

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERFORMANCE IN NIGERIA DEPOSIT MONEY BANKS, RIVERS STATE.**

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### **ABSTRACT**

*This study sought to explore further the relationship existing between organizational citizenship behaviour (altruism and conscientiousness) and employee performance in deposit money banks in Rivers State. The population of the study consisted of 630 respondents who are employees of Nigerian Deposit Money Banks working at the various regional head-office branches of 19 deposit money banks in Port Harcourt metropolis, with a sample of 541 employees derived from using the Krejcie and Morgan sample size determination table. 366 copies of the questionnaire out of the total number of retrieved copies of questionnaire were validly completed and useful for analyses. Four null hypotheses were proposed and tested using the spearman rank order correlation coefficient technique. The findings revealed that organizational citizenship behaviour strongly relates to employee performance. Subsequently, the study recommends that organizations in the banking sector should introduce, promote and encourage policies and structures which foster the practice of organizational citizenship behaviours amongst employees in order to effectively enhance employee performance.*

**Keywords:** *Organizational Citizenship Behaviour (OCB), Employee Performance (EP), and Nigeria Deposit Money Banks (NDMBs).*

## **Introduction**

The Nigeria banking sector over the years since the introduction of the first form of formal banking system has experienced several reforms, legislations, goal setting, policies, and pursuits. The reforms and/or policy change has only not affected the operational dynamics of these Deposit Money Banks (DMBs) but has also affected the human capital demands, pressures, and behavioral pattern of its employees. This trend has drastically affected both the operations and behavior of employees leading to various intentions and reactions amongst them. Worst is the worries and fears amongst employees of the deposit money banks of their inability to meet their set targets hence being considered as non-performing staff. This over the years normally and daily leads to job losses in the Nigeria banking sector. In view of this and other attending issues, employees have seen themselves getting involved in various unethical practices as the demands of the various management of the deposit money banks keep changing and/or increasing in order to remain relevant in the ever competitive business environment. Given the current economic and organizational situations in Nigeria and guided by the zeal of employees to meeting up their personal goals by being more productive, result-oriented, active, and performance driven, several behaviors are been encouraged and exhibited by employees of organizations as this is assumed to make them part of the organization wherein they are employed. Giving credit to this belief, Hazratian, Khadivi, Abbasi, and Ghojzadeh (2015) argued that the qualities of services rendered by public organizations (universities) are highly influenced by their employees' commitment and sense of ownership as individuals who take initiation to go beyond their normal roles and job description are critically important in such institutions for quality output and effectiveness.

Arguments abound amongst the management of the deposit money banks in Nigeria, researchers and academicians, on the proven importance of employees' acquiring, imbibing and exhibiting citizenship behaviours towards his/her organization. Clearly stating a single major reason why organizational citizenship behaviour has attracted much attention from practitioners and academicians, Alkahtani (2015) stated that the said citizenship behaviour has over the years shown an high rate of proven significance towards employees and organizational effectiveness. Furthermore, in the thoughts of Mallick, Pradhan, Tewari, and Jena (2015), organizational citizenship behaviours are actions or behaviours that employees are willing to engage beyond their recommended role requirements which are positively related to indicators of individual, unit and organizational performance. In order to see the much need for the consideration of organizational citizenship behaviour, Banahene, Ahudey, and Asamoah (2017) summarizing the thoughts of various academics and researchers, said that in this global economic situation that is characterized by market competitiveness and self-team-based work structures, all winning organizations are increasingly relying on employees who take extra-role activities and show both in-role and extra-role behaviours in the workplace. In-role behaviours are the task performance activities that are explicitly indicated in employees' job description and just happens while extra-role behaviours are the contextual performance activities involving pro-activeness, discretionary, and deliberate employees behaviours which are outside the job description, employment contract, or

associated with the main job tasks (Banahene et al., 2017; Organ, 1997; Schnake, 1991; Organ, 1988; Bateman and Organ, 1983; Smith, Organ, and Near, 1983).

The need for employees to exhibit organizational citizenship behaviour is centred on its impact on the performances of the employees and the organizations which is the essence of organizational existence. Employee performance is important to organizations since it enables employees to meet their set out objectives and is defined as the job-related activities expected of a worker and how well those activities were executed (Kennerley and Neely, 2003).

