

# THE INTERNATIONAL JOURNAL OF SCIENCE & TECHNOLEDGE

## Impact of Organisational Citizenship Behaviour on the Performnce of Selected Nigerian Commercial Banks

**Dr. Cross Ogohi Daniel**

Lecturer, Department of Business Administration, Nile University of Nigeria, Abuja, Nigeria

### **Abstract:**

*This study aims to investigate the impact of organizational citizenship behavior on the performance of selected Nigerian commercial banks. One hundred and seventy responses have been collected by means of questionnaire. Statistical analysis techniques such as descriptive statistics and correlation, regressions, are employed. To confirm the suitability of data collection instrument, Cronbach's Alpha is used. The findings of this study supported the hypotheses that Organisational Citizenship Behaviour positively impacts the performance of selected Nigerian commercial banks. The OCB factors have an impact on job performance. This means that the perception of employees toward OCB has a positive and significant influence on employee's performance. There is importance of organizational citizenship behaviour on organizational performance. There is significant impact of job satisfaction on organizational citizenship behavior and performance. There are positive effects of organizational commitment on organizational citizenship behavior and performance. The extent of the relationship between organizational silence and organizational citizenship behavior is high. This study provides suitable recommendations on the scope for improvement based on current levels of various specific impact organizational citizenship behavior and its dimensions. Encouraging the practicing of OCB by employees, through setting orders and regulations necessary to reward the voluntary efforts by them, since these procedures have a positive influence on performance. Considering the OCB one of the important criteria in the annual assessment of employees to encourage them to practice OCB in the job. Considering OCB an important criterion in providing incentives and promotions to employees. Therefore, commercial banks in Nigeria should implement strategies aimed at improving affective commitment and organisational justice in their workplace. When an organisation stands for what employees stand for, affective commitment will be enhanced.*

**Keywords:** Organisation, citizenship behavior, performance and employee

### **1. Introduction**

Organizational citizenship behavior (OCB) is a term that includes anything positive and constructive that employees do, that supports the co-worker benefits of the organization any organization will get benefits from encouraging employees to engage in OCB to increase the efficiency, customer satisfaction and reduce the costs of turnover and absenteeism. Therefore, the organization should promote OCB in the workplace through employee's motivation, as well as creating workplace environment that support the (OCB). It has paid much more academic attention since its conception. Analyzing the impact of (OCB) on Job performance, and how OCB will benefit the organization overall, are the main aims of this study.

In the past two decades, Organizational Citizenship Behaviour (OCB) has occupied an important space in the organization theory literature. OCB has a great role in providing loyalty and satisfaction to the customer. It also plays an important role in performance improvement and job satisfaction. The success of an organization needs employees to work more than their usual work and provide better performance that is beyond expectations.

Organizational citizenship behaviors (OCBs) are discretionary behaviors on the part of an employee that directly promote the effective functioning of an organization, without necessarily influencing an employee's productivity. Organ (1997) stated that, although various descriptions of specific dimension underlying the concept of OCB abound, the overall construct is generally referred to as those sets of individual behaviors that contribute to the social and psychological context in which the task performance of a job must function.

Since the development of the concept, much research has been focused to explore the antecedents of OCB. The most research on OCB has related to individual antecedents of OCB (Bateman and Organ, 1983, Organ and Lingl, 1995) and contextual antecedents of OCB (Chu et al 2006). Because OCB has become a major research topic in the last decade, the lack of research associating organizational silence and OCB is surprising. Recently, Bolino and Turnley (2005) pointed out that today "the ideal worker is an employee who does not only demonstrate high levels of task performance, but also engages in high levels of contextual performance or OCB as well (Paille, 2011). According to researches (Podsakoff, et al., 2000), OCB increases organizational efficiency by increasing production, improving the quality of service provided, raising client satisfaction or decreasing customer complaints.

Organisations are formed for realizing goals. For goals to be realized, productive resources have to be deployed effectively and efficiently. The human resource of the organisation is saddled with the peculiar responsibility of ensuring that the organisation reaches its goals. It is the human resource that supplies the creative spark required to meet, and even surpass the competition. Hence, an organisation's people are considered to be its most critical resource. The notion of the 'most critical resource' is hinged on the assumption that employees deliver optimally on their job descriptions. However, this expected level of employee performance is not a given. It often requires a great deal of tactical combinations of motivational techniques and packages on the part of the employer/organisation. Beyond meeting the requirement of job descriptions is the greater need for employees to exhibit organisational citizenship behaviour (OCB). By OCB we refer to a universal set of behaviours exhibited by employees that are supportive, discretionary, and go beyond normal job requirements (Organ, 1988).

