AN EMPIRICAL STUDY ON RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MARITIME FIRMS, ONNE, NIGERIA

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ABSTRACT

The aim of the study was to investigate the relationship between employee engagement and organizational citizenship behavior in Maritime Firms in Onne, Rivers state, Nigeria. A cross-sectional research design was adopted. The target population (N-193) consists of management and management trainees. The bivariate analysis was carried out using Spearman rank order correlation coefficient. The findings of this study reveal that Employee engagement has a positive significant relationship with Organizational citizenship behavior. This study concludes that Organizational citizenship behavior can be enhanced through the application of cognitive and emotional engagement among employees in Maritime firms. The study recommends that organizations must encourage human capital development for effective utilization of the staff and women should be encouraged to be actively involved in the maritime organizations.

INTRODUCTION

In competitive business environment organization need workers who can freely give up their time and energy in order to complete a given task. Though there are seen and unforeseen situations that might occur in the course of achieving such task, most employees still put their best, however, such employees are rarely found. Thus, the behavior portrayed by such employee is known as organizational citizenship behavior. According to Podsakkoff,Mackenzie, Paine and Bachrach (2000), OCB "leverages an organization into successful and efficient application of limited capital, attraction and retention of employees, increased of service and product quality, expansion / diversification of resource, goodwill from stakeholders and public, also attracts more investors" To employee, CIPMN, Report, (2015), argued that "OCB provides avenue that encourage workers to move, creates a provoking learning ability where employee can look through and grab new ideas, have the ability to change the knowledge into constructive actions and enhance a 'dynamic sensor' where workers have the "innate" feeling for timing, ability to read situations and seek for opportunity, increase in his or her level of trust and integrity for the organization, reduced rate of turnover and absenteeism, increase in commitment and morale, improve cordial relationship and personal development through creative and innovative skills"

 According to Gallup's (2013), only 30% of employees in the work front are actively committed to their duty post, 50% of employees merely put their time in, while the remaining 20% display their dissatisfaction in "counter-productive" ways, which influence their coworkers negatively, thus making them miss days on the job, and driving customers away through poor service. Gallup estimates cited in Harvard Business Review (2014), argued that 20% group alone costs the U.S. economy around half a trillion dollar each year. This shows how relevant employee engagement is to any economy in the society. It is seen as a "key constituent" for meaningful workgroup (Erikson, 2005). Christain,Garza and Slaughter (2011),sees employee engagement as an important drive that involve active sharing of personal resources toward the task connected with a work role. ISR (2003) report shows that companies having higher levels of engagement has an increase of 3.74 percent in operating margin and 2.06 percent of increase in profits for one year period, whereas, companies with lower levels of engagement noticed a fall of 2 percent and 1.38 percent respectively.
Studies on organizational citizenship by Podsakoff, Whiting,Podsakoff and Blume (2009) reveal that OCB "increases productivity, efficiency and customer satisfaction, reduces cost and rate of turnover and absentiseem when encouraged in organization".

The contribution of OCB to the organizational success as elaborated by Podsakoff,Paine,Mackenzi and Bachrach,2000,Todd,2003) include the following:" improving the quality of coworker and managerial output, freeing up resource so they can be used for more productive purposes, reducing the need to devote scarce resources to purely maintenance functions, helping to coordinate activities both within and across work groups, strengthening the organization ability to attract and encourages social framework that adds to work environment by instilling a perception of expertise in the life of employee regarding to job task".

Furthermore, Chien (2014) in Organ(1988) reveals that OCB leads to a more efficient and effective organization that will "regenerate" new resources and invisible factors such as external reputation of the organization and the perception of the customers or client, fills the gap between method and regulation on one hand, and "dynamic reality" on the other while

Zhang (2011) opines that OCB impacted positively on employee performance and wellbeing which in turn, has a noticeable flow-on effects on the organization.

Organizational citizenship behavior has revealed greater attention by different scholars in different countries of the world and how it influences organizational outcome, growth, profitability through the use of different predictor variables. Studies by Mathumb & Dobb (2013),Osaro and Akinmayowa (2014) on organizational citizenship behavior reveals that personality of individuals, employees degree of affective commitment, employees perception of organizational justice and employees spirituality are possible predictors of citizenship behavior. On the contrary, Rurkkhum, (2010) studies whose focus was on Human Resources Development (HRD) reveals that access to training and development opportunities, support for training and development opportunities, benefits of training and formal career management support have positive association between employee engagement and organizational citizenship behavior.

