

**CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERFORMANCE IN ORGANISATIONS IN
SELECTED HOSPITALITY INDUSTRIES IN IMO STATE, NIGERIA.**

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ABSTRACT

The assumed unhealthy working environment in Hospitality Industry makes this study imperative as it sought to establish the relationship existing between Citizenship Behavior (CB) and Employee Performance of Selected States in Nigeria. Specifically the study sought to address the type of relationship existing between organizational climate and employee commitment. The study is anchored on Perceived Organizational Support Theory (POST) of Eisenberger, Huntington, Hutchison & Sowa 1986. Correlation Research Design was adopted for the study. The population of the study was 126 and complete enumeration was adopted. The Pearson's Product Moment Correlation Coefficient was used to analyze the data. The result of the analysis indicated that there is a strong positive relationship between organizational climate and employee commitment and subsequently study recommended that management of the focused hospitality industry should create a climate favorable to the employees by ensuring health and safety measures, care and welfare support, prompt salaries etc to motivate employees into reciprocating by exhibiting Citizenship Behavior in Organization.

Key words; *Citizenship behavior, organizational climate, employee performance and employee commitment, employee motivation*

INTRODUCTION

1.1 Background of the Study

Organizations such as hospitality firms are set up to achieve some specific goals, whether non profit or profit making objectives. The approaches adopted in achieving these goals differ from each other. However what is crucial in achieving the set goals is the contributions of the workforce in such a firm. The style of doing things, actions, and misconduct of these employees play a key role in the realization and non-realization of the firm's vision, mission and her goals and objectives (Podsakoff, Whiting, Podsakoff&Blume, 2009). In today's global competitive business environment, firms make conscious efforts to outperform rivals by enhancing employee capacity, improving employee effectiveness and efficiency (Zhang, 2011). In doing these, organizations adopt varying methods such as the employee behavior. This employee behavior is said to be of two categories: in-role and extra role

behavior. According to Organ, Podsakoff&MacKenzie, (2006) In-role behaviors are those conducts of employees which are recognized by the organizations as the rightful duties of the employee; that is those behavior required of the employees and that which they are hired and remunerated for. The authors also suggested that extra role behavior which can also be referred to as citizenship behaviors in organisation (CB) are the behaviors of employees that are not formally stated and recognized by a firms formal and internal mechanisms. This behavior is often instinctive, involuntary, and discretionary and employees are not rewarded formally for these spontaneous actions. These behaviors and actions include rendering help to new employees in their work, helping co-workers, promoting the industry anywhere in the community, proffering suggestions and solutions for organizational development. They also include prevention and resolution of conflict in the workplace, adherence to rules and regulations and respecting the rights and privileges of colleagues (Khazaei, Khalkhali&Eslami, 2011). Nadim, Mohammad&Mahmudul (2004) in defining CBO reaffirmed this assertion by stating that CBO are optional behaviors that are not recognized as formal job requirements of the employee, but are relevant and effective in enhancing the performance of a company.

As organizations and industries intensify efforts to cope with an increasingly competitive market, the contributions of an employee to the workforce have now become critical and subject to scrutiny (Morrison, 1994). Hospitality industries classified under the services sector in Imo State are not laggards in terms of competition as there are growing numbers of Hospitality Industries trying to gain more customers as well as increased market shares. The objective of the Hospitality industries is primarily to provide quality meals, good accommodation and conducive environment etc to customers in the most acceptable standard. These industry's rely significantly on the contributions and expertise of their employees to remain competitive in the market. However, working beyond specified job largely depends on the industries organizational climate. According to Purohit and Wadhwa (2012) the manner and style in which tasks are carried out within the organizations and how they are seen to be

is a decisive factor on employees who work beyond their recognized duties. Organizational climate is an imperative with implications to grasp human behavior within a firm (Koys, 2001). Whether offering to help a new or co-worker, recommend products and services to friends or proffer solutions to organizational problems, these all depends on the organizational climate; a positive organizational climate; is seen to stimulate citizenship behavior. In organization statement of the problem, having visited some of the hospitality industry the climate within the industry remains laden with the employees dissatisfied with unequal treatment, non recognition of extra efforts at work, delay or non-salary payment. One can assume that these are the reasons for the lack of commitment on the part of employees and the seeming lack of motivation towards exhibiting organizational citizenship behavior in organization, as they feel the managements of the firms are not concerned after all. This is seen to have an unhealthy effect on the overall performance of the organization as a result of neglect of unassigned task left unattended by the employees, resulting atimes to delay in delivery of services to customers. It is therefore against this backdrop that the study examines the effect of organizational climate on employee commitment.