The state of today's business environment makes it more difficult for organisations to completely specify all work behaviours expected in formal job descriptions. And as Williamson (1990) puts it, "all complex contracts are unavoidably incomplete". Thus, as formal job roles and descriptions in global and service economy become less specific and fixed, opportunities and demands for increasing OCB could become more desired and consequential for business organisations (Borman & Motowidlo, 1997). In fact, citizenship behaviour may describe one important component of what gives organisations competitive advantage that permits them to successfully accomplish massive and complex goals (D'Intino, 1999).

This widespread interest in OCB emanates from the fact that OCB leads to improved organisational effectiveness (Ahearne, & MacKenzie 1997). To the best of our knowledge, research in OCB in Nigeria is still very scanty despite the Nigerian economy being branded as a 'depressed economy'. The notion of a 'depressed economy' according to Akinmayowa (2006) presents negative implications for the psyche and morale of the Nigerian employee. Where morale is low, attitude to work is often negative, and this portends graver implications for the management of human resources in Nigerian organisations.

Consequently, getting 'depressed' employees to deliver on their job description becomes an almost insurmountable challenge. The foregoing analysis most likely gives the impression that Nigerian employees may be far from exhibiting OCB. A considerable high level of OCB exists in Nigerian organisations. What is yet to be known are the major determinants or predictors of such behaviours. Thus, the study primarily investigated the determinants of OCB in Nigerian organisations as well as the demographic variables that mediate the level of OCB in Nigerian organisations. Despite the fact that performance of organizational citizenship behavior (OCB) is one of the behaviors required of employees for the effective functioning of an organization (Katz & Kahn, 1966), interactions of the researchers with management teams, supervisors, customers, and employees of some Nigerian based organization reveal that work behaviors of their employees present a management challenge. Specifically, the concern is that only a few of their workers engage in extra-role work behaviors that are not rewarded by formal organizational reward systems probably because these work behaviors go beyond the level required by their jobs or call of duty, thus its performance depends on the willingness of an employee to engage in such behaviors.

This is surprising because engagement in OCB has implications for individual and organizational performance, organizational efficiency and effectiveness, survival, success, competitiveness, customer loyalty, and retention (Podsakoff et al 2009). The theory of OCB has also demonstrated that organizations with a strong emphasis on citizenship behavior are healthier and more successful than other organizations that lack such a climate (Podsakoff et al 2000). Similarly, managers and executives value employees who display citizenship behavior perhaps because they make their job easier. The extra time obtained by management allows the manager to improve the organizational effectiveness by having more time for managerial issues. For these reasons, OCB should be highly valued by organizations.

The concept of OCB had its roots in the work of Katz and Kahn (1966), who identified three types of behaviors required of employees for the effective functioning of an organization. These are the decision to join and remain in the organization, the performance of prescribed roles in a dependable manner, and the undertaking of innovative and spontaneous activities beyond the prescribed role requirement. The last of these was termed extra-role behavior by Katz (1964) or OCB by Bateman and Organ (1983). The latter term was meant to denote organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal performance requirements nor elicited by a contractual guarantee of compensation.

The present research continues and extends this line of inquiry by examining the influence of perceived organizational justice on OCB, using sample of employees from a Nigerian food and beverages company. This company views OCB as a key element for the organizational-level performance, effectiveness, survival, success, viability and strategic growth, and thus provides an opportunity to study OCB among its staff. This is with the hope that findings will enable the organizational management team and HR managers in Nigeria and elsewhere to design more effective intervention programs on justice perception in order to enhance OCB.

In addition, previous studies indicate that perceived organizational justice is a salient feature in the exhibition of organizational citizenship behavior of employees, including those of hospital employees, salespeople. Although these studies provide insight into relationship between perceived organizational justice and OCB, they focused on OCB of hospital employees and salespeople outside Nigeria; relatively little is understood about the relationship between perceived organizational justice and OCB among employees in Nigeria, specifically among employees in Food and Beverages Companies.

