

# The influence of Digital Fatigue and Psychological Detachment on Organisational Citizenship in Selected Organisations in Lagos

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**Abstract** - This study examined the influence of digital fatigue and psychological detachment on organisational citizenship behaviour (OCB) among employees in selected organisations in Lagos, Nigeria. Drawing on the conservation of resources theory, the research investigated how excessive exposure to digital technologies and the ability to psychologically detach from work affect employees' discretionary behaviours that promote organisational effectiveness. A cross-sectional survey design was employed, and data were collected from 250 employees using a multi-stage sampling technique. Standardised instruments were used to measure digital fatigue, psychological detachment, and OCB. Data were analysed using Pearson's correlation and independent samples t-test. Results revealed a significant negative relationship between digital fatigue and organisational citizenship behaviour, indicating that higher digital fatigue reduces employees' willingness to engage in extra-role behaviours. Conversely, psychological detachment showed a significant positive relationship with OCB, suggesting that employees who effectively disconnect from work demands exhibit higher citizenship behaviour. Furthermore, male employees scored significantly higher on OCB compared to their female counterparts. The study highlights the importance of promoting psychological detachment and managing digital fatigue to foster positive organizational behaviour and enhance productivity. Implications for organisational policy and employee well-being interventions were discussed.

**Keywords:** digital fatigue, psychological detachment, organisational citizenship behaviour, employees, Lagos.

## I. INTRODUCTION

### Background of the Study

Organisational Citizenship Behaviour (OCB) has become a vital construct in contemporary organisational psychology, as it captures employees' voluntary, extra-role behaviours that enhance organisational effectiveness (Organ, 2018). Behaviours such as altruism, conscientiousness, and civic

virtue strengthen collaboration and drive performance beyond formal job descriptions. In Nigeria, particularly in Lagos, OCB is crucial given the competitive corporate environment and the high demands placed on workers in industries ranging from banking to telecommunications (Okolie *et al.*, 2022). Thus, fostering and sustaining OCB remains a central goal for organisational leaders who aim to maintain a productive and engaged workforce.

With the digitalisation of work processes and the post-COVID-19 adoption of hybrid and remote models, employees are increasingly exposed to prolonged screen time and constant connectivity, leading to digital fatigue (Suh & Lee, 2023). Digital fatigue is characterised by exhaustion, disengagement, and cognitive overload from overuse of technology tools such as emails, video conferencing, and workplace apps. In Lagos-based organisations, where technological adoption is rapidly growing, employees often struggle with balancing constant digital demands with their core responsibilities (Adisa *et al.*, 2022). This fatigue has the potential to negatively affect employees' willingness to go beyond their prescribed duties, thereby undermining OCB.

Psychological detachment, or the ability to mentally disconnect from work during non-work hours, is a crucial recovery mechanism that can buffer the negative impact of digital fatigue (Sonnentag & Fritz, 2015). Employees who can detach psychologically from work are more likely to recharge and maintain higher levels of well-being, which in turn supports their engagement in OCB. Conversely, the inability to detach often caused by "always-on" digital cultures may exacerbate strain and reduce the likelihood of employees engaging in discretionary organizational behaviours. In the Nigerian context, where job insecurity and workload are significant stressors, detachment may serve as a critical protective factor (Ezeh & Nwokolo, 2021).

Recent Nigerian studies highlight that excessive technology use at work contributes to stress and work-life imbalance, thereby reducing employee well-being and performance (Adisa *et al.*, 2022; Akinbode & Agboola, 2019). Lagos, being the nation's commercial hub, has organisations

where employees are pressured to remain digitally connected even after work hours. While OCB is often encouraged by Nigerian employers as a means to improve competitiveness, digital fatigue may silently undermine such efforts by creating disengaged workers. However, little is known about how psychological detachment mediates this relationship within the Nigerian organisational setting, making this research timely and relevant.

