Original Article

Organizational Citizenship Behaviour and Performance of Selected Commercial Banks in Anambra State, Nigeria

Arachie Augustine Ebuka[1], Agbasi Obianuju Emmanuela[2] , Osita Chinedu Fabian[3]

[1, 3]Department of Business Administration, Nnamdi Azikiwe University, Awka, Nigeria.
[2]Department of Cooperative Economics and Management, Nnamdi Azikiwe University, Awka, Nigeria

Abstract - The apparent non-recognition of Organizational Citizenship Behaviour (OCB) by formal organizations' reward mechanisms which negatively affect employees' disposition to engage in OCB in the focused firms, necessitated this study. The broad objective of the study was to determine the relationship that exists between OCB and the Performance of selected Commercial Banks in Anambra State. The study was anchored on the Relational Coordination Theory by Jody Hoffer Gittell in 2011. Correlation Survey Research Design was employed for the study. The population of the study was 172 consisting of employees of the selected Banks, and complete enumeration was adopted. Pearson's Product Moment Correlation Coefficient was used for data analysis at a 5% level of significance. The findings revealed that there was a significant positive relationship existing between altruism and coordination ($r = 0.962$, P-value <0.05). The study concluded that OCB contributes significantly to the performance of the selected organizations. It was recommended, therefore, that the management of the focused organizations should encourage employees to engage in OCB through formal recognition systems.

Keywords - Organizational Citizenship Behaviour, Performance, Altruism and Coordination

I. INTRODUCTION

Banks, just like every other organization, employ people to help them achieve their objectives, goals, mission, and vision by giving each of the employees specific duties clearly set out in the form of job descriptions. These are the jobs the employees are paid for, and they are evaluated based on their performance of these tasks. Failure to perform such duties as envisaged may attract sanctions from the organization's management. However, there are other things the employees could do that may contribute exceedingly to the performance of the organization, but they are not captured in any specific job description. These things are regarded as Organizational Citizenship Behaviours (OCBs).

Organizational Citizenship Behaviours (OCBs)are workplace activities that exceed an employee's formal job requirements and contribute to the effective functioning of the organization (León & Finkelstein, 2011). Activities or duties captured in the job descriptions are called task activities or job roles, and they differ significantly from OCBs. Task activities are typically different for different jobs; employees are evaluated and rewarded based on their performance of such duties, whereas OCB are similar across jobs; they are spontaneous and discretionary, they are not formally recognised or rewarded by the organization. Putting in extra effort, cooperation with colleagues, helping others, showing initiatives, loyalty and compliance with organizational rules, helping co-workers who have a heavy workload, helping new employees in their work to acclimatize, promoting the organization in the community and offering constructive suggestions for organization development are all examples of OCB that are likely to be important for most if not all jobs (Borman, 2004). Turnipseed and Rassuli (2005) state that the examples of OCBs are cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resources, sharing ideas and positively representing the organization. It is important to note, however, that despite their differences in approach, they accomplish the same thing, which is helping an organization to actualize its goals.

The name OCB has, over the years, assumed many other nomenclatures; some call it organizational citizenship performance, contextual performance and organizational spontaneity. Others prefer to see it as pro-social organizational acts, extra-role acts, discretionary work performance, or citizenship performance behaviour (Borman, 2000; Borman, 2002; Borman, 2004; Van Dyne, Ang, &Botero, 2003). In any case, they are talking about the same thing; actions and behaviour that are not in the organization's job

description. In an organizational setting, Organ (2006) asserts that OCB share special types of work behaviours are defined as individual behaviours that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system.

OCB, which is described as a discretionary behaviour, has emerged as a popular area of study. It has been the most extensively studied topic in Organizational Behaviour Research since it continues to arouse interest among researchers and practitioners during recent times but was first introduced by Organ and his colleagues in 1983, but its meaning could be found in Bernard's 1938 concept of willingness to cooperate (Mehboob & Bhutto, 2012). OCB has become an important subject in psychology and management in recent decades and has attracted much attention to itself (Foote & Tang, 2008). OCB has many dimensions which have been viewed differently by different scholars over the years. There is no consensus as to what constitute OCB dimensions, but the most widely used is the one proposed by Organ in 1988, which include Altruism, Sportsmanship, Civil Virtue, Conscientiousness and Courtesy.