Essentially, therefore, focusing on OCB of employees is important because employees are the first and only representation of the company in the eyes of customers. Thus, customers often base their evaluation of their satisfaction

with a company largely on the services provided by the employees (Stock & Hoyer 2002). Consequently, there is an interest in determining how perceived organizational justice can lead to increase or decrease of OCB among employees. Given the literature review, it is readily apparent that investigation of some predictors OCB in a Nigerian organization is accentuated. All aforementioned evidence points to the need to examine whether perceived organization justice and some demographic variables influence variation in performance of OCB, in the context of food and beverages employees

### 1.1. Statement of the Problem

It seems that the organizations in Nigeria have paid less attention to the concept of (OCB), and they have forgotten the positive impact of (OCB) on efficiency, productivity, and performance. Even though many studies have shown the positive effect of (OCB) on performance, such as workers who engage in OCB tend to receive better performance rating by their manager, hence the need for a critical study on the impact of organizational citizenship behavior on the performance of selected Nigerian commercial banks namely Union bank Nig. Plc, Zenith bank Nig. Plc, and First bank Nig. Plc in Abuja, Nigeria.

### 1.2. Objectives of the Study

The general objective of the study is to assess the impact of organizational citizenship behavior on the performance of selected Nigerian commercial banks. However the specific objectives for the study are as follow:

- To identify the importance of organizational citizenship behaviour on organizational performance.
- To determine the significant impact of job satisfaction on organizational citizenship behavior and performance
- To ascertain the positive effects of organizational commitment on organizational citizenship behavior and performance
- To identify the extent of the relationship between organizational silence and organizational citizenship behavior.

### 1.3. Research Hypotheses

The following hypotheses was formulated in the null form and tested with the aid of proper statistical tools and well-structured questionnaires that were effectively administered so as to achieve stated research objectives. The hypotheses are as follows:

- H<sub>1</sub>: There is no importance of organizational citizenship behaviour on organizational performance. .
- H<sub>2</sub>: There is no significant impact of job satisfaction on organizational citizenship behavior and performance
- H<sub>3</sub>: There are no positive effects of organizational commitment on organizational citizenship behavior and performance
- H<sub>4</sub>: The extent of the relationship between organizational silence and organizational citizenship behavior is low.

### 1.4. Research Method

The study was carried out by primarily through the survey method and interview of employees Union bank Nig. Plc, Zenith bank Nig. Plc, and First bank Nig. Plc., Central Business Area, Abuja. Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A simple size of 174 was obtained from the population of 308 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula 170(97.7%) of the questionnaires distributed were returned and 4(2.3%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Pearson moment product co-efficient and regression analysis were used to test the hypotheses

### 1.5. Literature Review

#### 1.5.1. Conceptual Framework on Organizational Citizenship Behavior

Organisational writers have long recognized the willingness of organisational participants to exert efforts beyond the formal obligations dictated by their positions as an essential component of effective organizational performance. Particularly, Barnard (1938) opines that the willingness of individuals to contribute cooperative efforts to the organisation was indispensable to effective attainment of organisational goals. Katz (1964) distinguished between dependable role performance and innovative and spontaneous behaviors. Katz and Kahn (1966) further extended this argument by asserting that the organisational system would break down were it not for the countless acts of cooperation exhibited by its employees. They pointed to the importance of a class of discretionary and spontaneous behaviours that are beyond explicit role requirements, but are essential for organisational effectiveness (Farh, Zhong & Organ, 2004).

Organizational Citizenship Behaviour (OCB) has been identified as a key construct in the field of organizational behaviour. On the basis of past conceptualization of OCB, the definition of OCB refers to several elements such as work beyond formal task behaviour, behaviour based on personal choice, behaviour directed towards the organization, and avoiding the harmful behaviours to the organization. Organizational Citizenship Behaviour has also been defined as "a type of behaviour of an organization's employees that is aimed at promoting the effective performance of the organization, regardless of the individual productivity objectives of each employee" Organ (1988).

Organizational citizenship behavior (OCB) is a direct claimed reason behind the organization's sustainability. OCB is a work-related action beyond the formal job description but vastly appreciated by workforce, for the reason that it can boost

the efficiency and achievability of organizational goals. In other words, OCB is optional, it is considered for neither rewards nor excess in compensation nor performance appraisals.

However, OCB is beneficial for the company and the work group as it supports the social and psychological environment of the organization. OCB can be directed towards the organizations as a whole or towards certain individuals (Lavelle et al., 2009). Coyne et al. (2007) identified five main dimensions of OCB: altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Altruism focuses on activities that help others in work-related problems. Courtesy aims to help in preventing problems for other employees. Sportsmanship tries to bear problems and avoid taking actions to handle a complaint. Conscientiousness emphasizes on abiding by rules and regulations by efficiently using time and performing more than expectations. Finally, civic virtue is to participate in activities related to the organization's benefit (Rego et al., 2010).

