

**ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND TEAM PERFORMANCE IN OIL SERVICING FIRMS IN PORT HARCOURT****Orukwo, Blessing Amaka****Department of Management, Faculty of Management of Sciences,  
Rivers State University, Port Harcourt.***Tell: +234 817 346 1068; Email: orukwoblessing@yahoo.com***ABSTRACT**

This study examined the relationship between organizational citizenship behavior and team performance in oil firms in Rivers State. The objective of the study was to determine the relationship between the dimensions of organizational citizenship behavior (altruism, sportsmanship, courtesy) and measures of team performance (team trust, team goal attainment) in oil firms in Rivers State. The Researcher adopted a quasi-experimental design. The target population of the study consisted of 800 staff of ten (10) oil servicing firms in Port Harcourt, while a sample size of 266 was derived from the target population using Taro Yamene formula of sample size determination. Primary data were collected using questionnaire. The data were analyzed using tables, simple percentages, Mean score rating, standard deviation, while the Hypotheses were tested using Pearson Product Moment Correlation Coefficient (PPMC). The findings revealed amongst others that there is a strong positive significant relationship between the dimensions of organizational citizenship behavior (altruism, sportsmanship, courtesy) and measures of team performance (team trust, team goal attainment) in oil firms in Rivers State. It was concluded that there is a strong positive significant relationship between the dimensions of organizational citizenship behavior (altruism, sportsmanship, courtesy) and measures of team performance (team trust, team goal attainment) in oil firms in Rivers State. Based on the findings, it was recommended amongst others that; to improve team performance, management of oil firms should consider encouraging and promoting all the three constructs of organizational citizenship behavior. Management of oil firms need to encourage casual employees to embrace goodwill at the workplace whether the conditions are not highly desirable, by not complaining about the status.

**Keywords:** *Organizational Citizenship Behavior, Team Performance, Altruism, Sportsmanship, Courtesy, Team Trust, Team Goal Attainment.*

**Introduction**

In recent years, firms increasingly rely on designing teams in different ways in order to use their resources effectively and consequently increase their competitiveness. Teams play a pivotal role in bridging the relationship between individual performance and organizational performance (Edmondson, 2012). A team can be described as a group of people with shared performance objectives who are committed to a common purpose and mutually responsible for achieving set targets (Katzenbach and Smith, 2013). Team performance refers to the objective or subjective judgment of how effectively a team meets its valued objectives (DeChurch & Mesmer-Magnus, 2010). For successful team performance, members must complete assigned tasks using their specialized skills while effectively navigating team processes (Bell, 2017). When individuals coordinate their efforts within a team, the collective output often exceeds the sum of individual contributions (Robbins, Judge & Vohra, 2011).

Previous studies have examined several factors that influence team performance. Hadi (2007) explored strategies for improving team performance, while Hari (2018) examined team effectiveness and perceived employee performance in the Nepalese service sector. Similarly, Halar et al. (2016) identified determinants of team performance and found that employee involvement, compensation methods, and empowerment significantly enhance organizational performance. Elmuti (2017) also found that participation in team-based performance systems improves employee satisfaction and

opportunities for advancement. From these studies, factors such as involvement, empowerment, compensation, communication, and management commitment have been identified as key determinants of team performance. However, despite these contributions, existing literature has not adequately examined the role of organizational citizenship behavior in influencing employee and team performance. Therefore, this study seeks to fill this gap by adopting organizational citizenship behavior as a predictor of team performance.

Organizational Citizenship Behaviour (OCB) has increasingly been recognized as a strategic tool for improving team performance. OCB refers to voluntary employee behavior that goes beyond routine job requirements but contributes positively to organizational success (Daniels et al., 2016). It includes discretionary actions that are not formally recognized within job descriptions but help maintain a positive organizational culture that encourages employee engagement, commitment, motivation, and improved job performance (Mallick et al., 2015; Poncheri, 2016). Gary (2012) described OCB as voluntary behavior performed for the advancement or benefit of the organization. Organ (2016) identified five dimensions of OCB: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. These behaviors involve helping colleagues, maintaining respectful workplace relationships, accepting unfavorable situations without complaints, actively participating in organizational activities, and demonstrating dedication to work beyond expected standards.