In research on organizational effectiveness and organizational behaviour, the focus was usually on the performance of formal tasks by employees (Borman, 2004). Now, increasingly more attention is paid to exploring performance-related behaviours that go beyond the assigned tasks and responsibilities for which employees are typically held responsible (Hoffman, Blair, Meriac & Woehr, 2007). The banking sector is a viable sector of the economy of Nigeria; it is categorized under the service sector as it does not produce tangible things. It rather provides services to its esteemed customers (Nnabuife, 2015).

Three banks were studied, and they are First Bank, Zenith Bank and Access Bank. Being in the service sector presupposes the reliance on the capacity of its employees to perform optimally to help improve service delivery and satisfy the customers. The bank staff perform task duties that are captured in the job description of the organization, and they are paid for it. They, however, are expected to add other efforts that are not recognized by the banks formally. Being informal, these extra efforts are not rewarded by the organization, at least in a formal sense. This may present a challenge to these banks and therefore necessitated this study.

A. Statement of the Problem

Employees are evaluated based on how they perform on their task duties in the focused firms, and no reward comes from exhibiting OCBs empathizing with their

colleagues, avoiding too many complaints and helping colleagues to attend to customers when they are crowded with customers. Employee continuous retention and remuneration is also not determined by employees extra-role efforts(OCB behaviour). This seems to make employees not to be committed to exhibiting OCB in the focused organizations and therefore appear to be affecting the level of coordination in the studied institutions. This is because an employee who is supposed to be helped in performing some tasks by colleagues but is not helped may get frustrated, and this may lead to delay in achieving results, and the organizational performance may be affected by this.

Employees in the focused firms always appear very busy with their assigned duties, and most times, they are given targets to meet, especially the marketers. Thus, every employee is bent on meeting targets and impressing management for various reward purposes. This seems to be affecting the level of coordination amongst employees because no employee would want to help others in achieving their target as it may jeopardise their chances of outperforming their colleagues. Also, the personal training of employee and their area of specialization in the firm hinders some employees who would want to help as they may not have the requisite skills to do so and so harms coordination of activities. These affects overall organizational performance as there are delays in attending to customers rectifying faults with organization gadgets and machines like automated teller machines. It is in light of these problems that this study was necessitated.

B. Objectives of the Study

The broad objective of this study is to determine the relationship existing between OCB and the Performance of selected Deposit Money Banks in Anambra state. The specific objective of the study is to:
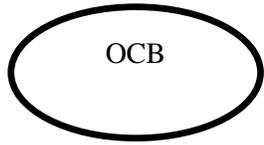
1. Determine the type of relationship that exists between Altruism and Coordination in selected Deposit Money Banks in Anambra State.

C. The hypothesis of the Study

1. H_A: There is a significant relationship existing between Altruism and Coordination in selected Deposit Money Banks in Anambra State.

II. REVIEW OF RELATED LITERATURE

A. Organizational Citizenship Behaviour

OCB

Organizational Citizenship Behaviour(OCB) was first used by Dennis Organ and his colleagues in their studies in 1983 (Podsakoff, MacKenzie, Paine, & Bacharach, 2000). Organ developed this phrase based on Chester Barnard's (1938) phrase of willingness for cooperation and Daniel Katz's (1964) phrase of behaviours that are innovative and spontaneous. Organ (1988) originally defines OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". The word discretionary, according to Organ, means that the behaviour is not formally enforceable. They are those extra work-related behaviours that go above and beyond the routine duties prescribed by their job descriptions or measured informal evaluations (Bateman & Organ, 1983). However, more recently, Organ modified this definition to say that OCB is "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997,p.95). OCB is not a job requirement and is not part of a formal contract, but it is a personal choice. It refers specifically to employees' willingness to help at work by going above and beyond what is required by their job description. For instance, when employees share expertise, help others with work-related problems, cooperate, provide encouragement to new employees, or just lend a hand, they are engaging in OCB.

