

Organizational Citizenship Behaviour and Corporate Performance of Telecommunication Firms in Port Harcourt, Nigeria

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Abstract

Organizations cannot achieve optimum output while depending solely on task performance, contextual performance which has metamorphosed to organizational citizenship behaviour is imperative for the actualization of organization effectiveness. This study investigated the impact of organizational citizenship behaviour on corporate performance in the selected telecommunication firms operating in Port Harcourt, Rivers State. The study also investigated the relationship between some dimensions of organizational citizenship behaviour and measures of corporate performance. A cross-sectional survey approach was used and quantitative method of analysis adopted. Techniques for data analysis used were Spearman's Correlation Coefficient, Cronbach Reliability Coefficient and (IBM) SPSS. Copies of questionnaire were distributed to the appropriate respondents and data for the research elicited. The population of the study is 64 management personnel of telecommunication industry operating in Port Harcourt who know what citizenship behaviours and their potential outcome entail. The sample size of the study is 62 being the number of management personnel who received copies of questionnaire. Result showed that the relationship between organizational citizenship behaviour and corporate performance is significant at 95% confidence interval. Conclusions drawn from the study is that majority of the selected telecommunication firms in Port Harcourt currently having employees who exhibit citizenship behaviour in their organization. The study recommended that organization should sensitize employees to exhibit courteous, conscientious and sportsmanship behaviour through program and policies, and also be allowed to participate in decision making which ultimately facilitate the achievement of organizational goals of profitability, improved customer service and market share.

Keywords: *Ocb, Altruism, Corporate Performance, Market Share, Profitability*

Introduction

Contextual performance has over the years undergone a lot of development and transformation in the organization (Katz, 1964). Contextual performance has contributed

immensely to the growth and behavioral pattern that shapes and provides the effectiveness and environment of business in which responsibilities are performed. (Dalal, 2007). Evidence has shown that firms which have quite a large number of employees who exhibit contextual behaviour outperform those who do not. Though all the behaviour and activities encompassed by contextual performance are not formally captured by the organizations reward system, (Robbins, 2013).

Organizational Citizenship Behavior derives its construct from Contextual Performance. A lot of attraction and interest has been given in this area of research over the years due to Organizational citizenship behavior. Originally it is attributed to its founding father Dennis Organ who viewed organizational citizenship behaviour as individual behaviour that is discretionary not directly system but in the aggregation of promotion which is effective in recognizing the formal rewarding system which is functional to the business organizations (Organ, 1988. P.4). The dimensions of organizational citizenship behaviour to include altruism, courtesy, conscientiousness, sportsmanship and civic virtue.

Altruism can be seen as the ability to be in assistance, courtesy is seen as jovial, civilized and understanding, Conscientiousness is the concentration on issues that matters and trying to prevent mistakes, Civic virtue is the ability to show corporate engagement on the activities of the organization with free mind. The ability of ensuring the organizations rules and regulations are defended and protected as well as practice is its duty. Sportsmanship involves the acceptance of responsibilities which are not necessary and kept for one without complaining. It was also discovered from the works of Podsakoff, MacKenzie, Moorman (1990) that these five dimensions of organizational citizenship behaviour have positive correlation with performance. Corporate performance consists of the actual output or result of a corporate body as compared to its targeted outputs (goals and objectives). According to Richard et al. (2009), Rosabeth, Moss and Kanter (2015) measures of corporate performance include the following variables, profitability, market share, and improved customer service.

Though the works of many researchers have attested that organizational citizenship behaviour have a direct correlation with performance. Allen and Reush (1998), MacKenzie, Podsakoff and Allerae (1998), Shore (1995), Realizing the importance of organizational citizenship behavior will make organization to do what it takes to encourage organizational citizenship behavior. This study wants to go down to investigate various dimensions of organizational citizenship behaviour and relay them to respective measures of performance to see their relationship. This will lead us into looking at the antecedents of organizational citizenship behaviour being personality, attitude and leadership style.

Personality is seen as the way in which a person totality of life influences his/her interaction and reactions with others in the organisation. As a result of personality differences some employees' tend towards organizational citizenship behavior more than others. Attitudes and leadership style can easily be modified to suit what occasion demands; Organ and Ryan (1995), Borman, Penner, Allen and Motowildo (2001).