1.3 Objective of the Study

The general objective of the study is to identify the extent to which Citizenship Behavior affects Employee Performance organization of selected hospitality industries in Imo State. The study specifically seeks to ascertain the type of relationship that exists between Organizational Citizenship Behavior and Employee Commitment in organization Selected hospitality industries in Imo State.

1.4 Research Question

a) What type of relationship exists between Organizational Climate and Employee Behaviours affect the employee performance in the east industry.

1.5 Hypothesis

Ho: There is no significant relationship between Organizational climates and Employee Commitment in selected hospitality Industries in Imo State

1.6 Significance of the Study

The findings at the end of this study will be of benefit to the industries studied and indeed the hospitality industry as it will educate them on organizational citizenship behavior in organization, its role and impact on employees, organizations and the industry in general. The organizations will also grasp the critical importance of organizational climate and employees commitment to organizational effectiveness and performance. Going further, this study will serve as an important academic paper for prospective managers and scholars who seek to understand and further explore citizenship behavior in organization.

1.7 Scope of the Study

The study focuses on the role of organizational climate in ascertaining the level of commitment of employees as a veritable tool for enhancing employee performance. The industries studied are Concorde hotel, La Vegas hotel, and Golden Dream hotel situated at Owerri in Imo State, Nigeria.

1.8 Limitation of the Study

Due to the tensed situation and the air of suspicion it created, some of the respondents were reluctant to fill the questionnaire. However, this was mitigated by persistent visits and convincing the respondents that information gathered is solely for research and academic purposes. The lockdown experienced in the country due to corona virus pandemic restricted some of the visits to the industry

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.2 Organizational Citizenship Behaviour (OCB)

Dennis Organ propounded organizational Citizenship behaviour into a management term in 1983. Smith, Organ & Near, (1983) opined that OCB is the personal contributions of an employee in a workplace, which is not part of their statutory roles and the worker is not rewarded for it. OCB to this extent is seen to be discretionary (Podsakoff, Mackenzie, Paine & Bacharach, 2000) contextual (Borman&Motowidlo, 1993) and beyond expected performance (Podsakoff, Whiting and Podsakoff, 2009).The OCB as defined by subsequent authors are no different from what Organ and Co stated in their definitions, and they remain consistent in their various interpretation of organizational citizenship behaviour (Organ and Ryan, 1995). Borman and Motowidlo (1997) for instance defined OCB as behavioral patterns of an employee not anticipated, not rewarded or deemed punishable. According to Hodson, (2002) OCB are those individual behaviours indicating willingness to promote and increase organizational performance and does not require instructions or orders. What is key in these definitions is the observance of its emphasis on employee discretion and willingness, it is not a formal behaviour but it is done to promote and increase organizational effectiveness. Zhang, (2011) opined that OCB is an action employees choose to take spontaneously and willingly outside their contractual agreement and responsibility. In other words, it remains discretionary. Olowookere & Adejuwon, (2015) further reaffirmed these positions when they stated that OCB are those positive behaviours of employee that cannot be enforced by laws governing an organization, even though those behaviours are essential in the workplace and to the wellbeing of the firm.

The foundation of the topic organizational citizenship behaviour is built on Dennis Organ's work, but several authors disagree on the dimensions of OCB. Smith, Organ and Near, (1983) raised the

point of two key dimensions of organizational citizenship behaviour namely: Altruism and Compliance. A similar study by Williams and Anderson, (1991) suggested two primary dimensions of OCB as helping individuals and helping the organization. The approach adopted by Williams tends to downplay the complexity of having multidimensional organizational citizenship behaviour. As much as the studies differ in the key indicators of OCB, they however share a common characteristic; the study conceptualizes organizational citizenship behaviour within the ambit of business management as well as human resources management (Williams and Anderson, 1991). It emphasizes on the concerns of the employee regarding the sustainability of the organization and contributions to the firm's success by way of making input that spurs development (Organ, Podsakoff & MacKenzie, 2006).