Empirical studies on the relationship between employee engagement and organizational citizenship behavior has been documented (Ariani, 2013, Celestine, 2015, Uddin and Akther, 2016, Hans et al,2015, Ahmed et al,Khuran and Khandelwa, 2014 and Owor, 2015). This study revealed that employee engagement has a significant positive relationship with organizational citizenship behavior.

However, despite the widespread knowledge on the concept of organizational citizenship behavior and the empirical studies, not much work has been done on the relationship between employee engagement and organizational citizenship behavior using the Nigeria environment especially the maritime sector.

Statement of the problem

Most studies on OCB have their focus on the concept and theoretical work (Devan,2000,Soieb, Orthman and D'Silva,2013,Cropanzano and Mitchell,2005, Tiwari,2011, Wildermuth,2008, Harter, Schmidt and Hayes,2002,Saks,2006,Shuck and Wollard,2010, Davies,2014). Although these studies provide an insight into organizational citizenship and employee engagement in the general population. Studies on the relationship between OCB and employee engagement has been documented in developed and developing countries (Mathumb and Dobb,2013, Rurkkhum, 2013, Osaro and Akinmayowa, 2014,Podsakoff,Whiting, Podsakoff and Blume, 2009). Studies in this countries has reveal a positive relationship between organizational citizenship behavior and employee engagement.
 Empirical studies on the relationship between OCB and employee engagement has not been documented especially in the maritime firms in Onne, Rivers, Nigeria. Against this backdrop, the study explore the relationship between OCB and employee engagement behavior in maritime firms in Onne, Nigeria. An understanding of the extent of this problem will feed into policy making, program development and implementation in Nigeria especially in the maritime firms.

Operational framework

Podsakoff, Maackenzie, Moorman and Fetter (1990) cited in Ajgonkar et al (2012) identified altruism, sportsmanship, courtesy, conscientiousness and civic virtue as the basic dimensions of organizational citizenship behavior. This empirical study adopted two of the dimensions (altruism and sportsmanship in explaining the relationship between organization and

employee engagement. According to the authors, altruism is identified as "discretionary behaviors on the part of employees that have the effect of helping another employee in specific and organizational relevant problems" Sportsmanship on the other hand is identified as "willingness of employee to tolerate less than ideal circumstances without complaining- to avoid complaining, petty grievances, railing against real or imaginary slights and making federal cases out of small potatoes".

The model explains the interaction of the dimensions of the predictor variable known as Employee Engagement and measures of the criterion variable known as Organizational Citizenship Behavior with the moderating variable culture at the middle (center). The dimensions of employee engagement is adopted from the work of shuck and Herd (2012), this study will make use of two dimensions such as cognitive and emotional engagement. The measures of Organizational Citizenship Behavior will be adopted from the work of Organ (1988) using two of his measures such as Altruism and Sportsmanship. The moderating variable culture will be adopted from the work of Dennison (1992).

However, this model explains the relationship between cognitive and altruism, that is, how the dimensions of employee engagement affects each measures of OCB and influences its action respectively. Also how the culture moderates the action/activities of the variables in the model.