### 1.5.2. Importance of OCB

Many scholars and researchers of OCB have agreed- upon the importance of the organization and individual alike. The importance of OCB initiated from the fact that it contributes the improvement of total performance of the organization through creating exchangeable relationship based on the employees in their various departments. The OCB also contributes to reduce the needs to allocate the rare resources for maintenance, maintains the cohesiveness and unity of the organization. It improves the capability of managers and colleagues to implement their tasks through allocating more time for efficient planning scheduling and problem solving (Netemeyer, 1997). Ueda in his study (2011) finds that the factor of job performance has a direct impact on both civic behavior (virtue) and helping behavior, while the factor of job commitment has a great impact on both assisting behavior and acceptance spirit. The study found that, the collectivity factor influenced by both aspects of civic behavior (virtue) and assisting behavior.

The weaker the group is the greater the impact of job commitment on civic behavior (virtue) will be more than that in the case of a stronger group. Another studies found that there was a significant and positive relationship between OCB and quality and quantity of achieved task. The explanation of this result indicated that there were some reasons such as:

- OCB helps to direct the resources in a greater size towards accomplishment of productive goals.
- OCB enhances the productivity of managers and employees.
- OCB contributes to coordinating the activities among work groups better.
- OCB enhances the capability of organization to better recruit of employees and attaining them through making the organization an attractive work place (Podaskoff, et al, 1997, 2000).

### 1.5.3. Dimensions (Aspects of OCB)

Researchers didn't agree on the dimensions of OCB. Smith et al (1983) suggest that the concept of OCB consists of two dimensions: Altruism and Compliance. While (Organ 1998; Van Dyne et al., 1994) have expanded the concept to include:

- Altruism: it is the voluntary behavior adopted by individual to help colleagues, manager or clients to fulfill their tasks in the organization without expecting an incentive or a reward against his/her activity.
- Courtesy: it is a behavior that aims to solve the employee problems and between employees and clients.
- Clarify.
- Peacekeeping: it is a directed behavior to accomplish the goals of organization (such as accomplish the goals of organization (such as maintaining the resources).
- Sportsmanship: it is the desire of individual to do the tasks under any circumstances, without complaining, encourage solving disputes that may occur among employees in the organization, accept the criticism, and keep calm during emergencies to secure the organization avoidance of any damages or losses that may occur.
- Civic Virtues: it is the citizenship or civic value or behavior which is based on the efficient participation in the organization by the individual and take care it's affairs. These activities reflect the spirit of interest and loyalty to organization such as maintenance of devices used by the employee like computer or printer.
- Conscientiousness: it is a voluntary behavior that surpasses the official role of employee (like unpaid overtime work or accurate adoption of regulations).

### 1.5.4. The Impact of Job Satisfaction on OCB and Performance

Alotaibi (2001) conducted a study about the antecedents of OCB such as job satisfaction, organizational commitment, and perceptions of fairness. The study found that procedural justice and distributive justice has positive effect on *Organizational Citizenship Behavior* (OCB), however job satisfaction and organizational commitment has no effects on job satisfaction and commitment and OCB. The study revealed that there was positive relationship between OCB and motivation and commitment and negative on job satisfaction.

Vroom (1960) in the study about the relationship between job satisfaction and performance stating that productivity can be improved through increased job satisfaction, because it gives encouragement to workers to increase productivity.

Employee motivation is a long-lasting research subject on Human Resource Management and organizational psychology's remits of investigation. The attention surrounding the topic has presumably started in the 30's, and based on the first entrepreneurs' tacit findings that motivated employees are more productive ones. By definition, it refers to the desire to adopt high levels of personal effort justified by the achievement of organizational objectives, leading these efforts to the satisfaction of a particular individual need (Robbins and Judge 2009).

A simple definition of motivation is that which makes people put real effort and energy into what they do. Psychologists have been exploring how to motivate employees since early in the last century, and a lot of knowledge on human motivation has been developed and widely applied (Park et al 2009). Authors have long recognized a distinction between extrinsic and intrinsic motivation. Intrinsic motivation is present when individuals do something for pleasure or enjoyment, whereas extrinsic motivation occurs when individuals do something because of external forces.

Identified motivation describes regulation of behavior for reasons more consistent with one's goals and identity, with individuals seeing the actions as personally important. People acting based on an identified motive do so because they "want" to as opposed to feeling that they "ought" to, as in interjected motivation (Mohan and Rath, 2012).

Finally, integrated motivation is the most internalized form of extrinsic motivation. Here the person values and accepts the reasons for the behavior, though he/she may still not consider it to be inherently fun or interesting.