Organizations are beneficiaries of organizational citizenship behaviour through employee actions and contribution that are not formally assigned to them. A good number of academics and scholars have provided alternative names interchangeably used for OCB, these includes extra-role acts, organizational citizenship performance, organizational spontaneity, pro-social organizational acts and contextual performance (Borman & Motowidlo, 1993; Borman, 2004; Brief & Motowidlo, 1986; Van Dyne & Ang 1998; Tanaka, 2013; George & Bettenhausen, 1990; George and Brief, 1992) and the studies reveal significant contributions to both organizational and employee performance. Bolon, (1997) states that an organizations capacity to elicit employee behaviours that are beyond their normal routine can be regarded as important organizational assets that competitors cannot copy or adopt. Podaskoff, Whiting, Podsakoff and Blume, (2009) posits that a firm would gain more by encouraging their workforce to practice organizational citizenship behaviour,* as it has become evidently clear that it enhances efficiency, increases productivity, employee job satisfaction and boosts customer confidence.

2.3 Organizational Climate

The study of organizational climate began from the analysis of individual level, with concentration on psychological work climate. Tordera, Gonzalez-Roma, and Peiro (2008) observes that in this approach, employees and co-workers were required to indicate their workplace climate. This concept evolved and organizational climate became apparent, and it is shared amongst the workforce or an organizational unit. Long (2000) also referred to OC as feelings, shared perceptions and attitudes that members of a firm have about core elements of the organization, and reflects the custom, values, attitudes and established norms of the organizations culture that shapes individual behaviours negatively or positively.

According to Stringer, (2002) organizational climate is referred to as a collection and patterns of the environmental determinant of aroused motivation. Organizational climate possess significant outcomes at group, individuals or organizational levels and also influences job satisfaction, employee job performance and organizational performance. It is also useful in determining the success of the organization and is critical to the achievement of firm's effectiveness (Long, 2000).

Purohit and Wadhwa, (2012) opines that OC helps to shape the context of an organization to influences workers perception of innovations, knowledge management and transfer. It motivates employees to engage in the process of transforming acquired knowledge into innovative products and motivates them to engage in extra role activities that are not specified in their job requirements formally (Chen & Lin 2004). Rahimic, (2013) asserts that organizational climate has a significant influence on the psychological and organizational processes of communication, learning, motivation, efficiency, problem solving and productivity as well as the innovativeness, commitment and job satisfaction of an employee. Gillespie, Denison, Haaland, Smerek and Neale, (2008) suggested that various studies have tried to define the term organizational climate, but there has not been unison or a precise definition to the term, scholars and researchers have agreed in most studies a few characteristics that differentiate organizational climate from other concepts: *these includes that:*

Organizational climate is perceived by and shared amongst members of the organization, and results to general consensus among members.

1. Climate is regarded as a structure that changes overtime.
2. The climate construct consists of several dimensions.
3. It consists of impressions of a firm that members adopt through interactions within themselves and structures, policies and processes.
4. Climate has a potential of shaping an individualsbehaviour.
5. It refers to the feelings of the organization. (Castro and Martins, 2010)

Goes further to posit that employee commitment is an attitude towards an organization and the level of affection or loyalty an employee feels towards the firm. Furthermore, he suggested that it is the acceptance of firm's values by employees and their active participation in organisational activities. Zheng & Wei (2010) asserts that employee commitment is simply 'an employee's attitude towards an organization. Definitions of employee commitment remain broad as employee behaviour encompasses several components. A number of factors are found to inspire commitment. The extent to which employees are loyal and committed largely

depends on employee empowerment, advancement opportunity, reward, compensation and job enrichment (Armstrong, 2000). Employee commitment indicates the degree to which employees believe in their organization and commit to goals of the firm.

Employees who are dedicated to their respective organisations would not just remain in their respective firms, but will more likely apply increased effort for and on behalf of the organization and work vigorously for its success thereby improving organizational performance.

2.4 Theoretical Framework

This study is hinged on the Perceived Organisational Support Theory of Eisenberger, Huntington, Hutchison and Sowa (1986) and was further developed and bloomed in 2002 by Rhoades and Eisenberger. Accordingly the Perceived Organizational Support is said to be the extent to which employees of a firm are convinced that their organization value their contributions to the organization, cares about their wellbeing and fulfils their socio- emotional needs (Rhoades and Eisenberger, 2002). Organizational support can produce an obligatory feeling of care and affection towards

organizations welfare and a desire to help realise the goals of the firm. Management of organizations want their employees loyal and committed to their jobs. Koys, (2001) suggests that if employers make provisions for high level support to their employees based on the principle of reciprocity, employees are emotionally likely to give their commitment to the organization with highly expected job performance.

