

## **WORKERS' INVOLVEMENT AND EXTRA-ROLE BEHAVIOUR AMONG BANK TELLERS IN PORT HARCOURT**

**OKORO CHIKA UGONMA**  
Faculty of Management Sciences,  
University of Port Harcourt, Nigeria.

**PROF. S. A. JAJA & DR. CONTINUE ANDDISON EKETU**  
Faculty of Management Sciences,  
University of Port Harcourt, Nigeria.

### **ABSTRACT**

This study seeks to empirically appraise the relationship between workers' involvement and extra-role behaviour among Bank Tellers in Port Harcourt, utilizing a cross-sectional research design, the study employed a sample of 15 commercial banks. The sample size was determined using Taro Yamane's of 80 respondents; the study used the Spearman Rank Order Correlation Coefficient. The study discovered that participative management practices and representative participation which were proxies for worker's involvement displays a positive and significant association with Altruism as a measure for extra-role behaviour in banking institutions in Port Harcourt and participative management and representative participation demonstrates a positive and significant association with sportsmanship of organizations in Port Harcourt while organizational culture moderates the association between worker's involvement and extra-role behaviour in organizations. In line with the study findings it was thus recommended that participative management and group decision making should be encouraged to strengthen employee extra-role behaviour in an organization.

**Keywords:** *Workers' involvement, Extra-role behaviour, Participative management, Representative participation, Altruism, Sportsmanship, Organizational Culture.*

## **1. INTRODUCTION**

Extra-role behavior is a demonstrative of workers' affective commitment. Successful organizations need employees who will do more than their usual job duties, who will provide performance that is beyond expectations (Robins, Judge & Sanghi, 2009). Organizations want and need employees who will do those things that aren't in any job description (Robins, Judge & Sanghi, 2009). This also indicates that organizations that have such employees outperform those that do not (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Bolino and Turnley, 2003). Extra-role behavior of employees is very significant to the growth and survival of any organization. When an employee engages in extra-role activities that is not part of his/her job description, it shows how committed that employee is to the organization. In a productive industry for instance, finished goods get to the prospective consumer when it is needed. Extra-role behavior fast track quality service delivery especially in the service oriented industry like banks, restaurants, shopping malls, etc.

Studies on extra-role behavior had been carried out in different sphere of business environment. Alparslan and Can (2015) examined the antecedents of extra-role organizational behaviors in Turkey. The findings of their study indicated that exhibited extra-role behaviors were highly related with friendship. Anit and Anat (2000) examined the relationship between job satisfaction, sense of efficacy, and extra-role behavior of 251 Israeli teachers. The finding of their study shows that job satisfaction is directly related to extra-role behavior. Omoruyi, Chipunza and Samuel (2011) ascertained the perceptions of justice and extra-role behaviours of survivors after organizational restructuring at a consolidated bank in Nigeria. The finding of their study revealed that the bank did not involve employees before and after the downsizing exercise. This created an atmosphere of job insecurity for survivors and made them negative about extra-role behaviours. Vandaele and Gemmel (2006) examined performance implications of in-role and extra-role behavior of frontline service employees. The findings of the study indicate that performance quality is directly influenced by in-role employee behavior oriented towards customers, while performance productivity is influenced by both in-role and extra-role employee behavior oriented towards employees and customers.

Drawing from the studies above, none of them had addressed the relationship between workers' involvement and extra-role behavior of bank tellers. This has created a literature gap. The aim of this study therefore is to examine the relationship between workers' involvement and extra-role behavior of bank tellers in Port Harcourt, Nigeria.

### **1.1 Aim of the Study**

The main purpose of this study is to examine the relationship between workers' involvement and extra-role behaviour.

### **1.2 Research Hypotheses**

The study will be guided by the following formulated null hypotheses.

- H<sub>01</sub>:** Participative management does not significantly associate with altruism of bank tellers in Port Harcourt
- H<sub>02</sub>:** Participative management does not significantly associate with sportsmanship of bank tellers in Port Harcourt.
- H<sub>03</sub>:** Representative participation does not significantly associate with altruism of bank tellers in Port Harcourt
- H<sub>04</sub>:** Representative participation does not significantly associate with sportsmanship of bank tellers in Port Harcourt.
- H<sub>05</sub>:** Organizational culture does not significantly moderate the relationship between worker's involvement and extra-role behavior of bank tellers in Port Harcourt.

