qualitative procedure. The findings reveal that there is a positive impact of Altruism, Courtesy, Conscientiousness and Sportsmanship in the employees of Hindustan Mittal Energy limited, Bhatinda.

Sananuamengthaisong (2022) reported a positive significant effect of continuance commitment on organizational citizenship behaviour (altruism, consciousness, sportsmanship, compliance and loyalty) after a study of electrical parts industries in Thailand. The sample size is 333 and data were generated through questionnaire from human resource managers or general managers of the industries. However, 78 complete questionnaires were used which represented 23.42 percent therefore 23.42 percentage cannot be relied on because of lack of adequate percentage. Similarly, in a study of 530 employees of private banks in Hyderabad, Telangana, India, Devi and Kamraj (2022) reported a positive significant effect of continuance commitment on organizational citizenship behaviour (altruism, consciousness, sportsmanship). Data were generated through questionnaire from Sales Executives, Managers, Branch Managers, and Deputy Branch Managers of the banks.

Eriyanti and Noekent (2021) reported a positive and significant effect of continuance commitment on organizational citizenship behaviour (altruism, consciousness, sportsmanship) in a survey conducted using a set of established questionnaires for employees of State Civil Apparatus who work in the Office of Education, Youth and Sports in Kudus Regency. The sampling technique used is a saturated sampling technique with a total of 86 employees. Data analysis was conducted using Structural Equation Modelling (SEM) method through SmartPLS version 3.0 software. In the same vein,

Harmius, et al., (2021) examined the effect of continuance commitment on organizational citizenship behaviour (altruism, consciousness, sportsmanship) as it effect on employee performance. The study used all the 221 employees of Pidie Jaya Regional Secretariat Office as one of the government institutions in Pidie Jaya District, Indonesia as the population. The population constitutes 63 permanent employees and 158 contract employees. Saturated sample size was used. Structural Equation Modelling (SEM) was used to analyze the data which was generated through questionnaire. The result shows that continuance commitment has positive effect on organizational citizenship behaviour which enhance employees' performance in Pidie Jaya Regional Secretariat Office.

In a study of public sector organizations, Susanto, et al., (2020) reported a significant effect of continuance commitment on Organization citizenship behaviour (altruism, consciousness, sportsmanship). The sample used in the study was 200 employees of the public sector organization. Data was generated through questionnaire and analyzed using structure of equation models (SEM) and AMOS. Similarly, in a study of 101 employees of a property company in Indonesia, Soelton, et al., (2020) reported a significant positive effect of continuance commitment on organizational citizenship behaviour. The analysis was conducted using Structural Equation Model (SEM) with a Smart-PLS analysis tool.

In a study of the effect of continuance commitment and organizational citizenship behaviors in the food service industry, Jamroch, et al., (2020) reported positive significant effect on continuance commitment on organizational commitment. In a study of the three dimension of organizational commitment (affective, normative, and continuance). Similarly, Kartika and Pienata (2020) reported positive significant effect of continuance commitment on Organizational Citizenship Behaviour of 73 three-starred hotels' employees in Indonesia. The data was analysed using SmartPLS 2.0 as statistical tool.

However, in a comparative study of banking and retail employees, Pooja and Madhuri (2022) reported no statistically significant association between continuance commitment and organisational citizenship behaviour (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue). The study revealed that no statistically significant distinction existed between perception of employees of banking and retail sector with respect to continuance commitment. The authors used Anova-Single Factor test in analysing the data collected through structured questionnaire. However, the authors failed to conduct and report the reliability and validity of the instruments; therefore, there is a possibility of presenting spurious findings. Similarly, Anisa (2012) reported insignificant effect of continuance commitment on organizational citizenship behavior in the telecommunication company.