Predictor Variable   **Criterion Variable**
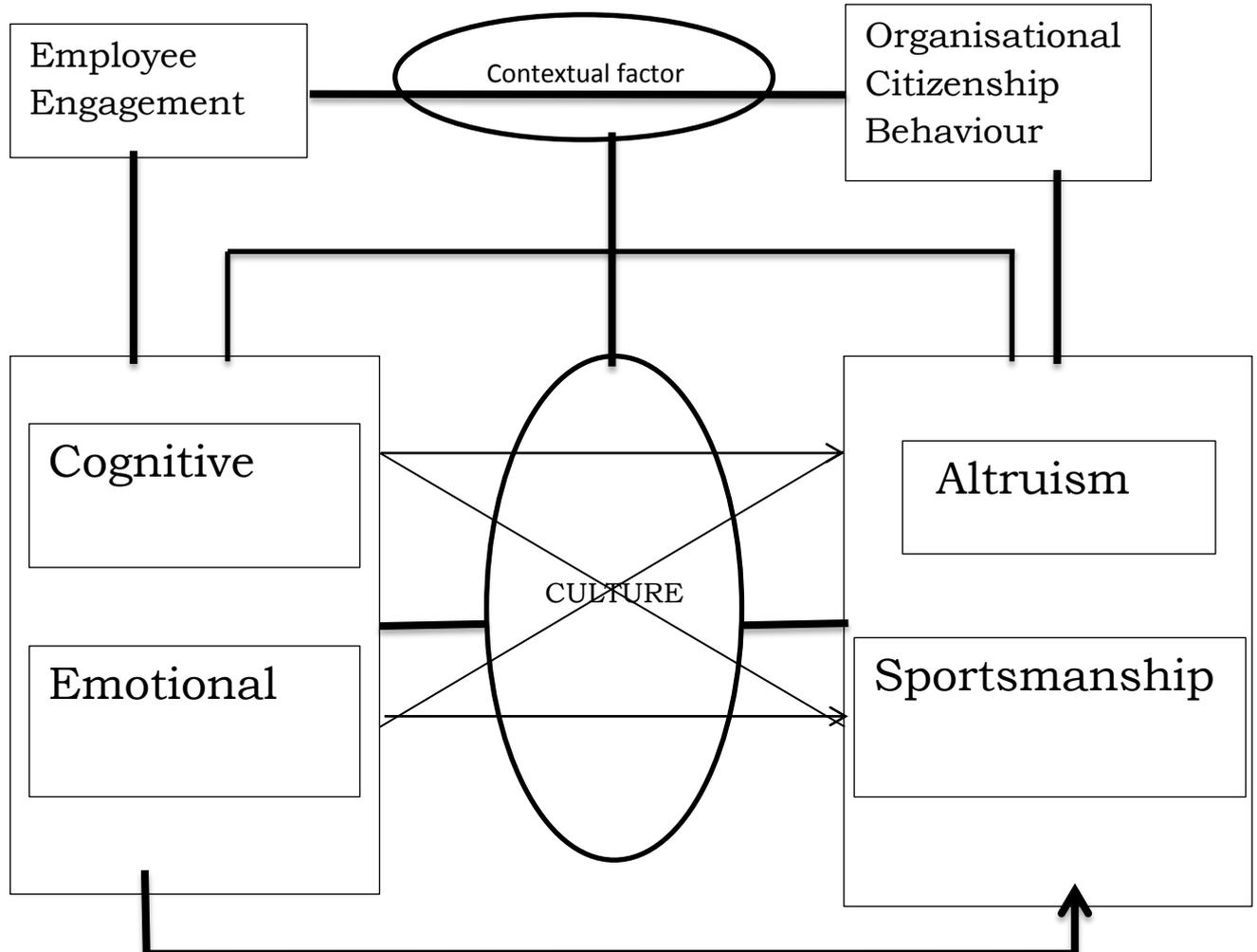
Figure1: shows the interaction between employee engagement and organisational citizenship behavior adapted from Shuck & Herd (2012), Organ (1988) and Denison (1992).

Employee engagement is a concept that is generally accepted in organizational literature (Tiwari, 2013). This concept started from the study of morale way in the 1920s, but it was positioned vividly by Kahn in 1990 (Tiwari,2011, Soieb, Othman and D' Silva(2013). The concept of employee engagement deals with employee agreement between himself and the job obligation which involve his/her physical, intellectual and feelings at work (Widermuth, 2008). Both Wildermuth, 2008; Shuck and Wollard, 2010; Harter, Schmidt and Hayes, 2002; Saks, 2006 have defined employee engagement as employees cognitive, emotional and behavioral state guided towards organizational aspiration and outcomes.

According to shuck & herd (2012) three dimensions of engagement is identified. This study adopted emotional and cognitive engagement. Shuck and Wollard (2010), argued that ''cognitive engagement focuses on evaluating how employees think about and understand their job, their company, their culture and their intellectual commitment to the organization which occur on silent, personal level which has not yet manifested behaviorally" On the other hand, Shuck and Herd (2012), argued that emotional engagement deals with the "investment and willingness of employees to involve personal which comes from the emotional bond created when employees on a personal level have made the decision to cognitively engage and willing to give themselves and identify themselves emotionally to the task at that moment".