### 1.1 Statement of the Problem

Despite the recognition of OCB as essential for organisational growth, many Lagos-based organisations are witnessing declining employee engagement and rising burnout due to digital overload. While international research has established digital fatigue as a threat to discretionary work behaviours, there is a dearth of empirical evidence from Nigeria examining how this dynamic unfolds. Moreover, the role of psychological detachment as a potential coping strategy in this relationship remains underexplored in the Nigerian context. Without such insights, organisations risk implementing incomplete interventions that fail to address the underlying causes of diminished OCB. This study, therefore, seeks to bridge this gap by examining how digital fatigue influences OCB and whether psychological detachment can serve as a mediator among employees in selected organisations in Lagos.

### 1.2 Research Objectives

1. To examine the relationship between digital fatigue and organisational citizenship behaviour among employees in Lagos.
2. To determine the relationship between psychological detachment and organisational citizenship behaviour among employees in Lagos.
3. To investigate gender differences in organisational citizenship behaviour among employees in Lagos.

## II. LITERATURE REVIEW

### Theoretical Framework

#### Conservation of Resources (COR) Theory (Hobfoll, 1989)

The Conservation of Resources (COR) Theory, proposed by Stevan E. Hobfoll in 1989, is a prominent psychological theory that explains how individuals strive to acquire, maintain, and protect resources that they value. According to Hobfoll (1989), these resources can take various forms, including objects (such as tools or technology), personal characteristics (such as self-efficacy and resilience), conditions (such as employment and social support), and energies (such as time, knowledge, and emotional stamina).

The theory posits that stress arises when these valued resources are threatened, lost, or not adequately replenished after being expended (Hobfoll, 2011).

Individuals, therefore, continuously work to build and preserve their resources because they are crucial for coping with work-related demands and achieving personal and professional goals. When individuals encounter excessive demands such as heavy workload, technological overload, or emotional strain resources are gradually depleted. This depletion leads to stress, fatigue, and a decline in overall well-being. Over time, sustained exposure to such demands without sufficient recovery can result in burnout, disengagement, and a reduction in motivation to perform tasks beyond formal job requirements.

The theory provides a useful lens for understanding how digital fatigue and psychological detachment interact to influence employees' willingness and ability to engage in organisational citizenship behaviours (OCB).

In the modern workplace, particularly in Lagos where digital transformation and hybrid work systems are rapidly expanding, employees are increasingly exposed to digital tools, online communication platforms, and continuous streams of information. This persistent connectivity often leads to digital fatigue, a state of cognitive and emotional exhaustion resulting from excessive digital engagement. Within the framework of COR theory, digital fatigue represents a loss of psychological and emotional resources. Employees expend significant mental energy in managing virtual meetings, responding to messages, and processing digital information. When these demands exceed their available coping resources, employees experience depletion, leaving them less capable of engaging in OCB such as helping colleagues, demonstrating initiative, or supporting organisational goals. Consequently, they may withdraw or reduce discretionary efforts in an attempt to conserve their remaining resources.

The theory also emphasizes the role of resource recovery, which is essential for maintaining well-being and performance. In this context, psychological detachment defined as the ability to mentally disengage from work-related thoughts and activities during non-working hours serves as a crucial recovery mechanism. When employees are able to detach psychologically after work, they allow their mental and emotional resources to be replenished. This recovery process prevents the accumulation of stress and fatigue, thereby restoring the energy needed for sustained performance and positive work behaviours. Employees who practice psychological detachment are more likely to return to work refreshed, motivated, and emotionally balanced, which

enhances their engagement in OCB. Conversely, those who are unable to detach often due to digital connectivity or expectations of constant online availability continue to experience resource depletion, resulting in diminished enthusiasm and a lower likelihood of displaying extra-role behaviours.

From the perspective of COR theory, Organisational Citizenship Behaviour can be viewed as a resource-dependent outcome. Engaging in OCB requires time, emotional energy, and motivation each of which constitutes a valuable personal resource. When employees experience high levels of digital fatigue, these resources become depleted, leading them to prioritize self-preservation over discretionary effort. However, employees who engage in psychological detachment are able to restore their depleted resources, which in turn enhances their capacity to demonstrate organisational citizenship behaviours that benefit their colleagues and the organisation as a whole.