## **2. Review of related literature**

### **Social Exchange Theory**

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior (Cropanzano and Mitchell, 2005). Modern-day influences have been derived from the work of sociologists such as Homans (1990), Blau (1964), Eke (1974), and Emerson (1976). Searl (1990) argued that the model that emerges to explain social exchange theory is comprised of five central elements: (1) Behaviour is predicated upon the notion of rationality. That is, the more a behaviour results in a reward, the more individuals will behave that way. However, the more an individual receives a reward, the less valued it becomes, and the individual seeks alternative rewards through other behaviours or from other sources. (2) The relationship is based on reciprocation. That is, each individual in the relationship will provide benefits to the other so long as the exchange is equitable and the units of exchange are important to the respective parties. An exchange between two individuals must be seen as fair by both for the relation to continue, or at least to continue as strongly. This point out that it is not only important to respond fairly, but also with an item (not necessarily material) deemed to be important by the other person. (3) Social exchange is based on a justice principle. In each exchange, there should be a norm of fairness governing behaviour. That is, the exchange must be viewed as fair when compared in the context of a wider network or to third and fourth parties. This notion of distributive justice goes beyond the equity between the two principals' contribution. It involves each person comparing his or her reward to that of others who have dealt with this individual and what they received for the same or a similar contribution. (4) Individuals will seek to maximize their gains and minimize their costs in the exchange relation. It is important to understand that the notion of costs does not relate exclusively to financial issues; rather, costs can be incurred through the time and energy invested in a relationship. (5) Individuals participate in a relationship out of a sense of mutual benefit rather than coercion. Thus, coercion should be minimized.

### **2.1 Concept of Workers' Involvement**

Workers involvement has been defined as workers' psychological identification or commitment to their job (Kanungo, 1982). It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay et al., 1994).

Workers involvement involves the internalisation of values about the goodness of work or the importance of work in the worth of the workers (Lodahl and Kejner, 1965). As such workers who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words for highly involved individuals performing well on the job is important for their self esteem (Lodahl and Kejner, 1965). Because of this people who are high in job involvement genuinely care for and are concerned about their work (Kanungo, 1982).

Workers involvement is generally described as an attachment to one's job that exceeds normal levels of commitment (Robins, Judge and Sanghi, 2009). The employee can become so involved with his job that it affects performance in other life role areas. The degree to which an employee is engaged in and enthusiastic about performing their work is called workers involvement (Ajay, Gagan and Swati, 2012). Business managers are typically well aware that efforts to promote job involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. Workers involvement is a degree to which an employee identifies with his job, actively participate in it, and consider his job performance important than his self-worth. It may be influenced by the level of once satisfaction of one needs be they intrinsic or extrinsic (Robins, Judge and Sanghi, 2009).

### **2.1.1 Participative Management**

Participative management refers to a process in which subordinates share a significant degree of decision-making power with their immediate supervisors (Robins, Judge and Sanghi, 2009). In other words, participative management refers to as an open form of management where employees are actively involved in organization's decision making process (managementstudyguide.com). The concept of participative management is applied by the managers who understand the importance to human intellect and seek a strong relationship with their employees. They understand that the employees are the facilitators who deal directly with the customers and satisfy their needs. To beat the competition in market and to stay ahead of the competition, this form of management has been adopted by many organizations. They welcome the innovative ideas, concepts and thoughts from the employees and involve them in decision making process.

### **2.1.2 Representative Participation**

Representative participation is a system in which workers participate in organizational decision-making through a small group of representative employees (Robins, Judge and Sanghi, 2009). Representation at work is the system by which individual employees – either union or non-union representatives – are given the right to speak on behalf of their colleagues on important issues in the workplace (Jones and Judge, 2006). The two most common forms representative participation takes are works councils and board representatives (Gilman and Marginson, 2002). According to them works councils are groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.

Board representatives on the other hand are employees who sit on a company's board of directors and represent the interest of the firm's employees. According Robins, Judge and Sanghi (2009), representation is a way of formalizing the employer-employee relationship by establishing channels for people at work to:

1. share information
2. communicate
3. consult
4. negotiate
5. protect their employment rights
6. build positive relationships based on trust and co-operation.