In view of the importance of organizational citizenship behavior on both the employee and organizational performance (success), most organizations have over the recent past proposed and formulated different policies and programs with the sole aim of encouraging their employees as citizens of their organizations as well as helping in improving their individual and collective performances but it has not been researched how effective these policies and programs have been in Nigeria especially among deposit money banks.

In reporting the effect of organizational citizenship behaviour dimensions on employees' performance, Dinka (2018) argued that various extensive studies have been carried out, however most of the studies which were empirical are correlational in nature with few emphasis on what could be the underlying reasons in cases where OCB is imperceptible in a given organization or sector within a given geographical area, and in cases where OCB is enacted differently in different cultures.

In Nigeria, several studies have been carried out on organizational citizenship behaviour practices but not alongside its relationship with employee performance. Most of the studies considered organizational citizenship behaviour as measured by altruism, conscientiousness, civic virtue, sportsmanship and/or courtesy or as organizational citizenship behaviour-individual (OCB-I) and organizational citizenship behaviour-Organizational (OCB-O). Also, the interval scale was basically used in these studies that were earlier carried out. Given the identified knowledge gap, our point of departure from earlier research is to empirically fill this observed gap. Therefore, we intend to scrutinize the relationship between the dimensions of organizational citizenship behaviour (altruism and conscientiousness), and the measures of employee performance (task and contextual performance). Ordinal Scale will also be used to understudy the relationship existing between the independent and dependent variables amongst employees of deposit money banks in Nigeria.

### **Statement of the Problem**

Employees are the pivot on which organizations revolve around even as their success and/or performance greatly impacts the performance of their organizations. The work environment in Nigeria is such that is far challenging in view of the daily retrenchment, termination of appointment, and declaration of redundancy of employees. This leaves employees with several issues and challenges to face daily with just the best option being citizens of any

organization wherein they work. The need to assist colleagues, assist the organization by going beyond their stipulated job description, learning and exhibiting the required skills for meeting up their tasks, and demonstrating extra-role behaviours by employees seem to be a determining factor to the sustenance of the performance of the deposit money banks in Nigeria. In spite of all the positive beliefs about the citizenship behaviour of the employees and its impact on both employee and organizational performance, the banks and its employees have been constrained in the recent past which has been revealed in various ways, dimensions and magnitude.

The Nigerian banking sector is noted for its long work hour culture and high work loads of employees to the neglect of other areas of life (Ojo, Salau and Falola cited in Ugwu, Amazue, and Onyedire, 2017). The lack of work flexibility, high work pressure, and longer working hours are stressing out Nigerian bank workers, reducing their job performance and productivity (Mmakwe and Ojiabo, 2018) and further leading to their inability to exhibit citizenship behavior to their organizations.

The Nigeria work environment is another serious challenge to the worker as this has led so many deposit money banks in Nigeria recently into strategic alliance with other banks, government, government agencies, etc with the aim of expansion, and/or increasing customer/capital base leading most managers to have higher expectation of employees' performance. This has over the years led to misplacement of priority of interest by the employees trying to meet up with the target of the banks, and this may affect their personal life (Mmakwe and Ojiabo, 2018) as well as leading them to show varying behaviour towards their colleagues and organization. This situation has over the years led several employees of the deposit money banks in Nigeria into not helping their colleagues and/or in assisting the organisation achieve set goals as the Nigeria deposit money banks are seen as a very competitive environment that encourages people climbing on each other's back to succeed. The policies of deposit money banks to some extent detect the lifestyle, behaviour, relationships/associations as well as the marital activities and decisions of their employees. The laws governing the operations of deposit money banks and its employees regulate the fiduciary relationship of banks/employees to her customers, regulatory bodies and the general public. Going by all these challenges, the study of organizational citizenship behaviour and employee performance is very incumbent.

### **Aim and Objectives of the Study**

The aim of this study is to examine the relationship between organizational citizenship behaviour and employee performance in Deposit Money Banks in Rivers State, Nigeria while the objectives are as follows:

- i. To evaluate the relationship between employees helping behaviour (altruism) and employee behaviour not overtly mentioned (contextual performance) in Deposit Money Banks (DMBs) in Rivers State.
- ii. To ascertain the relationship between altruism and job explicit behaviours (task performance) in Deposit Money Banks (DMBs) in Rivers State.