Literature Review

Concept of Organizational Citizenship Behaviour

The term "organizational citizenship behaviour" derived its root from the concept of contextual performance. Drawing from Benard concept of preparedness to corporate, (Benard, 1938) and Daniel Katz distinction between dependable role performance and

“creative and spontaneous behaviour” (Katz 1964, Katz and Kahn 1966), Organ (1988) defined organizational citizenship behaviour as the individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system but in the aggregate promote the effective functioning of the organization. Organ also discovered that organizational citizenship behaviour is a multidimensional construct and has the following indicators:

Dimensions of OCB

Organizational Citizenship Behaviour has ring in recent years in the research world of management and social sciences. Smith *et al.* (1983) observed two distinctive dimensions of OCB, which has characteristics like compassionate attribute which an employer give to his/her fellow worker in the organization - is called altruism.(The attributed includes assisting an employee who is stressed up and find it difficult to meet up workload or learning new ideas about the work).

The other category is designed to understand the attitudes of people.-Conscientiousness (It considers factors which are important and beneficial to level members of the organization. (organization, department or group) e.g. “low absenteeism”, “punctuality at work”, “refraining from irrelevant recreation” etc.

Various measures of OCB have explicitly shown that altruism (assisting) and compliance. Graham, (1986) saw civic virtue also as an important constructs of OCB; Civic virtue portrays a position of accountable and helpful participation in administrative process of the organization is two important dimensions of OCB. Despite these two dimensions some other important dimensions have been discovered by different authors.

Organ (1988) States that courtesy is synonymous to OCB. Which focuses of the assisting attribute of an employee in prevention of work-related issues in the workplace? Organ (1988) discussed extensively on the five distinctive levels of behaviour regulated by individual attitudes and his contribution to task accomplishment.

Conscientiousness: Time conscientiousness is the principal aim for operating business in any society. The effective and efficient use of time in actualizing the objectives of the business is described as Conscientiousness. Employees who express high level conscientiousness will have more time for the organizations works and activities than others.

Sportsmanship: It involves creating less complaining process within the organization and having a pleasant atmosphere for job satisfaction and compassion for the job, It increased the period of time spent on organization, respect and regard for the job having love.

Courtesy: Having regards and respect to high constituted authorities and platforms, guiding the business environment, Giving opportunities and chances to other entrepreneurs who believe in the business and have the potentials to operate the business to do so.

Civic Virtue: Welfarism promotion to employees and ensuring social corporate responsibilities of the business is achieved. Civic virtue is necessary to enhance the quality of the Employees who exhibit civic virtue attends official and social meetings organization thereby creating a productivity atmosphere for business growth.

The Concept of Altruism

The origin and tap root of Altruism has been traced to OCB which is linked with contextual performance analysis. Borrowing ideas from the works of Benard “concept of preparedness to corporate”, (Benard, 1938) and Daniel Katz which distinguishes the distinctions between “dependable role performance and “creative and spontaneous behaviour” (Katz 1964, Katz and Kahn 1966), Organ (1988) states that Altruism focuses on the behaviors others exhibit and assist in group achievement. It aimed at ensuring employees especially new ones are given opportunities to express themselves freely and most importantly the motivation of workers in terms of warfare for other members. The cardinal objectives and ways of operating its vision and mission statements becomes their culture which the organization holds unto. “It is focused feelings and behaviour that show a desire to help other people and a lack of selfishness OCB as attitudes which individuals exhibit that are not straight and simple and cannot be seen or identified in the plain but focus on promoting the effectiveness and continuous functioning of the firms.

Antecedents of Organizational Citizenship Behaviour

The Expression of OCB attitude in the organization is pertinent, It is therefore important to examine the factors or conditions that necessitate the expression of this attitudes in the workplace. The factor that necessitates the expressions of OCB has been grouped into three areas, and they include “Personality”, “Attitudinal” and “Leadership”. The impact of personality on the capacity to perform citizenship behaviour is insignificant however; this gives explanation of behaviour expressed by workers. “Attitudinal and leadership” dimension are more promised, since attitudes are developing factors and leadership styles are modifying in facilitation of employees’ ways of showing of citizenship behaviour. According to the studies carried out by Organ and Ryan [1995], Penner, Allen and Motowildo [2001], four dimensions of the big five personality traits namely conscientiousness, agreeableness, neuroticism and extraversion though weak have “correlation with organizational citizenship behaviour”. “The attitudinal yardsticks used as valid predictors of organizational citizenship behaviour” is the “degree of confidence between the worker and his supervisors”, “employee engagement”, “job satisfaction”, “organizational commitment and motivation”. Lo, Ramayah and Hui [2006] maintained in leader and a staff of a firm play an important role in their work that the relationship between an area of employee motivation leading to citizenship behaviour.