Representation is most commonly used when an employee may have a complaint with his/her manager about bullying or discrimination, or a manager may feel an employee's performance or conduct is falling below the required standard (Wagner, 1994). Group issues, when employers need to communicate and consult with the whole workforce. This is often done in employee forums – also known as joint consultative committees or works councils.

## **2.2 Extra-Role behaviour**

Organ (1988) pioneered the concept of extra-role behavior. Behaviors referred as extra-role behavior in related literature were discussed at two basic levels as organizational citizenship behavior and counterproductive behavior (Organ, Podsakoff and MacKenzie, 2006). However, in many definitions in the literature, it has been seen that the extra-role behaviors are considered from the aspect of benefit of organizations and assessed within the scope of organizational citizenship behavior. Organizational citizenship behavior is defined as those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense (Organ, 1990). Of late, doubt has been raised on the value of such extra-role behaviours. For example, Chiaburu and Baker (2006) contended that behaviors such as helping colleagues with workloads, attending functions that are not required, and obeying informal organizational norms might be construed as supporting the status-quo and perpetuating organizational procedures and routines that are less-than-perfect for enhanced performance. Such compliance and uncritical support may be at odds with business imperatives that require employees to getting off the treadmill (Pralhad and Hammel, 1996). It is therefore important to encourage extra-role behaviours that are challenging promotive rather than affiliative-promotive (Van Dyne et al., 1995).

### **2.2.1 Sportsmanship**

Sportsmanship is defined as exhibiting no negative behavior when something does not go as planned - or when something is being perceived as annoying, difficult, frustrating or otherwise negative (Organ, 1988). Sportsmanship is defined as refraining from actions which may lead to unfavorable tension at the workplace and maintaining synergistic atmosphere within the organization against any adverse incidents (Organ, 1988, 1990; Podsakoff et al.,

2000). The examples of this attitude include to refrain from exaggerating problems when they exist refraining from complaining about the work, not to blame somebody at the workplace, to be able to tolerate organizational problems, to behave such to avoid any tension or quarrel with fellow workmen during the times of crisis and to be always respectful in his/her relations with fellow workmen (Organ, 1988, 1990; Podsakoff et al., 2000). Sportsmanship also covers to defend the prestige of the organization against those who are not in the organization (Netemeyer, Boles, McKee and McMurrin, 1997).

### **2.2.2 Altruism**

Altruism is defined as the desire to help or otherwise assist another individual, while not expecting a reward in compensation for that assistance. Altruism is also termed a helping behavior (Organ, 1988). Helping behavior includes all types of voluntary actions of workmen displayed to help the fellow workmen in performing their work and overcoming problems within the organization (Organ, 1988; 1990; Podsakoff et al., 2000). Examples of this attitude include helping beginners in getting used to work, sharing the work burden of fellow workmen, helping others in solving problems, training fellow workmen on utilization of new equipment, helping fellow workmen to works for required deadlines and obtaining the materials and equipment which is needed by fellow workmen (Podsakoff et al., 2000). The helping behavior is not confined only to fellow workmen; it can be displayed also to the customers, vendors and the ones working in procurement (Organ, 1988,1990; Podsakoff et al., 2000).

## **3. MATERIALS AND METHODS**

### **3.1 Research design**

The researcher adopted a cross-sectional survey which is an aspect of the quasi-experimental design. In this type of research study, either the entire population or a subset thereof is selected, and from these individuals, data are collected to help answer research questions of interest (Olsen and St. George, 2004). It is called cross-sectional because the information about X and Y that is gathered represents what is going on at only one point in time (Olsen & St. George, 2004).

### **3.2 The population for the Study**

The target population for this study consists of bank tellers in the 20 licensed commercial (money deposit) banks in Port Harcourt. However, accessible population for this study consists of 15 licensed commercial (money deposit) banks operating in Port Harcourt. A total of 100 bank tellers were sampled from the human resource department of each 15 selected commercial (money deposit) banks in Port Harcourt.