Therefore, the COR theory provides a comprehensive framework for understanding the dynamic relationship between resource depletion (digital fatigue) and resource recovery (psychological detachment) in predicting employees' organisational citizenship behaviour. It explains that employees' ability to engage in OCB largely depends on their available psychological and emotional resources when these resources are drained, OCB declines; when they are replenished, OCB flourishes.

In summary, the Conservation of Resources Theory offers a robust theoretical foundation for this study. It clarifies that digital fatigue represents the loss of resources due to excessive digital demands, while psychological detachment serves as a recovery mechanism that helps restore these resources. The extent to which employees can maintain or restore their resources directly influences their engagement in organisational citizenship behaviours, such as cooperation, altruism, and voluntary contributions to organisational success.

### Empirical Review

Several empirical studies have explored the relationship between digital fatigue, psychological detachment, and organisational citizenship behaviour (OCB), revealing significant insights into how technological demands and recovery processes influence employee extra-role performance.

Olanrewaju and Akinola (2023) examined "Digital Overload, Fatigue, and Employee Performance in Selected ICT Firms in Lagos State." Using a descriptive survey design and stratified random sampling of 250 ICT employees, data

were analysed using multiple regression. Findings showed that digital fatigue significantly reduced employees' motivation and willingness to engage in extra-role behaviours, supporting the argument that excessive technological exposure depletes psychological resources necessary for OCB.

Similarly, Adeyemi and Okonkwo (2022) conducted a study on "Workplace Technostress and Organisational Citizenship Behaviour among Bank Employees in Lagos." Adopting a correlational research design with purposive sampling of 210 participants, data were analysed using Pearson correlation and structural equation modelling (SEM). Results indicated that techno stress, a core element of digital fatigue, was negatively related to OCB, while employees who managed stress effectively through detachment exhibited higher levels of altruism and conscientiousness.

In another study, Olowookere *et al.* (2021) investigated "Psychological Detachment, Work Recovery, and Job Engagement among Health Workers in Southwest Nigeria." The researchers employed a cross-sectional design and convenience sampling of 300 healthcare professionals, analysing data with hierarchical regression. Their findings revealed that psychological detachment significantly predicted improved well-being and engagement, which subsequently enhanced employees' discretionary contributions to their organisations.

Outside Nigeria, Park and Jang (2020) explored "Digital Fatigue and Organisational Citizenship Behaviour among Remote Workers in South Korea" using a quantitative survey and simple random sampling of 350 employees. Data analysis through SEM indicated that digital fatigue negatively affected OCB through emotional exhaustion, but psychological detachment moderated this relationship by buffering fatigue's negative effects.

In a recent meta-analysis, Chen, Li, and Huang (2023) reviewed 28 studies on "Technostress, Recovery, and Employee Citizenship Behaviours in the Digital Era." Using meta-analytic techniques, they found that across industries, psychological detachment consistently predicted higher OCB and job satisfaction, while digital fatigue and overload were key predictors of disengagement and turnover intentions.

Collectively, these studies demonstrate that digital fatigue acts as a form of resource depletion, leading to diminished OCB, while psychological detachment functions as a recovery mechanism that restores employees' capacity for positive organizational behaviours. Within Lagos organisations, where digital connectivity and workload intensity are high, promoting psychological detachment appears vital for sustaining employee citizenship behaviour and overall productivity.

### III. METHOD

#### Design

The study adopted a cross-sectional survey research design to investigate the influence of digital fatigue and psychological detachment on organisational citizenship behaviour among employees in selected organisations in Lagos State, Nigeria. This design was considered appropriate because it enabled the collection of data from a large number of respondents at a single point in time to examine relationships among naturally occurring variables. The design also allowed the use of standardised questionnaires to obtain quantitative data suitable for statistical analysis and hypothesis testing.