Studies indicate that OCB significantly contributes to organizational effectiveness and team performance. OCB enhances coworker and managerial productivity, improves coordination across organizational units, and helps organizations adapt to environmental changes (Organ et al., 2016; Todd, 2013; Ertürk et al., 2014). It also promotes efficient resource utilization, improves organizational attractiveness to skilled employees, and strengthens organizational stability (Vein Cohen & Vigoda, 2020). Employees who engage in OCB are often perceived more favorably by managers and may receive higher performance evaluations because their voluntary contributions support organizational goals (Podsakoff et al., 2019). In sectors such as oil and gas, where competition is intense, workforce efficiency and strong team performance are essential for maintaining competitive advantage (Keratepe & Sokmen, 2016). Therefore, this study empirically investigates the relationship between organizational citizenship behavior and team performance in oil servicing firms in Port Harcourt.

### **Statement of the Problem**

Employees are the pivot on which organizations revolve around. The work environment in Nigeria is such that is far challenging in view of the daily retrenchment, termination of appointment, and declaration of redundancy of employees. This leaves employees with several issues and challenges to face daily as citizens of any organization wherein they work. 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.

In recent times, it is observed that performance of most organizations especially oil firms in Port Harcourt, Rivers State are characterized with lots of problems ranging from; lack of team trust, unclear goals, lack of purpose, unclear role allocations, different capabilities, low self-awareness, poor communication, unresolved team conflicts, poor leadership and disengagement, etc thereby affecting the overall performance of the organization. However, in the light of the empirical literature and observed problems, to the best of the researcher's knowledge, no studies have specifically examined the relationship between organizational citizenship behavior and team performance. Previous studies have done quite a bit using organizational citizenship behavior as a predictor variable with measures of individual and organizational performance other than team performance in the management and marketing literatures (Barksdale & Werner, 2001; Gabriel, 2015; Uzonwanne, 2014; Podsakoff & Mackenzie (2011) and Walz & Niehoff (2016). It is in light of these

problems that this study investigated the relationship that exists between organizational citizenship behavior and team performance in oil servicing firms in Port Harcourt.

### **Purpose of the Study**

The purpose of this study was to examine the relationship between organizational citizenship behavior and team performance in oil servicing firms in Port Harcourt. Specific objectives include:

1. To examine the relationship between altruism and team trust in oil servicing firms in Port Harcourt.
2. To determine the relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt.
3. To examine the relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt.
4. To investigate the relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt.
5. To examine the relationship between courtesy and team trust in oil servicing firms in Port Harcourt.
6. To analyze the relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt.

### **Conceptual Framework**

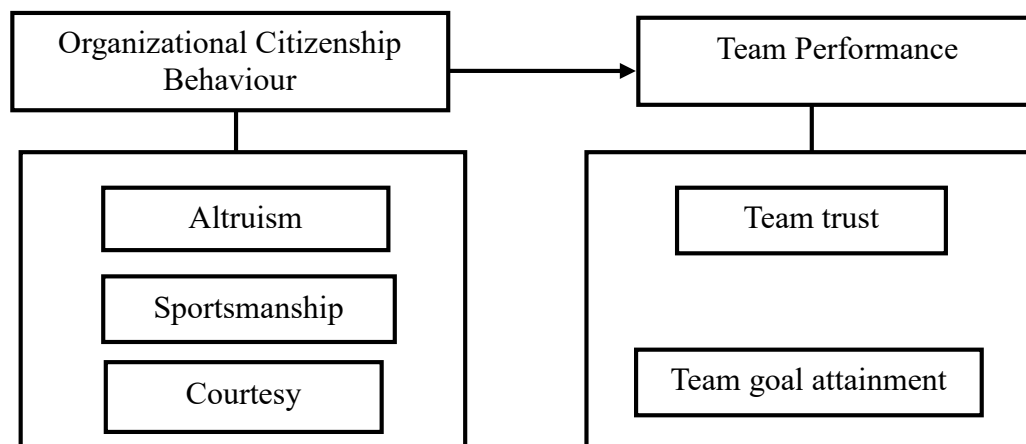


Fig 1.1: Conceptual Framework for Organizational Citizenship Behaviour and Team Performance

**Source:** The dimensions of Organizational Citizenship Behaviour were drafted from the works of Abiante, I. D. (2018), while measures of Team Performance were drafted from the work of Halar et al., (2016).

### **Research Hypotheses**

The following hypotheses were given in null form so as to arrive at a logical conclusion and to achieve its stated objectives.