### **3.3 Sampling and sampling procedure**

For the purpose of this study, a simple random sampling was used. To determine the sample size, we use Taro Yamane formular as thus:

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

Where;

n = Sample size

N = Population

$e^2$  = level of significance (0.05)

$$\begin{aligned} & \frac{100}{1 + 100 (0.0025)} \\ & = \frac{100}{1 + 0.25} \\ & = \frac{100}{1.25} \end{aligned}$$

Sample size (n) = 80

**Table 3.1 Distribution of questionnaire**

S/n	Banks	No. of bank tellers	Questionnaire distributed	Questionnaire returned
1	UBA	6	5	5
2	Access Bank	7	6	3
3	Union bank	9	7	5
4	Diamond	8	6	4
5	Ecobank	6	5	3
6	Enterprise	8	6	3
7	Fidelity	5	4	4
8	FCMB	7	6	4
9	First Bank	5	4	3
10	Heritage	8	6	4
11	Keystone	5	4	3
12	GTB	7	6	5
13	Mainstreet	6	5	3
14	Skye	8	6	4
15	Stanbic IBTC	5	4	2
	<b>Total</b>	<b>100</b>	<b>80</b>	<b>55</b>

Kumar (2005) sample proportion distribution was used to determine the number of questionnaire to be distributed to each of the selected licensed commercial banks in Port Harcourt.

Kumar's formula for sample proportion distribution is given below:

$$N_h = \frac{nN_h}{N}$$

Where;

$N_h$  = number of employees in each bank

$n$  = Sample size

$N$  = Total population size

### 3.4 Data collection Method

The methods of data collection in this study are the primary and secondary sources. The primary source includes the use of questionnaires that were administered to the respondents. The secondary sources include textbooks, journals and other web materials.

### 3.5 Reliability and Validity of the Measuring Instrument

The study adopted content and face validity. Content validity is the extent to which the questions on the instrument and the scores from these questions represent all possible



questions that could be asked about the content or skill (Creswell, 2005). Face validity is the acceptability of the questions on the instrument by an expert in the field of study (Creswell, 2005).

However the most widely used method for estimating internal consistency reliability is Cronbach's alpha (Kimberlin & Winterstein, 2008). The study used cronbach alpha to ascertain the reliability of the instrument with the SPSS.

## 4. RESULTS

### 4.1 Correlation Analysis and Decision Rules

The result of the hypotheses will be based on the submission made by Devore (2004) on the criteria's for rejecting and accepting null hypotheses using SPSS as follows:

- (a) Reject null hypothesis if p-value (Sig. 2-tailed) is less than alpha value (0.05)
- (b) Accept null hypothesis if p-value (Sig. 2-tailed) is greater than alpha value (0.05)

**H<sub>01</sub>: Participative management does not significantly associate with altruism of bank tellers in Port Harcourt**

#### Correlations

		Participative management	Altruism
Spearman's rho	Correlation Coefficient	1.000	.801**
	Sig. (2-tailed)	.	.000
	N	55	55
	Correlation Coefficient	.801**	1.000
	Sig. (2-tailed)	.000	.
	N	55	55

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.000) is less than the alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study therefore states that there is a significant relationship between participative management and altruism.

**H<sub>02</sub>: Participative management does not significantly associate with sportsmanship of bank tellers in Port Harcourt.**

### Correlations

		Participative management	Sportsmanship
Spearman's rho	Participative management	1.000	.782**
			.000
		55	55
	Sportsmanship	.782**	1.000
		.000	.
	N	55	55

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.000) is less than the alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study therefore states that there is a significant relationship between participative management and sportsmanship.

**H<sub>03</sub>: Representative participation does not significantly associate with altruism of bank tellers in Port Harcourt.**

### Correlations

		Representative participation	Altruism
Spearman's rho	Representative participation	1.000	.705**
			.003
		61	61
	Altruism	.705**	1.000
		.003	.
	N	61	61

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.003) is less than the alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between representative participation and altruism.

**H<sub>04</sub>: Representative participation does not significantly associate with sportsmanship of bank tellers in Port Harcourt.**

**Correlations**

			Representative participation	Sportsmanship
Spearman's rho	Representative participation	Correlation Coefficient	1.000	.816**
		Sig. (2-tailed)	.	.000
	N		55	55
	Sportsmanship	Correlation Coefficient	.816**	1.000
		Sig. (2-tailed)	.000	.
	N		55	55

\*\* Correlation is significant at the 0.05 level (2-tailed)

The SPSS output above shows that the p-value (0.000) is less than the alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study states that there is a significant relationship between representative participation and Sportsmanship.