Organisational citizenship behavior (OCB) refers to what a worker decides to do, voluntarily and of their own space, which is different from the organization's specific agreements (Zhang, 2011). According to Berbe & Rofcanin (2012), citizenship behaviors come from positive job attitudes. This study adopts the ideology of Organ (1997), and the scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) to measure the two dimensions of Organizational citizenship behavior. (altruism and sportsmanship). And culture, the moderating variable is also explained

According to Akinbode (2012) cited in Todd (2003), altruism has to do with workers willingness to assist a co-worker, as the selflessness of an employee towards organizational goals. Redman & Snape, (2005) argued that 'altruism' means going beyond job expectations to help others with whom the individual comes into contact.

Ravasi and Schultz (2006) wrote that "organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations" On the contrary; Schrodt (2002) argued that organizational culture reflects how much employees identify with the organization.

Aim and objectives
The aim of this study is to investigate the relationship between organizational citizenship behavior and employee engagement in the maritime firms in Onne, Nigeria.
Two specific objectives were tested:
1) To examine the relationship between cognitive engagement and altruism
2) Ascertain the relationship between emotional engagement and sportsmanship.

Two research questions were also tested
1) To what extent does cognitive engagement relates to altruism?
2) How does emotional engagement influence sportsmanship?

The following hypotheses were tested:
HO_1- There is no significant relationship between cognitive engagement and altruism
HO_2- There is no significant relationship between emotional engagement and sportsmanship.

METHODS

In this study, the researcher adopted a cross-sectional survey design. In a cross –sectional study, the independent and dependent variables are measured at the same point in time using a single questionnaire (Anol Bhattacherjee, 2012) in Geda Jebel (2013).

POPULATION OF THE STUDY
 The target population of this study was drawn from maritime firms operating in Onne, Rivers State. A total of 4 Maritime firms was used for the study. Therefore, a total of three hundred and seventy two (372) employees were used.

SAMPLE PROCEDURE
 The firms in Onne were conveniently selected. .A non-probabilistic sample design was used to compose the sample of employees in these firms.

SAMPLE SIZE DETERMINATION
The sample size of employee in this Maritime firms was determined using Taro Yamen's Formula.

$$n = \frac{N}{1+N(a)^2}$$

Where n $\quad=\quad$ Sample size

$\quad$ N $\quad=\quad$ Population size

$\quad\quad\quad=\quad$ 372

$\quad$ a $\quad=\quad$ Level of precision

$\quad\quad\quad=\quad$ 0.05

$$n = \frac{372}{1+372(0.05)^2}$$

$$n = \frac{372}{1+372(0.0025)}$$

$$n = \frac{372}{1+0.93}$$

$$n = \frac{372}{1.93}$$

$$n = 193$$

The formula states that the real sample cannot be lesser than 193 but can be greater.

DATA COLLECTION METHOD

The data collection for this study was sourced from primary data consisting of firsthand information about the study subject through observation and questionnaires.

The questionnaire instrument was used to survey employees' in Maritime firms in Onne, Rivers State from executive trainees to managers. The questionnaire was divided into four (4) sections with a total of 41 questions.

The measure used in examining the relationship between the predictor variable and criterion were assessed on a five point likert scale ranging from strongly disagree to strongly agree. The reliability was checked through cronbach Alpha. A total of 193 questionnaires were administered to employees in the four Maritime firms under study.

DATA ANALYSIS TECHNIQUES

Statistical package for social sciences (SPSS) version 20.0 was used in testing the demographic variable, descriptive statistics, frequency, mean and standard deviation was used. The hypotheses were tested (1-2) using spearman Rank Correlation Coefficient.

RESULTS AND DISCUSSION

The data gathered are presented in tables, frequencies, mean score, percentage and standard deviation. The hypotheses formulated were tested using Spearman rank order correlation coefficient and partial correlation coefficient. The results of the data analysis are discussed below:

Demographic Analysis
Table 1.1 showing gender

		Freq	%	Valid %	Cum %
	MALE	104	86.7	86.7	86.7
Val	FEMALE	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