- H<sub>01</sub>:** There is no significant relationship between altruism and team trust in oil servicing firms in Port Harcourt.
- H<sub>02</sub>:** There is no significant relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt.
- H<sub>03</sub>:** There is no significant relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt.

- H<sub>04</sub>:** There is no significant relationship between sportsmanship and goal attainment in oil servicing firms in Port Harcourt.
- H<sub>05</sub>:** There is no significant relationship between courtesy and team trust in oil servicing firms in Port Harcourt.
- H<sub>06</sub>:** There is no significant relationship between courtesy and goal attainment in oil servicing firms in Port Harcourt.

### **Relational Coordination Theory**

Relational Coordination Theory was propounded by Jody Hoffer Gittel (2011) and explains how relationships characterized by shared goals, shared knowledge, and mutual respect support frequent, timely, accurate, and problem-solving communication, thereby enabling stakeholders to coordinate their work effectively across boundaries. The theory argues that coordination involves not only managing the interdependence between tasks but also the relationships between the people performing those tasks. Relational coordination highlights the humanistic process underlying coordination and identifies specific communication and relationship ties required to achieve effective coordination and improved performance outcomes (Jody, 2011). These relational dimensions include shared goals that transcend individual functional objectives, shared knowledge that allows participants to understand how their tasks connect with the overall work process, and mutual respect that helps overcome status barriers and encourages collaboration. Together, these relational factors support communication that is frequent, timely, accurate, and focused on solving problems rather than assigning blame. Relational coordination also emphasizes direct interaction among front-line employees and the creation of networks that connect different functional areas at the point of service delivery, thereby improving coordination and overall work performance (Jody, 2011). By strengthening relationships among individuals performing different functions, relational coordination enhances communication quality and enables more effective teamwork and collective action. The theory is relevant to the present study because it provides a framework for assessing team performance through the quality of communication and relationships among team members. It emphasizes that effective coordination in teams requires shared knowledge, shared goals, and mutual respect, which collectively support improved team collaboration, coordination, and performance outcomes.

### **Conceptual Review**

#### **The Concept of Organizational Citizenship Behaviour**

Organizational citizenship behaviour (OCB) has received considerable attention in organizational research due to its significant impact on organizational success and sustainability in a competitive business environment. OCB contributes to reducing the need for organizations to allocate scarce resources, maintaining cohesion and unity within the organization, and allowing employees to devote more time to effective planning and problem solving (Hemaloshinee & Nomahaza, 2017). Organ and Velickovska (2017) defined OCB as voluntary behaviours that employees engage in to promote organizational effectiveness even though such behaviours are not explicitly rewarded by the organization. Similarly, Djaelani, Sanusi and Triatmanto (2021) described OCB as discretionary behaviour that is not directly recognized by the formal reward system but contributes to the efficient functioning of the organization. Organizational citizenship behaviour reflects employees' voluntary commitment beyond contractual obligations, such as helping colleagues with heavy workloads, avoiding unnecessary breaks, and keeping up with organizational developments (Dinka, 2018; Park, 2016). It is generally informal and not officially linked to performance appraisal or incentive systems (Klotz et al., 2018). Mallick et al. (2015) explained that OCB reinforces a positive organizational culture that promotes employee engagement, commitment, motivation, and improved job performance, while Organ (2018) argued that such behaviour indirectly contributes to organizational performance through the maintenance of the organization's social system. In essence, OCB represents discretionary and positive behaviour that employees perform voluntarily to support

coworkers and enhance organizational effectiveness, often going beyond the minimum efforts required to complete formal job responsibilities (Zhang, 2011; Robbins, 2011).