The link between the Perceived Organizational Support Theory (POST) and this study is the point that if employees perceive that there organizational climate is the type that supports the employees through prompt payments and entitlements, care for their wellbeing, health and safety, the employees would want to react positively and respond to the kind gesture through greater loyalty and increased commitment to the firm.

2.5 Empirical Review

Lelei, Chepkwony and Ambrose (2015) examined the effect of organizational citizenship behaviour on employee performance in the banking sector in Nairobi, Kenya. Explanatory research design was adopted for the study. A total population of 748 was drawn from 25 banks within Nairobi. The study used the Random sampling technique to select a sample of 173 employees and questionnaire was used as the instrument for data collection. The Cronbach alpha coefficient test was employed to measure the internal consistency of the instrument. Also the study used the descriptive statistics such as means, standard deviation, frequency and percentages, in addition inferential statistics such as correlation and multiple regressions were used. The findings indicated that organizational citizenship behaviour had a positive

and significant effect on employee performance, and concluded that OCB is an important factor for enhancing employee performance.

A study conducted by Irefin and Mohammed (2014) examined the effect of employee commitment on organizational performance with specific interest in Coca Cola Bottling Company Nigeria. The research adopted the descriptive and explanatory research method and data was gathered using the Likert structured questionnaire. The Pearson product Moment Correlation Coefficient was used in analysing the data collected and the findings of the study revealed that the level of employee commitment of Coca Cola Company Staff was significantly high; this further indicated that there is a high positive relationship between employee commitment and organizational performance; and also a positive relationship between employee commitment and employees' turnover. The study recommends that management are to ensure they hire employees who are most likely to become linked to the firm an also top management should provide a realistic and attainable organizational preview, goals, job specification and descriptions.

A study by Obamiro, Ogunnaike and Osibanjo (2014) examined the relationship existing between organizational citizenship behaviour, hospital corporate image and performance. The findings of the study revealed that organizational citizenship behaviour could help he improvement of the hospitals performance; it also revealed that the hospital could increase its performance through a positive corporate image. The study also observed that there exist a negative covariance between hospital corporate image and OCB irrespective of their individual positive contributions to organizational performance. Recommendation of the study is that hospital management should endeavour to create an organizational climate while preventing the situations that discourage employees from embarking on extra-role activities in their services to the firm.

A study conducted by Ahmadi and Zahra on the structure of organizational citizenship behaviour and its relationship with organisational commitment in Iran. A structural equation analysis carried out in the study revealed a positive relationship between affective and normative commitment on one-hand and citizenship factors on the other. Continuance commitment was revealed, to be negatively related to compliance and no relation to altruism. Findings of the study asserted the structure and usefulness of the concepts in an under researched geographic area.

Ebere, Abdurrahim and Yasar (2014) carried out a study on organizational justice, supervisor support and organizational commitment in the Nigerian energy sector. Sample size of 201 employees was used. The Nonparametric test correlation and

regression test was conducted for the analysis, and the findings of the study revealed that graduates of university viewed the practice as injustice in the organization. Experienced respondents from the study indicated greater commitment and low level managers showed less supervisor support. The study recommends a new shift in paradigm where study on organizational justice, organizational commitment and supervisor support would a base for effective and viable organization.

Karati and Yuksekbilgili (2014) undertook a study to find out the impact of different types leadership behaviour on organizational citizenship behaviour exhibited by employees in SMEs in Malaysia. Data was obtained using a structured questionnaire, which was analysed using descriptive statistics. Findings of the study reveal that the style of leadership has an insignificant positive relationship with organisational citizenship behaviour.

Olowookere and Adejuwon (2015) carried out a study that examined the dimensions of organizational citizenship behaviour in Lagos State of Nigeria. A total of 100 employees from both public and private organization took part in the study. The Factor analysis was used to identify the specific dimensions of organizational citizenship behaviour. Bartlett's test for Sphericity reveals a significant value and the study concluded and recommends a dimension of generalised compliance is critical to measuring organizational citizenship behaviours within the Nigerian context and not treated as unimportant.