Figure 1.1 showing Bar chart of gender.
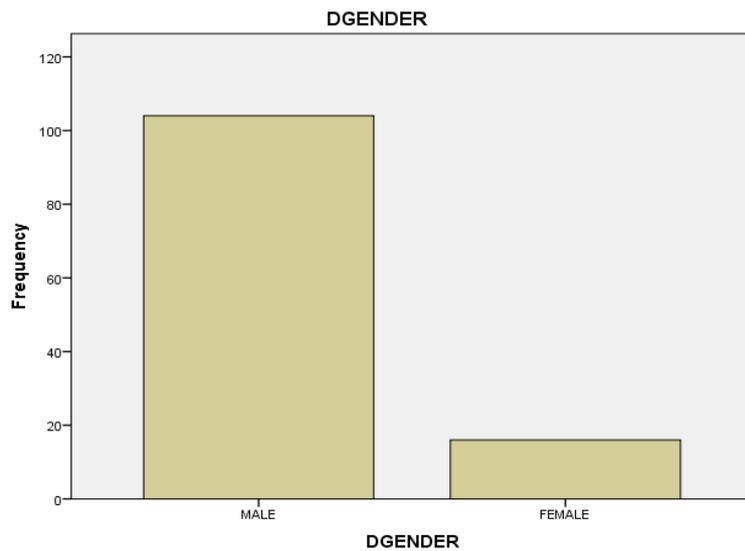
The gender distribution of **Table 1.1** and **figure 1.1** above shows that out of the 120 respondents in our study, 104 (86.7%) were males while 16 (13.3%) were females. This illustrates that there are more male respondents than female in the maritime firms.

Table 1.2 showing Age

<div align="center">AGE</div>

		Freq	%	Valid %	Cum %
Val	19 OR YOUNGER	1	.8	.8	.8
	20 - 30YRS	16	13.3	13.3	14.2
	31 - 40YRS	38	31.7	31.7	45.8
	41 OR ABOVE	65	54.2	54.2	100.0
	Total	120	100.0	100.0	

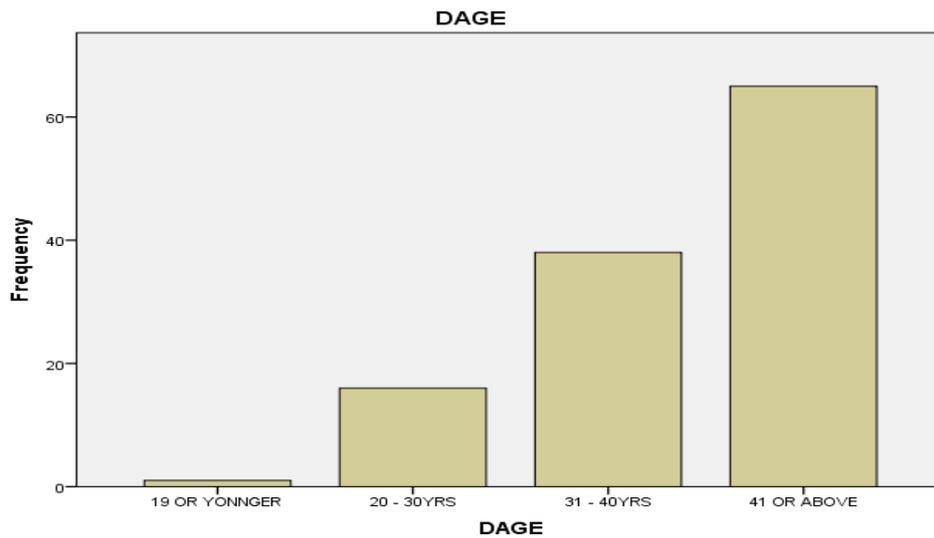**Figure 1.2 Bar chart illustrating age bracket**

Table 1.2 and fig. 1.2 above illustrates the age brackets of responses. 1 (.8%) fall within the age bracket of 19 or younger; 16 (13.3%) are within the age bracket of 20-30years, 38 (31.7%) fall within the age bracket of 31-40years while 65 (54.2%) rest within the age bracket of 41 and above.

