Effect of Organizational Citizenship Behaviour on Performance of Employees of Kumasi Technical University: Moderating Role of Work Overload

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Abstract
The stressors of the teaching and non-teaching staff of tertiary institutions of Ghana are perceived to emanate from resource inadequacy and enormous work overload. This study therefore sought to investigate the moderating role of work overload in the relationship between OCB and the performance of employees using Kumasi Technical University as the study area. The quantitative study involved the survey of 250 staff through the administration of structured questionnaire and the analysis of data using hierarchical regression modeling method. The study revealed positive relationship between OCBs like conscientiousness, sportsmanship, courtesy, organizational loyalty and employee performance in the higher educational institution. Courtesy produced the highest effect on the performance of employees. Nonetheless, altruism and civic virtue behaviours of workers of the higher educational institution had no significant effect on the performance of employees. The workers engagement in these behaviours, however, enormously increases the workload and adversely affects the performance of the workers. Work overload was generally a Quasi-Moderator in the relationship between altruism, conscientiousness, sportsmanship, organizational loyalty and employee performance in the higher educational institution. Sportsmanship was the only factor that adversely moderated the effect of work overload on the performance of the workers. Based on these findings, the study recommends promotion of OCB practices and proper management of work overload of workers.

Keywords: OCBs, performance, employees, work overload, moderating role