**Table 4.6: Summary of correlation matrix between workers involvement and extra-role behavior**

<b>Correlation matrix</b>		
<b>Variables</b>	Altruism	Sportsmanship
Spearman's rho Participative management		
correlation coefficient	.801**	.782**
Sig. (2-tailed)	.000	.000
N	55	55
Spearman's rho Representative participation		
Correlation coefficient	.705**	.816**
Sig. (2-tailed)	.003	.000
N	55	55

\*\* Correlation is significant at the 0.05 level (2-tailed)

Table 4.6 shows the summary of correlations between dimensions of workers involvement and measures of extra-role behavior bank tellers in Port Harcourt.

## 5. Discussion of findings

Based on the above test of hypotheses, the study hereby presents the discussion of findings as follows:

**H<sub>A1</sub>: Participative management has a significant relationship with altruism of bank tellers in Port Harcourt.** The study found a positive significant relationship between participative management and altruism of bank tellers in Port Harcourt. The finding is in line with Muhammad, Dil and Fawad (2011). They theoretically examined the relationship of job involvement with employee performance. Their paper concluded that job involvement has an impact on employee performance. They argued that employees who are more involved in their job can produce better results for the organization.

**H<sub>A2</sub>: Participative management has a significant relationship with sportsmanship of bank tellers in Port Harcourt.** The study found a positive relationship between participative management and sportsmanship of bank tellers in Port Harcourt. This finding is in line with Mahfuz (2011). Mahfuz examined the effect of employee involvement on teamwork effectiveness. Mahfuz's finding revealed a significant effect of employee involvement on teamwork effectiveness.

**H<sub>A3</sub>: Representative participation has a significant relationship with altruism of bank tellers in Port Harcourt.** The study found that there is a positive significant relationship between representative participation and altruism of bank tellers in Port Harcourt. This is in line with the findings of Ajay, Gagan and Swati (2012). They analyzed the role of job involvement on organisational effectiveness: an empirical study among the employees of Punjab National Bank. The results of their study show that job involvement is the crucial element for organizational effectiveness. Secondly, their study also revealed that the job involvement has a direct relationship with organizational effectiveness by way of their working style, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc.

**H<sub>A4</sub>: Representative participation has a significant relationship with sportsmanship of bank tellers in Port Harcourt.** The study found that there is a positive significant relationship between representative participation and sportsmanship of bank tellers in Port Harcourt. This is in line with the findings of Sofijanovska and Zabijakin-Chatleska (2013). They examined employee involvement and organizational performance: evidence from the manufacturing sector in republic of Macedonia. The finding of their study showed that the effective use of employee involvement is positively related to perceived organizational performance.

**H<sub>A5</sub>: Organizational culture moderates the relationship between worker's involvement and extra-role behavior of bank tellers in Port Harcourt.** The study found that organizational culture moderates the relationship between workers involvement and extra-role behavior of bank tellers in Port Harcourt. This is in line with the findings of Yafang (2011); and Peyman, Kamran and Abedin (2015). Peyman, Kamran and Abedin (2015) analysed the impact of organizational culture on employee productivity. The result of their study showed that organizational culture has a significant impact on employee productivity. Yafang (2011) examined the relationship between organizational culture, leadership behavior and job satisfaction. The result of the Yafang study showed that organizational culture is significantly (positively) correlated with leadership behavior and job satisfaction.

## 5.1 Recommendations

Drawing from the conclusion, the following recommendations were made:

1. Due to the significance of Participative management, it should be encouraged in the workplace to encourage citizenship behavior.
2. Workers should be well represented especially in area of decision making which is germane to a health organizational behaviors in an organization
3. For workers to exhibit citizenship behavior they should be given opportunity to be represented in decision-making
4. Decision-making among groups should be encouraged by the top-level management.