Table 1.3 showing Educational Qualification

		Freq	%	Valid %	Cum %
Valid	OND / HND	54	45.0	45.0	45.0
	B.SC	39	32.5	32.5	77.5
	HIGHER THAN B.SC	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

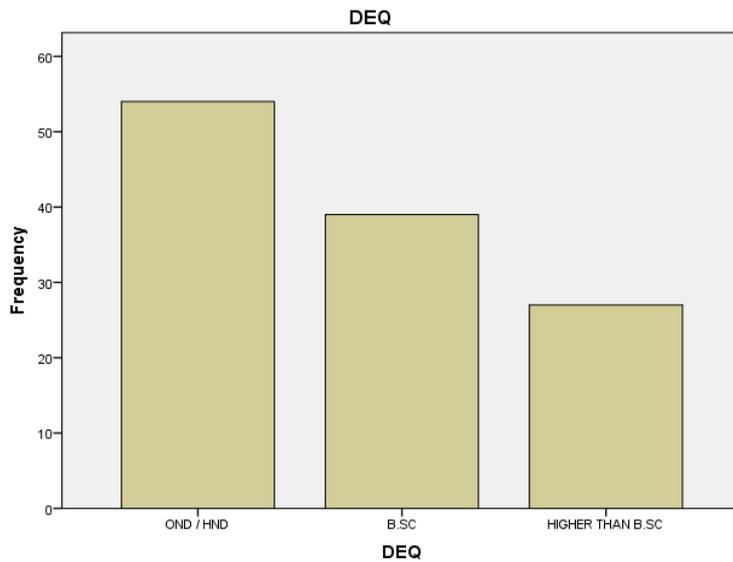**Figure 1.3 Bar chart of Educational Qualification**

Table 1.3 and fig. 1.3 above shows the educational qualification of respondents. 54 (45.0%) are OND/HND holders; 39 (32.5%) are B.Sc holders; 27 (22.5%) higher than B.Sc.

Table 1.4 showing years of service

YOS

		Freq	%	Valid %	Cum %
Valid	1 - 10YRS	71	59.2	59.2	59.2
	11 - 20YRS	14	11.7	11.7	70.8
	21 - 30YRS	23	19.2	19.2	90.0
	31 - 40YRS	1	.8	.8	90.8
	41 ABOVE	11	9.0	9.0	100.0
	Total	120	100.0	100.0	

Figure 1.4 Bar chart of years of service
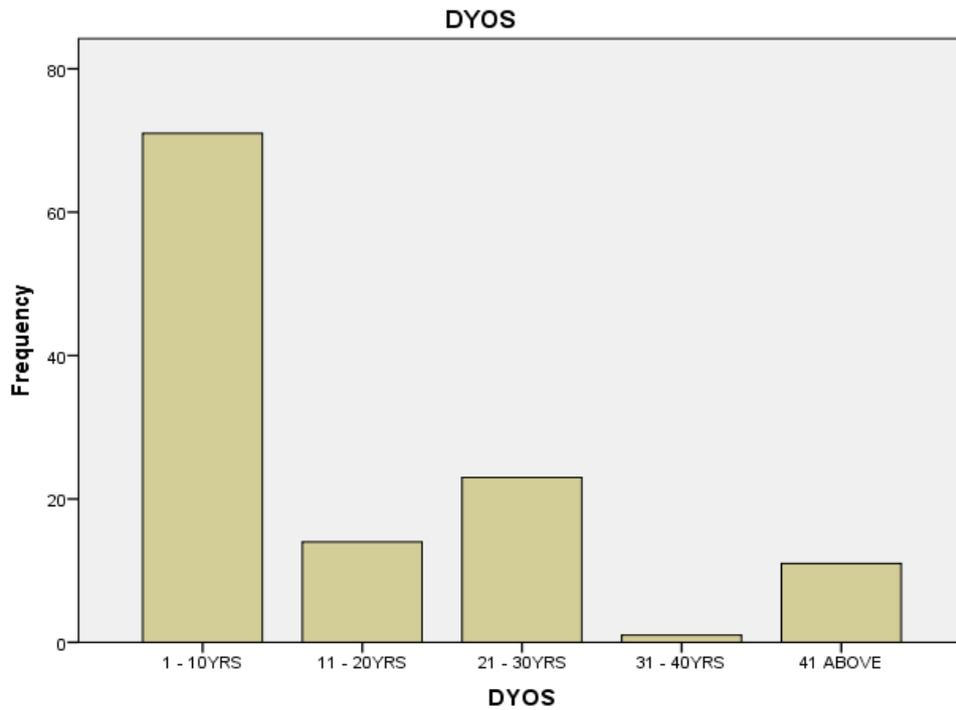
Table 1.5 showing job title