OCB has undergone subtle definitional revisions since the term was coined in the early 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary (Zhang, 2011). Robbins (2001) defines OCB as the organization member's discretionary behaviour towards the organization and the development of coherence for the organization, which will consequently affect the performance of the organization. Robbins (2001) also states that OCB refers to discretionary and unconditional behaviour which is not part of an employee's formal job requirement but which nonetheless promotes the work performance of the organization. It is all positive

behaviours about organizations members (Burns & Carpenter, 2008)

OCB involves those desirable employee behaviours that are not enforceable by the organization, though essential for effective work processes and the smooth running of the organization (Olowookere & Adejuwon, 2015). It is the behaviour of the individual will and desire, and not appreciated through organization formal reward system directly and explicitly but leads to improving organizational performance. OCB is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond the minimum efforts required to do a merely satisfactory job (Zhang, 2011).

OCB has different dimensions as put forward by different scholars and researchers, and thus there is no consensus as to the exact dimension of OCB. Perhaps the most prestigious division provided about dimensions and components of OCB proposed by Organ (1988) that is used in several studies is Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. Podsakoff, MacKenzie, Paine and Bacharach (2000) propose seven common themes or dimensions on OCB; they are: Helping Behaviour, Sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, Civic Virtue, and Self Development.

B. Altruism

Altruism is a kind of discretionary behaviour tailored towards helping and motivating other employees in discharging their duties efficiently and helping others to tackle work-related problems (Obamiro, Oluseye, & Osibanjo 2014). It is a voluntary behaviour whose main goal is to help other employees in the organization carry out their duties effectively. Things like voluntarily helping a new or less experienced staff and helping employees who have been busy or absent are all within the realm of altruism. Altruism and conscientiousness have been considered in one group entitled helping behaviours by some researchers (Barroso, Armario & Ruiz, 2004). Burns and Carpenter (2008) state that altruism may be defined as behaviours of a discretionary nature that are targeted at helping individuals achieve organizationally assigned tasks. As a factory worker, Organ developed his initial thoughts on OCB when a co-worker exhibited altruism by assisting him with the operation of an unfamiliar piece

of machinery equipment. This single act of altruism inspired Organ to explore the concept of OCB later in his academic career and, consequently, Organ's efforts have served to encourage further research on the subject throughout the world, and in other disciplines, such as education and management (Organ, Podsakoff, & MacKenzie, 2006).

Redman and Snape (2005) state that altruism "involves helping specific individuals in relation to organizational tasks. Altruism or helping co-workers makes the working framework more proficient and effective because one worker can use his or her slack time (free time) to assist his or her colleague on a more urgent task (Yen & Neihoff, 2004). What is striking in the definitions given by different researchers about the concept of altruism is that it has to do with an employee deciding through his own free will, without being asked to or forced to do it, to help other employees to carry out their organizationally recognised tasks. This could be in the form of giving advice to an employee who is at a crossroads on how to execute a particular task, attending to customers when an employee is faced with too many customers to attend to, helping out in carrying out a difficult assignment that requires another person. These acts of altruism may engender closeness amongst employees and improve the level of cooperation amongst employees.

C. Performance

PERFORMANCE

When it comes to performance from management's point of view, it could be about personal performance or individual performance or the performance of the team, or it can also be an organizations performance (Brudan, 2010). There has been much contention over the precise definition of the performance criterion. Nelson and Simmons (2003) posit that the quality of an organization's human resources is perhaps the leading indicator of its growth and sustainability. Rotundoa and Sackett (2002), for example, define performance as those actions and behaviours that are under the control of the individual and contribute to the goals of the organization. Performance refers to a concept defined as the total amount of quantitative and qualitative contribution of an individual, a group or an organization to a task which is used to find out what has been reached or achieved during the fulfilment of the target of that task. It is the degree of the achievement of the work in terms of the targets determined (Şehitoğlu & Zehir, 2010). Ya-Hui Ling and Ling Hung's (2010)

define organizational performance as the organization's relevant businesses and departments achievements completed within the deadline in order to accomplish phased or overall goals.

Performance is a term used to define to what extent a person uses his/her potential, knowledge and abilities to achieve his/her goals or expectations. In other words, it is the percentage of employees' potential to be used successfully to complete a given task in a certain period in an organization. The term performance was occasionally confused with productivity. Ricardo and Wade(2001) confirm that there was a difference between performance and productivity. They opine that productivity is a ratio indicating the volume of tasks performed in a given amount of time, while performance is a broader pointer that could include productivity as well as quality, consistency and other factors. Different dimensions have been adopted by authors to determine organizational performance. Some of them are profitability, return on asset (ROA), gross profit, return on equity (ROE), sales growth, export growth, revenue growth, market share, stock prices (Gimenez, 2000). They emphasize that no single determinant of performance may fully clarify all areas of the concept. Some researchers also reported contradictory measures of organizational performance, though most researchers measure organizational performance using quantitative data such as return on investment, return on sales and so forth (Gimenez, 2000).

