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### Research Article

## Enhancing Organisational Citizenship Behaviour Through Dialectical Behaviour Therapy Among Counterproductive Local Government Employees in Ibadan, Nigeria

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### About Article

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### ABSTRACT

This study determined the effects of Dialectical Behaviour (DBT) therapy on (Organisational Citizenship Behaviour) OCB among counterproductive local government employees in Ibadan, Nigeria. The study employed quasi-experimental design, while multistage and simple random sampling procedures were adopted. The administrative staff exhibiting counterproductive work behaviour were purposively selected. The instruments used were Organisational Citizenship Behaviour ( $\alpha = 0.80$ ), Counterproductive Work Behaviour ( $\alpha = 0.89$ ), Job Satisfaction ( $\alpha = 0.77$ ) scales and therapy guides. Data were analysed using Analysis of Covariance and Bonferonni post-hoc test at 0.05 level of significance. The results indicated that participants' age was  $35.00 \pm 6.41$  years and 55.6% were female. There was a significant main effect of treatment on OCB ( $F_{(2,75)} = 8.761$ ,  $p < 0.05$ ,  $\eta^2 = 0.189$ ). The participants exposed to DBT (66.09) and control (55.40) groups. There was a significant main effect of job satisfaction on OCB ( $F_{(2,75)} = 8.99$ , partial  $\eta^2 = 0.19$ ). The participants with high job satisfaction obtained higher post-adjusted mean score (5.98) than their counterparts with low job satisfaction (5.925). There was a significant interaction effect of treatment and job satisfaction on OCB ( $F_{(4,75)} = 3.08$ , partial  $\eta^2 = 0.14$ ), in favour of the participants with high job satisfaction. Dialectic behaviour therapies enhanced organisational citizenship behaviour among local government employees in Ibadan, Nigeria, with emphasis on job satisfaction. Personnel and counselling psychologists should utilise the intervention.

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## 1. INTRODUCTION

Contemporary organisations are constantly seeking ways to keep up with the ceaselessly changing business environments. The transfer of information into the global market has brought about such changes as innovative and best practices, technological advancements and technical know-how. In order to remain relevant in the market, organisations had to constantly enhance their workforce, output, workflow, and procedures. Since they plan and direct all other organisational activities, employees are recognized as being essential to the realization of goals and results of the organisation. Therefore, in order for the organisation to obtain the desired results, it is crucial that employees behave in a way that is consistent with the strategic objectives and operations of the organisation. These admirable employee behaviours were labeled “organisational citizenship behaviour” (OCB) by the Confederation of Organisational Behaviour Researchers (Adeyemi & Jimoh, 2014; Organ, 2016; Okoro & Ojo, 2018; Adeyemi *et al.*, 2024; Olaniyan *et al.*, 2025). OCB can be defined as any type of employee behaviour that is voluntarily displayed to increase productivity and performance inside the organisation. Employee behaviours that are adaptable and outside the purview of their official job duties but nonetheless support the efficient operation of the company are known as organisational citizenship behaviours (OCB) (Kim *et al.*, 2013; Liliana *et al.*, 2009; Adeyemi, 2006; Adeyemi & Muraina, 2015; Adeyemi, 2016; Adeyemi & Oluwatomiwo, 2016; Adeyemi, 2017). Employees that display OCB behaviours are neither rewarded nor penalized for their non-expression. Furthermore, OCBs are frequently left out of the training that employees receive as part of their educational advancements (Chukwudeh & Ojo, 2018; Ojo & Omoregie, 2018). OCB are non-conventional or regular on-the-job behaviours that are typically covered by traditional job descriptions, according to Halbesleben and Bellairs (2016). More importantly, Ahern *et al.* (2014) proposed that pro-social ethical behaviours like sharing helpful ideas, applauding the organisation, helping new hires understand the inner workings of the company, helping coworkers complete their jobs, attending meetings, volunteering to do things beyond the call of duty, staying late at work without asking for overtime pay, and accomplishing tasks not directly related to the required task are some of the behaviours that can be associated with Organisational Citizenship Behaviour. Podsakoff *et al.* (2014) state that any work behaviour that goes above and beyond regular standards or behaviours that encourage peers to participate in the organisation are examples of OCB. However, OCBs among workers who have a propensity for counterproductive work behaviour might be extremely difficult.