JOB TITLE

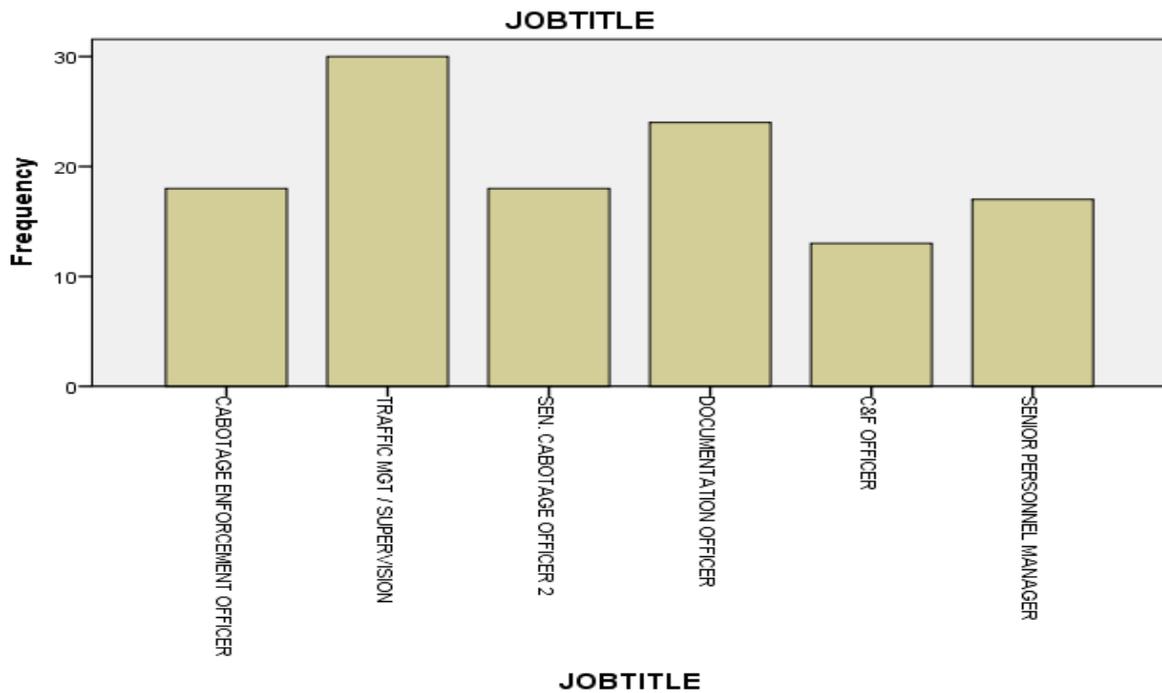|		Freq	%	Valid %	Cum %
Valid	CABOTAGE ENFORCEMENT OFFICER	18	15.0	15.0	15.0
	TRAFFIC MGT / SUPERVISION	30	25.0	25.0	40.0
	SEN. CABOTAGE OFFICER 2	18	15.0	15.0	55.0
	DOCUMENTATION OFFICER	24	20.0	20.0	75.0
	C&F OFFICER	13	10.8	10.8	85.8
	SENIOR PERSONNEL MANAGER	17	14.2	14.2	100.0
	Total	120	100.0	100.0	

Figure 1.5 Bar chart showing job title

Table 1.6: Mean score and standard deviation of the dimensions of Employee Engagement (predictor variable)

Descriptors	Cognitive	Emotional
N VAL	120	120
Mean	23.6	20.48
Std. Deviation	2.287	3.476
Mini.	1.00	1.00
Maxi.	5.00	5.00

Source: Research survey data (SPSS output), 2015.

Table 1.6 above shows the aggregate mean score of the dimensions of Employee Engagement. The mean score for Cognitive has 23.6 and Emotional has 20.48. Comparatively, Cognitive Employee Engagement has the highest mean score. This implies that it has a greater impact among employees in the Maritime firm with respect to emotional employee engagement.

Table 1.7: Mean and standard deviation of the Measures of Organizational citizenship behavior

Descriptors	Altruism	Sportsmanship
N Valid	120	120
Mean	21.47	21.25
Std. Deviation	3.538	4.129
Minimum	1	1
Maximum	5	5

Source: Research Survey data (SPSS output), 2015.