5. The organizational culture should give room and should be flexible enough for workers involvement and firms should use fluid managerial techniques and antiques towards bolstering extra-role behavior in the organization

## REFERENCES

- Adams, J., Khan, H.T.A., Raeside, R., & White, D. (2007). *Research methods for graduate business and social science students*, New Delhi, India, Sage Publications Inc.
- Akinyemi, B. (2012). The influence of affective commitment on citizenship behavior and intention to quit among commercial banks' employees in Nigeria. *Journal of Management and Sustainability*; Vol. 2, No. 2.
- Ajay, B., Gagan, D. & Swati, S.(2012). Analyzing the role of job involvement on organisational effectiveness: an empirical study among the employees of Punjab National Bank. *International Journal of Computing & Business Research*.
- Alparslan, A.M. & Can, A. (2015). The antecedents of extra-role organizational behaviors: A qualitative research on soldier. *Journal of Business Research*, 7/1: 26-42.
- Anit, S.& Anat, D. (2000). Understanding extra-role behavior in schools: the relationships between job satisfactions, sense of efficacy, and teachers' extra-role behavior. *Teaching and Teacher Education*, 16: 649-659.
- Ajay, B., Gagan, D., & Swati, S. (2012). Analyzing the role of job involvement on organisational effectiveness: an empirical study among the employees of Punjab National Bank. *International Journal of Computing & Business Research*. 7(2):12-21.
- Basu, R. & Nevan, J.W. (2003). *Quality beyond six sigma*. Elsevier.  
<http://www.inc.com/encyclopedia/quality-circles.html>
- Bettencourt, L.A., S.W. Brown & S.B. MacKenzie (2005). Customer-oriented boundary spanning behaviors: Test of a social exchange model of antecedents, *Journal of Retailing*, 81 (2), 141-57.
- Bolino, M.C & Turnley, W.H. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *Academy of Management Executive*, pp.60-73.
- Blau, P. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.
- Bower, M. (1966). *The will to manage*. McGraw-Hill, New York, NY
- Buch, K. & Spangler, R. (1990). The effects of quality s on performance and promotions, *Human Relations*, pp. 573-582.
- Chen, Z., Eisenberger, R., Johnson, K.M., Sucharski, I.L. & Aselage, J. (2008). Perceived organizational support and extra- role performance: Which leads to which? *The Journal of Social Psychology*, 148(2): 119-124.
- Chiaburu, D.S. & Baker, V.L. (2006). Extra-role behaviors challenging the status-quo: Validity and antecedents of taking charge behaviors. *Journal of Managerial Psychology* 21, (7): 620-637.

- Chi-Shun, L.& Cheng-Wen, L. (2009). An empirical study of employee job involvement and personality traits: The case of Taiwan. *Int. Journal of Economics and Management* 3(1):
- Cole, R. (1999). *Managing quality fads: How America learned to play the quality game*. Oxford University Press.
- Creswell, J.W. (1994). *Research design: Qualitative and quantitative approaches*. Thousand Oaks, CA: Sage.
- Cropanzano, R. & Mitchell, M.S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, Vol. 31 No. 6, 874-900
- Davoudi, S.M.M., (2012). *Organizational commitment and extra-role behaviour: A survey in Iran's Insurance Industry*, *Journal of Business Systems, Governance and Ethics*, 7(1):.
- Dickson, M.W., BeShears, R.S. & Gupta, V. (2004). *The impact of societal culture and industry on organizational culture*, in House, R.J., Hanges, P.M., Javidan, M., Dorfman, P. and Gupta, V. (Eds), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, Sage, Thousand Oaks, CA, pp. 74-93.
- Ekeh, P. (1974). *Social exchange theory*. Cambridge: Harvard University Press.
- Emerson, R. (1976). Social exchange theory. *Annual Review of Sociology* 2, 335-262.
- Essien, E.A, Adekunle, O.A & Oke-Bello, A.M.(2013). Managerial style and staff turnover in Nigerian banks: A comparative analysis. *American International Journal of Social Science*, Vol. 2 No. 6.
- Frese, M., Kring, W., Soose, A. & Zempel, J. (1996). Personal initiative at work: Differences between east and West Germany. *Academy of Management Journal* 39, 37-63.
- Gaikwad, V.V. & Gaikwad, A.V. (2009). Quality circle as an effective management tool: A case study of Indira College of Engineering and Management Library. Retrieved from [http://crl.du.ac.in/ical09/papers/index\\_files/ical-111\\_76\\_183\\_2\\_RV.pdf](http://crl.du.ac.in/ical09/papers/index_files/ical-111_76_183_2_RV.pdf) 15/9/15
- Gilman, M. & Marginson, P. (2002). Negotiating European works council: contours of constrained choice, *Industrial Relations Journal*, pp. 36-51.
- Haberberg, A. & Rieple, A. (2008). *Strategic management: Theory and application*, Oxford University Press, New York, NY.
- Heller, F., Pusic, E. Strauss, G. & Wilpert, B. (1998). *Organizational Participation: Myth and reality*. Oxford, UK: Oxford University Press.