The work motivation significantly and positively correlated to supervision and involvement. In addition, work motivation correlated to job performance. Intrinsic motivation was found in the relationship between perceived training opportunities and organizational citizenship behaviors. Miao and Evans studied the impact of motivation on role perceptions and job performance (Jena et al 2013).

Results from a survey indicate that, compared to the global motivation constructs, the cognitive and affective representation of I/E (intrinsic and extrinsic) motivation provides a more robust description of the salesperson motivation-role perceptions performance.

#### 1.5.5. The Impact of Organizational Commitment on OCB and Performance

Organizational commitment which includes affective commitment, normative commitment and commitment continuance effects on OCB. Similarly, Kim (2006) found that affective commitment has a positive effect on Altruism and Compliance (OCB). The organizational climate and commitment to service and how it relates to the interests of customers. This study found that organizational commitment has bigger influence on OCB compare to customer behavior. While Alotaibi (2001) found that there is no influence of organizational commitment to OCB. Also Chen and Francesco (2003) examined the relationship between the three components of commitment and employee performance. Researchers found that affective commitment has a positive effect on performance and OCB. However, Continuance commitment has no effect on performance and OCB.

Cropanzano et al (2007) suggested that there is a relationship between OCB and performance moderated by organizational commitment. Organizational commitment moderate the relationship between age and job performance and low commitment has negative effect on performance. The effect on the team's commitment and OCB, and that the relationship between job satisfaction and OCB is moderated by commitment.

#### 1.5.6. The Relationship between Organizational Silence and Organizational Citizenship Behavior

When the literature is reviewed, it is seen that there is a limited number of papers that studies the relationship between organizational citizenship behavior and organizational silence. The researches pointed out that there is a strong and negative relationship between organizational silence and organizational citizenship behavior. This means, if employees are not allowed to express their ideas related to work then their level of organizational citizenship behavior decreases.

Organizational citizenship behavior is an important organization behavior that all organizations should have for healthy functioning and continuity. The researches that were conducted in the last 20 years show that organizational citizenship behavior has been increased individual performance and organizational performance. Organizational silence occurs depending on various factors within the organization and if it is ignored, employees will continue to remain silent and are not be likely to show the organizational citizenship behavior. In other words, employees in acquiescent silence and defensive silence will not be expected to exhibit organizational citizenship behavior, employees in pro-social silence behavior will demonstrate organizational citizenship behavior more strongly.

### *1.6. Test of Hypotheses*

The four hypotheses postulated in for the study were tested with various test statistics aided by computer applied Statistical Package for Social Sciences (SPSS: 20.00s version) of Microsoft environment. Specifically, simple linear regression test was used to test hypotheses one and three and, hypotheses two and four was tested using Pearson product moment correlation coefficient.

#### 1.6.1. Test of Hypothesis One

- $H_0$ : There is importance of organizational citizenship behaviour on organizational performance.
- $H_1$ : There is no importance of organizational citizenship behaviour on organizational performance. .

	Mean	Std. Deviation	N
organizational citizenship behavior	1.7766	.51738	304
Organizational performance.	3.4727	.85386	304

*Table 1: Descriptive Statistics*

		organizational citizenship behaviour	Organizational performance
Pearson Correlation	organizational citizenship behaviour	1.000	.682
	Organizational performance	.682	1.000
Sig. (1-tailed)	organizational citizenship behaviour	.	.000
	Organizational performance	.000	.
N	organizational citizenship behaviour	304	304
	Organizational performance	304	304

Table 2: Correlations

Model	R	R Square	Adjusted R Square
1	.682 <sup>a</sup>	.465	.463

Table 3: Model Summary

a. Predictors: (Constant), Organizational Citizenship Behaviour

b. Dependent Variable: Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.778	1	47.778	332.632	.000 <sup>a</sup>
	Residual	55.012	302	.144		
	Total	102.790	303			

Table 4: Anovab

a. Predictors: (Constant), Organizational Citizenship Behaviour

b. Dependent Variable: Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.342	.081		14.223	.000
	Organizational citizenship behavior	.413	.023	.682	18.238	.000

Table 5: Coefficients

R = 0.682  
R<sup>2</sup> = 0.465  
F = 332.632  
DW = .064

#### 1.6.1.1. Interpretation

The regression sum of squares (47.778) is less than the residual sum of squares (55.012), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.682, indicates that there is a positive relationship between organizational citizenship behavior and organizational performance. R square, the coefficient of determination, shows that 46.5% of the variation in organizational performance is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.37899. The Durbin Watson statistics of .064, which is not tends to 2 indicates there no is autocorrelation.

