

## **Organizational Citizenship Behaviour and Firms Performance of Hotels in Port Harcourt Metropolis, Rivers State**

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### **Abstract**

*This study examined the relationship between organizational citizenship behaviour and firm performance of hotels in Port Harcourt metropolis, Rivers State. The study adopted the survey research design. Both descriptive and inferential statistical techniques were used. The population of the study comprised all hotels in Port Harcourt metropolis, Rivers State. However, it was difficult to study the entire population due to time and financial constraints; hence the researcher conveniently selected 20 quality certified hotels. From the 20 hotels, a sample size of 200 participants were randomly selected for the study. This study used both primary and secondary data. To ensure validity, 2 experts' (an organizational expert and a statistician) opinions were sought and were carefully validated in terms of content, construct and face validity. The reliability of the study instrument was measured with test-retest methods. The Spearman rank correlation coefficient data analysis technique was used to measure the cause-and-effect relationship with the aid of the SPSS. However, from the findings, it was revealed that organizational citizenship behavioural dimensions such as patriotic behaviour, courtesy behaviour and civic virtue have significant relationship with firms' performance. Therefore, it was concluded that employee positive behaviour has significant influence on their performance. Organizations should provide positive inducements to motivate workers to put in their best working behavior and even much more.*

**Keywords:** Organizational citizen behaviour, firm performance, patriotic behaviour, courtesy behaviour, civic virtue

## **Introduction**

Organizational citizenship behavior (OCB) is an individual discretionary action by the employee that is outside his/her formal job description (Robbins, Judge and Vohra, 2011). It describes a widespread of individual actions that go beyond assigned tasks, often for the profit of the firm and might be motivated by personal aspirations. Organizational citizenship behavior has attracted a lot of attention on the global front with studies conducted across the globe (Zhang, 2011). This global attention is a fact that companies have realized that effective human capital is significant to firm's competitive advantage. Organizational citizenship behavior is an insubstantial asset that promises to enhance the effectiveness of the organization. OCB is any positive behavior outside an employee official job requirement that contributes to the well-being of the organization (Lyons, 2008).

Employees may exude favourable behaviour at the work place by doing extra duties and being courteous out of free will. This means that employees will continue to behave positively whether or not they are rewarded or noticed by the leadership of the organization (Allen, 2006; Yen & Nierr, 2004). Although several studies revealed that leadership support and commitment can amount to organizational citizenship behavior (Avolio & Bass, 1999; Lyons, 2008; Chavan, 2009 & Coyle-Shapiro, Kessler & Percell, 2004). This is an indication that when workers or employees are inspired and motivated by their leaders, they tend to develop positive work attitude and such attitude sometimes could be discretionary and outside the scope of their job or duty, hence amounting to organizational citizenship behaviour. Simple examples of organizational citizenship behavior include cooperating with fellow workers, coaching fellow employees, performing duties outside the job description promptly, speaking positively of the organization, working for longer hours and accepting duties without arguments. A critical point was raised in some studies that OCB has been mistaken to be organizational commitment (Allen, 2006; Aryee, Buchwar. & Chen 2000). To differentiate the two concepts, Yagbhobi, Salarzeh, & Moloodi (2013) noted that organizational commitment is a psychological attachment of the employees to the mission of the organization. While organizational citizenship behavior is a voluntary conduct by employees that lead to efficiency and effectiveness. Thus, OCB should be described beyond organizational commitment. In line with this thought. Zhang. (2011) identified five variables of organizational citizenship behaviour. They are; altruism, courtesy, conscientiousness, civic virtue and sportsmanship. Furthermore, most organizations fail in Nigeria because the employees are not patriotic to the firm.

A patriotic employee is an individual who is totally loyal and committed to the work conditions and can move extra miles to 'safe guard the organization from collapse. For example, most workers in Nigeria are sensitive to self-interest than the organizational interests. That is, sometimes employees use the funds belonging to the organization to further personal interest. Lack of ethical behavior is a sign of unpatriotic service which

may lead to dis-service to the organization. It is also a clear fact that most workers in the public sector do not have the capacity to work with others in a team.

Interpersonal relationship when effectively practiced in workplace could lead to improve performance. When workers are related in an atmosphere of friendship, conflict could be averted. OCB describes this situation as courtesy behavior.

This has the capacity to, prevent conflict related behavior in work place. Most workers in Nigeria are not responsible to their organizations. A display of complete disrespect to the condition of service and the management of the organization is evident in employees' attitude towards work. It is characterized by lateness to work and absenteeism. This is a complete abuse of civic virtue. Civic virtue is a behavior that is responsible and has concern for the identity of the organization. Therefore, this study examines the relationship between organizational citizenship behavior and firms' performance in the hospitality sector.