The importance of performance has integrated both effectiveness related measures that deals with issues like business employee satisfaction and commitment. Hodge and Williams (2004) suggest that performance has also been conceptualized using non-financial and financial measures from both perceptual and objective sources. Financial measures allow researchers to build benchmarking analysis and trend analysis. Perceptual sources comprise financial health or employee evaluation of organizational effectiveness and their overall level of satisfaction and commitment. While reaching the predetermined standards is regarded as a success, remaining behind the standards is seen as an indicator of unsuccessful performance. To sum up, it can be said that the variable of organizational citizenship behaviour accounts for about 45% of the performance in organizations. When related literature is studied, it was seen that individuals with high performances tend to be interested in and sensitive to the issues concerning themselves and their fellow workers. Besides being kind and helpful to others, they also place great importance on the organization itself (Şehitoğlu & Zehir, 2010).

D. Coordination

Managers value OCB that creates a work environment conducive to cooperation and proper coordination (Kramer, 2010). The concept of coordination is an interdisciplinary subject, and two primary disciplines influence it. They are organizational studies, including all parties of management (especially human resource management, operations management, and marketing management) and computer science, including related disciplines like information technology and artificial intelligence (Coleman, 2002). Malone and Crowston (2013), in Coordination theory, said that Coordination is the act of managing interdependencies between activities. When the word coordination was first recorded in 1605, it meant "orderly combination" (Barnhart Dictionary of Etymology, 1988). The most important point in coordination is interdependence. Beuselinck, Verhoest, and Bourckaert (2007)posit that if there is no interdependence, there is nothing to coordinate.

Coordination is the interrelation of functions, structures, and resources in an organizational context, which can take place at different levels or possess different dimensions (Viinamäki, 2004). However, numerous studies have shown that coordination and cooperation lead to improved interpersonal and inter-group relations; because they create advanced approaches in dealing with problems that emanate from intra-link and cross-cultural contexts concerning an organization (Kramer, 2010). The more efficient coordination is in all levels of administration, the common outcome, cohesion, will be reached more efficiently; because coordination is a tool of cohesion (Viinamäki, 2004).

Every activity in an organization requires coordination of a variety of functions within and between firms to avoid complexities and unintended losses (Enright, 1995). However, for there to be effective coordination, a clear determination of role and responsibility must be emphasized (Viinamäki, 2004). Discussing an organization generally goes with broad and complex challenges. In this regard, coordination informs the need for reformation and ethicality at the most appropriate times. The fact that often our organizations are quite large and studies about the effect of group size have tended to focus on process dynamics. Generally, no collective good can be attained without some group agreement and coordination; because an obligation is best fulfilled with reciprocation (Provis, 2004). Coordination, therefore, tries to answer the questions of why, how, when, and who of an organization (Viinamäki, 2004).

Coordination produces performance because it produces the necessary trust needed for achieving performance through networking. The demand for performance has been one issue that has characterized organizations in 1990 (Radin, 2000), and performance has become the most regularly studied concept in organizational management (Cohen& Vigoda-Gabot, 2004). Trust, or the lack of it, has been identified as a 'make-or-break' factor in partnership and strategic cooperation; crisis conditions tend to stress trust indicators, many believe trust is central to coordination and cooperation (Smith & Schwegler, 2010).