- Heskett, J. (2011). *The culture cycle: How to shape the unseen force that transforms performance*, FT Press, Upper Saddle River, NJ.
- Homans, G. (1990). *Rational choice theory and behavioral psychology*. In C. Calhoun, M. Meyer & R. Scott (eds). *Structures of Power and Constraint*. Cambridge: Cambridge University Press.
- Ishikawa, K., (1985). *What is total quality control? The Japanese Way*, Prentice Hall.
- Kaplan, R.S. & Norton, D.P. (2004). Organization capital: supporting the change agenda that supports strategy execution, *Balanced Scorecard*, Vol. 6 No. 1, pp. 1-5
- Khalid, M., Muhammad, S.K., Ghulam, M.K., Qamar, A.Q., Robina, A., & Hazrat, B. (2014). Assessing the impact of job involvement and commitment on organizational productivity in the Arab/Gulf Countries. *Industrial Engineering Letters*, Vol.4, No.3.
- Kimberlin, C.L. & Winterstein, A.G. (2008). Validity and reliability of measurement instruments used in research, *Am J Health-Syst Pharm*, Vol 65.
- Kumar, R. (2005). *Research methodology: Step-by-step guide for beginners*. 2nd ed. London: Sage.
- Lawler, E.E. & Mohrman, S.A. (1987). Quality circles: After the honeymoon, *Organizational Dynamics*, Spring, pp.42-54.
- Lawler, E.E. III & Mohrman, S.A. (1985). Quality circles after the fad, *Harvard Business Review*. Accessed 17 November 2014.
- Lawrence, K., Malefane, J.L. & Pierre, J. (2014). Employee involvement in decision-making: A case at one university of technology in South Africa. *Mediterranean Journal of Social Sciences MCSE Publishing*, Rome-Italy Vol 5, No 27.
- Mahfuz, J. (2011). An examination of the effect of employee involvement on teamwork effectiveness: An empirical study. *International Journal of Business and Management* Vol. 6, No. 9.
- Meyer, G.W. & Stott, R.G. (1985). Quality circles: Panacea or Pandora's Box? *Organizational Dynamics*, Spring pp. 34-50.
- Miller, T.R. (1989). The quality circle phenomenon: A review and appraisal, *SAM Advanced Management, Winter Journal*, pp.4-7
- Miller, K.L. & Monge, P.R. (1986). Participation, Satisfaction, and Productivity: A meta-analytic review, *Academy of Management Journal*, pp. 727-753.