### **Dimensions of Organizational Citizenship Behaviour**

#### **Altruism**

Altruism is defined as the desire to help or assist another individual without expecting any reward for that assistance (Okon, Victor & Ikechukwu, 2018). In organizations, altruism reflects the willingness of an employee to help coworkers in completing tasks, assisting new employees, helping colleagues who are overloaded with work, or supporting workers who were absent (Gilbert et al., 2019; Grego-Planer, 2019). Such voluntary behaviour improves productivity and effectiveness because it encourages good relations among employees and reduces work pressure on others. Redman and Snape (2005) explained that altruism involves helping specific individuals in relation to organizational tasks, while Yen and Neihoff (2004) argued that helping coworkers makes the work system more efficient because employees can use their free time to assist colleagues facing urgent tasks. Altruism therefore represents discretionary behaviours that support coworkers in accomplishing work-related activities, such as volunteering to help colleagues with heavy workloads or assisting during client emergencies (Owen, Pappalardo & Sales, 2020; Podsakoff et al., 2020). It also promotes cooperation, knowledge sharing, and teamwork within organizations (Banahene et al., 2017). Organ (1998) further described altruism as helping behaviours displayed voluntarily to assist fellow employees in solving problems, meeting deadlines, and adapting to new tasks or technologies. These behaviours contribute to a supportive organizational climate and enhance employee cooperation and performance. Empirical studies have also shown that altruism is positively related to employee performance and organizational effectiveness, as employees who demonstrate greater altruistic behaviours tend to exert more effort and perform better in their jobs (Koster, 2014; Hsiung, 2014; Chelagat et al., 2015).

#### **Sportsmanship**

Sportsmanship is defined as the willingness to tolerate the inevitable inconveniences and impositions of work without complaining (Ananie & de Casamayor, 2018). It refers to an employee's desire to avoid unnecessary complaints and maintain a positive and tolerant attitude toward problems experienced in the workplace. Sportsmanship involves the willingness to tolerate minor inconveniences and temporary impositions of work without grievances, complaints, or protest, thereby conserving organizational energy for task accomplishment and relieving managers of unnecessary stress (Nyarioko, 2018). Similarly, Ifeyinwa and Onodugo (2020) described sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of organizational life, while Verma and Kesari (2020) emphasized that good sportsmanship enhances employee morale and reduces turnover. In organizational settings, sportsmanship reflects employees' willingness to forbear minor difficulties without complaint, allowing managers to focus on important functions such as planning and problem solving (Coyle-Shapiro et al., 2014). Employees who demonstrate sportsmanship maintain positive attitudes even when situations are frustrating or challenging and avoid exaggerating workplace problems (Organ, 2018). This behaviour contributes to effective teamwork, organizational harmony, and improved work group performance (Podsakoff et al., 2010). By reducing unnecessary complaints and negativity, sportsmanship helps conserve time and energy within organizations and promotes cooperation among employees (Organ & Ryan, 2015). Furthermore, employees with strong sportsmanship attitudes tend to tolerate less-than-ideal conditions without complaint, maintain loyalty to the organization, and support collective goals, which ultimately strengthens organizational effectiveness and workplace cohesion (Gürbüz, 2016; Köse et al., 2013).

**Courtesy**

Courtesy is defined as discretionary behaviors that aim at preventing work-related conflicts with others (Law et al., 2015). It is a form of helping behavior that focuses on preventing problems before they arise and involves being polite and considerate toward coworkers. In organizational settings, courtesy is demonstrated through behaviors such as informing coworkers about potential workload changes, consulting others before taking actions that affect them, and showing concern for colleagues' welfare (Organ, 2010; Organ, Podsakoff, & MacKenzie, 2016). Courtesy encourages positive social interactions among employees and improves the work environment by reducing stress that may arise when employees fail to inform colleagues about work-related issues. It also includes gestures that help prevent interpersonal problems, such as giving prior notice of schedules or changes that may influence coworkers' responsibilities (Organ, 2017). A courteous employee helps managers avoid crisis management by making efforts to prevent problems that could affect coworkers (Podsakoff & MacKenzie, 2017). Research also shows that employees who demonstrate courtesy reduce intergroup conflict and minimize the time spent on conflict management activities (Podsakoff et al., 2010). Courtesy therefore reflects respectful behavior that strengthens working relationships and facilitates teamwork (Yahaya et al., 2011). By avoiding actions that unnecessarily make colleagues' work more difficult and by encouraging others when they feel discouraged, courteous employees contribute to cooperation, improved coordination, and a healthier organizational climate (Tambe & Shanker, 2014; May-Chiun Lo et al., 2019).