### **Purpose of the study**

The purpose of the study was to investigate relationship between organizational citizenship behaviour and firm performance of hotels in Port Harcourt metropolis, Rivers State; with the following specific objectives:

1. To evaluate the relationship between Patriotic behaviour and firm performance of hotels in Port Harcourt Metropolis.
2. To investigate the relationship between courtesy behaviour and firm performance of hotels in Port Harcourt Metropolis.
3. To determine the relationship between Civic virtue and organizational performance of hotels in Port Harcourt Metropolis.

### **Research questions**

The following research questions guided the study:

1. What is the relationship between Patriotic behaviour and firm performance of hotels in Port Harcourt Metropolis?
2. What is the relationship between courtesy behaviour and firm performance of hotels in Port Harcourt Metropolis?
3. What is the relationship between Civic virtue and organizational performance of hotels in Port Harcourt Metropolis?

### **Hypotheses**

The following null hypotheses guided the study:

1. There is no significant relationship between Patriotic behaviour and firm performance of hotels in Port Harcourt Metropolis.
2. There is no significant relationship between courtesy behaviour and firm performance of hotels in Port Harcourt Metropolis.
3. There is no significant relationship between Civic virtue and organizational performance of hotels in Port Harcourt Metropolis.

### **Literature review**

The concept of organizational citizenship behavior is accredited to Bateman and Organ (1983) and later refined and strengthened by a number of scholars (Chanal & Mehta, 2010; Jain & Looper, 2012; Podsakoff & Mackenzie, Paine & Bachrach 2000).

Organization citizenship behavior is defined as individuals 'extra role' that is advantageous to the organization and must be discretionary, not directly or explicitly recognized by the formal reward system. Organ (1988) defined OCB as an individual contribution that neither contractually reward nor enforceable by supervision or job requirements.

In this case, employee did not have to do it, but they in fact did it. For Organ's definition of organizational citizenship behavior deals with three serious aspects that are essential to the construct: first, organizational citizenship behavior is understood to be discretionary services which are not part of the employee duties, and yet, are performed by the employee as a result of personal choice. Secondly, organizational citizenship behavior goes beyond that which is an enforceable requirement of the job description. Finally, organizational citizenship behavior contributes to corporate effectiveness.

In the same vein, Organ's (1988) definition of organizational citizenship behavior has triggered a lot of criticisms. The nature of the concept makes it hard to operationally define it. Critics started questioning whether or not organizational citizenship behavior, as defined by Organ, was optional in nature. Organ (1997) in response to criticisms, noted that since his original definition, jobs have shifted away from a obviously defined set of tasks and responsibilities and have advanced into much more uncertain roles without a defined duty, it speedily becomes problematic to define what is discretionary. Izar (2009) describes organizational citizenship behavior as those organizationally valuable behavior and gestures that can neither be compulsory on the basis of formal role obligation nor elicited by contractual guarantee of reward. In addition, Dhitiporn and Brooklyn (2004) see organizational citizenship behaviour as part of an unceremonious psychological contract in which the worker hopes that such extra may be perceived and then rewarded by the boss and the organization. In order words, organizational citizenship behaviours are actions that are clearly observable by colleagues, supervisors and/ or subordinates.

### **Dimensions of OCB**

Organizational citizenship behavior includes three fundamental areas generally organizational studies. First, organizational citizenship behavior is described as a discretionary behavior or service which is not part of job description that is considered essential to the work place. Secondly, organizational citizenship behavior contributes positively to the total organizational performance. However, in this study we have discussed some of the basic components of organizational citizenship behavior as they relate to organizational performance. The critical aspect that is central to this study is to describe love towards others. This indicates and implies that employee should show love towards other employees in the organization by helping them when they need assistance. The three important dimensions of OCB are reviewed systematically below:

**Patriotic behavior**

Patriotic behaviour raises question on how philosophers discuss patriotism. How is it related to workplace attitude, reviewing the use of terms. Therefore, patriotic behavior can be defined as a complete loyalty of a worker or employee to an organization (Dickson & Isaiah, 2018).

Essentially, organizational loyalty necessitates promoting the organization to the outside world, protecting and defending it against environmental pressures and remaining totally committed to its values even under adverse conditions (Dickson & Isaiah, 2018). A patriotic worker behaves in a manner that protects and promotes the core values of an organization. Employees putting up patriotic behaviour mean that he/she can go any length that is legitimate to save the organization from collapse.

