



Organizational citizenship behaviour and performance: The Mediating effect of task

K.J. Ringim^a, A.A. Yusuf^{*}

^a Department of Business Administration, Faculty of Administration, Ahmadu Bello University, Zaria.
Nigeria

^{*} Department of Business Administration, Faculty of Administration, Ahmadu Bello University, Zaria.
Nigeria

ABSTRACT

Unanticipated events, jobs that were unforeseen and roles that do not belong to any individual are constantly being generated in Deposit Money Banks leading to increased level of role overload, stress and work family conflicts among the employees of the Bank. Also, employees are always faced with the problem of meeting up with their targets of account opening, deposit mobilizations and investment. These ultimately make employees to depend on one another to collectively achieve the goals of the organization. It is as a result of this problem the study seeks to examine the mediating effect of task interdependence on the relationship between Organizational Citizenship Behaviour and the Performance of DMBs. The study employed Survey research design and multiple regression analysis was used to test the hypotheses formulated. The result found as a result of introduction of mediation variable revealed that helping behaviour and civic virtue has positive relationship and significant effect on the performance of DMBs in Kaduna metropolis. Sportsmanship has significant effect but negative relationship with performance of DMBs in Kaduna metropolis. It is also discovered that task interdependence mediates OCB-performance relationship. In the light of this, we therefore conclude that, helping behaviour, sportsmanship and civic virtue are major determinants of improving the performance of DMBs. The study therefore, recommends that, management of DMBs should develop an organizational policy such as free room for constructive suggestions on how to improve overall performance as well as recognition, additional reward and promotion that can promote organizational citizenship behaviour and enhance bank performance while preventing situations that will discourage staff from rendering extra positive discretionary work related services.

Key words: Helping behaviour, Sportsmanship, Civic virtue, Task interdependence, Performance, DMBs

1. Introduction

For the period of stay of an employee in an organization, there are positive behaviours which are anticipated from him and he must adhere to the rules and regulations of the organization. However, employees at times display certain behaviour that go beyond the call of duty. Such behaviour is called Organizational Citizenship Behaviour (OCB). It is the behaviour in excess of the normal course of responsibility and outside the arena of regulations. OCB is vital for the survival of deposit money banks (DMBs) because Sukhada and Meera (2014) opined that OCB can have positive effects on the success of banks through improvement in efficiency of productivity, better utilizations of resource, performance enhancement and stability.

Organ's (1988) conceptualization of OCB includes five behaviours among which are: altruism, courtesy, sportsmanship, conscientiousness and civic virtue, all of which are essential for effective organization and enhancing effectiveness of the organization. Ever since its introduction, studies have explored OCB and have related it with organizational success, overall employee performance, Big Five personality traits, work attitudes, and procedural justice (Podsakoff et al; 2000). However, employee work performance has more weight in OCB because helping behaviour, sportsmanship and civic virtue are mainly directed toward enhancing the performance of an organization.

Organizational performance can be seen as the frequent activities to ascertain organizational goals, sustain improvement towards the goals and make adjustments to achieve those goals more effectively and efficiently. It comprises the real amount produced or result of an organization as measured against its planned output (Richard, 2009). One of the variables that can serve as an indicator of enhanced organizational performance is OCB. It has been standard practice in the Nigerian banking sector for the individual worker to take the initiative in carrying out unallocated tasks each time they occur, even when such tasks are not part of their own routine schedule of duties (Abubakar & Hanan, 2014). This may to some extent due to the thoughtful that "unallocated work will increase to the extent that it will hinder the smooth operations" ultimately causing the whole thing to shy down like an engine running with no oil.

However, in the present-day Nigerian DMBs, most bankers no longer take tasks that are not part of their own official responsibilities (Abubakar et'al, 2014), this is due to the fact that, it will not be recorded as part of their own job performance. Thus, what happened to the worker initiated extra-role behaviour that was one time so commonplace in Nigerian DMBs.

Generally speaking, there are always some tasks that have not been assigned to any particular person. In DMBs, unanticipated events such as shortage or overage of deposits and withdrawals of transactions occur all the time, and jobs that were unforeseen and roles that do not belong to any individual like call over of transactions and proper documentations of control copies of transaction among others are constantly being generated. Indeed, it would be impossible to cover all the necessary to execute the actual work of a Bank in a formal organizational chart. Also, all sales associates of DMBs are always faced with the problem of meeting up with their individual targets, team level targets and overall organizational targets of account opening, deposit mobilizations and investment. While some individual and teams meet their targets within the time frame, others do not meet their targets. What conclusion can be drawn for individuals and team who could not meet their targets and what effect will this have on the overall performance of the Bank? These ultimately make employees to depend on one another to collectively achieve the goals of the organization.