Organisations are now quite concerned about the number of unproductive workers on the job, especially in today's environment where OCB is highly desired. Considering that OCB is progressive and that unproductive work behaviour is regressive to organisational efficiency, what does this hypothesis mean for the future of organisations in Nigeria? This might involve influencing employees' behaviour in a positive way and exposing them to psychotherapy that can alter their outlook on work (Adeyemi & Oladunmoye, 2016; Adeyemi & Uwakwe, 2014; Akinyooye & Fajimi, 2022; Akinyooye, & Adesokan, 2021). Dialectical Behaviour Therapy (DBT) can be depicted as

remedial mediation at first created by Linehan for the treatment of people determined to have marginal behavioural condition (BPD) (Feigenbaum, 2018; Linehan, 2014). It makes a hypothetical clarification for resolving issues across a few spaces of brokenness, with explicit accentuation on profound guidelines, trouble resistance, relational viability, care, dialectical reasoning, critical thinking, and self-approval. DBT is equipped for improving worker's OCB among those with counterproductive ways of behaving attributable to its ability of adapting to troublesome individuals or while focused, directing feelings in testing relational circumstances, consciousness of individual constraints of self and others, and ready to get acclaim, advancements, and compensation raises (Feigenbaum, 2018; Ojo & Chukwudeh, 2016; Akinyooye, 2021; Salawu & Adeyemi, 2013; Adeyemi *et al.*, 2024). Conversely, employees with counterproductive attributes could encounter trouble in showing OCB because of adverse occasions or events that push employees to conflict with the real interest of the organisation. The uniqueness of DBT is in the chance of improving OCB among counterproductive employees lives in its capabilities, which is to build the client's inspiration to change, upgrade the client's abilities, sum up the client's benefits to their bigger climate, structure the climate to support the client's benefits. This becomes attainable on the grounds that DBT instructor's conviction that all ways of behaving are caused to happen. It is accepted that social change can happen by shifting focus over to the conduct factors that add to the turn of events and upkeep of the way of behaving, then, at that point, breaking affiliations and controlling the results of the way of behaving, and attempting to foster elective models for new way of behaving (Feigenbaum, 2018; Rizvi *et al.*, 2013; Aransi, 2019; Aransi, 2020 ).

Dialectical Behaviour Therapy builds the client's capacity to carry out adapting abilities (Miga *et al.*, 2013; Aransi, 2019; Aransi, 2020). The utilization of these abilities prompts huge improvement, and these abilities incorporate center care, profound guideline, relational viability, and trouble resilience. This could make a decent ground for OCB upgrade; as it teaches informal responsibilities among employees which straightforwardly influence emphatically on their organisational relationship and will oblige them to mind more in their work activity (Swales & Heard 2016; Rizvi *et al.*, 2013; Aransi, 2022). There could be a few variables impacting the viability of dialectical behaviour treatment, and these are work inspiration, (Hammed, 2009), Organisational responsibility (Ogundokun, 2015; Aransi, 2019; Owodunni, 2019), among others. Notwithstanding, for this study, the researcher will utilize J.S. Job satisfaction (J.S.) is one of the variables that could direct the impacts of the treatment in this study. The demonstration of doing a job that an individual appreciates well and getting the prizes for such exertion is J.S. J.S. further indicates energy at working environment and the length at which a representative is fought with natural inspiration that is gotten from the job. J.S. is a significant indicator of high OCB, as employees who are happy with their jobs are bound to perform OCB than unsatisfied employees, who likewise rehearses counterproductive work conduct (Ugwa & Ugwa, 2016).

It can then be said that J.S. will make employees have positive ways of behaving at work, towards different employees and



even to the organisation for the most part (Jimoh & Owodunni, 2017, Abbas & Karage, 2016). Consequently, any organisation that doesn't have employees who are happy with their jobs probably won't have the option to upgrade OCB. At the point when OCB is not practiced; such organisation will encounter job dissatisfaction, which thus could prompt low productivity (Azeem, 2010; Sanni & Aransi, 2020).