Social Exchange Theory

This study is guided by the social exchange theory by Blau in 1964. Social Exchange Theory is based on the principle that human behaviors or social interaction is an exchange of activities which can be either tangible or intangible, especially the exchange of benefits and costs. Blau (1964) sees Social Exchange Theory as the actions in response to the reactions of others. The core idea of social exchange theory is the act of reciprocity, which stipulates that people should support or help those who have supported or helped them. Tourigny, et al., (2013) stated that the influence of social exchange theory in an organization besides social exchange is the balance and harmony that will be obtained between employees and superiors. Social exchange is used to explore several aspects of work relationships such as relationships with colleagues, relationships with superiors and the fairness that is provided within the organization (Aryee, et al., 2002). In conclusion, it is clear that organisational citizenship behaviour is part of a Social Exchange Theory in relation to the recognition towards human behavior which become the stimuli of discretionary efforts.

METHODOLOGY

Explanatory research design was used in this study. An explanatory design is defined as the research work of particular topic that has been studied before or had not been well explained previously in proper way. The main purpose of this research design is to gain familiarity in unknown (Akhtar Inaam, 2016). Explanatory research can also be explained as a “cause and effect” model, investigating patterns and trends in existing data that haven’t been previously investigated.

A total of 138 employees of African Independent Television (AIT) were used as the population of the study. The employees are the respondents to the questionnaire administered. Since, population of the study was not over bloated, the study used saturated sampling whereby the entire population was used. The need for in-depth data to be collected from relatively small samples is one of the justifications for saturation sampling (Mwita, 2022). The questionnaire was structured based on the independent variable (Organizational commitment) which was measured by the scales developed by Meyer, et al. (1993). Each item in the questionnaire had 5 choices of answers based on Likert’s scale option from 1 - strongly disagree, 2 - disagree, 3- Neutral, 4 – agree, and 5 - strongly agree. SmartPLS 4.0 was used to optimize the variance explained by endogenous latent variables in the partial least square’s structural equation modeling (PLS-SEM) technique and explain the proposed relationship. This method is suitable when the sample size is small (Hair et al., 2019).

Model Specification

The model specification of this study is as follows

$$Y = \alpha + \beta_1 X_1 + e$$

Y= Organizational citizenship behaviour

X₁= Continuance commitment

α , and β_1 = regression constants

e = error term

RESULTS AND DISCUSSION

Measurement Model Evaluation

Table 1: Reliability and Validity Construct

Construct	Factor loadings	Cronbach alpha	Composite reliability	AVE
Continuance Commitment (CTC)	0.743-0.865	0.723	0.784	0.685
Altruism (ALT)	0.764-0.984	0.760	0.798	0.606
Courtesy CTY)	0.817-0.898	0.804	0.842	0.533
Civic Virtue (CVV)	0.847-0.849	0.723	0.761	0.658

Source: SmartPLS 4, Output (2024)

Table 1 shows values for Factor loadings and Composite reliability of the measurement model. The values indicate that all cross loadings are more significant than the threshold of 0.7 (in the range of 0.743–0.898). According to (Hair et al., 2019), the loadings must be at least 0.7. Next, is the internal consistency which was evaluated using Cronbach’s α . The findings reveal that the inner loadings of all the variables are more significant than the threshold of 0.7 (Leguina, 2015). The values of Cronbach’s α ranged from 0.723 to 0.804 and the values of composite reliability range between 0.761 and 0.842; consequently confirming the high reliability of the data. Composite reliability scores were used to check the internal consistency reliability, and a threshold of 0.7 was met (Hair, et al. 2013). The composite values range between 0.761 and 0.798. For convergent validity, the average variance extracted (AVE) for all the constructs is also above the nominal threshold of 0.5 (Bagozzi & Yi, 1988) ranging between 0.533 and 0.685. Thus, the study successfully achieved significant convergent reliability and scale validity.

Table 2: Discriminant Validity

Variable	Altruism	Continuance	Courtesy	Civic Virtue

Altruism	0.507			
Continuance	-0.650	0.678		
Courtesy	0.445	-0.636	0.730	
Civic Virtue	0.447	-0.851	0.783	0.686

Source: SmartPLS 4, Output (2024)

Table 2 shows the results of the discriminant validity which measured the degree of variance of each variable in the model. Fornell and Larcker (1981) criterion is applied to validate the AVE of every latent construct, which should be greater than the most significant squared correlations between any other constructs. Table 2 further indicates that the square root of the AVEs for each construct is larger than the cross-correlation with other constructs. This shows that the discriminant validity of this study was also satisfactory as per the (Fornell & Larcker, 1981) method, in which every construct of the study should be less than the square root of AVE. Therefore, discriminant validity is acceptable in the measurement model.