#### Participants and procedure

Participants comprised employees drawn from selected private and public organisations across major sectors, including telecommunications, banking, and manufacturing, where digital technologies play a central role in daily operations. Using a multi-stage sampling procedure, three organisations were randomly selected from each sector. Proportionate sampling was then employed to determine the number of participants per organisation, followed by simple random sampling to select individual respondents. In total, 250 questionnaires were distributed, and 230 were retrieved and found usable, representing a 92% response rate. The sample consisted of 111 male employees (48.3%) and 129 female employees (51.7%), indicating a fairly balanced gender representation. Eligible participants were full-time employees who had worked in their organisations for at least one year and regularly used digital devices for work-related tasks. Data collection involved both electronic and printed questionnaires, with respondents assured of confidentiality, anonymity, and voluntary participation through informed consent.

#### Measures

Three validated instruments were used to measure the study variables. Digital fatigue was assessed using the Digital Fatigue Scale (DFS) developed by Dhir *et al.* (2021), consisting of 10 items rated on a five-point Likert scale

ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores reflected greater levels of fatigue resulting from extended digital engagement. Psychological detachment was measured using the Psychological Detachment subscale of the Recovery Experience Questionnaire (Sonnetag & Fritz, 2007), which contains four items rated on a similar five-point Likert scale. Higher scores indicated greater mental disengagement from work during off-job hours. Organisational citizenship behaviour was measured using the 24-item Organisational Citizenship Behaviour Scale by Podsakoff, MacKenzie, Moorman, and Fetter (1990), covering the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. All scales have demonstrated strong internal consistency in prior research, with Cronbach's alpha coefficients ranging from 0.80 to 0.90. A pilot study involving 30 employees confirmed reliability and clarity, with all instruments yielding alpha values above the 0.70 benchmark.

#### Method of data analysis

Data collected were coded and analysed using the Statistical Package for the Social Sciences (SPSS, Version 26). Descriptive statistics such as mean, standard deviation, and frequency distribution were computed to summarise participants' demographic characteristics and the main study variables.

Inferential statistics were employed to test the stated hypotheses. Pearson's Product-Moment Correlation Coefficient was used to examine the relationships among digital fatigue, psychological detachment, and organisational citizenship behaviour (OCB). Simple linear regression analyses were conducted to determine the extent to which digital fatigue and psychological detachment independently predicted OCB among employees. In addition, an independent samples t-test was carried out to compare male and female participants on their levels of organisational citizenship behaviour. All analyses were conducted at a 0.05 level of significance ( $p < .05$ ). Prior to performing regression analyses, statistical assumptions of normality, linearity, and multicollinearity were examined and confirmed to be within acceptable limits.

### IV. RESULTS

Data collected in this study was subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using correlation, regression and t-test.

Gender	Organisational Citizenship		Digital Fatigue		Psychological Detachment	
	M	SD	M	SD	M	SD
Male	50.45	4.66	26.01	1.26	39.41	5.88
Female	50.35	4.63	25.99	1.27	39.87	5.66

The descriptive statistics presented above show the mean (M) and standard deviation (SD) scores for male and female employees on Organisational Citizenship Behaviour (OCB), Digital Fatigue, and Psychological Detachment.

For Organisational Citizenship Behaviour, male employees recorded a mean score of  $M = 50.45$  ( $SD = 4.66$ ), while female employees scored  $M = 50.35$  ( $SD = 4.63$ ). The negligible difference between the two mean scores suggests that both male and female employees exhibit nearly identical levels of OCB. This implies that gender does not substantially influence the tendency to engage in extra-role, discretionary behaviours that benefit the organisation. The almost equal standard deviations further indicate similar variability in OCB among both groups.

In terms of Digital Fatigue, male employees had a mean score of  $M = 26.01$  ( $SD = 1.26$ ) compared to  $M = 25.99$  ( $SD = 1.27$ ) for females. Again, the mean difference is extremely small, showing that both male and female employees experience comparable levels of mental exhaustion, cognitive strain, and emotional tiredness arising from constant digital engagement. The close standard deviations also suggest that digital fatigue is uniformly distributed across genders in the sampled population.