The organizational citizenship behaviour coefficient of 0.682 indicates a positive significance between organizational citizenship behavior and organizational performance, which is statistically significant (with t = 14.223). Therefore, the alternate hypothesis should be rejected and the null hypothesis accordingly accepted.

#### 1.6.2. Test of Hypothesis Two

- H<sub>0</sub>: There is significant impact of job satisfaction on organizational citizenship behavior and performance
- H<sub>1</sub>: There is no significant impact of job satisfaction on organizational citizenship behavior and performance

	Mean	Std. Deviation	N
Job satisfaction	2.8253	1.27682	304
OCB and performance	3.1613	1.37593	304

Table 6: Descriptive Statistics  
Source: SPSS Version 20.00

		Job Satisfaction	OCB and Performance
Commercial banks	Pearson Correlation	1	.716(**)
	Sig. (2-tailed)		.000
	N	170	170
Equity shares	Pearson Correlation	.716(**)	1
	Sig. (2-tailed)	.000	
	N	170	170

Table 7: Correlations  
\*\* Correlation Is Significant at the 0.01 Level (2-Tailed)  
Source: SPSS Version 15.00

Table (6) shows the descriptive statistics with a mean response of 2.8253 and std. deviation of 1.27682 for job satisfaction and a mean response of 3.1613 and std. deviation of 1.37593 for OCB and performance and number of respondents (174). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (7) is the Pearson correlation coefficient for job satisfaction and OCB and performance. The correlation coefficient shows 0.716. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant impact between job satisfaction on organizational citizenship behavior and performance ( $r = .716$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 383 degrees of freedom ( $df = n-2$ ) at alpha level for a two-tailed test ( $r = .716, p < .05$ ). However, since the computed  $r = .716$ , is greater than the table value of  $.195$  we reject the alternate hypothesis and conclude that there is a significant challenge posed by job satisfaction on OCB and performance ( $r = .716, P < .05$ ).

### 1.6.3. Test of Hypothesis Three

- $H_0$ : There are positive effects of organizational commitment on organizational citizenship behavior and performance
- $H_1$ : There are no positive effects of organizational commitment on organizational citizenship behavior and performance

	Mean	Std. Deviation	N
Organizational commitment	1.7532	.95348	608
OCB and performance	1.9948	.64304	608

Table 8: Descriptive Statistics

		Organizational Commitment	OCB and Performance
Pearson Correlation	Organizational commitment	1.000	.808
	OCB and performance	.808	1.000
Sig. (1-tailed)	Organizational commitment	.	.000
	OCB and performance	.000	.
N	Organizational commitment	608	608
	OCB and performance	608	608

Table 9: Correlations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.808 <sup>a</sup>	.795	.693	.90787	.044

Table 10: Model Summary  
a. Predictors: (Constant), Organizational Commitment  
Dependent Variable: OCB and Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T
	B	Std. Error	Beta	
1	(Constant)	2.663	.107	24.956
	Organizational commitment	1.456	.051	18.956

Table 11: Coefficients

a. Dependent Variable: OCB and Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	66.109	1	66.109	80.207	.000 <sup>a</sup>
Residual	633.008	606	.824		
Total	699.117	607			

Table 12: ANOVA<sup>b</sup>

R = 0.808  
R<sup>2</sup> = 0.795  
F = 80.207  
DW = .044

#### 1.6.3.1. Interpretation

The regression sum of squares (66.109) is less than the residual sum of squares (633.008), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.808, indicates that there effects of organizational commitment on organizational citizenship behavior and performance. R square, the coefficient of determination, shows that 79.5% of the variation in the bank's capital base is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.90787. The Durbin Watson statistics of .044, which is not tends to 2 indicates there no is autocorrelation. The organizational commitment coefficient of 0.513 indicates a positive significance between organizational commitment and OCB and commitment, which is statistically significant (with t = 24.956). Therefore, the alternate hypothesis should be rejected and the null hypothesis accordingly accepted.

#### 1.6.4. Test of Hypothesis Four

- H<sub>0</sub>: The extent of the relationship between organizational silence and organizational citizenship behavior is high.
- H<sub>1</sub>: The extent of the relationship between organizational silence and organizational citizenship behavior is low.