Table 3: Collinearity Statistics (Inner VIF)

Factors	Inner VIF
Altruism	1.645
Courtesy	2.532
Civic Virtue	2.196

Source: SmartPLS 4, Output (2024)

Table 3 shows the collinearity statistics of the inner Variance Inflation Factor (VIF). The table shows that the variables are not correlated in explaining the relationship of the variables therefore there is a complete absent of multicollinearity problem. A collinearity happens when the VIF value are >5.00 (Hair et al. 2019).

Table 4: R Square (Predictive Power of the Model)

	R Square	R Square Adjusted
Altruism	0.423	0.418
Courtesy	0.405	0.400
Civic Virtue	0.725	0.723

Source: SmartPLS 4, Output (2024)

Table 4 shows the Predictive Power of the Model through R-Square. Altruism (R-square = 0.423 and adjusted R Square = 0.418), Courtesy (R-square = 0.405 and adjusted R Square = 0.400) and Civic Virtue (R-square = 0.725 and adjusted R Square = 0.723). The findings illustrate that independent variable of continuance commitment accounted for 42.3% of the variance in Altruism, 40.1% in Courtesy and 72.5% in Civic Virtue. The results of the R-square indicate that the structural model passed the level of predictive accuracy. The given R^2 for organizational citizenship behaviour variables are greater than the acceptable threshold of 0.1 (Falk & Miller, 1992) therefore, it is good for the model.

Table 5: f Square (Impact of specific latent variables)

	f Square
Altruism	0.732
Courtesy	0.680
Civic Virtue	2.630

Source: SmartPLS 4, Output (2024)

Table 5 shows the f square which is used to evaluate the influence of independent constructs on dependent constructs (Leguina, 2015). That is, the Proportionate impact size of specific latent variables. For this study, F-square values for the dependent variables are: Altruism 0.732, Courtesy 0.680 and Civic Virtue 2.630

indicating the moderate, small and large impact of independent variable on dependent variables respectively (Leguina, 2015).

Structural Model Assessment

After confirming the psychometric properties in the measurement model stage, the study examined the structural model to test the hypothesized relationships. Table 6 summarizes the results for three hypotheses (H_{a1} , H_{a2} and H_{a3}), showing the relationship between Continuance commitment (CTC) and organizational citizenship behaviour: Altruism (ALT), Courtesy (CTY) and Civic Virtue (CVV).

Table 6: Model's Path Coefficient

Hypothesis	Relationship	Path Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T-Stats (IO/STD EV)	P Values	Results
H_{a1}	CTC → ALT	6.694	0.877	0.260	2.812	0.005	Supported
H_{a2}	CTC → CTY	7.294	0.889	0.505	1.346	0.179	Not Supported
H_{a3}	CTC → CVV	3.765	3.057	0.952	2.762	0.006	Supported

Source: SmartPLS 4, Output (2024)