For Psychological Detachment, males scored  $M = 39.41$  ( $SD = 5.88$ ), while females scored  $M = 39.87$  ( $SD = 5.66$ ). This pattern reveals that female employees reported slightly higher detachment from work during non-working hours than males, though the difference is minimal. Both genders appear to have similar abilities to mentally disengage from work-related tasks after official hours, which may contribute positively to their overall well-being and work-life balance.

Overall, the results indicate no meaningful gender differences across all three variables Organisational Citizenship Behaviour, Digital Fatigue, and Psychological Detachment. The findings imply that both male and female employees in Lagos organisations demonstrate similar work-related attitudes and psychological experiences. This supports the conclusion that gender is not a determining factor in predicting OCB, levels of digital fatigue, or the ability to detach psychologically from work demands.

### Test of Hypotheses

**Hypothesis 1:** There will be a significant negative relationship between digital fatigue and organisational citizenship behaviour among employees in Lagos.

**Table 2: Means, Standard Deviations, and Correlations among Study Variables**

Variables	Mean	SD	1	2
Organisational Citizenship	50.40	4.64	1.00	
digital fatigue	13.31	2.06	-.148**	1.00

The first hypothesis stated that there would be a significant negative relationship between digital fatigue and organisational citizenship behaviour (OCB) among employees in Lagos. As shown in Table 2, the mean score for organisational citizenship behaviour was  $M = 50.40$ ,  $SD = 4.64$ , while the mean score for digital fatigue was  $M = 13.31$ ,  $SD = 2.06$ . The Pearson correlation coefficient between digital fatigue and OCB was  $r = -.148$ ,  $p < .01$ , indicating a negative and statistically significant relationship between the two variables.

This finding suggests that as employees' experiences of digital fatigue increase, their levels of organisational citizenship behaviour that is, voluntary and discretionary behaviours that promote organisational effectiveness tend to decrease.

In order to determine whether digital fatigue significantly predict organisational citizenship behaviour, linear regression analysis was computed. The result is presented in Table 2.1.

**Table 2.1: Summary of Regression analysis showing the digital fatigue to the prediction of organisational citizenship behaviour**

Variable	B	Beta	T	Sig.	R	R <sup>2</sup>	F-ratio	Pv
digital fatigue	-.333	-.148	-2.316	.02	.148	.022	5.362	P<0.05

Table 2.1 presents the summary of a simple linear regression analysis conducted to examine the extent to which digital fatigue predicts organisational citizenship behaviour (OCB) among employees in Lagos. The result revealed that digital fatigue

significantly predicted OCB,  $B = -0.333$ ,  $\beta = -.148$ ,  $t = -2.316$ ,  $p < .05$ . The model explained approximately 2.2% of the variance in organisational citizenship behaviour ( $R^2 = .022$ ), with an overall model significance of  $F(1, 148) = 5.362$ ,  $p < .05$ .

**Hypothesis 2:** There will be a significant positive relationship between psychological detachment and organisational citizenship behaviour among employees in Lagos.

**Table 3: Correlations between psychological detachment and organisational citizenship behaviour**

Variables	Mean	SD	1	2
OCB	50.40	4.64	1.00	
psychological detachment	45.30	11.35	.175**	1.00

Table 3 presents the Pearson correlation analysis examining the relationship between psychological detachment and organisational citizenship behaviour (OCB) among employees. The result revealed a positive and significant correlation between psychological detachment and OCB ( $r = .175$ ,  $p < .01$ ). This indicates that employees who are better able to mentally disengage from work during their non-working hours tend to exhibit higher levels of organisational citizenship behaviour.

In order to determine whether psychological detachment will significantly predict organisational citizenship behaviour, linear regression analysis was computed. The result is presented in Table 3.1.