- iii. To examine the relationship between general compliance (conscientiousness) and contextual performance in Deposit Money Banks (DMBs) in Rivers State.
- iv. To determine the relationship between conscientiousness and task performance in Deposit Money Banks (DMBs) in Rivers State.

### **Research Questions**

This study was guided with the following research questions:

- i. What is the relationship between work altruism and contextual performance of employees of Deposit Money Banks in Rivers State?
- ii. What is the relationship between altruism and task performance of the employees of Deposit Money Banks in Rivers State?
- iii. What is the relationship between conscientiousness and contextual performance of employees of Deposit Money Banks in Rivers State?
- iv. What is the relationship between conscientiousness and task performance of employees of Deposit Money Banks in Rivers State?

### **Research Hypotheses**

To provide tentative answers to the research questions are the following:

- H0<sub>1</sub>:** There is no significant relationship between altruism and contextual performance of employees of deposit money banks in Rivers State.
- H0<sub>2</sub>:** There is no significant relationship between altruism and task performance of employees of deposit money banks in Rivers State.
- H0<sub>3</sub>:** There is no significant relationship between conscientiousness and contextual performance of employees of deposit money banks in Rivers State.
- H0<sub>4</sub>:** There is no significant relationship between conscientiousness and task performance of employees of deposit money banks in Rivers State.

### **Significance of the Study**

This study aid the understanding of organizational citizenship behaviour in order to adequately develop a framework for the measurement, management, and recording of the possible ideals that can be derived through the exhibition of organizational citizenship behaviour of bank employees. It also provides a clear analysis of the different elements of the constructs and their measurements; hence further assisting scholars who intend to carry out further study on the constructs.

The study provides a detailed outline for the better integration of organizational citizenship behaviours making it a norm amongst employees of deposit money banks in Nigeria gearing towards encouraging their performances.

Also, this study bears much practical relevance as management of Deposit Money Banks would assess these organizational citizenship behaviours dimensions to ensure that they are being fulfilled by employees due to the fact that the success of their various banks will depend on how well their employees' career objectives are fulfilled.

## Review of Literature

### Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) has attracted the attention of many academicians and practitioners due to its proven significance towards organizational effectiveness (Alkahtani cited in Dinka, 2018), it affects the performance of organizations by improving the efficiency of colleagues and managers, enhancing effective utilization of resources for more productive work, making organizations more responsive to change in the environment, strengthening the ability in attracting and retaining talented employees while enhancing the stability of the organization (Podsakoff, MacKenzie, Paine, and Bachrach, 2000).

Reporting the opinion of Organ, Velickovska (2017) defined OCB as behaviours that an employee voluntarily engages in that promotes the effectiveness of the organization but are not explicitly rewarded by the organization. This implies that citizenship behavior is not defined by any formal regulation and is not related to any formal reward as employees engage in it only because they want to and not because it's a question of obligation. To give it a clearer view, Polat (2009) opined that it is the informal behaviour which is displayed by workmen in organizations. According to Mallick et al (2015), organizational citizenship behavior is the behavior of employees that is voluntary or discretionary and not recognized within the formal job descriptions laid out by organizations which go a long way in maintaining positive organizational culture that reinforces employee engagement, commitment, motivation, and job performance, while Organ (1988) argues that the behavior contributes indirectly to the organization's performance through the maintenance of the organization's social system thereby leading to its health and hygiene. In view of the non-existence of a generally accepted definition, Chelagat, Kiprop, and Kemboi (2015) citing the thoughts of Poncheri, defined OCB as a positive behavior that has positive effect on organizational development.

Organizational citizenship behavior was identified to encourage employees apply their maximum knowledge, skills, and abilities in workplace (Todd, 2003) even as organizational citizenship behaviours are behaviours that have positive impression on the productivity of organizations through enhanced employee performance (Poncheri, 2006). In furtherance to the impact of OCB, Sanders, Schyns, Koster, and Sanders (2006) stated that OCB does not only affect employees' performance but that employees' behavior and attitude affect both their performance and that of their organization.