Furthermore, previous studies have shown inconsistencies in the direction of the relationship between OCB and Performance. Some studies such as Obamiro, Ogunnaike and Osibanjo (2014), Gholamreza, Masoumeh and Muhammad (2013), Nathan, Steven and Philip (2009), Davila, Maria and Marcia (2011), Plan (2011), Shaiful and Hassan (2005) and Amir, Ali and Chughtai (2012), provide evidence of positive relationship between OCB and performance, while others such as Javad, Mehdi, Ahari and Mohammad (2012), Arla and Sarah (2003), Podsakoff, Ahearne and Mackenize (1997), Oscar, Joo and Jun (2005) and Coole (2003) reported negative relationship between OCB and performance. However, in order to resolve the inconsistency of the findings regarding OCB-Performance relationship, some prior studies recommended that many influential organizational variables should be investigated. More explicitly, Gholamreza et al, (2013), suggested a mediating variable inclusion and Javad et al, (2012), suggested a moderating variable inclusion in OCB-Performance relationship to resolve the inconclusive findings. *This study therefore seeks to examine the mediating effect of task interdependence on the relationship between Organizational Citizenship Behaviour and the Performance of deposit money banks in Kaduna metropolis.*

The study covers a period of two years from 2014-2015 and it concentrates on employees working in DMBs in Kaduna metropolis. From the foregoing, four hypotheses that guide the direction of this study are:

- H_{01} : *Employee helping behaviour has significant effect on the performance of DMBs in Kaduna metropolis.*
- H_{02} : *Employee sportsmanship has significant effect on the performance of DMBs in Kaduna metropolis.*
- H_{03} : *Employee civic virtue has significant effect on the performance of DMBs in Kaduna metropolis.*
- H_{04} : *Task interdependence mediates the relationship between OCB and performance of DMBs in Kaduna metropolis.*

2. Methodology

This study adopted a cross sectional survey research design where data were collected at a point in time with the aid of a structured questionnaire. The population of this study consists of 295 employees working in twelve DMBs operating in Kaduna metropolis, Kaduna State. The twelve Banks was arrived at using filter in eliminating some Banks that could not meet the needed criterion at the preliminary stage. The study employs Yamane (1967) technique for sample selection. Based on this criterion, 196 employees were selected to serve as a sample and the sample techniques adopted is the simple random technique. Out of 196 questionnaires administered, a total of 168 were completed and returned, representing 86% response rate.

The dependent variable, DMBs performance was measured using Motowidlo and Van Scotter's (1994) 12-item scale of task performance adapted from David, (2003). The independent variables; helping behaviour was measured using organ, (1988) 14 item scale of citizenship behaviour adapted from Rachael, (2013), sportsmanship was measured using organ, (1988) 6-item scale of citizenship behaviour adapted from Rachael, (2013), civic virtue was measured using organ, (1988) 6-item scale of citizenship behaviour

adapted from Rachael, (2013). Task interdependence was measured using Kiggundu, (1983) 12-item scale of initiated task interdependence (ITID) and received task interdependence (RTID) adapted from Daniel et'al (2014). All responses were measured using five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The use of 5-point likert scale is necessary because Krosnic and Fabrigar (1997) posited that a scale of 5 to 7 points is more reliable and valid than shorter or longer scale. It is also an interval scale that enables a researcher to analyses questionnaire responses using parametric tools.

3. Empirical Results

A pilot study was conducted in order to test for the reliability of the instrument using data collected from the 168 sample of respondents that are employees of DMBs in Kaduna metropolis. The questionnaire was adapted from Rachael, (2013), and David, (2003) and was subjected for reliability test analysis. Helping behaviour has a Cronbach alpha of 0.948, sportsmanship has Cronbach alpha of 0.785, civic virtue has 0.866 Cronbach's alpha, task interdependence has Cronbach's alpha of 0.920 while Performance has 0.754 Cronbach's alpha. Generally Cronbach alpha of >0.7 is considered an acceptable and 0.8 is considered a good reliability (Tabachnick & Fidell, 2014). Therefore all the constructs were deemed to have adequate reliability.