A study conducted by Asiedu, Sarfo and Adjei (2014) on the impact of organizational commitment and organizational citizenship behaviour on employee performance in the commercial banking industry in Ghana. A sample size of 200 employees from ten commercial banks in Ghana was used and structured questionnaire administered to them as a data collection method. The results showed that there is the existence of a positive correlation between organizational commitment and organizational citizenship and also the study further reveals that when organizational commitment is added to organizational citizenship, produces greater coefficient more than their impacts separately. The authors went further to recommend that focused firms are better off adopting organizational citizenship behaviour and organizational commitment as an organizations internal marketing mechanism and firms should focus towards creating organizational citizenship behaviours in employee to enhance performance significantly.

Castro and Martins (2010) carried out a research on the relationship between organizational climate and employee satisfaction in a South African ICT

firm. The Stepwise regression analysis result indicates nine dimensions of organizational climate effect on the predicted job satisfaction. The findings reveal a significant positive correlation between organizational climate and job satisfaction.

A researcher conducted a research study on the retail employees in Indonesia to ascertain the type of relationship that exists between job satisfaction and organizational citizenship behaviour. Two hundred and seventy five (275) retail employees in Jakarta area of Indonesia participated in the study. The survey was specifically to probe job satisfaction and organizational citizenship behaviour (OCB) using 5-point Likert scale instrument. The analysis of the study indicates that job satisfaction and demographic variables represents a 43.2 percent of the variation in the retail employee OCB. The study reveals that job satisfaction has a significant positive relationship with organizational citizenship behaviour level of Indonesian retail employees.

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Khazaei, Khalkhali and Eslami, (2011) examined the relationship between organizational citizenship behaviour and performance of Teachers in the West Mazandaran Province of Iran. Sample size was based on Cohen diagram using a classified random sampling of 358 people as determined. The instrument for data collection was the questionnaire. The analysis of the study used coefficient statistics of Pearson Coefficient matrix, regression of multivariable testing and analysis of one-way ANOVA. The result indicates that there is a significant positive relationship between organizational citizenship behaviour and high school teacher's performance.

2.6 Summary of Review of Related Literature

Organ propagated the idea of Organizational Citizenship Behaviour in 1983, and ever since then it has continued to gain credence and several definitions. However the unchanging features of the various definitions is the point that OCB is employees spontaneous and voluntary behaviours that are not formally recognized by the firm but plays a significant role in realizing the goals and objectives of the organization.

Obamiro, Ogunnaike and Osibanjo (2014) investigated the relationship between organizational citizenship behaviour, hospital corporate image and performance, and established findings that, hospitals can increase performance; enhance positive corporate image and OCB. They further recommended that management of hospitals build positive corporate image and create organizational climate that encourages OCB while at the same time discourage circumstances that prevents employees from

performing positive spontaneous work related services. However the authors did not suggest clear steps to be taken by the organizations in order to develop the required organizational climate.

Karati and Yuksekbilgili (2014) in their study of the effect of different leadership behaviour on organizational citizenship behaviour, and was analysed using descriptive statistics with findings revealing that the style of leadership has a weak positive relationship with organizational citizenship behaviour; this findings by Karati and Yuksekbilgili can be applied to only the focused organizations as findings and results from a descriptive statistics cannot be generalised or widespread. It is important to state that from the literatures reviewed, there has been no examination of

organizational climate in relation to employee commitment; this will form the gap that need to be filled in the body of knowledge.

METHODS

3.1 Research Design

The study adopted correlational research design. The design was meant to test the extent of relationship between organizational citizenship behaviours (organizational climate) and employee performance (employee commitment) in organizations. The essence of the design is to ascertain how the variable relate to each other.

3.2 Population of the Study

The study used complete enumeration and no sample size was determined.

Table 1: Total Population of Study Firms

S/N	Firms	Population
1	Lekey park	23
2	West Brooke	25
3	Concorde Hotel	28
4	Seasons City	25
5	City Global	25
	Total	126

3.3 Method of Data Collection

Questionnaire was the instrument deployed for the collection of relevant data for this study. The questionnaire was structured on a five (5) point Likert scale so as to help transform the responses of the respondents into quantitative figures for proper analysis and comprehension. A total of 126 copies of questionnaire were distributed to the employees of the focused fast food firms out of which 115 were filled and returned. Eight (8) out of the 115 were invalid, thus the study used 107 copies of questionnaire, which represents 85% of the population.

3.4 Validity of the Instrument

The instrument was validated through the help of experts in measurement Imo State University. A sample of the questionnaire was sent to them along with the research question and objective by the request of the validators. Face and content validities were done. Face validity ensured proper structure and use of simple language while content validity deals with appropriate coverage; making sure that

the questionnaire items are adequate to answer the research questions.