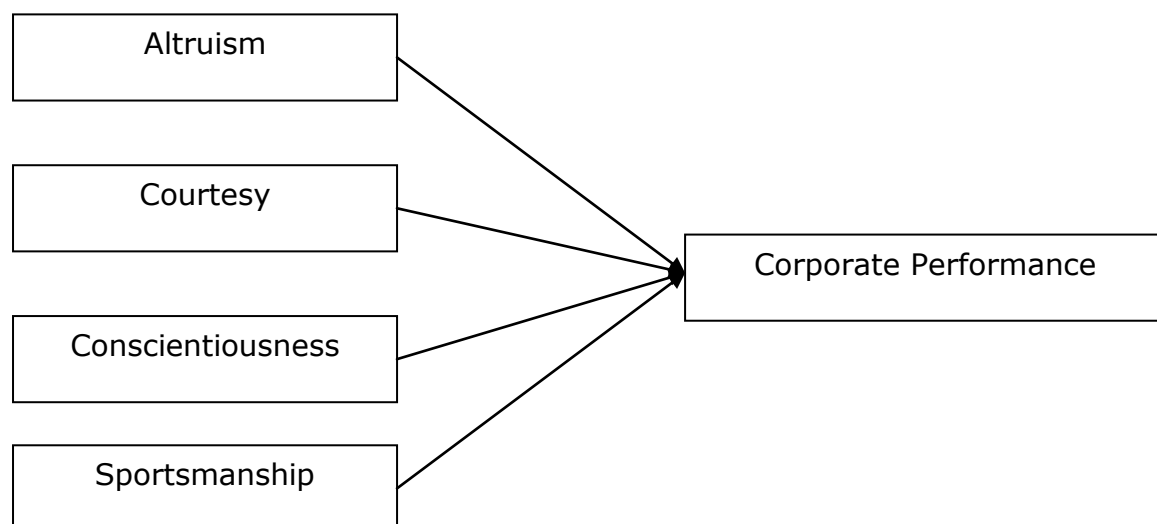


Figure 1: Conceptual framework of OCB and Corporate Performance

Concept of Corporate Performance

- Corporate performance consists of the actual output or results of an organization as compared to its targeted outputs (goals and objectives).
- According to Richard *et al.*, (2009) corporate performance consists of three specific areas of firm outcomes:
 - Financial performance (return on investment, profits, return on assets, etc).
 - Product market performance (market share, sales, etc); and
 - Shareholder return (economic value added, total shareholder return, etc).

In the contemporary times many firms have attempted to manage corporate performance using the balance scorecard methodology where output is tracked and measured in following multiple dimensions:

- Financial performance (e.g profits).
- Customer service.
- Social responsibility (e.g community outreach, corporate citizenship).
- Employee stewardship.

Organizational Citizenship Behaviour and Corporate Performance

Studies have discovered multiple mechanisms by which corporate citizenship behaviour can impact on organizational effectiveness. Organizational citizenship has the potency to enhance employee or managerial output (Miackenzie, Podsakoff and Fetter, 1991, 1993, Organ, 1988, Podsakoff and Maickenzie, 1994).

Managerial output may also be enhanced when workers offer suggestion for improving group performance (which depicts civic virtue) or refrain from complaining about malign issues (which denotes sportsmanship) Organ, Podsakoff, and Miackenzie, (2006).

Organizational citizenship behaviour may also activate corporate performance by reducing the need to channel organizational input to exclusively maintenance functions (Organ, 1988; Organ *et al.*, 2006). Helping behaviours such as cheerleading (e.g. encouraging team members when they are stressed-up) and peacekeeping (e.g. acting like a peacemaker when colleague have conflict) often result in a lifted team spirit, morals and togetherness reduces the need for the group or team members to consume time and energy on group maintenance functions (Organ *et al.*, 2006).

The practice and activities reflecting organizational citizenship behaviour are imperative to enhancing and developing Interpersonal relations (vertical and horizontal) at the workplace which in turn bring about effective communication based on trust and collaboration and thus increasing. Organizational productivity, profitability and good public image (Mamoria, 2012).

Methodology

Research Design

The study uses cross-sectional survey design was used because it enhanced the gathering of data and will enable interpretations to be made based on the data gathered.