Table 1: Showing the reliability scores of variables

Variables	Origin of the Construct	Measurement	Cronbach's Alpha
Helping Behaviour	Organ, 1988	14-items scale	0.948
Sportsmanship	Organ, 1988	6-items scale	0.785
Civic Virtue	Organ, 1988	6-items scale	0.866
Task Interdependence	Kiggundu, 1983	12-items scale	0.920
Performance	Motowidlo& van Scotter, 1994	12-items scale	0.754

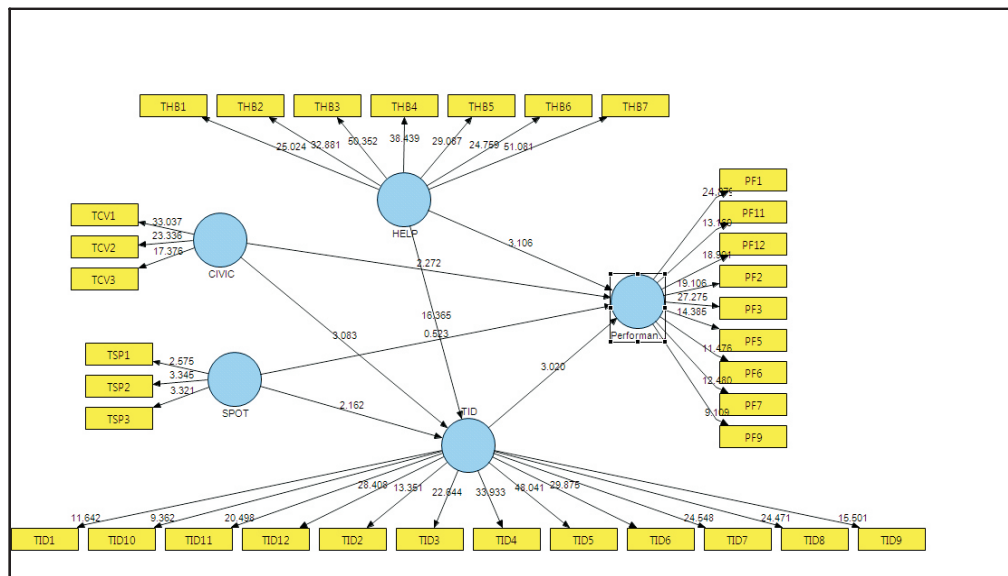
Source: Researcher's field work, 2015

The relationship between HB and performance (H_1), SP and performance (H_2) and CV to performance (H_3) were tested using regression analysis. The regression analysis result in Table 2 indicates that HB is positive and significantly related to performance. This finding supports H_1 . Similarly, finding indicated that SP has a significant positive relationship to performance, thus (H_2) also supported. Also, finding indicated that CV has a significant positive relationship to performance, thus (H_3) also supported. To test for the mediation effect of task interdependence and the independent variables, we found that HB, SP and CV satisfied the condition of mediation suggested by Baron and Kenny (1986). The mediation test revealed that TI mediates the relationship between HB, SP, CV and performance. Hence (H_4) supported the three variables as shown in Table 2 and Figure 2. orespectively.

Table 2: Path Coefficient and Hypotheses

Hypotheses	Path Coefficient	Standard Error	T Statistics	P-Value	Decision
CIVIC -> PF	0.151	0.053	2.849	0.0042	Supported
CIVIC -> TID	0.182	0.048	3.806	0.0085	Supported
HELP -> PF	0.341	0.086	3.944	0.0001	Supported
HELP -> TID	0.739	0.036	20.306	0.0002	Supported
SPORT -> PF	0.023	0.035	0.653	0.0151	Supported
SPORT -> TID	-0.093	0.034	2.739	0.0302	Supported
TID -> PF	0.433	0.113	3.840	0.0051	Supported

Source: SmartPLS Output



Source: SmartPLS Output

Figure 2.0 Research Model

Figure 2 is the framework of the research model showing the OCB- Performance relationship with the mediating effect of Task Interdependence as shown in Table 2.

4. Discussion

The objective of the research is to examine the mediating effect of task interdependence on the relationship between organizational citizenship behaviour (helping behaviour, sportsmanship and civic virtue) and performance.

The findings of this study are consistent with the previous studies that established a significant and positive relationship of HB and OP. Muhammad and Ali (2006) found a support on the relationship between OCB helping behaviour and performance customer Personality. Other studies with similar findings on the positive relationship between helping behaviour and firm performance includes: Obamiro, Ogunnaiké and Osibanjo (2014), Gholamreza, Masoumeh and Muhammad (2013), Nathan, Steven and Philip (2009). However, the study of Nathan, Steven and Philip (2009) found a significant and positive association of SP and OP which is not in support with this study where negative relationship is found between SP and OP. This is equally supported by the study of Sukhada and Meera (2014) which reported a negative and significant relationship between sportsmanship and organizational performance. Other studies in support of these findings includes: Abubakar and Hanan (2014), Podsakoff (2000). However, the study of Sukhada and Meera (2014) found a significant and positive association of CV and OP. Similarly, the study of Abubakar and Hanan, (2014) equally reported a positive and significant relationship between civic virtue and organizational performance. Other studies in support of these findings includes: Walz et al (2000), Koys (2001), Podsakoff (2000). With respect to the mediating effect of TI on the relationship between OCB and performance, the result indicated that task interdependence mediate the relationship between helping behaviour and civic virtue. This finding supports the findings of soo (2012) and Sofiah and Muhammad (2012).