**Concept of Team Performance**

Courtesy is defined as discretionary behaviors that aim at preventing work-related conflicts with others (Law et al., 2015). It is a form of helping behavior that focuses on preventing problems before they arise and involves being polite and considerate toward coworkers. In organizational settings, courtesy is demonstrated through behaviors such as informing coworkers about commitments that may affect workload, asking colleagues if they need help with projects, and consulting others before taking actions that might affect them (Organ, 2010; Organ, Podsakoff, & MacKenzie, 2016). Courtesy encourages positive social interaction among employees and improves the work environment by reducing stress and potential misunderstandings. It also involves gestures aimed at preventing problems for coworkers, such as giving prior notice of schedule changes or leaving shared resources like printers in good condition for others (Organ, 2017). A courteous employee helps managers avoid crisis management by making efforts to prevent the creation of problems for coworkers (Podsakoff & MacKenzie, 2017). Research also shows that employees who demonstrate courtesy reduce intergroup conflict and minimize the time spent on conflict management activities (Podsakoff et al., 2010). Courtesy therefore reflects respectful behaviour that strengthens relationships and teamwork within organizations (Yahaya et al., 2011). By avoiding actions that unnecessarily make colleagues' work harder and encouraging coworkers when they feel discouraged, courteous employees promote cooperation, coordination, and a positive organizational climate (Tambe & Shanker, 2014; May-Chiun Lo et al., 2019).

**Team Trust**

Trust refers to relying on someone's character, ability, strength, or truth to do the right thing and is closely related to individuals' beliefs about other people's intentions and motives underlying their behaviour (Smith and Barclay, 2017). Team trust describes the ability of team members to rely on each other while working together to accomplish tasks (Kleinert & Wippich, 2012) and is also related to the VIST model proposed by Hertel (2012). Lewicki and Bunker (2016) explained that trust involves positive expectations about others, while Mayer et al. (2015) argued that such expectations are influenced by individuals' general beliefs regarding how they will be treated by others. McKnight et al. (2018) further described trust as the belief and willingness to depend on another party, emphasizing that trust may be influenced not only by personal information but also by situational factors and perceived risks. In the workplace, team trust means employees are willing to rely on

one another to take responsibility and perform their duties effectively, especially when facing challenges (Lewicki & Bunker, 2016). Trust creates a cohesive team environment by providing a sense of safety where members can openly share ideas, exchange constructive feedback, and take appropriate risks without fear. When trust is present, teams experience greater collaboration, innovation, knowledge sharing, and productivity. Conversely, lack of trust leads to stress, poor performance, low commitment, and higher turnover because employees focus on protecting themselves instead of contributing to collective team goals.

### **Team Goal Attainment**

Goal attainment refers to the ability of an organization to accomplish its tasks, requirements, and objectives through effective organization, execution, and completion of roles within the shortest possible time (Adair, 2005). It can also be described as the successful completion of tasks by individuals or teams according to predefined standards set by supervisors or organizations while efficiently utilizing available resources in a changing environment (Mathis & Jackson, 2009). In organizations, goal attainment involves executing defined duties, meeting deadlines, providing team input, and achieving departmental goals, which contribute to efficiency, specialization, effective feedback, and positive organizational relationships (Armstrong, 2005). Organizational goals are typically defined within strategic plans and are often considered the primary reason teams exist, as teams are created to achieve collective objectives such as improved performance or sales outcomes. The process of achieving these goals involves team processes, which include members' interdependent cognitive, verbal, and behavioural activities that convert inputs into outcomes and organize task work toward collective objectives (Marks et al., 2001). In many modern organizations that are goal-driven and analytic-oriented, setting appropriate goals is essential for driving performance and achieving long-term vision. Team goals represent shared performance objectives that require the contribution of all members and are often aligned with broader organizational goals. When goals are co-created with team members, they increase commitment, allow employees to develop skills, and enhance overall team performance (Mathieu et al., 2008).