Majority of the studies on OCB adopted survey (Fagbohunbe *et al.*, 2012; Itiola *et al.*, 2014) approach without recourse to how these positive behaviours can be enhanced through psychotherapy. Among the few studies employing psychotherapies, little or none had considered specialised population among the general population of the study. This gap could have enhanced measurement error and reduced the generalisation of results and precision accuracy in various studies. Considering specialised population broadens the scope of experimental studies by reducing negative behaviour in the light of enhancing positive behaviour which is the core of this study. On this premise, this study is embarking on enhancing the OCB of counterproductive employees through cognitive restructuring and dialectical behaviour therapies among local government employees in Oyo State.

This study is anchored in the assumptions of Equity Theory, proposed by Adams (1965). The theory posits that individuals assess fairness in the workplace by comparing their input-output ratios to those of others. One assumption of the theory is that perceptions of inequity are heightened when an employee is over-rewarded compared to when they are under-rewarded. In such cases, the employee may feel compelled to increase their inputs or minimize their perceived gains to restore equity. A second assumption suggests that individuals are motivated to reduce perceived inequities in a way that maximizes their overall outcomes

### 1.1. Statement of the problem

The need for OCB in various government establishments cannot be overemphasized. This is because OCB furnishes the organization with a high rate of productivity, good reputation, and dedicated employees among others. However, the survival rate of government establishment is fast declining owing to the shrinking state of OCB observable among civil servants, some of which includes social loafing, employees lack engagement, high level of job absenteeism, fraud, corruption, lateness to duty, vandalism, lack of dedication and sabotage. These behaviours hold negative back loop on organisational productivity which could as well frustrate the effort of the management team in moving the organisation forward or even discredit the government. More importantly, declined OCB could result in low productivity, merger, organisational liquidation or division, which might eventually lead to layoffs of the majority of employees. On the other hand, a plethora of research has considered survey approaching investigating OCB and counterproductive behaviour. The over-consciousness of survey designs in estimating OCB among counterproductive employees is capable of only estimating the precautions, prevalence and state of challenges associated with employees and organisations without proffering a solution. These limitations could negatively impact decision making,

recruitment, placement, selection in organisations. This study is relevant because it addresses a critical gap in both methodology and intervention especially in the context of government establishments, where such behavioral issues can significantly undermine service delivery and public trust. However, this study deems it fit to consider a quasi-experimental approach in investigating the effectiveness of dialectical behaviour therapy in the enhancement of OCB among counterproductive employees.

### 1.2. Purpose and objective of the study

The main purpose of this study examined Dialectical behaviour therapy in enhancing organisational citizenship behaviour among counterproductive local government employees in Ibadan, Nigeria. The study determined the effects of treatment and moderating variable (Job Satisfaction) among participants. Specifically, this study:

- i. Analysed the impact of dialectical therapy on OCB among counterproductive Local Government employees.
- ii. Identified the primary impacts of J.S. on OCB among counterproductive Local Government employees.
- iii. Determined how therapy and J.S. interact on OCB among counterproductive Local Government employees.

### 1.3. Hypotheses

In this study, the following null hypotheses were tested at 0.05, level of significance:

- i. There is no Significant Main impact of dialectical behavior therapy on OCB of Counterproductive Local Government Employees.
- ii. There is no Significant Main impact of Job-Satisfaction on OCB among Counterproductive Local Government Employees.
- iii. There is no Significant Interactive impact of dialectical behavior therapy and Job-Satisfaction on OCB Among Counterproductive Local Government Employees.

## 2. LITERATURE REVIEW

Commitment, mental flexibility, efficiency, and dynamic job performance were all important factors in the success of any company. Employee commitment and engagement are critical elements in corporate success, creativity, and competitive advantages. There are two reasons for the link between employee engagement and organizational success. To begin with, employee involvement is critical to a company's success (Yunyi *et al.*, 2023). Employee engagement is a pleasurable experience for them which allows them to adjust in tough situations, resulting in the organization's flexibility. Second, when people execute just those tasks that contribute to organizational success, they become tedious and push themselves beyond their limits (Al-Mamary, 2021). Employees that are engaged are enthusiastic about their jobs, produce high-quality products, and believe they have made a significant contribution to the company's success.