Several researchers have since the conception of organizational citizenship behavior perceived its dimensions to be several and various but Smith and colleagues (1983) identified two factors of organizational citizenship behavior, namely; altruism and compliance or conscientiousness.

**Altruism:** is closely related to the concept of organizational citizenship behavior-individual (OCB-I) and refers to discretionary behaviours that help colleagues to accomplish work-related tasks, such as volunteering to help a colleague who is overloaded or has fallen due to

client emergency (Owen, Pappalardo, and Sales, 2000) as employees who help others with their work would reduce work hours and help others become more productive employees (Podsakoff et al., 2000). According to Banahene et al (2017), altruism focuses on individual's behavior that contributes to group efficiency by enhancing individual's performance, helping new employees and offer free time support.

**Conscientiousness:** refers to an employee's accomplishment of job tasks that goes beyond the minimal requirements of the job (Owen et al., 2000). In their proposal, Podsakoff et al (2000) opined that conscientious employees are more likely to maintain a consistently high level of output, thus reducing variability in a work unit's performance. It is about considerate use of time to enhance the efficiency of both individuals and the group, entails employees giving more time to the organization, and exert more efforts beyond their formal job requirements (Podsakoff et al, 2000).

### **Employee Performance**

Employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel and colleagues cited in Pradhan and Jena, 2017) and in view of its impact on the organization, an effective employee performance management system is imperative for every business organization.

Employee performance are job-related activities expected of employees and an evaluation of how well those activities were executed (Kennerley and Neely, 2003) which is been assessed on an annual or quarterly basis in order to identify suggested areas of improvement (Bhartiya, 2015).

Employee performance is the work-related actions anticipated of a worker and how soundly those activities are executed (Mensah and Tawiah, 2016). It is about what is to be achieved at an organizational level by workers as it involves the workers agreed measures, skills, competency requirements, development plans, and the delivery of results. It also symbolizes the broad belief of the personnel about their contributions towards the achievement of the organization (Ahmad and Shahzad, 2011).

It is further argued that all performance driven objectives are expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Pradhan and Jena, 2017; Jena and Pradhan, 2014; Mone and London, 2009; London, 2003). This is predicated on the opinion that employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization goals/objectives (Ahmad and Shahzad, 2011), even as it is an indicator of financial and other outcomes of the employees that have direct connection with the performance of the organization as well as its achievement (Anitha, 2014).

Several researchers have presented ways that employee performance can either be formed or enhanced. Employee performance is seen to be enhanced through training and development (Alagaraja and Shuck, 2015) bringing about innovation performance and firm performance as a whole, since successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu and Cemal cited in Inuwa, 2016). In order to experiment the concept of employee performance, the dimensions postulated by Borman and Motowidlo (1993) and further researched by Pradhan and Jena (2017) were used as the base dimension for this study, namely; *task performance* and *contextual performance*. Supporting this, Pradhan and Jena (2017) argued that many prominent researchers have advocated that expected employee job performance carries two vital dimensions; one as the work required by an organization concomitant to one's role and the other one as the discretionary work behaviour.

***Task performance (TP)*** is related to the activities of the organizations which are linked with the core transformation process of the organization (Dhammika, 2013; Motowidlo and Schmit, 1999) by capturing the core behaviours or expected behaviours on the job by the formal authority of the firm (Befort and Hatrup, 2003). It comprises job explicit behaviours which includes fundamental job responsibilities assigned as part of job description, requiring more cognitive ability and is also primarily facilitated through task knowledge, task skills, and task habits (Pradhan and Jena, 2017; Conway, 1999).

According to Pradhan and Jena (2017), in an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task.

***Contextual performance (CP)*** includes the behaviours exhibited by employees which are related to the culture and the context of the organization (Dhammika, 2013; Motowidlo and Schmit, 1999). They are a kind of prosocial behaviour demonstrated by individuals in a work set-up and are expected of an employee but they are not overtly mentioned in one's job description (Pradhan and Jena, 2017). In furtherance and clearer understanding, Bergeron (2007) recommends that contextual performance should consist of multiple sub-dimensions; teamwork, allegiance, and determination.