Employees with altruistic behaviour help each other in the organization, which leads to a healthy interpersonal relationship among employees and coordination. This results in a healthy work environment and a positive work climate. A well-coordinated organization is often considered to be at an advantage over others. Coordination brings together and reconciles incompatible behaviours in an organization. It integrates micro-level psychological processes (intrapersonal) and group dynamics with micro-level, societal and institutional forms (Beuselinck, Verhoest, & Bouckaert, 2007; Sabet, 2010). Sabet (2010) states that first, citizenship behaviours lubricate the social machinery of the organization and generally make it easier for employees to communicate. Because most work nowadays is interdisciplinary and necessitates interaction between employees and across departments, the ability to cooperate and coordinate to solve complex problems is a vital factor in job performance. Coordination reduces uncertainty through informal and formal mechanisms. It generates endogenous network among the anonymous group, connects roles among intra and inter groups, serves as a bridge for trust and performance among competing groups (Edigin, 2009; Storey, 2003; Cagno & Sciubba, 2010; Dietz, Gillespie, & Chao, 2010; Saunders, Skinner, Dietz, Gillespie, &Lewicki 2010).

E. Theoretical Framework

The theory used in anchoring this work is the Relational Coordination Theory propounded by Jody Hoffer Gittell in 2011. This theory talks about communicating and relating for task integration and coordination amongst employees in an organization. Together, these mutually reinforcing relationships and communication ties form the basis for coordinated collective action, driving high-performance outcomes. Relational coordination theory makes visible the humanistic process underlying the technical process of coordination, arguing that coordination encompasses not only the management of interdependence between tasks but also between the people who perform those

tasks. The approaches to Relational Coordination Theory are: It identifies specific communication and relationships ties needed to drive coordination and performance. These relationships include shared goals that transcend participants' specific functional goals, shared knowledge that enables participants to see how their specific tasks interrelate with the whole process, and mutual respect that enables participants to overcome the status barriers that prevent them from seeing and taking account of the work of others. Together these three relational dimensions support communication that is frequent, timely, accurate and focused on problem-solving rather than blaming others or the organization. Relational coordination theory drives critical performance outcomes. Relational coordination is carried out through direct contact among workers at the front-line, through networks that cut across functional segments at the point of contact with the customer. Relational coordination, therefore, improves the performance of a work process by improving the work relationships between people (shared goals, shared knowledge, mutual respect) who perform different functions in that work process, leading to higher quality communication and coordination.

F. Empirical Review

Talat, Saif, Azam, and Ungku (2012) examined Leadership, Citizenship Behaviour, Performance and Organizational Commitment: The Mediating Role of Organizational Politics in an attempt to explore the mediating role of organizational politics between leadership and employees behavioural outcomes. A multifactor questionnaire was distributed among the public employees of Pakistan. A confirmatory factor analysis (CFA) was conducted with structural equation modelling, and exploratory factor analysis (EFA) was conducted for intra structure of the leadership variables. Two models were examined, first with the mediation role and second without the mediation role. A partial mediation of leadership style was found with commitment and OCB. Organizational politics was found to be negatively related to behavioural outcomes (i.e. commitment, in-role performance and OCB).

Yardan and Köse (2014) studied the Effect of Employees' Perceptions of Organizational Justice on Organizational Citizenship Behaviour: An Application in Turkish Public Hospital. The workgroup of the study is formed by 162 employees (58.27 %) working as allied health personnel consisting of nurses, midwives, laboratory technicians and medical secretaries. At the end of the study, it was discovered that distributive justice has a positive effect on conscientiousness and courtesy; interactional justice has a positive effect on

conscientious and civic virtue. The organizational justice perception factor explains 3.1% of the OCB. According to these results, positively increasing employees' justice perceptions correlates with OCB.

Mehrabi, Alemzadeh, Jadidi and Mahdevar (2013) undertook research to explain the relationship between organizational commitment and dimensions of organizational citizenship behaviour and was conducted using a descriptive-field method in Textile Factories in Borujerd County. The statistical population consisted of employees with an education level of diploma and higher who were 270 persons. The sample size was 159. A simple random sampling method was used to determine sample members. Standard organizational commitment questionnaire with 18 questions and standard organizational citizenship behaviour questionnaire with 12 questions were tools of data collection. The validity of the questionnaires was confirmed through content validity by the experts and professors, and the reliability was measured through pre-test and calculation of Cronbach's alpha. Data analysis was performed using Pierson correlation coefficient and SPSS software. The findings revealed that there is no relation between organizational commitment and organizational citizenship behaviour in the Textile Factories, but the organizational commitment has a positive (direct) relation with dimensions of altruism and conscientiousness.