Employee engagement is connected to employees' emotional states and is compatible with organizational citizenship behaviour. OCB, is an individual behaviour that is deemed voluntary, is acknowledged indirectly by the formal incentive system, and aids in the organization's successful functioning



(Pierce & Aguinis, 2015). When people are fully involved in their work, the likelihood of OCB increases. When employees are engaged, they make voluntary efforts in the form of extra time spent at work and the use of their mental capacity and energy to make the business more productive. To increase efficiency, enlist personnel who are devoted to the employer's success and willing to go above and beyond the call of duty (Al-Mamary, 2021). The essential ideas of OCB are interpersonal facilitation and task commitment (Al-Mamary, 2021).

Employees should be attached to the organization and provide time to assist lubricate the smooth machinery, minimize friction, and boost efficiency in order to improve the performance of the organization (Murtaza *et al.*, 2021). Effectiveness in the workplace is demonstrated when an individual supports co-workers in the face of heavy workloads, which is a favourable indicator. For example, OCB is one of the factors that aids in enhancing a manager's personal efficacy, allowing managers to spend less time on work-related issues and more time on improvement and developmental activities (Liu *et al.*, 2019).

### 3. METHODOLOGY

This study adopted a pretest, posttest and control group quasi-experimental design with 2x2 factorial matrix. The participants of the study were divided into two groups, which are DBT-A1, and Control Group-A2. One experimental group and control group made up the two rows, that is, A1, A2, while the other column is for the J.S. (High and Low) and which are on column B1 and B2. The experimental group was subjected to pretest and posttest therapeutic treatment which is Dialectical behaviour therapy. The control group was equally pre tested and both groups were subjected to post test at the end of the experimental sessions. The intervention roll (Dialectical behaviour therapy) and the control group were crossed with the columns of moderating variable, which is J.S. as represented in the matrix table.

The population of this study comprised 88 counterproductive local government employees who scored 43% and below on the Organisational Citizenship Behaviour (OCB) questionnaire and 43% and above on the Counterproductive Work Behaviour (CWB) scale.

Multi-stage sampling techniques were employed in selecting 60 participants for this study. The first stage involved the random selection of two local government areas Ibadan North-West and Lagelu based on their relatively large population of administrative staff. The second stage entailed the purposive selection of one administrative department from each LGA, justified by the uniformity in roles and accessibility of staff within these departments. In the third stage, a screening process was conducted using the Counterproductive Work Behaviour (CWB) Scale and the Organisational Citizenship Behaviour (OCB) Questionnaire. Employees who scored 43% and below on the OCB scale and 43% and above on the CWB scale were identified as counterproductive and qualified for inclusion in the study.

From the screened group, an equal number of males and females were randomly selected using the fishbowl technique. Anticipating attrition, a total of 80 participants (40 males and 40 females) were initially recruited. However, only 60 participants

completed the full intervention process and were retained for final analysis. Participants from one local government area were assigned to the experimental group, while the other served as the control group.

To control for extraneous variables, several precautions were taken. First, participants were drawn from similar administrative roles to ensure occupational homogeneity. The selection of LGAs from the same geographical location (Ibadan) helped minimize environmental, cultural, and policy-related variations. Random assignment of participants to experimental and control groups further reduced selection bias. Pre-intervention testing was conducted to establish baseline scores, and Analysis of Covariance (ANCOVA) was used to adjust for initial group differences during data analysis. Additionally, all intervention sessions were conducted within the same time frame, using the same facilitator, therapy materials, and venue structure to ensure consistency and eliminate differences in delivery style or environmental context that might confound the results.

The treatment applied in this study was Dialectical Behaviour Therapy (DBT), an evidence-based cognitive-behavioural intervention originally developed by Linehan (2014) for treating individuals with emotional dysregulation and maladaptive behaviours. The therapy was adapted for the organisational context and designed to enhance OCB among counterproductive employees. The DBT package included eight weekly sessions focusing on four core modules: mindfulness, distress tolerance, emotion regulation, and interpersonal effectiveness. Each session lasted approximately 90 minutes and combined psychoeducation, group discussion, and skills training, all guided by a detailed therapy manual adapted for workplace application.

Three primary instruments were used for the study. The Organisational Citizenship Behaviour (OCB) scale ( $\alpha = 0.80$ ) measured participants' willingness to engage in discretionary behaviours that support organisational functioning. The Counterproductive Work Behaviour (CWB) scale ( $\alpha = 0.89$ ) assessed participants' engagement in behaviours harmful to the organisation. The Job Satisfaction (JS) scale ( $\alpha = 0.77$ ) was used to determine participants' contentment with various aspects of their job, serving as a moderating variable. All instruments were validated in prior Nigerian studies and were administered during both the pretest and posttest phases.