The use of cross-sectional survey design approach also enabled inferences to be drawn about the relationship between the variables studied.

Population of the Study

The population of this study comprises of all the senior members of four telecommunication

industries that were tested as popular telecommunication giants in Nigeria – Port Harcourt (Yellowbook, Ministry of Commerce and Industry Port Harcourt 2017).

Table 1: Population of telecommunication in Port Harcourt

S/No.	Industries	Top Managers	Middle Managers	Total
1.	MTN	5	12	17
2.	Globalcom	4	10	14
3.	Etisalat	4	10	14
4.	Airtel	5	15	20
5.	Total	18	46	64

Table 1: Illustrating the population of study

Sample Size and Sampling Procedure

The random sampling procedure which is a probability sampling technique which ensures that all elements in the population are given equal chance of being selected was adopted for this study. Therefore, the study made use of the population size of 62 sample size considering the number of employee under study for equal representation and distribution.

Data Collection Technique

The primary and secondary data were used in course of this study to elicit information from the respondents.

Method of Data Analysis

The study made use of descriptive, simple percentage, tables and Spearman’s Rank Order Correlation statistical tools which is non parametric test for correction between two variables. The analysis was based strictly on the primary data gotten from the questionnaire.

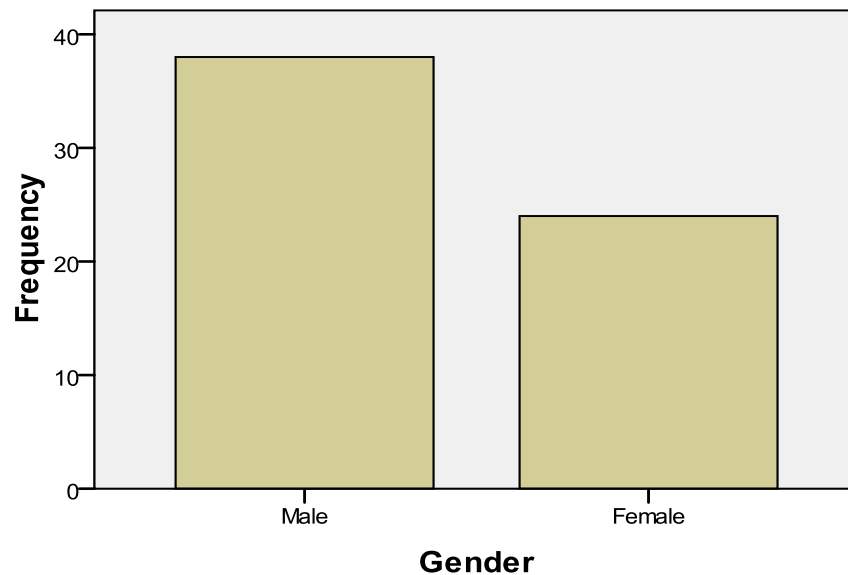
Results

Table 2: Presentation of research data

S/N.	Companies	No. of Respondents	No. of Questionnaire distributed	No. of questionnaire retrieved	Percentage Retrieved
1.	MTN	20	20	18	29%
2.	Globacom	18	18	18	29%
3.	Etisalat	15	15	15	24.2%
4.	Airtel	11	11	11	17.8%
	Total	64	64	62	100%

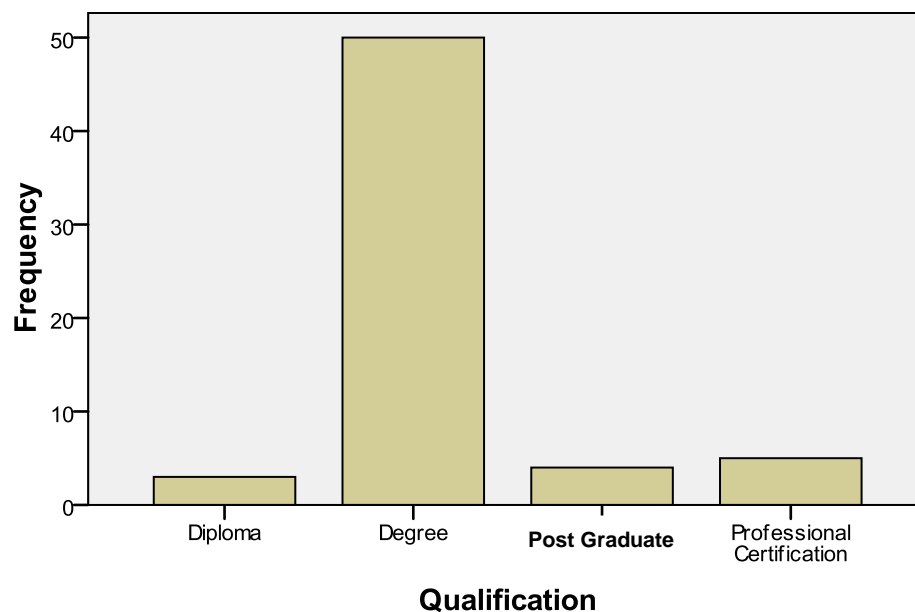
Table 2 showing the total number of 64 (sixty-four) copies of questionnaire designed by the researcher and distributed to respondents in the four telecommunication in Port Harcourt of which 62 (sixty-two) copies were returned by the respondents as in table 4.1 below.