**Courtesy behavior**

Courtesy or kind gestures are demonstrated in the interest of preventing or creating problem for co-workers and reduce intergroup conflict so that managers do not fall into pattern of crisis management (Podsakoff & Mackenzie, 1997). Courtesy has been defined as discretionary behavior that is targeted at preventing work place conflicts (Law et al: 2005). OCB and its variables are methods designed to help and enhance work place decent behavior. It also includes the word's literary definition of being polite and considerate of others (Organ et al, 2006). Example of courteous behavior is making extra copies of the agenda for your team mates, and giving a colleague notice when you alter something that will affect them. According to Dennis Organ in Michael Carroll of the NLP Academy - (1999), courtesy is defined as a behavior that is polite and considerate towards other people. Courtesy outside of a work place setting includes behavior such as inquiring after the well-being of a neighbor's child, in a business milieu, courtesy is usually exhibited through behavior such as inquiring whether or not colleagues are having any problem that might cause them to reduce their work load or be absent from duty. Courtesy does not only encourage positive social interactions among employees which improve the working environment but can also reduce potential stress that might occur from employees who do not have the politeness to inform their co-workers about issues such as up-coming absence from work and so on.

**Civic virtue**

This is another important element of organizational citizenship behavior identified in Organ's prominent 1988 definition of the construct. Civic virtue is characterized by the behavior that indicates the employee's profound apprehensions and active interest in the life of the organization (Law et al: 2005). It also includes optimistic involvement in the concern of the organization (Organ et al: 2006). Example of civic virtue in a work place includes being part of the daily affairs such as joining meetings and keeping up with what is going on with the organization. In general, civic virtue can also be practically demonstrated in a huge measure by defending the organization policies and practices when they are challenged by an outside source. Civic virtue epitomizes an employee's feeling of being part -of the organization as a whole. An employee exhibiting civic virtue behavior embraces the responsibilities of being a citizen of the organization (Podsakoff, Mackenzie, Pain, & Bachrach, 2000). Employees exhibiting civic virtue behaviors are responsible

members of the organization who enthusiastically engage in creation and involvement of the policies as well as governance of the organization (Organ, Podsakoff, & Mackenzie, 2006).

### **Organizational performance**

The core values of organizational performance are effectiveness and efficiency (Bounds et al, 2005, Robbins, 2000). This might look synonymous; yet, according Mouzas (2006) each of these concepts has its own distinct meaning. (Chavan, 2009) opines that most organizations assess their performance in relation to effectiveness. The main focus of such firms is to achieve their mission, vision and goals at the same time. There is plethora of organizations whose value is built on performance in terms of efficiency while efficiency relates to best use of resources to achieve the desired output.

According to American Management Association of Global study of current Trends and future possibilities 2007-2017; a High-performance organization sustains steady approaches that closely bind with organization's philosophy and believes such organization implements strong customer-oriented policies (American Management Association. 2007). Khadem. Far and Arhiri (2013) suggest a model of high-performance organization, which maintains five major approaches: which are strategic customers, leadership, processes and structure and, values and beliefs. Strategic approach takes the firm to a higher plan of maturity with a clear vision where the entity is going. Customer approach attempts to ensure clientele loyalty, leadership approach is associated with management knowledge to transfer the strategy to employee level, which will have a direct bearing with their behavior and trust. The fourth block is associated with organization's processes and structure. High performance organizations should attempt to execute innovative policies to support the strategy.

### **Methodology**

Research design can be seen as a framework that is used as a guide in collecting and analyzing data for the study (Baridam, 1988). Creswell (2009) sees research design as the basic plan that enables the collection and analysis of data. In this study, the survey design was carefully selected. Both descriptive and inferential statistical methods such as tables, scaling and simple percentages were used in this study. The population of this study comprised all hotels in Port Harcourt metropolis, Rivers State. Since it was difficult to study the entire population, the researcher judgmentally selected 20 hotels from the two major strata in Port Harcourt city. From the 20 hotels, 10 participants from each hotel were selected which gave a total sum 200 staff and was used as the sample size. The data for this study were collected from primary and secondary sources. The questionnaire was used to collect the primary data while the secondary data were collected from journals, textbooks, documentaries and bulletins. To ensure validity, expert views were sought and were carefully validated in terms of content and construct validity. The researcher systematically measure reliability using the test-retest technique. The Spearman Rank Correlation Coefficient method was employed to analyze the data with the aid of the statistical package for social sciences (SPSS).

**Results Hypothesis one: Patriotic behaviour and firm performance Correlations**

		<b>Correlations</b>	<b>Patriotic behavior</b>	<b>Organizational Performance</b>
Spearman's rho	Patriotic behaviour	Correlation	1.000	.934**
		Coefficient		
		Sig. (2 tailed)	.	.000
	Organisational performance	N	200	200
		Correlation	.934**	1.000
		Coefficient		
		Sig. (2 tailed)	.000	.
		N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed) from the table above, the relationship between patriotic behaviour and firm's performance was tested. The result indicated that there is a significant relationship between the two variables with a correlation of 0.934\*\* at the 0.01 level (2-tailed).