	Mean	Std. Deviation	N
Organizational silence	1.8261	1.16043	304
OCB	1.9065	1.26713	304

Table 13: Descriptive Statistics

		OCB	Organizational Silence
Human Resource	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	304	385
Productivity	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	304	304

Table 14: Correlations

\*\* Correlation Is Significant at the 0.01 Level (2-Tailed)

Table (13) shows the descriptive statistics of the organizational silence via, OCB with a mean response of 1.8261 and std. deviation of 1.16043 for organizational silence and a mean response of 1.9065 and std. deviation of 1.26713 for OCB and number of respondents (170). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (14) is the Pearson correlation coefficient for organizational silence and OCB. The correlation coefficient shows 0.955. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between organizational silence and OCB (r = .955). The computed correlations coefficient is greater than the table value of r = .195 with 383 degrees of freedom (df. = n-2) at alpha level for a two-tailed test (r = .955, p< .05).



However, since the computed  $r = .955$ , is greater than the table value of  $.195$  we reject the alternate hypothesis and conclude that the extent of the relationship between organizational silence and organizational citizenship behavior is high ( $r = .955, P < .05$ ).

## 2. Discussion of Results

Hypothesis one was tested using simple linear regression to identify the importance of organizational citizenship behaviour on organizational performance. With a computed result ( $r = 0.682$ ;  $F = 332.632$ ;  $t = 14.223$ ;  $p < 0.05$ ). The alternate hypothesis was rejected and null hypothesis was accepted resulting in the conclusion that there is importance of organizational citizenship behaviour on organizational performance.

Hypothesis two was tested with Pearson's product moment correlation in order to determine the significant impact of job satisfaction on organizational citizenship behavior and performance, with a computed result ( $r = 0.716$ ;  $p < 0.05$ ), the alternate hypothesis was rejected and the null hypothesis was accepted resulting in the conclusion that there is a significant impact of job satisfaction on organizational citizenship behavior and performance.

Hypothesis three was tested using simple linear regression to ascertain the positive effects of organizational commitment on organizational citizenship behavior and performance, with a computed result ( $r = 0.808$ ;  $F = 80.207$ ;  $t = 24.956$ ;  $P < 0.05$ ). The alternate hypothesis was rejected and the alternate hypothesis was accepted resulting in the conclusion that there are positive effects of organizational commitment on organizational citizenship behavior and performance.

Hypothesis four was tested using Pearson product moment correlation coefficient to identify the extent of the relationship between organizational silence and organizational citizenship behavior. ( $r = .955, P < .05$ ). The alternate hypothesis was rejected and the null hypothesis was accepted resulting in the conclusion that the extent of the relationship between organizational silence and organizational citizenship behavior is low.

## 3. Conclusion

OCB represents those specific instances where employees go beyond the call of duty to get the organisation's work done. This behaviour is discretionary, may or may not directly or explicitly recognised by the formal reward system, but in the aggregate promotes the effective functioning of the organisation. The most profound implications for this study, is that Nigerian commercial banks can take measures to foster OCB in their workplaces.

Despite the fact that individual personality had the most predictive influence on OCB, organizational commitment (affective) and organisational justice are organisational-based factors that the study has found to impact OCB. Therefore, commercial banks in Nigeria should implement strategies aimed at improving affective commitment and organisational justice in their workplace. When an organisation stands for what employees stand for, affective commitment will be enhanced. Employees will identify strongly with the organisation, believe strongly in its goals, objectives, and values, and develop an emotional attachment to it. This form of attachment is reflected in citizenship behaviour.

Similarly, Nigerian commercial banks should improve the perception of organisational justice in their workplace by ensuring the ethical and moral standing of managerial conduct. There should be fairness associated with decision outcomes and distribution of resources (distributive justice); the means by which outcomes are allocated should be free of bias, consistent, accurate, and ethical (procedural justice); and information about decisions should be shared as the decisions are made and should be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (interactional justice).

Furthermore, Nigerian commercial banks should implement measures aimed at encouraging employee spirituality. This can be done by creating time for corporate morning devotions and by allowing employees to have short daily 'religious/spirituality' breaks during which they can carry out any religious rite or commune with the 'divine'. These measures, if fully implemented will certainly improve OCB in Nigerian commercial banks.

## 4. Recommendations

Based on the findings of this study, the following recommendations were made:

- Encouraging the practicing of OCB by employees through setting the orders and regulations necessary to reward the voluntary efforts by them, since these procedures have a positive influence.
- Considering the OCB one of the important criteria in the annual assessment of employees to encourage them to practice OCB in the job.
- Considering OCB an important criterion in providing incentives and promotions to employees.