Figure 1: Gender categorization



Frequency distribution for gender in figure 4.1 shows that the male are the dominant group in the selected organizations (male = 38 and female = 24)

Figure 2: Qualification categorization



Frequency distribution for the qualification of respondents reveal that most of the respondents have obtained first degree certificates as compared to other forms of qualifications (given that diploma = 3; First degree = 50; Post graduate = 4 and professional certification = 5).

Table 3: Indicators and Dimensions of Organizational Citizenship behaviour

	N	Minimum	Maximum	Mean	Std. deviation
Courtesy 1	62	1.00	5.00	3.5645	1.12528
Courtesy 2	62	2.00	5.00	3.8871	.77046
Courtesy 3	62	1.00	5.00	4.0968	.98696
Courtesy	62	1.33	5.00	3.8495	.77454
Conscientiousness 1	62	1.00	5.00	3.5645	.95163
Conscientiousness 2	62	2.00	5.00	4.3871	.75433
Conscientiousness 3	62	1.00	5.00	3.6452	.85117
Conscientiousness	62	1.33	5.00	3.8656	.75497
Sportsmanship 1	62	1.00	5.00	3.9677	1.08594
Sportsmanship 2	62	1.00	5.00	3.9355	1.18558
Sportsmanship 3	62	1.00	5.00	3.9839	1.12340
Sportsmanship	62	1.00	5.00	3.9624	1.10489
Valid N (Listwise)	62				

The distribution for the dimensions of organizational citizenship behaviour as portrayed in table 3 reveal that where the lowest mean score is $x > 2.5$; respondents affirm to instances where they have on several occasions expressed organizational citizenship behaviours reflecting courtesy, conscientiousness and sportsmanship.

Table 4: Indicators and Measures of Organizational Performance

	N	Minimum	Maximum	Mean	Std. deviation
Profitability 1	62	1.00	5.00	3.9194	1.12057
Profitability 2	62	1.00	5.00	4.0484	1.16545
Profitability 3	62	1.00	5.00	4.0645	1.12892
Profitability	62	1.33	5.00	4.0108	1.07288
Improved customer service 1	62	1.00	5.00	3.9516	1.15130
Improved customer service 2	62	1.00	5.00	3.9355	1.14335
Improved customer service 3	62	1.00	5.00	3.9677	1.03967
Improved customer service	62	1.33	5.00	3.9516	1.06072
Market share1	62	1.00	5.00	3.8065	1.05331
Market share 2	62	1.00	5.00	3.9516	1.06243
Market share3	62	1.00	5.00	4.0000	1.11620
Market share	62	1.00	5.00	3.9194	1.03083
Valid N(Listwise)	62				

The distribution for the measures of corporate performance as portrayed in table 4.4 reveal that where the lowest mean score is $x > 2.5$; respondents affirm to the performance of the organization in terms of profitability, improved customer service and enhanced market share.

Table 5: Distribution for the predictor and criterion variable

	N	Minimum	Maximum	Mean	Std. Deviation
OCB	62	1.22	4.67	3.8925	.61056
Performance	62	1.33	4.89	3.9606	1.01817
Valid N (listwise)	62				

The study reveals that the variables – organizational citizenship behaviour (predictor) and corporate performance (criterion) are in effect demonstrated in the target organizations. This is as the average response for each of the variables indicates that most of the respondents agree to their involvement in practices reflecting citizenship behaviour such as courtesy, conscientiousness and sportsmanship, while also outcomes reflecting corporate performance with regards to profitability, improved customer service and market share have also been observed within the target organizations.