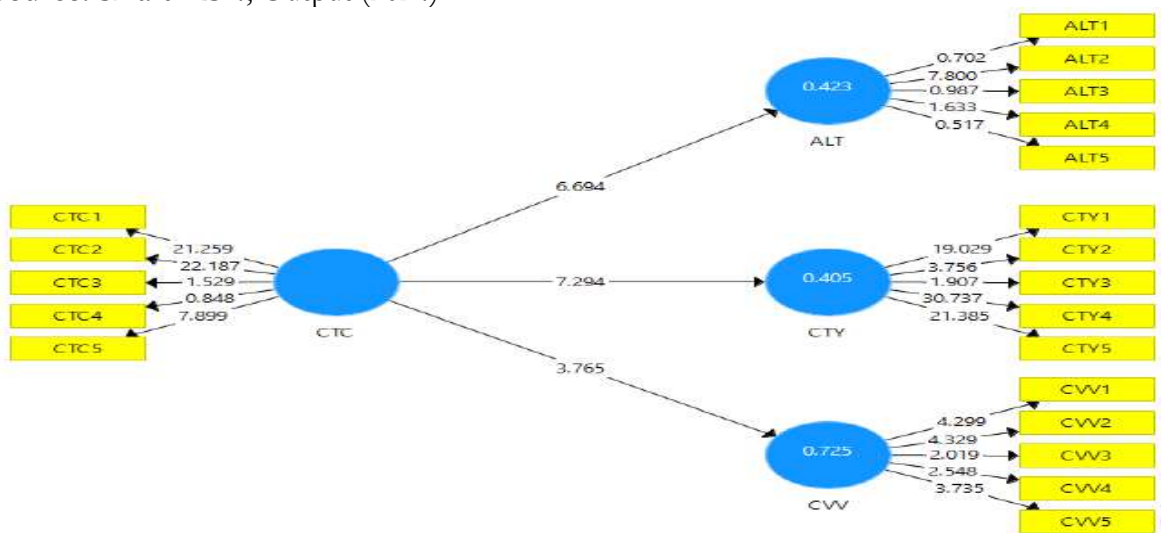


Figure 2: Structural equation modeling (SEM) diagram.

Table 6 presents the SEM results of the hypotheses testing and the path coefficients of the research's model in figure 2. T-values were estimated to inspect the statistical significance of the coefficient. The coefficient significance is examined by PLS-SEM with a nonparametric bootstrapping method (Hair et al., 2014). Altruism and Civic Virtue proposed hypotheses were supported while Courtesy proposed hypotheses was not supported. The results confirmed hypothesis (H_{a1}), which proposed continuance commitment construct had a positive significant effect that increased organizational citizenship behaviour (Altruism) in Africa Independent Television, Abuja. This result is associated with the findings of Harmius, et al., (2021) but dissociated with findings of Pooja and Madhuri (2022) Anisa (2012). Employees who have high continuance commitment will decide to stay in the organization and help other members of the organization in their tasks. This dimension refers to a selfless behaviour of employees having concern for other employees.

However, the result of (H_{a2}), which proposed continuance commitment construct had a positive significant effect which increased organizational citizenship behaviour (courtesy) in Africa Independent Television, Abuja was not supported. Implying that continuance commitment construct does not influence organization citizenship behaviour based on Courtesy. The finding revealed adverse effect of continuance commitment on organization citizenship behaviour. This result coincides with the findings of Pooja and Madhuri (2022) Anisa (2012) but inconsistent with the findings of Sharma (2022) and Sananuamengthaisong (2022). This

means higher continuance commitment would lead to less initiative efforts and positive behaviors, and conversely would cause a detrimental to the organization for a longer span of time.

The finding from the study also supported hypothesis (Ha₃), which proposed that continuance commitment construct had significant effect on Civic Virtue in Africa Independent Television, Abuja. This result is associated with the findings of Devi and Kamraj (2022) and Eriyanti and Noekent (2021) but dissociated with the findings of Pooja and Madhuri (2022) Anisa (2012). It means employees who have high continuance commitment will participate in the activities of the organization and supports the organization outside the employee's official duties.

CONCLUSION AND RECOMMENDATIONS

This study was carried out to examine the effect of continuance Commitment on Organizational Citizenship Behaviour in Africa Independent Television, Abuja. Organizational Citizenship Behaviour was proxied by Altruism, courtesy and civic virtue. SmartPLS 4.0 was used in running the data. The findings revealed that continuance commitment has significant effect on Altruism and civic virtue but insignificant effect on courtesy. In view of the findings, this study concludes that continuance commitment has effect on organizational citizenship behaviour among the employees of Africa Independent Television, Abuja. Therefore, this study recommends that the management of Africa Independent Television should provide incentives for employees that show great continuance commitment. The incentives can be monetary or non-monetary. Non-monetary includes: award for recognition. Motivation for employees is useful for increasing enthusiasm and morale, so employees will have motivation according to their abilities if the organization can meet the needs of these employees.

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