Conducting researches and studies to link the citizenship concept to other ones like equality, organizational loyalty and job commitment

## 5. References

- i. Akinmayowa, J.T. (2006). Human resources: Critical issues in management and organisational development. Benin City: Nigerian Management Consultancy Forum.
- ii. Alotaibi, A. G. (2001). Antecedents of organizational citizenship behavior: A study of public personnel in Kuwait. Public Personnel Management, Fall 200
- iii. Barnard, C. I. (1938). The functions of the executive. Cambridge, MA: Harvard University Press.
- iv. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." Academy of Management Journal, 26, 587-595.

- v. Bolino MC, Turnley WH (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work–family conflict. *Journal of Applied Psychology*, 90(4): 740–748.
- vi. Chen, C. and Lin, B. (2004). The effects of environment, knowledge attribute, organizational climate, and firm characteristics on knowledge sourcing decisions. *R&D Management*, 34 (2), 137-46.
- vii. Chen, Zhen Xiong and Francesco, Anne Marie (2003) The relationship Between Three Component of Commitment and Employee Performance in China, *Journal of Vacation Behaviour*
- viii. Chu C-I, Lee M-S, Hsu H-M (2006) The impact of social support and job stress on public health nurses' organizational citizenship behaviors in rural Taiwan *Public Health Nursing*, 23(6): 496-505.
- ix. Coyne I, Ong T (2007). Organizational citizenship behavior and turnover intention: A cross-cultural study. *International Journal of Human Resource Management*, 18(6): 1085–1097.
- x. Cropanzano, R., Bowen, D.E., & Gilliland, S.W. (2007). The management of organisational justice. *Academy of Management Perspectives*, 18, 34-48.
- xi. Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90, 1241-1255.
- xii. D'Intino, R.S. (1999). *Nature of OCB and theories of individual difference antecedents*. New York: HarperCollins.
- xiii. Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organisational citizenship behaviour in the People's Republic of China. *Organisation Science*, 15 (2), 241-253.
- xiv. Jena RK, Goswami R (2013). Exploring the relationship between organizational citizenship behavior and job satisfaction among shift workers in India. *Global Business and Organizational Excellence*, 32(6):36-46.
- xv. Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*: New York: Wiley.
- xvi. Katz, D. (1964). The motivational basis of organisational behaviour. *Behavioural Science*, 9, 131-133.
- xvii. Kim, W. C., & Mauborgne, R. A. (1993). Procedural justice, attitudes, and subsidiary top management compliance with multinationals' corporate strategic decisions. *Academy of Management Journal*, 36, 502-526.
- xviii. Lavelle, J. J., McMahan, G. C., & Harris, C. M. (2009). Fairness in human resource management, social exchange relationships, and citizenship behavior: testing linkages of the target similarity model among nurses in the United States. *International Journal of Human Resources Management*, 20(12), 2419-2434.
- xix. Mohant, Jagannath and Rath, Bhabani P., (2012), "Can Organizational Culture be a Predictor of Organizational Citizenship Behaviors?", *International Journal of Innovation, Management and Technology*, Vol. 3, No. 1, PP 76-79.
- xx. Netemeyer RG, Boles JS, McKee DO, and McMurrian R., (1997), "An investigation into the antecedents of organizational citizenship behaviors in a personal selling context", *J Mark*, Vol. 61, No. 3, PP 85 – 98.
- xxi. Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes performance hypothesis. *Academy of Management Review*, 2, 46-53.
- xxii. Organ, D. W. (1988). *Organizational citizenship behaviour. The good soldier syndrome*. Lexington, MA: Lexington Books.
- xxiii. Park JS, Kim TH (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention?. *Leadership in Health Services*, 22(1): 20-38.
- xxiv. Paillé Pascal (2011). "Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction." *Journal of Management Research*, 2011, Vol. 3, No. 1: E1.
- xxv. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- xxvi. Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22(2), 259-298.
- xxvii. Rego A, Ribeiro N, Cunha MP (2010). Perceptions of organizational virtuousness and happiness as predictors of organizational citizenship behaviors. *Journal of Business Ethics*, 93: 215-235.
- xxviii. Robbins, S.P. & Judge, T.A. (2009). *Organisational behaviour*, 13th edition, New Jersey: Pearson Education.
- xxix. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behaviour: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653 – 663.
- xxx. Stock, R. M., & Hoyer, W.D. (2002). Leadership style as driver of salespeople' customer orientation, *Journal of Market-Focused Management*, 5, (4), 355-376.
- xxxi. Ueda Y (2012). Effect of job involvement on importance evaluation of organizational citizenship behavior. *International Journal of Business and Society*, 13(1): 77-89.
- xxxii. Van Scotter, J.R., & Motowidlo, S.J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81, 525-531.