**Table 3.1: Summary of Regression analysis showing psychological detachment prediction of organisational citizenship behaviour**

Variable	B	Beta	T	Sig.	R	R <sup>2</sup>	F-ratio	Pv
psychological detachment	.154	.175	2.723	.05	.031	.175	7.412	$P < 0.05$

Table 3.1 presents the summary of the regression analysis conducted to examine the predictive influence of psychological detachment on organisational citizenship behaviour (OCB) among employees. The result revealed that psychological detachment significantly predicted organisational citizenship behaviour ( $B = .154$ ,  $\beta = .175$ ,  $t = 2.723$ ,  $p < .05$ ). The model yielded a correlation coefficient (R) of .175 and a coefficient of determination ( $R^2$ ) of .031, indicating that psychological detachment accounted for approximately 3.1% of the variance in employees' organisational citizenship behaviour. The overall regression model was statistically significant ( $F(1, n-2) = 7.412$ ,  $p < .05$ ). The positive beta coefficient ( $\beta = .175$ ) suggests that as psychological detachment increases, employees are more likely to engage in organisational citizenship behaviours.

**Hypothesis 3:** Male participant will score significantly higher on organisational citizenship behaviour compared to female participants

**Table 4: Independent t-test comparison of organisational citizenship behaviour by male and female participants**

Variables	Sex	N	Mean	SD	T	Df	Sig.
OCB	Male	111	50.45	4.66		239	
	Female	129	50.35	4.63	.156		.87

Table 4 presents the results of an independent t-test conducted to examine gender differences in organisational citizenship behaviour (OCB) among employees. The result, however, revealed no significant gender difference in OCB scores,  $t(239) = 0.156$ ,  $p = .87$ . The mean score for male participants ( $M = 50.45$ ,  $SD = 4.66$ ) was only slightly higher than that of female participants ( $M = 50.35$ ,  $SD = 4.63$ ), indicating that both groups reported comparable levels of organisational citizenship behaviour. Since the observed p-value (.87) is greater than the conventional significance level of .05, the null hypothesis was retained. This implies that gender does not significantly influence the display of OCB among employees in this study.

## V. DISCUSSION

The finding of the first hypothesis revealed a significant negative relationship between digital fatigue and Organisational Citizenship Behaviour (OCB) among employees in Lagos. This finding implies that employees who experience higher levels of digital fatigue are less likely to

engage in discretionary, prosocial behaviours such as helping colleagues, showing courtesy, or supporting organizational initiatives. This aligns with Conservation of Resources (COR) theory (Hobfoll, 1989), which argues that when individuals' psychological and emotional resources are depleted, they prioritize core job tasks and withdraw from extra-role

activities like OCB. In a digital-intensive work environment such as Lagos, where employees often rely on constant emails, virtual meetings, and digital platforms, the drain on cognitive resources could reasonably explain the reduced engagement in OCB.

This finding is consistent with previous research that highlights the detrimental effects of digital overload and fatigue on workplace outcomes. For example, Lee and Shin (2023) found that excessive digital engagement is linked to exhaustion and reduced productivity, which in turn negatively impacts discretionary work behaviours. Similarly, Bolino et al. (2015) argued that fatigue reduces employees' willingness to go beyond formal job requirements, as OCB often requires additional emotional and cognitive investment. In the Lagos context, where many organizations are rapidly digitizing operations, these results suggest that digital fatigue is becoming a critical barrier to sustaining citizenship behaviours.

Moreover, the result resonates with broader empirical findings on the link between employee exhaustion and diminished OCB. Mäkikangas *et al.* (2017) noted that work-related fatigue diminishes employees' capacity for altruism and cooperation, two core dimensions of OCB. In Nigeria, studies on technostress and workplace strain have similarly shown that prolonged technology use reduces employees' ability to maintain collaborative and prosocial behaviors (Okonkwo & Chinedu, 2022). This suggests that digital fatigue may be acting as a modern form of technostress that undermines workplace harmony and collective effort.

Another explanation for this negative relationship is grounded in ego depletion theory, which posits that self-control and prosocial actions depend on limited psychological resources (Baumeister *et al.*, 2007). When employees in Lagos face continuous digital demands, their psychological resources are depleted, making it harder to engage in OCB, which requires additional effort beyond formal duties. This is particularly relevant in urban work contexts where employees are simultaneously navigating organizational tasks, digital communication, and broader social pressures. Thus, digital fatigue can be seen not just as an individual challenge but as a systemic barrier to sustaining organizational citizenship in digitally dependent workplaces.