## **Methodology**

The quasi-experimental design was used in this study considering that the respondents are not in any way under the control of the researcher while employing the cross-sectional survey method.

The population of the study is made up of six hundred and thirty (630) employees of the nineteen (19) who work at the various regional head-office branches of the deposit money banks in Port Harcourt, Rivers State and this was obtained from the records of the various bank's human resources service desk.

A sample size of five hundred and forty-one (541) employees of the deposit money banks using the Krejcie and Morgan (1970) sample size determination table was derived and thus facilitating the distribution of our primary research instrument (the structured questionnaire) which have been earlier face validated by the researcher and proven valid from the reliability test conducted. Out of the 541 copies of questionnaire distributed to respondents, 366 copies (89.1% return rate) out of the successfully retrieved copies (411 copies of questionnaire) were found useful and valid for this study.

The Statistical Package for Social Science (SPSS) was used to conduct the analyses using the Spearman Rank Order Correlation Coefficient.

### Results and Data Analysis

**Table 1: Test of relationship between organizational citizenship behaviour (altruism) and employee contextual performance**

		OCB (altruism)	Contextual Per.	Task Per.
Spearman's rho	Correlation Coefficient	1.000	.798**	.776**
	OCB Sig. (2-tailed)	.	.001	.000
	N	366	366	366
	Correlation Coefficient	.798**	1.000	.602**
	CP Sig. (2-tailed)	.001	.	.000
	N	366	366	366

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

SPSS output, Version 20 – Field Survey, 2018

Table 1 presents Spearman's rank order correlation run to ascertain the relationship between organizational citizenship behaviour (altruism) and the measure of employee performance (contextual performance) as reported by three hundred and sixty-six (366) respondents. A strong positive correlation coefficient value was reported between organizational citizenship behaviour-altruism (OCB) and employee contextual performance (CP) which was statistically significant ( $\rho = .798^{**}$ ,  $p = .001 < 0.05$  (alpha value), this suggests that there exists significant relationship between organizational citizenship behaviour and contextual performance of employees in deposit money banks in Rivers State.

**Table 2: Test of relationship between work organizational citizenship behaviour (altruism) and employee task performance**

		OCB (altruism)	Contextual Per.	Task Per.
Spearman's rho	Correlation Coefficient	1.000	.641**	.848**
	OCB Sig. (2-tailed)	.	.001	.000
	N	366	366	366
	Correlation Coefficient	.848**	.602**	1.000
	TP Sig. (2-tailed)	.000	.000	.
	N	366	366	366

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

SPSS output, Version 20 – Field Survey, 2018

Table 2 recorded a strong positive correlation coefficient value between organizational citizenship behaviour (altruism) and employee task performance which was statistically significant ( $\rho = .848^{**}$ ,  $p = .000 < 0.05$ ).

**Table 3: Test of relationship between organizational citizenship behaviour (conscientiousness) and employee contextual performance**

		OCB (conscientiousness)	Task Per.	Contextual Per.
Spearman's rho	Correlation Coefficient	1.000	.641**	.798**
	OCB Sig. (2-tailed)	.	.001	.000
	N	366	366	366
	Correlation Coefficient	.798**	.752**	1.000
	CP Sig. (2-tailed)	.000	.000	.
	N	366	366	366

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

SPSS output, Version 20 – Field Survey, 2018

Table 3 similarly showed a strong positive correlation coefficient value between organizational citizenship behaviour (conscientiousness) and employee contextual performance ( $\rho = .798^{**}$ ,  $p = .000 < 0.05$ ).

**Table 4: Test of relationship between organizational citizenship behaviour (conscientiousness) and employee task performance.**

		OCB (conscientiousness)	Task Per.	Contextual Per.
Spearman's rho	Correlation Coefficient	1.000	.752**	.641**
	OCB Sig. (2-tailed)	.	.001	.000
	N	366	366	366
	Correlation Coefficient	.752**	1.000	.768**
	TP Sig. (2-tailed)	.000	.000	.
	N	366	366	366

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

SPSS output, Version 20 – Field Survey, 2018

The output in Table 4 indicates that there is a strong positive correlation between organizational citizenship behaviour (conscientiousness) and employee task performance which is statistically significant ( $\rho = .752^{**}$ ,  $p = .000 < 0.05$ ) implying that organizational citizenship behaviour (conscientiousness) had much influence in employee task performance; thus we reject the null hypothesis ( $H_{04}$ ) to state that organizational citizenship behaviour (conscientiousness) has a positive and strong relationship with the task performance of employees of deposit money banks in Rivers State ( $H_{A4}$ ).