- Muhammad, R., Dil, J.K. &Fawad, S. (2011). Relationship of job involvement with employee performance: Moderating role of attitude. *European Journal of Business and Management* Vol 3, No.8
- Netemeyer, R.G, Boles, J.S, McKee, D.O. &McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61, 85-98.
- Netemeyer, R.G., Maxham, J.G. III &Pullig, C. (2005). Conflicts in the work-family interface: Links to job stress, customer service employee performance, and customer purchase intent, *Journal of Marketing*, 69 (2), 130-43.
- Olsen, C. & St. George, D.M.M. (2004). *Cross-sectional study design and data analysis*. Retrieved from [http://www.collegeboard.com/prod\\_downloads/yes/4297\\_MODULE\\_05.pdf](http://www.collegeboard.com/prod_downloads/yes/4297_MODULE_05.pdf) 12/10/15
- Omoruyi, Q., Chipunza, C., & Samuel, M.O. (2011). Perceptions of justice and extra-role behaviours of survivors after organizational restructuring at a consolidated bank in Nigeria. *SA Journal of Human Resource Management*, 9(1), 344.
- Onyishi, I.E. (2012). Abusive supervision and prosocial organizational behavior: a study of workers in the banking industry in Nigeria. *The African Symposium: An online Journal of the African Educational Research Network*, Volume 12, No. 2.
- Organ, D.W., Podsakoff, P.M., &MacKenzie, S.B. (2006). *Organizational citizenship behavior. Its nature, antecedents, and consequences*. Thousand Oaks: Sage Publications.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*, Lexington Books, Lexington, MA.
- Organ, D.W., (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavioral*, 43-72.
- Owolabi, L.K. & Abdul-Hameed, A.S. (2011).Employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. *Serbian Journal of Management*, 6 (1):1 – 15.
- Peyman, A., Kamran, N. & Abedin, M. (2015).Analysis of the impact of organizational culture on employee productivity (Case Study: Bistoon Petrochemical Company). *Global Journal of Multidisciplinary and Applied Sciences*. 3-1/5-9.
- Podsakoff, P.M., MacKenzie, S.B., Paine, J.B, &Bachrach, D.G., (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, (3), 513-563.

- Paullay, I., Alliger, G., & Stone -Romero, E. (1994). Construct validation of two instruments designed to measure job involvement and work centrality. *Journal of Applied Psychology*, 79, 224-8.
- Prahalad, C.K. & Hamel, G. (1996). *Competing for the future*, Cambridge, MA: Harvard University Press.
- Rajasekar, S., Philominathan, P., & Chinnathambi, V. (2013). *Research methodology*. [arxiv.org/pdf/physics/0601009.13/10/15](http://arxiv.org/pdf/physics/0601009.13/10/15).
- Ranganath, P.N. & John, K. (1994). Breakthroughs! How the vision and drive of innovators in sixteen companies created commercial breakthroughs that swept the world. Rawson Associates, Arlington, MA.
- Robins, S.P., Judge, T.A., & Sanghi, S. (2009). *Organisational behaviour*. 13<sup>th</sup> Edition. Prentice Hall.
- Saima, B. (2013). Developing organizational commitment and organizational justice to amplify organizational citizenship behavior in banking sector. *Pakistan Journal of Commerce and Social Sciences*, Vol. 7 (3), 646-655.
- Searl, M.S. (1990). Social exchange theory as a framework for understanding ceasing participation in organized leisure activities. Proceedings. *Sixth Canadian Congress on Leisure Research*.
- Sofijanovska, E. & Zabijakin-Chatleska, V. (2013). Employee involvement and organizational performance: evidence from the manufacturing sector in republic of Macedonia. *Trakia Journal of Sciences*, Vol. 11, Suppl. 1, 31-36.
- Surabhi, S. & Renu, A. (2011). A Comparative study of banking services and customer satisfaction in public, private and foreign banks. *Journal of Economics*, 2(1): 45-56.
- Ugwu, L.I. & Oji, I. (2013). Psychological contract breach, work-family conflict and self-efficacy as predictors of pro-social behaviour among a Sample of Nigerian Bank Employees. *International Review of Social Sciences and Humanities*, Vol. 6, No. 1, pp. 135-145.
- Vandaele, D. & Gemmel, P. (2006). *Performance implications of in-role and extra-role behavior of frontline service employees*. Retrieved from [www.performancemanagement.ei](http://www.performancemanagement.ei).
- Van Dyne, L. & LePine, J.A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41 (1998): 108-119
- Van Dyne, L., Cummings, L.L. & Parks, J.M. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity. In L.L. Cummings & B. Staw (eds). *Research in Organizational Behaviour*, Vol. 19. Greenwich, CT: JAI Press, 214-285.

- Wagner, J.A. III (1994). Participation's effects on performance and satisfaction: A reconsideration of research evidence, *Academy of Management Review*, pp. 312-330.
- Yafang, T.(2011). Relationship between organizational culture, leadership behavior and job satisfaction. *Tsai BMC Health Services Research*, 11:98.
- Yanhan, Z. (2012). Individual Behavior: In-role and Extra-role. *International Journal of Business Administration* Vol. 4, No. 1.