The findings of this study will benefit potential promoters and regulators of banking activities such as auditors, managers of DMBs, CBN as well as companies such as CARANDA and NDACKSON Management Limited (who are responsible for outsourcing contract staff for DMBs in Nigeria) on the benefits and role of task interdependence as well as OCB. More specifically the study will contribute to policy issues; these regulatory agencies being responsible for formulating and implementing policies regarding banking activities will be able to recognize the level of awareness of OCB and task interdependence with regard to business activities and stress on the benefits of managing such through sensitization programmes to employees.

This study has some methodological constraints. First our cross-sectional design does not allow drawing any conclusions about the causality of the discovered relations. Hence, a longitudinal design for measuring the mediating effect of task interdependence on the relationship between the dependent and independent variables at different times over an extended period of time would have been more revealing than a cross-sectional study. Second, the findings of this research cannot be generalized to a large context among all DMBs because; this study could not capture all the DMBs in Kaduna metropolis as intended. Specifically, Sterling Bank among few others is not captured in this study due to the fact that they failed to provide the needed information relevant to the study at the preliminary stage.

5. Concluding Remarks

This study investigates the effects of employees' helping behaviour, sportsmanship and civic virtue on the performance of DMBs in Kaduna metropolis with task interdependence as the mediator. Based on the research hypotheses and the research objectives the conclusion was drawn.

The findings revealed that helping behaviour which involve; helping co-workers with work related problem, sharing expertise with other co-workers, taking step to try to prevent problem with each

other and touching base with each other before taking action that may affect other co-workers are motivators in improving the performance of DMBs in Kaduna metropolis. The employees of DMBs in Kaduna metropolis who focuses on activities that are positive to the bank, avoid complain about trivial issues and do not always find fault in what other members are doing are more productive in improving the performance of their banks. However, DMBs employees' constructive suggestion on how to improve their activities, deciding the best course of action and actively participating in organizational meetings can only serve as good motivator in improving the performance of their banks if they are strictly based on performance enhancement otherwise, they cannot improve the performance of DMBs. Thus, DMBs in Kaduna metropolis place high value on adopting helping behaviour, sportsmanship as well as civic virtue as dimensions to improve their performance.

In line with the above conclusions, the study recommends that, management of DMBs should develop an organizational policy such as recognition, additional reward and promotion that can promote organizational citizenship behaviour and enhance bank performance while preventing situations that will discourage staff from rendering extra positive discretionary work related services.

Also, the management as well as their contracting agencies- CARANDA and NDACKSON management limited should allow their employees to frequently offer constructive suggestions (that are explicitly based on performance improvement) on how to effectively and efficiently improve the performance of their banks. This is due to the fact that, the employees are the one saddled with the responsibility of carrying out the day-to-day activities of the bank as such; they can determine the best course of action to improve the performance of the bank. However, suggestions that are not aimed at improving the overall performance of the bank should not be implemented.

This study also recommends that, management of DMB should include annual rewards allocation to employees who are willing to conduct extra-role behaviors (such as helping coworkers with work related problems) and employees who are good sports (by focusing on activities that are positive to the organization and avoid complain on trivial issues). This will serve as a sign of recognition and commitments on the part of the employees. For future research, this study suggests that the use of longitudinal and show case study be employ for a more and better revealing of the results in this constructs.

Bibliography

Abubakr, M. S Hanan, A. (2011), Leadership and Organizational Citizenship Behavior in Islamic Banks of United Arab Emirate *Journal of Operations Management*. 21(4), 475.

Aoyagi, M. W., Cox, R. H., & McGuire, R. T., (2008). Organizational citizenship behaviour in Esports: Relationships with leadership, team cohesion, and athlete satisfaction. *Journal of applied science*

Brass, D. J. (1985), Technology and the structuring of jobs: Employee, satisfaction, performance, and influence. *Organizational Behavior and Human Decision Processes*, 35, 216–240.

Borman, W. C., & Motowidlo, S. J. (1993), Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99–109.

- Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007), Does prevalence mitigate relevance? the moderating effect of group-level OCB on employee performance. *Academy of Management Journal*, 50, 1481–1494
- Bachrach, D. G., Powell, B. C., Collins, B. J., & Richey, R. G. (2006), Effects of task interdependence on the relationship between helping behaviour and group performance. *Journal of Applied Psychology*, 91, 1396–1405.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587–595. *Journal of Business Research* 58, 171–199
- Brown S. and Charles R. (1982), prosaically organizational Performance. *Academy of Management Review*, 11, 710–725.
- David R. C. (2003). The effects of citizenship performance, task performance, and rating format on performance judgments *Journal of Applied Psychology*, 91, 193–201
- Daniel G. B., Benjamin C. P., Elliot B. (2014). Organizational Citizenship Behavior And Performance Evaluations: The Impact Of Task Interdependence. *Journal of Applied Psychology*, 91, 193–201
- Jahangir, L. (2004). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance*, 19, 159–173
- Katz, D., & Kahn, R. L. (1939), *The social psychology of organizations*. New York: Wiley.
- Koys, D. (2001). The good soldier: Who is she? [*Journal of Organizational Behavior*](#), 22, 939–959.
- Koys, D. J. (2001), The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54: 101–114.
- Krosnic T. A & Fabrigar L. R. (1997), Designing rating scale for effective measurement in surveys. In B. Ligargi, P. Collins, M. Dellecuw, E. Dippo
- Law, S. K., Wong, C., & Chen, X. Z. (2005), The construct of organizational citizenship behavior: Should we analyze after we have conceptualized? In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior* New York: Nova Science Publishers. 31, 47–65.
- Nathan P. P. Steven W. W. and Philip M. P. (2009), Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*. 94, 122–141

Motowidlo, S. J., & Van Scotter, J. R. (1994), Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475–480.

Mohammad S. A., Ali Y. P. (2006). The Effects of Organizational Citizenship Behavior (OCB) on Performance Customer Personality *International Journal of Advanced Studies in Humanities and Social Science* 1, 154-163

Nielsen, T. M., Hrivnak, G. A., Shaw, M. (2009), Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40, 555–577.

Osuola, F. (2005), *Introduction to Research Methodology*, Bony African-Feb Publication Ltd 21, 341–3569

Organ, D. W. (1988), Organizational citizenship behavior: The Good Soldier Syndrome Lexington, MA: Lexington Books. *Journal of Advanced Studies in Humanities and Social Science* 1, 154-163

Organ, D. W. (1997), Organizational citizenship behaviour: It's construct cleanup time. *Human Performance*, 10, 85-97.

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006), *Organizational citizenship behavior* Its nature, antecedents, and consequences. *Beverly Hills, CA: Sage*. 17, 338-357

Oscar B. Joo J. Jun S (2005). Exploring the Casual Relationships Between Organizational Citizenship Behavior, Total Quality Management, And Performance *International Journal of Business and Management* 5, 113-124

Pallant, J. (2001). SPSS: Survival Manual – A Step by Step Guide to Data Analysis Using SPSS for windows (3 ed.). Sidney – Australia: McGraw Hill Open University Press; Ligare Book Printer.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Mishra, P. (2010), Effects of organizational citizenship behaviors on selection decisions in employment interviews. *Journal of Applied Psychology. Advance online publication. Journal of Applied Psychology*, 77, 69-70

Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997), Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82, 262–270.

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, 513–563.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009) Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94, 122–141.

Podsakoff, P. M., & MacKenzie, S. B. (1994), Organizational citizenship behavior and sales unit Effectiveness. *Journal of Marketing Research*, 31, 351–363.

Rotundo, M., & Sackett, P. R. (2002), The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A [policy-capturing](#) approach. *Journal of Applied Psychology*, 87, 66-80.

Richard N. M. (2009), "The Recognition and Reward of Employee Performance" *Journal of Labor Economics* 3, 532-601

Rachael N. M. (2013). Impact Of Team Citizenship Behaviors on Performance In Women's Sports Team. *Journal of Applied Psychology*, 94, 122–141.

Shukhada K. & Meera A. (2014), Self and Superior Ratings of Organizational Citizenship Behavior: Are there Differences in the Source of Ratings? *Journal of Management*, 26, 513–563.

Williams, L. J., & Anderson, S. E. (1991), Job Satisfaction and Organizational Commitment as predictors of Organizational Citizenship and in-role behaviors. *Journal of Management*, 17, 601-617.

Walz and Niehoff (2000), A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90, 1241-1255.