### **Empirical studies**

Empirical studies have examined the relationship between organizational citizenship behaviour (OCB) and team or employee performance across different sectors and contexts. Jaja and Gabriel (2014) found that altruism is significantly and positively associated with organizational adaptation among Nigerian aviation companies, as employees' willingness to help one another enhanced knowledge sharing and organizational adaptability. Similarly, Sumaiya, Samara, Saba and Ayesha (2013) reported that altruism and courtesy positively influence job satisfaction and employee commitment in the telecom sector of Pakistan, while Karim and Seyedeh (2019) showed that increased altruism and organizational trust improve organizational learning capability and reduce communication conflict. Abiante (2018) also established a strong relationship between organizational citizenship behaviour and employee performance in Nigerian deposit money banks and recommended that organizations promote policies that encourage OCB practices. Furthermore, Yardan and Köse (2014) observed that organizational justice positively influences OCB dimensions such as conscientiousness, courtesy, and civic virtue, while Stella, Richard and Erick (2019) confirmed that OCB significantly improves employee productivity in Kenyan hotels. Research on sportsmanship and team performance also reveals similar outcomes. Malik, Basharat and Bin (2011) found that sportsmanship and altruism significantly enhance sales performance in FMCG companies, while Abel (2018) reported that sportsmanship, altruism, courtesy, civic virtue, and conscientiousness significantly influence employee performance in Kenyan universities, with work environment acting as a moderating factor. Other studies further show that OCB improves organizational performance, commitment, and workplace outcomes (Obamiro, Ogunnaike and Osibanjo, 2014; Talat, Saif, Azam and Ungku, 2012). In addition, research on courtesy and team performance indicates that OCB dimensions such as altruism and courtesy positively affect employee

performance and organizational effectiveness (Lelei, Chepkwony and Ambrose, 2015; Desta, 2018; Arachie, Agbasi and Osita, 2019; Khuzaini, Mohammad and Zakky, 2019; Usman, 2023). Overall, these empirical findings consistently demonstrate that organizational citizenship behaviour and its dimensions play a significant role in enhancing employee productivity, teamwork, and overall organizational performance.

### **Methodology**

The Researcher adopted a quasi-experimental design. The target population of the study consisted of 800 staff of ten (10) oil servicing firms in Port Harcourt, while a sample size of 266 was derived from the target population using Taro Yamene formula of sample size determination. Primary data were collected using questionnaire. The data were analyzed using tables, simple percentages, Mean score rating, standard deviation, while the Hypotheses were tested using Pearson Product Moment Correlation Coefficient (PPMC).

**Table 3.2: Proportionate Distribution of Sample Size**

<b>S/No</b>	<b>Selected Oil Firms in Rivers State</b>	<b>Population</b>	<b>Sample for each firm</b>
1	Shell Petroleum Development Company	115	38
2	Belema Oil Producing Limited	90	30
3	Chevron Texaco Nigeria Limited	100	33
4	Nigerian Agip Oil Company	109	36
5	Forte Oil	61	20
6	Adamac Companies	75	25
7	Alcon Nigeria Limited	60	21
8	Damax Oil & Mart	73	24
9	Dubi Oil	52	17
10	Primes Oil	65	22
	<b>Total</b>	<b>800</b>	<b>266</b>

**Source: Survey Data, 2023**

### **Data Presentation, Analysis And Discussion Of Findings Descriptive Statistics on Variables**

**Table 2 Descriptive Statistics on Dimensions of Organizational  
Citizenship Behaviour and Measures of Team Performance**

	<b>N</b>	<b>Minimu m</b>	<b>Maximu m</b>	<b>Mean</b>	<b>Std. Deviation</b>
Altruism	169	2.00	5.10	3.8373	.85448
Sportsmanship	169	2.00	5.67	3.9813	.97641
Courtesy	169	2.67	5.65	4.3047	.85504
Team trust	169	2.33	5.60	3.7667	.80701
Team goal attainment	169	2.00	5.20	3.8305	.97585
Valid N (listwise)	169				

**Source: Researcher Survey 2023**

The outcomes of the descriptive statistics of the mean and the standard deviation for each variable of organizational citizenship behavior and team performance are provided on Table 4.2 above. The table discloses that Altruism (A) has a mean and standard deviation of 3.8373 and 0.85448 respectively with figures ranging between a maximum of 5.10 and a minimum of 2.00.

Sportsmanship (S) has a mean of 3.9813 and a standard deviation of 0.97641 with figures ranging from a maximum of 5.67 to a minimum of 2.00. Courtesy (C) has a mean and standard deviation of 4.3047 and 0.85504. It has figures ranging from a maximum of 5.65 to 2.67. Team trust (TT) has a mean and standard deviation of 3.7667 and 0.80701 respectively with figures ranging from a maximum of 5.60 to a minimum of 2.33. While, Team goal attainment (TGA) has a mean and standard deviation of 3.8305 and 0.97585 with its figures ranging from a maximum of 5.20 to 2.00.