3.5 Reliability of the instrument

The instrument was tested for reliability using Spearman-Brown Split Half Technique. Twenty-Five (25) copies of questionnaire were used for the reliability. This is shown in Table 2 below:

$$R_{SB} = 0.9094875$$

A reliability coefficient of 0.910 is high and hence the research instrument is adjudged to be reliable.

3.6 Method of Data Analysis

Pearson Product Moment Correlation was adopted in data analysis so as to ascertain the extent of relationship that exists between the constructs in the study and was run using Statistical Package for Social Sciences (SPSS) Version 20.

Data Presentation and Analysis

4.1 Data Analysis

A mean of above 2.5 was accepted while a mean of below 2.5 was rejected

Table 2: Analysis of Research Questions Descriptive Statistics

	N	Sum	Mean	StdDev
Quest 01	107	290	2.71	.659
Quest 02	107	273	2.55	.804
Quest 03	107	298	2.79	.476
Quest 04	107	444	4.15	.899
Quest 05	107	289	2.70	1.030
Quest 06	107	318	2.97	1.014
Quest 07	107	284	2.65	.943
Quest 08	107	326	3.05	.925
Quest 09	107	344	3.21	1.311
Quest 10 Valid (listwise) N	107	449	4.20	1.004

Source: Field Survey (2020) Computation: SPSS Ver.20

4.2 Test of Hypothesis

H_a: There is a significant positive relationship between organizational climate and employee commitment in selected Hospitality industries in Imo state.

Table 3: Correlation Result

Oc	Correlations	OC	EC
	Pearson Correlation	1	.975
	Sig. (2- tailed)		.000
	N	107	107
EC	Pearson Correlations	.975 "	1
	Sig. (2- tailed)	.000	
	N	107	.107
*** Correlation is significant at 0.05 Significant leve (2 - tailed)			

Source: Field Survey, 2016

5.1 Discussion of Findings

Results from the analysis carried out using Pearson Product Moment Correlation in Statistical Package of Social Sciences (SPSS) version 20 indicates a very significant positive relationship

existing between organizational climate and employee commitment. This follows the decision rule stated above. The results imply that the existing relationship between the dependent and independent variable is direct; that is to say as the

dependent variable increases, the latter increases too. When employees perceive the organizational climate to be favourable, it spurs the increase of their commitment to the firm and subsequent display of those spontaneous and discretionary behaviours termed , that positively affect the overall performance of employees and indeed the organizations. The findings of this study is consistent with the work and findings of Irefin and Mohammed (2014) which revealed that there is a positive relationship between employee commitment and organizational performance, and also a positive relationship between employee commitment and employee turnover. In a similar fashion Schaufeli and Slanova study also reveals that when employee work engagement increases, the level of organizational commitment increases also and a greater demonstration of personal idea is enhanced. The finding is also in agreement with the Perceived Organizational Support theory which argues that the extent to which employees of a firm are convinced that their organization value their contributions to the organization, cares about their wellbeing and fulfils their socio-emotional needs, aids the positive performance of employee.

5.2 SUMMARY OF FINDINGS

The result of the hypothesis test shown above in table 3 reveals a strong positive relationship between organizational citizenship behaviour (organizational climate) and employee performance (employee commitment) and clearly indicated by the correlation coefficient of 0.975 and remains significant because probability-value (0.000) is less than the significant level (0.05) at 2-tailed test. The research study accepts the hypothesis that there is a significant positive relationship existing between organizational climate and employee commitment in the selected fast food firms in Anambra State.

5.3 CONCLUSION

Based on study findings, it is evident that employee's willingness to carry out spontaneous and discretionary activities for the achievement of organizational goals is reliant upon how employees perceive their organizations climate. A favourable organizational or working climate will expose employees into exhibiting citizenship behaviour in the industries.

5.4 RECOMMENDATIONS

From the findings in the study, the following recommendations are made:

- I. The management of the focused industries should create a working atmosphere or climate favourable to employees; this includes health and safety care, employee welfare, prompt

payments of wages and salaries. This motivates employees to reciprocate the kind gestures by exhibiting citizenship behavior at industries.

- II. The management of the Hospitality should encourage CB, exhibit CB, train employees on CB and make it a critical culture of the industry so employees can adopt and follow it as part of their job.

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