Deductive statistics were used to analyze the study's data. The statistical methods known as Analysis of Covariance (ANCOVA) and Bonferonni Post Hoc (pairwise comparison) are included in inferential statistics. While Bonferonni Post Hoc (pairwise comparison) statistical tools can determine the significant effects and difference of treatments, ANCOVA can control error, variance, adjust treatment means, partition the total covariance, correct initial means differences between the experiment group and the control, and account for the correction between the pre-test and post-test measure (Montgomery, 2012).

### 4. RESULTS AND DISCUSSION

#### 4.1. Hypothesis one: there is no significant main impact of dialectical behavioral therapy on ocb of counterproductive local government employees

The pre-test results were used as a covariate in the Analysis of





Covariance (ANCOVA) used to analyze the post-test results of the participants on their OCB in order to determine whether the post-experimental differences were statistically significant. The analysis summary is shown in Table 1 below.

**Table 1.** Summary of 2x2 Analysis of Covariance (ANCOVA)

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	2495.538a	7	178.253	18.121	.000	.772
Intercept	1093.945	1	1093.945	111.211	.000	.597
Pretest OCB	98.988	1	98.988	10.063	.002	.118
Treatment	166.364	1	166.364	16.912	.000	.132
Job-satisfaction	176.770	2	88.385	8.985	.000	.193
Treatment * Job-satisfaction	121.209	3	30.302	3.081	.021	.141
Error	737.751	75	9.837			
Total	368298.000	90				
Corrected Total	3233.289	89				

A significant main effect of treatment was seen on the OCB of counterproductive local government employees ( $F_{(2,75)} = 8.761$ ,  $p < 0.05$ ,  $\eta^2 = 0.132$ ) in Table 1. The null hypothesis was thus rejected. Consequently, OCB was significantly impacted by the treatment. According to the size of effect, the employees'

OCB changed by 13.2% ( $\eta^2 = 0.132$ ) as a result of the treatment. The pair-wise comparison using Bonferonni was done in order to provide additional justification for the margin of difference between the treatment groups and the control groups. The outcome is displayed in Table 2.

**Table 2.** Bonferonni pair-wise comparison showing the significant differences among various treatment groups and control group.

(I) treatment	(J) treatment	Mean Difference(I-J)	Std. Error	Sig. <sup>d</sup>
Control group (Mean=55.40)	DBT group	-10.693*	4.177	.037
DBT group (Mean=66.09)	Control group	10.693*	4.177	.037

Table 2 uncovers that in the wake of controlling for the impact of pre-OCB, experimental group (DBT) (mean= 66.09) showed the higher OCB than the control group (mean= 55.40). By suggestion. This indicates that DBT is effective.

#### 4.2. Hypothesis two: there is no significant main impact of job-satisfaction on OCB among counterproductive local government employees

Additionally, Table 1 demonstrates that the OCB of

counterproductive local government employees was significantly impacted by job satisfaction; ( $F_{(2,75)} = 8.985$ ,  $p < 0.01$ ,  $\eta^2 = 0.193$ ). The null hypothesis was thus rejected. It appears from this that the job happiness of unproductive local government employees affects their OCB. The chart also shows that a 19.3% shift in the OCB of counterproductive local government employees can be attributed to their degree of job satisfaction. Table 3 displays the outcome of a pair-wise comparison that was performed using bonferonni in order to further elucidate the differences.

**Table 3.** Bonferonni pair-wise comparison showing the significant difference among levels of job-satisfaction

(I) Job-satisfaction	(J) Job-satisfaction	Mean Difference (I-J)	Std. Error	Sig.
High job-satisfaction (Mean= 65.98)	High Job-satisfaction	3.588*,b	1.092	.005
	Low Job-satisfaction	6.729*	1.006	.000
Low job-satisfaction (Mean= 59.25)	High Job-satisfaction	-6.729*	1.006	.000
	Low Job-satisfaction	-3.141*,b	1.149	.023

Table 3 uncovers that in the wake of controlling for the impact of pretest OCB, members with high job-satisfaction (mean = 65.98) had the higher OCB than those with low job-satisfaction (mean = 59.25). By implication, higher job-satisfaction improves the likelihood of counterproductive local government employees OCB.