### Univariate Data Analysis

Univariate analysis refers to the analysis of one or individual variables in the study. This study has organizational citizenship behaviour as the predictor variable. In operationalizing the variables, it was indicated that the predictor variable has Altruism, Sportsmanship and Courtesy as dimensions while the criterion variable which was Team Performance has team trust and team goal attainment as measures. For the purpose of this study, we adopted 5 point likert scale in our questionnaire, having response categories in the order of SA = 5, A = 4, U = 3, D = 2 and SD = 1. Going by this, the interpretation of our mean is according to Asawo (2009) categorization where all responses with mean value ( $\bar{x}$ ) between 1-2 as being low, 2.5 – 3.5 as being moderate, 3.5 – 4.5 as high and 4.5 above as very high. Thus, this section presents the frequencies and means rating of respondents on dimensions and measure of variables in the study.

### Analysis on Organizational Citizenship Behaviour

**Table 3 Mean score ratings of respondent's responses on Altruism**

	Altruism	SD	D	U	A	SA	X	Std.
1	I give my time to help employees with work-related problems	7	24	8	71	59	3.90	1.162
2	I support employees who have problems at work	14	39	8	46	62	3.61	1.040
3	I take time out of my day to help train new employees	20	13	13	77	46	3.69	1.496
4	I share my knowledge and expertise with other employees	18	20	36	45	50	3.53	1.298

#### Source: Research Survey Data, 2023

Table 3 above shows the mean score rating of respondents on altruism as a dimension of team performance. The question items were scaled on a 5 points modified Likert scale of strongly disagree, disagree, undecided, agree and strongly agree. All the question items have a mean score of 3.90, 3.61, 3.69 and 3.53 respectively which indicates a high and positive response. This implies that altruism is highly manifested in the oil servicing firms in Port Harcourt.

**Table 4 Mean score ratings of respondent's responses on Sportsmanship**

	Sportsmanship	SD	D	U	A	SA	X	Std.
1	I try to ignore rumors and speculation	11	16	18	57	67	4.10	1.062
2	I will do what is right despite gossips from other employees	9	15	10	59	76	3.90	1.162
3	I keep minor complaints to myself.	14	13	22	52	68	3.95	1.040
4	I change vacation schedule, work days, or shifts to accommodate co-worker's needs	10	14	20	60	65	3.28	1.496

#### Source: Research Survey Data, 2023

Table 4 above shows the mean score rating of respondents on sportsmanship as a dimension of team performance. The question items were scaled on a 5 points modified Likert scale of strongly disagree, disagree, undecided, agree and strongly agree. The question items 1-3 have a mean score of 4.10, 3.90 and 3.95 which indicate a high response, while question item 4 has a mean score of

3.28 which indicate a moderate response. The implication is that sportsmanship is highly carried out in the oil servicing firms in Port Harcourt.

**Table 5: Mean score ratings of respondent's responses on Courtesy**

	<b>Courtesy</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>X</b>	<b>Std.</b>
1	I try to act like a peacemaker when other teammates have disagreements	4	10	12	61	82	4.22	.980
2	I take steps to try to prevent problems with other teammates.	8	11	16	55	79	3.61	1.298
3	I willingly give my time to teammates who have conflicts at work,	7	23	26	52	61	3.58	1.493
4	I discuss with other teammates before initiating actions that might affect them	9	15	22	47	76	3.83	1.175

**Source: Research Survey Data, 2023**

Table 5 above shows the mean score rating of respondents on courtesy as a dimension of team performance. The question items were scaled on a 5 points modified Likert scale of strongly disagree, disagree, undecided, agree and strongly agree. All the question items have a mean score of 4.22, 3.61, 3.58 and 3.83 respectively which indicates a high and positive response. It therefore implies that courtesy takes place in the oil servicing firms in Port Harcourt.

**Table 6: Descriptive statistics for Organizational Citizenship Behaviour**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std.</b>
Altruism	169	2	5	3.83	.854
Sportsmanship	169	2	5	3.98	.976
Courtesy	169	2	5	4.30	.854
Valid N (listwise)	169				

**Source: Researcher/SPSS Output, 2023**

Table 6 illustrates the descriptive statistics for Organizational Citizenship Behaviour which include; Altruism, Sportsmanship, and Courtesy with mean scores of 3.83, 3.98 and 4.30 respectively.