Table 1.7 above clearly illustrates the aggregate mean score of the measures of organizational citizenship behavior. The aggregate mean score for altruism has 21.47 while sportsmanship has 21.25. Comparatively, altruism has the highest mean score compared to sportsmanship.

Table 1.8: Mean score evaluation of Organizational Culture

Descriptors	Organizational Culture
N Valid	120
Mean	58.27
Std. Deviation	16.976
Minimum	1
Maximum	5

Source: Research survey (SPSS output), 2015.

Table 1.8 shows the mean score of organizational culture as 58.27. This indicates a strong influence of culture on employee engagement and organizational citizenship behavior in the Maritime firm in Onne, Rivers State, Nigeria.

Testing Hypothesis One
Ho$_1$: There is no significant relationship between Cognitive and Altruism.

Correlation analysis showing the relationship between Cognitive and Altruism
Table 2.1

			Cognitive	Altruism
Rho	Cogn	Corr Coeff	1.000	.352[**]
		Sig. (2-tailed)	.	.000
		N	120	120
	Altr	Corr Coeff	.352[**]	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**Corr is sig. at 0.01 level (2-tailed)

Table 2.1 above shows the output of bi variate analysis between Cognitive and Altruism among employee in the maritime firms in Onne, Rivers State. The SPSS output in the table above shows a positive correlation value (r = .352**, n = 120, p<0.01).

However, there is a relationship between cognitive and Altruism among employees in the maritime firms, indicating that employees scarcely volunteer themselves in helping colleagues to their disadvantages especially when it has to do with their intellect, from the analysis it shows a low correlation. Also, the null hypothesis is rejected and the alternate accepted because there is a relationship.

Testing of Hypothesis 2
Ho$_2$: There is no significant relationship between Cognitive and Sportsmanship.

Correlation analysis showing the relationship between Emotional and Sportsmanship. Table 2.2

			Emotional	Sportsmanship
Rho	Emotional	Corr Coeff	1.000	.592**
		Sig. (2-tailed)	.	.000
		N	120	120
	Sportsmanship	Corr Coeff	.592**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

Corr. is sig. at 0.01 level

Table 2.2 above shows that there exist a statistical significant relationship between Cognitive and Sportsmanship. The SPSS output of the second hypothesis above indicate that the null hypothesis is rejected on the basis of the insignificant level of the correlation value (r = .592**, n = 120, p<0.01). However, there is positive relationship linking Cognitive and Sportsmanship, indicating that employees in this firm do not focus on the oppositions surrounding its environments but sees ahead the wrongs with their willingness to give in / put in their intellectual property to work. Hence, the null hypothesis is rejected and the alternate accepted because that there exists a relationship.

Discussion of Findings
 Employee engagement and organizational citizenship behavior is an important attitude portray in workplace, the Maritime firms in Onne, Rivers State is not left behind from the study, it was discovered that there exist a positive significant relationship between the dimensions of the predictor variable and the measures of the criterion variable. This is in line with previous studies by Rurkkhum, 2010; Avey et al, 2008; Meyer, 2002; Felfe et al, 2008) who have identified a positive relationship statistically among employees in organization.

Conclusion and recommendations
Given our findings from the four Maritime firms in Onne, Rivers state on the relationship between the predictor variables and the criterion variable in maritime firms, this study concludes that:

1) Employees that imbibe Cognitive and Altruism will be abreast with the happenings around their operating environment and better prepared to tackle difficulties that may arise. Also builds a knowledge based human asset that belief in value/ idea creation and team spirit.

2) Employees that portray Cognitive and Sportsmanship will be well informed about key issues pertaining to the organization and the way forward (decision making), high sense of self-discipline and perseverance.

3) The use of emotional and Altruism when properly adhered to, will drive the organization and employees to become stronger and better competitors in the business world. It will enhance long term benefits of sustainable growth and work life-balance.

4) Emotional and Sportsmanship will enhance development of a positive self-image.

5) Organizations whose culture embraces strict adherence to employee engagement and organizational citizenship behavior create an atmosphere where employees are committed, loyal, provide a selfless service and feel a sense of responsibility for the success of the organization.

Recommendations

From the findings, the following are recommends that:

1. Organizations should encourage human capital development to enhance staff commitment in assisting other staff
2. Organizations should promote its culture because it leverages employee engagement and organizational citizenship behavior.

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