#### 4.3. Hypothesis three: there is no significant interactive effect of treatment and job-satisfaction on OCB among counterproductive local government employees

Table 1 further shows that there was a critical intelligent impact of treatment and job-satisfaction on OCB of counterproductive nearby government workers;  $F_{(4,75)} = 3.081$ ,  $p < 0.05$ ,  $\eta^2 = 0.141$ .



Subsequently the invalid speculation was dismissed. This suggests that job-satisfaction essentially directed the impact of treatment on OCB. The table further uncovers that the impact of job-satisfaction on treatment represented 14.1% change in members' OCB; that is the association of treatment and job-

satisfaction had moderate impact in the variety of members OCB score. To additionally explain where the distinction lies, a couple wise examination utilizing bonferonni was processed. The outcome is displayed in table 4

**Table 4.** Bonferonni pair-wise comparison showing interactive effect of treatment and job-satisfaction on OCB.

Treatment	Job-satisfaction	Mean	Std. Error
Control group	High job-satisfaction	57.410a	2.743
	Low job-satisfaction	56.276a,b	2.378
Dialectical behaviour therapy	High job-satisfaction	67.745a	2.245
	Low job-satisfaction	61.702a,b	1.921

Table 4 uncovers that subsequent to controlling for the impact of pretest OCB, DBT was more moderated by job-satisfaction than control group. Participants in experimental group I shown varying degree of OCB in view of their job-satisfaction level. Dialectical behaviour therapy was effective in enhancing the OCB of participants with high job-satisfaction (mean = 67.75), low job-satisfaction (mean = 61.70).

#### 4.4. Discussion of findings

Hypothesis One stated that there is no significant main effect of treatment on the Organizational Citizenship Behavior (OCB) of counterproductive local government employees. This hypothesis was tested using Analysis of Covariance (ANCOVA), controlling for pre-test OCB scores. The objective was to determine whether the treatment had a statistically significant effect on OCB at post-test, taking into account initial differences among participants. From Table 1, the ANCOVA results revealed a statistically significant main effect of treatment on OCB,  $F_{(1, 75)} = 16.912$ ,  $p < 0.05$ , with a partial eta squared ( $\eta^2$ ) of 0.132, indicating a moderate effect size (Cohen, 1988). This implies that the treatment accounted for 13.2% of the variance in OCB, beyond what could be attributed to chance or pre-existing differences among participants.

The significance of this effect leads to the rejection of the null hypothesis, thereby confirming that the intervention had a meaningful and measurable impact on improving OCB among counterproductive local government employees. This is a critical finding, as it suggests that behavioral or attitudinal interventions can influence pro-social behaviors within public administration settings, especially among employees previously identified as counterproductive.

These findings align with existing literature, which supports the view that organizational interventions can positively influence OCB. For instance, Organ (1997) emphasized the role of targeted training and motivational strategies in fostering voluntary and beneficial workplace behaviors. Similarly, Podsakoff *et al.* (2000) demonstrated that well-structured organizational initiatives can enhance OCB dimensions such as altruism, conscientiousness, and civic virtue.

Moreover, the inclusion of pretest scores as a covariate strengthens the validity of the results by controlling for baseline differences. This approach allows for a more accurate assessment of the treatment effect by ensuring that observed

post-test differences are not merely due to initial disparities (Field, 2013).

Interestingly, the interaction effect between treatment and job satisfaction ( $F_{(3, 75)} = 3.081$ ,  $p < 0.05$ ,  $\eta^2 = 0.141$ ) suggests that the treatment's effectiveness may vary depending on the levels of employee job satisfaction. This indicates a potential moderating role of job satisfaction in the relationship between treatment and OCB, which deserves further investigation in future studies.

Hypothesis Two stated that there is no significant main effect of job satisfaction on the Organizational Citizenship Behavior (OCB) of counterproductive local government employees. This hypothesis was tested through an ANCOVA, which included job satisfaction levels as a factor and controlled for pretest OCB scores. The findings, as presented in Table 1, indicate a statistically significant main effect of job satisfaction on OCB,  $F_{(2, 75)} = 8.985$ ,  $p < 0.01$ , with a partial eta squared ( $\eta^2$ ) of 0.193. As a result, the null hypothesis is rejected, indicating that job satisfaction significantly influences OCB among these employees.