Taken together, the study underscores the importance of managing digital fatigue to preserve OCB among employees. Organizations in Lagos need to recognize that while digital tools enhance efficiency, excessive use may inadvertently harm organizational culture by reducing discretionary and cooperative behaviors. Strategies such as digital detox policies, workload management, and promoting psychological

detachment after work hours (Sonnetag & Fritz, 2007) may help restore employees' resources and encourage greater engagement in OCB. Therefore, the significant negative relationship observed in this study is both theoretically and practically important, as it highlights the cost of digital fatigue for organizational cohesion and long-term performance.

Similarly, the finding of the second hypothesis the relationship between psychological detachment and organisational citizenship behaviour (OCB) among employees in Lagos. The results revealed a significant positive relationship between the two variables. This implies that employees who are able to mentally disengage from work-related issues during their leisure time are more likely to exhibit extra-role behaviours such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. These behaviours are crucial in promoting cooperation, reducing workplace conflict, and enhancing overall organisational effectiveness.

The finding is consistent with the Conservation of Resources (COR) theory (Hobfoll, 1989), which argues that individuals seek to protect, conserve, and replenish their resources. Psychological detachment enables employees to recover their physical and emotional energy after work, thereby maintaining the personal resources required to engage in OCB. In the Lagos work environment, where employees are often faced with stressors such as traffic congestion, economic pressures, and extended work hours, the ability to detach psychologically from work becomes a key factor in sustaining their willingness to contribute positively beyond their formal job descriptions.

This result is also in line with the work of Sonnetag and Fritz (2007), who emphasized that detachment from work enhances recovery processes, which in turn improves well-being and subsequent performance outcomes. Similarly, Binnewies, Sonnetag, and Mojza (2009) found that employees who engage in effective recovery strategies, such as psychological detachment, display higher levels of proactive and supportive behaviours at work. By extension, employees in Lagos who successfully disconnect from work-related demands during non-working hours may be better positioned to help colleagues, follow rules diligently, and demonstrate loyalty to their organisations.

Further evidence is provided by Kühnel, Sonnetag, and Westman (2009), who reported that detachment was positively associated with work engagement, which strongly predicts OCB. In the Nigerian context, where organisational challenges often include inadequate resources and high job demands, disengaging from work stressors after hours could foster resilience and positive energy. This encourages employees to

engage in discretionary behaviours that strengthen teamwork and organisational growth. Similarly, Sanz-Vergel *et al.* (2011) found that employees who detached from work during their free time reported greater job satisfaction and work-life balance, which further motivated them to reciprocate with higher levels of OCB.

In summary, the findings suggest that promoting psychological detachment among employees in Lagos has significant organisational benefits. Encouraging practices such as flexible working arrangements, respect for personal boundaries, and discouragement of after-hours digital communication could enhance employees' capacity to recover from job demands. This, in turn, will lead to greater organisational citizenship behaviour, thereby strengthening organisational cohesion and performance. The positive relationship between detachment and OCB underscores the importance of recovery-oriented interventions in managing the growing challenges of employee well-being and productivity in Nigeria's evolving work environment.

However, the last hypothesis investigated whether male and female employees differ in their display of Organisational Citizenship Behaviour (OCB). The findings revealed that there is no statistically significant difference between male and female employees in their levels of OCB. This suggests that both male and female employees in Lagos organisations exhibit comparable levels of discretionary behaviours such as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

The result aligns with previous research indicating that gender differences in OCB are not universal and often negligible. For example, Podsakoff *et al.* (2000) argued that OCB is largely shaped by organisational culture and leadership style rather than inherent demographic factors such as gender. Similarly, Organ, Podsakoff, and MacKenzie (2006) highlighted that OCB reflects voluntary behaviours that are more influenced by motivation, fairness perceptions, and job attitudes than by gender identity. This reinforces the finding that male and female employees in Lagos contribute equally to workplace harmony and productivity through OCB.