Obamiro, Ogunnaike and Osibanjo(2014) carried out a study that examines the relationship between organizational citizenship behaviour, hospital corporate image and performance. Questionnaires were distributed to 350 patients, and 298 usable questionnaires were returned, representing a return rate of 85.7%. The study employs a Structural Equation Model to test four hypotheses on organizational citizenship behaviours, hospital corporate image and performance. The findings reveal that hospitals can increase performance through organizational citizenship behaviour and a positive corporate image. They also discovered that there is a negative covariance between organizational citizenship behaviour and hospital corporate image despite their positive contribution to performance. They recommended that hospital management should develop an organizational climate (such as recognition, additional reward, promotion, etc.) that can promote organizational citizenship behaviour and enhance a positive corporate image while preventing situations that will discourage staff from rendering extra positive discretionary work-related services.

Olowookere and Adejuwon (2015) examined key dimensions of organizational citizenship behaviours in

the Lagos State Nigerian. One hundred employees from public and private organizations participated in the study. Factor analysis was used to identify the specific dimensions of the OCBS. Bartlett's test of Sphericity showed a significant value (xx(1830) = 3578.981, p < .001). The 30 item OCBS scale has a Cronbach alpha of .86, the Dutifulness sub-scale .74, the Interpersonal Relationship .75 and the Organizational involvement .88. The convergent validity between OCBS and the Intrinsic Religiosity dimension of the Religious Orientation Scale developed by All port and Ross (1967) was found to be significant at .01. The paper concluded and recommended that the dimension of generalized compliance is vital to the measure of organizational citizenship behaviours in the Nigerian context and should not be underplayed.

Uzonwanne (2014) investigated organizational citizenship behaviour among oil workers in Nigeria and some demographic factors that determine this behaviour among the workers. Power analysis on the OCB-C questionnaire to ensure that the statistical test will have adequate power resulted in a sample size of 120. 300 oil workers drawn from the major Petroleum Co- operation in Nigeria; Pipelines and Product Marketing Co-operation (P.P.M.C), MOSIMI, which is a subsidiary of Nigerian National Oil Co-operation (N.N.P.C), were randomly selected for this study. The study set out to determine a significant difference in the organizational citizenship behaviour exhibited by these oil workers based on demographic variables, gender, educational level, and marital status. Findings showed that none of these demographic variables was a determinant factor on the display of organizational citizenship behaviour of the oil workers, which were consistent with existing literature.

Malik, Basharat, and Bin (2011) carried out research whose main purpose was to find out whether or not organizational citizenship behaviours (OCB) constructs and workplace spirituality constructs influence the FMCG salesforce sales performance. Stepwise regression analysis was employed on the data of 213 respondents employed in 15 FMCG companies working in managerial and non-managerial positions. The results revealed that only meaning at work, sportsmanship and altruism had a significant positive impact on sales performance. They recommended thus that practitioners and managers in the sector should take necessary initiatives so that salesforce could perceive their sales settings as a meaningful place to observe healing behaviours and sportsmanship resulting in their improved sales force performance.

G. Gap in Literature

In all the works reviewed, none has a conceptual framework that connects the constructs (Altruism and Coordination) like the one developed in this work, and none of the work was carried out in Anambra State. This is, therefore, the lacuna spotted in literature.

III. RESEARCH METHODS

Correlational Survey Research Design was adopted for the study. The population of the study consists of one hundred and seventy-two (172) employees of the three selected banks for the study. First Bank has a total population of fifty-eight (58) staff; Zenith Bank also has fifty-eight (58) while Access bank has fifty-six (56) staff. A complete enumeration method was utilized for the study to capture all the elements of the population. A structured questionnaire was used to collect relevant data for the analysis; it was arranged in a 5 point Likert Scale format ranging from Strongly Agree (5), Agree (4), Strongly Disagree (3), Disagree (2) and Undecided (1). A total of 172 copies of the questionnaire was distributed to the banks. In the end, only 145 copies were analysed because 25 copies were lost while 2 copies were invalidated as a result of incomplete responses. The instrument was subjected to face and content validity, while the Spearman-Brown Split Half technique was used in testing the instrument for reliability. Thirty-four (34) copies of the questionnaire representing 20% of the population were used for this purpose. The result was 0. 897, which is high; hence the research instrument was certified reliable. The result of the reliability test is shown below:

Table 1. Reliability Table

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.886
		N of Items	5[a]
	Part 2	Value	.740
		N of Items	5[b]
		Total N of Items	10
Correlation Between Forms			.814
Spearman-Brown Coefficient	Equal Length		. 897
	Unequal Length		. 897
Guttman Split-Half Coefficient			.802

Source: Field Survey, 2018
Computation: SPSS, Ver20.