Test of Hypotheses

Nine hypothetical statements were postulated as a means of ascertaining the relationship between organizational citizenship behaviour and corporate performance at a 95% confidence interval. The statements are all postulated in the null form and tested based on a significance level of 0.05 of which where $P < 0.05$: the null hypothesis is rejected and where $P > 0.05$: the null hypothesis is accepted.

Table 5: Distribution for the predictor and criterion variable

		1	2	3	4	5	6
Courtesy	Correlation Coefficient	1.000					
	Sig. (2-tailed)	.					
Conscientiousness	Correlation Coefficient	.426**	1.000				
	Sig. (2-tailed)	.001	.				
Sports	Correlation Coefficient	.005	.056	1.000			
	Sig. (2-tailed)	.972	.665	.			
Profit	Correlation Coefficient	.330*	.303*	.792**	1.000		
	Sig. (2-tailed)	.005	.031	.000	.		
Improve customer service	Correlation Coefficient	.034	.181	.642**	.662**	1.000	
	Sig. (2-tailed)	.300	.159	.000	.000	.	
Market share	Correlation Coefficient	.338*	.329*	.707**	.780**	.588**	1.000
	Sig. (2-tailed)	.009	.017	.000	.000	.000	.

Discussion of Findings

The test of hypotheses shows that there is a positive and significant relationship between organizational citizenship behavior and organizational performance. Therefore this suggests that a significant positive relationship exists between organizational citizenship behavior and organizational performance. Hence, the null hypotheses are hereby rejected.

The study finding corroborates with the views OCB impacts workgroup efficiency during times of crisis management. For example, having conscientious sense and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al., 2009). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, manager's benefit from positive OCB as well as employees (Turnipseed and Rassuli, 2005). OCB is defined by Daniels et al., (2006) as extra behavior of doing tasks in work place other than routine employee tasks. OCB helps organization to increase its performance in long run as compared to short term. Moreover, Poncheri (2006) defined OCB as positive behavior that has positive effect on organizational development. Both approaches clearly evidence extra role played by the employees in workplace that have positive impact on organizational performance. (Todd, 2003) in his study identified that OCB helps to encourage the employees to apply their maximum knowledge, skill and abilities in workplace. OCB is closely related to organizational motive to achieve organizational goals effectively and efficiently (Jorman et al., 2006). The views of Koys (2001) emphasize OCB as positive impact on profitability of an organization but not on satisfaction of customer. However, Shapiro et al. (2004) defined employee behavior as based on organizational behavior, if organization shows positive attitude then employees react according to that behavior.

Conclusion

On the basis of the findings and discussions of this study, the results show that there is a significant relationship between organizational citizenship behavior and corporate performance of the selected telecommunication companies. As a result of this, the following conclusions are drawn:

- i. Majority of the selected organizations (telecommunication companies) in Port Harcourt currently have employees who can be considered on the average as expressing citizenship behavior to their organizations and as such affirm to activities such as courtesy, conscientiousness and sportsmanship
- ii. Majority of the organizations also affirm to their organizations current capacity for profitability, improved customer service as well as a favourable market share. The evidence from the data reveals that on the average most of the organizations (Telecommunication companies) included in this study as at the time of the investigation had good profitability levels, improved customer service and had good market share.
- iii. When employees express courtesy within the organization, it fosters a sense of shared understanding and willingness to collaborate on tasks with other colleagues and team mates. The evidence from the study supports the argument that courtesy as a dimension of organizational citizenship behavior significantly enhances profitability and the market share of the organization.

Recommendations

On the basis of conclusions derived from this study, the following recommendations are

made:

- i. Organizations should not be passive concerning staff support and collaboration programs or initiatives. Deliberate effort should be made to achieve that through organizational policies and prerogatives which aim at the effective integration of employees into the general affairs and programs of the organization as a means to enhancing work relations and thus facilitating increase in profitability, improved customer service as well as the market share of the organization.
- ii. Organizations should sensitize employees to exhibit courteous, conscientious and sportsmanship behaviors by instituting relevant policies, trainings and group discussions. This would create the opportunity for employees to socialize, interact and acquire interpersonal skills at the workplace as well as learn to collaborate with colleagues as regards role expectations
- iii. Organizations should institute policies which control resources and effectively manage behavior such that actual goals are efficiently achieved within time specifications. Such policies would serve to manage behavior and interactions within the workplace that would serve to foster unity and cohesion.

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