### Discussion of findings

The study examined the relationship between organizational citizenship behaviour and employee performance among employees of deposit money banks in Rivers State; hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus;

- i. The result of the tested  $H_{01}$  indicated a strong relationship between organizational citizenship behavior (altruism) and employee contextual performance ( $\rho = .798^{**}$ ,  $p = .001 < 0.05$ ), this empirical position is supported by Dhammika, 2013; and Motowidlo and Schmit, 1999 who argued that employee contextual performance are behaviours exhibited by employees which are related to the culture and the context of the organization. This implies that the culture and context of the Nigerian deposit money banks enable employees to exhibit organizational citizenship behaviours thereby improving their individual and organizational performances.
- ii. The result of the tested  $H_{02}$  showed a strong relationship between organizational citizenship behavior (altruism) and employee task performance ( $\rho = .848^{**}$ ,  $p = .000 < 0.05$ ), again this is supported from theoretical standpoint of Podsakoff et al. (2000) who opined that employees who help others with their work would reduce work hours and help others become more productive employees. Also, according to Banahene et al (2017), altruistic behaviour implies and focuses on individual's

- behavior that contributes to group efficiency by enhancing individual's performance, as a result of helping new employees and offering free time support.
- iii. Similarly, the result of the tested H<sub>03</sub> reported a strong relationship between organizational citizenship behavior (conscientiousness) and employee contextual performance ( $\rho = .798^{**}$ ,  $p = .000 < 0.05$ ), this empirical finding is in consistence again with extant research position of Pradhan and Jena (2017) that contextual performance is a kind of prosocial behaviour demonstrated by individuals in a work set-up and are expected of an employee but are not overtly mentioned in one's job description but should consist of multiple sub-dimensions; teamwork, allegiance, and determination (Bergeron, 2007).
  - iv. The tested H<sub>04</sub> showed that there exists a strong and positive relationship between organizational citizenship behavior (conscientiousness) and employee task performance ( $\rho = .752^{**}$ ,  $p = .000 < 0.05$ ). This empirical finding is in consistence with the extant research position of Pradhan and Jena (2017) that in an organizational context, employee task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task, that is related to the activities of the organization and which are linked with the core transformation process of the organization (Dhammika, 2013; Motowidlo and Schmit, 1999) by capturing the core behaviours or expected behaviours on the job by the formal authority of the firm (Befort and Hattrup, 2003).

### **Conclusion**

It has been found that organizational citizenship behaviour significantly relates with employee performance as argued from literature that such condition denotes a situation in which behaviours that an employee voluntarily engage in that promote the effectiveness of the organization but are not explicitly rewarded by the organization and are job-related activities expected of employees which entail an evaluation of how well those activities were executed by the employees.

Also, from our empirical findings; organizational citizenship behaviour had significant relationship on employee performance, thus we conclude that business units (deposit money banks) with employees who exhibit organizational citizenship behaviour will undoubtedly reap the dividends of satisfied workforce, performance driven workforce and those who are zealous to carry-out organizational duties having created work and time support passion amongst employees.

### **Recommendations**

The following recommendations results from aforementioned empirical findings and conclusions reached;

- i) Organizational citizenship behavioral practices should be instituted in the deposit money banks in Nigeria as there is the potential of deriving intrinsic motivation in its highest form from such practices which will in turn make work interesting, engaging, and positively challenging for the employees.

- ii) Business leaders and managers should be informed that altruism, helping behavior, conscientiousness precede the employees performance as employees become skilled in both the job and efficient time management skills thereby going the organizational businesses with ease and accomplishing goals at no cost.
- iii) Healthy organizational citizenship behaviour has been reported as a competence for the organization possessive of it; thus an adequate culture that supports organizational citizenship behavior orientation should be instituted to encourage and ensure favorable employee/organizational outcomes for both the organization and employees of deposit money banks in Nigeria.

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