The effect size of 0.193 suggests a substantial impact (Cohen, 1988), meaning approximately 19.3% of the variance in OCB can be explained by differences in job satisfaction. This result is notable, as it demonstrates that employees' satisfaction with their job plays a critical role in determining whether they engage in discretionary, helpful behaviors that benefit the organization despite their previously counterproductive tendencies. This pattern confirms findings in the literature that link job satisfaction to OCB. According to Organ (1988), employees who are more satisfied with their jobs tend to exhibit behaviors that go beyond their formal job requirements, such as helping colleagues, being punctual, and promoting a positive work climate. Similarly, Bateman and Organ (1983) suggested that satisfied employees feel a greater sense of responsibility and emotional investment in their workplace, which translates into higher OCB. From a theoretical standpoint, the results lend support to affective events theory (Weiss & Cropanzano, 1996), which posits that emotional reactions to workplace events—such as those that influence job satisfaction—can affect work attitudes and behaviors, including OCB.

Hypothesis Three stated that there is no significant interactive effect of treatment and job satisfaction on the Organizational Citizenship Behavior (OCB) of counterproductive local



government employees. This hypothesis was tested using a 2x2 factorial ANCOVA, with pretest OCB as a covariate to control for initial differences in participants' OCB scores.

The analysis in Table 1 revealed a statistically significant interaction effect between treatment and job satisfaction,  $F_{(3, 75)} = 3.081$ ,  $p < 0.05$ , with a partial eta squared ( $\eta^2$ ) of 0.141. This leads to the rejection of the null hypothesis, confirming that the effect of treatment on OCB varies significantly depending on the level of job satisfaction.

The effect size of 0.141 indicates a moderate interactive impact (Cohen, 1988), suggesting that 14.1% of the variance in post-treatment OCB scores could be attributed to the combined influence of treatment and job satisfaction. This finding implies that job satisfaction does not merely exert a direct influence on OCB but also moderates the efficacy of behavioral interventions (such as dialectical behavior therapy) in enhancing OCB.

This pattern demonstrates that DBT was more effective at enhancing OCB among participants with higher job satisfaction, while also producing moderate gains among those with lower job satisfaction. Thus, job satisfaction strengthened the positive impact of DBT on OCB. This aligns with research that emphasizes the role of employee affective states and motivational factors in mediating the success of behavioral interventions (Judge *et al.*, 2001; Luthans *et al.*, 2005).

## 5. CONCLUSION

This study investigated the effect of dialectical behaviour therapy in enhancing OCB among counterproductive local government employees in Ibadan North-West, and Lagelu Local Government Areas. It was discovered from the study that DBT was very effective in enhancing Organisational Citizenship Behaviour of counterproductive Local Government employees. It was further observed that participants with high Job satisfaction had better Organisational Citizenship Behaviour owing to Dialectical Behaviour Therapy they were exposed to.

## RECOMMENDATIONS

Based on the statistically significant effects observed for treatment, job satisfaction, and their interaction on Organizational Citizenship Behavior (OCB) among counterproductive local government employees, the following recommendations are proposed for policymakers, local government administrators, and human resource managers:

- i. Local government administrations should adopt Dialectical Behavior Therapy (DBT) as part of employee development programs to enhance Organizational Citizenship Behavior (OCB).
- ii. Human Resource Departments must implement strategies to improve job satisfaction, including fair remuneration, recognition, career development, and supportive supervision.
- iii. Behavioral interventions like DBT should be tailored based on employees' job satisfaction levels to maximize their effectiveness.
- iv. Management should cultivate a workplace culture that promotes and rewards OCB through regular training, mentoring, and ethical leadership.
- v. Job satisfaction assessments should be conducted regularly to guide intervention planning and human resource decisions.

vi. A structured system for monitoring and evaluating OCB and behavioral intervention outcomes should be established within local government councils.

vii. Policymakers should institutionalize psychological and behavioral interventions as mandatory components of public sector employee development.

viii. Counsellors and counselling psychologists should incorporate workplace-focused DBT modules in their practice to address maladaptive behaviours and promote adaptive work attitudes among employees.

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