A. Method of Data Analysis

Pearson's Product Moment Correlation Coefficient was deployed in the data analysis using a 5% level of significance. Statistical Package for Social Sciences version 20 was used to run the analysis. The decision rule is that there is an inverse relationship when the correlation coefficient has a negative sign and a direct relationship if the coefficient is positive. Furthermore, the relationship will be significant if the P-value is lesser than 0.05 (P-value< 0.05), in which case the research hypothesis will be accepted, but when the P-value is greater than 0.05(P-value> 0.05), the relationship cannot be said to be significant. Thus, the research hypothesis will be rejected. The table below will guide the interpretation of the correlation coefficient.

Table 2. Correlation Interpretation Table

Value of coefficient	Relation between variables
0.70-1.00	Very strong Correlation
0.50-0.69	Substantial Correlation
0.30-0.49	Moderate Correlation
0.10- 0.29	Low Correlation
0.01-0.09	Negligible Correlation

Source: Alwadael (2010). Employee's perception of, and satisfaction with, performance appraisal. International Journal of Service Industry Management 14(2) 17-33

Test of Hypothesis:

There is a significant relationship existing between Altruism and Coordination in selected Deposit Money Banks in Anambra State.

Table 4.1.3.1 Correlation Table for Hypothesis Three

Correlations		ALTRUSIM	COORDINA
ALTRUSIM	Pearson Correlation	1	.962**
	Sig. (2-tailed)		.000
	N	145	145
COORDINA	Pearson Correlation	.962**	1
	Sig. (2-tailed)	.000	
	N	145	145
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Field Survey (2018)
Computation: SPSS Ver. 20

B. Summary of Findings

The result from the correlation analysis shows a correlation coefficient of .962, and it is significant at 0.05(p-value <0.05). Going by the decision rule, which states that if the p-value is less than 0.05, the research hypothesis should be accepted; otherwise, it should be rejected. The research hypothesis is therefore accepted, and from the interpretation rule given in table 1which state that if the correlation coefficient is between .70-1.00, a Very strong Correlation is said to be existing; it is hence stated that there is a very strong positive correlation existing between altruism and coordination.

C. Discussion of Findings

The correlation analysis carried out produced an r of .962and a p-value of .000, which is less than 0.05 (p-value < 0.05)at the 2-tailed test. Explaining the implication of this finding thus means that the more altruistic behaviours exhibited by employees, the more coordination that will be witnessed in the organization, and the organization will definitely be better for it. That is, if employees help their colleagues at the office, it will promote team spirit, and coordination will ensue. This finding agrees with the findings of Mehrabi, Alemzadeh, Jadidi, and Mahdevar (2013), who undertook research to explain the relationship between organizational commitment and dimensions of organizational citizenship behaviour and the findings revealed that organizational commitment has a positive (direct) relation with dimensions of altruism and conscientiousness. Similarly, the finding is also consistent with that of Malik, Basharat, and Bin (2011), that researched to find out whether or not organizational citizenship behaviours (OCB) constructs and workplace spirituality constructs influence the sales force sales performance. The results revealed that only meaning at work, sportsmanship and altruism had a significant positive impact on sales performance which could be as a result of improved coordination among the sales personnel.

IV. CONCLUSION

Following the data analysis and hypotheses testing, it is concluded that not only the role effort of employees that are recognized by the formal recognition mechanisms of the organization contributes positively to the performance of both employees and organization, but also the extra role efforts that are within the discretion of the employees that are not recognized formally by the organization's reward mechanisms such as altruism.

RECOMMENDATIONS

As a sequel to the findings and conclusion drawn from the study, the following recommendations are made:

a. Management should encourage interpersonal and informal relationships among employees as it will

boost employees' altruistic tendencies and increase cooperation and coordination amongst employees.

b. Management should encourage both formal and informal groups in the workplace as this will engender an atmosphere of trust and solidarity among employees, which could lead to better job coordination.

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