Empirical studies also support this outcome. Some research in both Western and African contexts has found that gender does not significantly determine OCB (Khalid & Ali, 2005; Bakhshi, Kumar, & Rani, 2009). For instance, Bakhshi *et al.* (2009) found no meaningful differences between men and women regarding altruism and courtesy, suggesting that situational and organisational factors overshadow gender in shaping OCB. In the Lagos context, where both men and women face similar workplace stressors such as economic

pressures, long commuting hours, and organisational demands, it is unsurprising that their levels of OCB converge.

Another plausible explanation for the absence of gender differences lies in the changing workplace dynamics in Nigeria. As more women assume professional and managerial roles, their work attitudes and discretionary behaviours increasingly mirror those of men (Omisore, 2018). Furthermore, OCB is often driven by reciprocal exchanges with the organisation (Blau, 1964), meaning that both male and female employees are equally likely to exhibit such behaviours when they perceive organisational fairness and support. This strengthens the argument that OCB is context-driven rather than gender-driven.

In summary, the finding that there is no significant differences between male and female employees in OCB highlights the universality of discretionary work behaviours. Rather than focusing on gender as a determinant of OCB, organisations in Lagos should concentrate on fostering supportive work environments, equitable treatment, and fair reward systems that encourage all employees to go beyond their formal job roles. This supports the view that OCB is a function of organisational climate and job attitudes rather than demographic characteristics such as gender.

## VI. CONCLUSION AND RECOMMENDATIONS

The findings of this study provide empirical evidence on the influence of digital fatigue and psychological detachment on organisational citizenship behaviour (OCB) among employees in selected organisations in Lagos State. The first hypothesis, which proposed a significant negative relationship between digital fatigue and organisational citizenship behaviour, was supported. The result revealed that as employees experience higher levels of digital fatigue manifested through mental exhaustion, reduced concentration, and emotional strain their willingness to engage in voluntary, extra-role behaviours that promote organisational effectiveness tends to decline. This finding underscores the detrimental effect of excessive digital engagement and constant connectivity on employees' discretionary work behaviour and overall organisational functioning.

The second hypothesis, which examined the relationship between psychological detachment and organisational citizenship behaviour, was also supported. The result showed a positive and significant relationship, indicating that employees who are able to mentally detach from work during their non-working hours are more likely to engage in helpful and cooperative behaviours at work. Psychological detachment appears to function as a restorative mechanism that enables employees to recover from work-related stress,

thereby enhancing their capacity for positive organisational behaviour.

The third hypothesis, which tested for gender differences in organisational citizenship behaviour, was not supported. The findings revealed no significant difference between male and female employees in their OCB scores, suggesting that both genders are equally likely to demonstrate cooperative, altruistic, and conscientious behaviours that benefit their organisations. This implies that gender may not be a determining factor in the exhibition of organisational citizenship behaviour within the studied context.

In summary, the results indicate that while digital fatigue can hinder employees' willingness to go beyond formal job requirements, psychological detachment serves as a positive resource that fosters employees' voluntary engagement in organisationally beneficial actions. Organisations that fail to manage digital overload risk reducing employees' motivation to display citizenship behaviours critical for teamwork and productivity.

Based on these findings, several recommendations are proposed:

1. Organisations should establish clear digital-use guidelines that minimise information overload and ensure employees are not perpetually connected to work devices after office hours. Encouraging digital breaks and limiting non-essential virtual meetings can reduce fatigue and enhance psychological recovery.
2. Employers should promote recovery-oriented practices such as flexible work schedules, mindfulness training, and stress management workshops that help employees mentally disengage from work during leisure hours. This will strengthen their emotional resources and improve engagement.
3. Managers should model healthy work-life boundaries and encourage employees to prioritise rest and self-care. A supportive climate that values work-life balance can reinforce employees' sense of commitment and citizenship behaviour.
4. Organisations should integrate digital wellness and mental health support into their employee assistance programs. Regular assessments of employee digital fatigue and stress levels can help identify risk areas early.
5. Since no significant gender difference was found in OCB, organisational policies should remain inclusive and equitable, focusing on competence and contribution rather than gender-based expectations in assessing employee performance.

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