**Hypothesis two: Courtesy behaviour and firm performance Correlations**

		<b>Correlations</b>	<b>Patriotic behavior</b>	<b>Organizational Performance</b>
Spearman's rho	Courtesy behaviour	Correlation	1.000	.827**
		Coefficient		
		Sig. (2 tailed)	.	.000
	Organisational performance	N	200	200
		Correlation	.827**	1.000
		Coefficient		
		Sig. (2 tailed)	.000	.
		N	200	200

\*\* , Correlation is significant at the 0.01 level (2-tailed).

The test of hypothesis two above also showed that a strong relationship exists between courtesy behaviour and firm's performance with  $r=.827^{**}$  at 0.01 level (2-tailed).

**Hypothesis three: Civic virtue and organizational performance Correlations**

		<b>Correlations</b>	<b>Patriotic behavior</b>	<b>Organizational Performance</b>
Spearman's rho	Civic virtue	Correlation	1.000	.820**
		Coefficient		
		Sig. (2 tailed)	.	.000
	Organisational performance	N	200	200
		Correlation	.820**	1.000
		Coefficient		
		Sig. (2 tailed)	.000	.
		N	200	200

\*\* , Correlation is significant at the 0.01 level (2-tailed).

Test of hypothesis three indicated that there is a relationship between civic virtue and firm's; 41 performance with a correlation of 0.820\*\* at 0.01 level (2-tailed).

### **Discussion of findings**

Although, several recent studies have been done on the relationship between organizational citizenship behavior and firm performance (Yen & Neihoff, 2004, Bunetello et al, 2007; Chicheng et al, 2001, Chao-Cham et al, 2001, Baghersalim, Rezakelabari, Al poor, 2001). Sahafi et al, (2013) investigated organizational citizenship behavior and how it related to firm performance. The study identified issues in different organizations and summarized that employee extra efforts in performing their duties significantly improve organizational performance. While Ariani (2008) in his research noted that OCB is a positive behavior in the workplace that support individual performance.

Organizational citizenship behavior has a significant relationship with organizational performance. This entails that for an organization to improve the performance of its employee, it must provide the employee with necessary incentive which will motivate the employee to perform efficiently and effectively. The first hypothesis which stated that there is no significant relationship between patriotic behavior and organizational performance was rejected after it was tested. This suggests that there is a significant relationship between patriotic behavior and organizational performance. This finding is also supported by (Niehoff et al, 2001) that staff loyalty is seen as a positive result of some blend of successful work place. The second hypothesis which states that there is no significant relationship between courtesy behavior and organizational performance was tested and rejected. This shows that there is significant relationship between courtesy behavior and organizational performance. This finding was also supported by Nelson et al (2009) who found out that positive significant relationship existed between courtesy behavior and organizational performance. The third hypothesis which states that there is no significant relationship between' civic virtue and organizational performance was tested and rejected. This also indicates that there is a significant relationship between civic virtue and organizational performance. Furthermore, Nelson et al (2009) found that positive and significant relationship existed between civic virtue and performance at the group level. This finding is aggregated by Podsakoff and Mackenzie (1994) as cited in Organ et al (2006) looked at insurance agency and found that the organizational citizenship behavior civic virtue is significantly related to indices of workers performance.

### **Conclusion**

Organizational citizenship behavior is thought to be vital to the existence of an organization (Organ, 1988). Citizenship behavior can maximize the productivity of an organization, prominent current organizational research such as George and Brief have supported Organ's position regarding the importance- for effectiveness of those behaviors which they labeled as organizational citizenship behavior (George & Brief, 2018). This study discovered that employee positive behavior can potentially help to boost organizational performance. This implies that if an employee portrays positive behavior towards co-workers, customer or organization, it will lead to high performance organization. At the end of it, it was realized that organization citizenship behavior affects



firm performance. Therefore, it is the responsibility of the organization to provide employee with incentives which will motivate the employee to work comfortably and be more productive.

### Recommendations

From the findings, the following recommendations are made:

1. That organization should ensure positive organizational environment (working condition; policies and procedures) necessary for stimulating organizational citizenship behavior among employees.
2. That management should provide efficient workforce which will likely result in improved performance, increased productivity and customers' satisfaction which will lead to growth of the organization.
3. That management should try as much as possible to build a relationship with the employee to enable them to know the factors that will motivate or affect the employee performance.
4. That management should ensure well-tailored organizational citizenship behavior among employee which will lead to effectiveness and efficiency of the organization.

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