### **A. Analysis on Team Performance**

**Table 7: Mean score ratings of respondent's responses on Team Trust**

	<b>Team Trust</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>X</b>	<b>Std.</b>
1	We rely on each other to take responsibility and do the right thing	14	39	8	45	63	3.62	1.397
2	We have each other's backs when faced with unpredictable challenges and obstacles	20	13	13	75	48	3.70	1.285
3	There is high level of accountability amongst team members in my organization	24	24	10	64	47	3.51	1.398
4	Every team members in my organization are reliable and they keep to their obligation	20	13	13	77	46	3.69	1.496

**Source: Research Survey Data, 2023**

The result on table 7 above shows the mean ratings of respondents on team trust as measure of team performance. The result showed that the respondents agreed to all the questionnaire items with their mean ratings greater than 3 when using a 5 points modified Likert scale of strongly disagree, disagree, undecided, agree and strongly agree. In response to item 1, respondents highly affirmed that they rely on each other to take responsibility and do the right thing. This accounted for by the high mean score of 3.62. Similarly, it was agreed that they have each other's backs when faced with unpredictable challenges and obstacles. This was also confirmed by the high mean score of 3.70. More so, the third item got similar approval as respondents agreed that there is high level of accountability amongst team members in the organization. The mean score of 3.51 also speaks

high volume of this status. Furthermore, fourth item got an affirmative response that every team members in the organization are reliable and they keep to their obligation. This was backed by a high mean score of 3.62.

**Table 8: Mean score ratings of respondent's responses on Team Goal Attainment**

	<b>Team Goal Attainment</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>X</b>	<b>Std.</b>
1	I am generally satisfied with the overall performance of my team	4	10	7	25	34	3.95	1.040
2	I successfully complete my tasks based on my organization's pre-defined and acceptable standards and goal	10	9	10	30	30	3.28	1.496
3	Attaining the organization's goal is the top priority of every members of our organization	7	13	6	22	41	3.58	1.493
4	Achieving our target gives us an edge over other companies	14	39	8	46	62	3.61	1.040

**Source: Research Survey Data, 2023**

The result on table 8 above shows the Mean ratings of respondents on team goal attainment as measure of team performance. The result showed that the respondents agreed to all the questionnaire items with their mean ratings greater than 3.0 when using 5 points modified Likert scale of strongly disagree, disagree, undecided, agree and strongly agree. In response, item 1 revealed that "they are satisfied with the overall performance of my team with high mean score of 3.95". Item 2 showed that "they successfully complete my tasks based on my organization's pre-defined and acceptable standards and goal with moderate mean score of 3.28". Item 3 disclosed that "attaining the organization's goal is the top priority of every members of our organization with high mean score of 3.58". Finally, item 4 showed that "achieving team target gives us an edge over other companies with high mean score of 3.61". It therefore implies that team goals are highly attained in the oil servicing firms in Port Harcourt.

**Table 9 Descriptive statistics for Team Performance**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std.</b>
Team trust	169	2	5	3.76	.854
Team goal attainment	169	2	5	3.83	.976
Valid N (listwise)	169				

**Source: Researcher/SPSS Output, 2023**

Table 9 illustrates the descriptive statistics for Team Performance which include; Team Trust and Team Goal Attainment with mean scores of 3.76 and 3.83 respectively.

**Bivariate Analysis**

Bivariate analysis is an analysis of two variables to determine the relationships between them. It involves the analysis of two variables for the purpose of determining the empirical relationship between them. Bivariate analysis is extremely helpful in testing simple hypotheses of association. It is very helpful in determining to what extent it becomes easier to know and predicts a value for one variable (possibly a dependent variable) if the value of the other variable (possibly the independent variable) is known. In this study, six research hypotheses were stated in chapter one. Therefore, for the purpose of this analysis, the hypotheses were tested using Pearson Product Moment Correlation Coefficient (PPMC) so as to arrive at a logical conclusion. The Pearson product-moment correlation coefficient as a tool is considered appropriate for this study than other correlation coefficients such as; Spearman's rho, Partial correlation etc, this is because it provides an idea of the strength of relationship between the variables. Basically, a Pearson product-moment correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation

coefficient,  $r$ , indicates how far away all these data points are to this line of best fit (i.e., how well the data points fit this new model/line of best fit).

### Test of Hypotheses

The relationships between the predictor (independent) and criterion (dependent) variables were done using the Pearson Product Moment Correlation Coefficient (PPMCC).

**Table 10 shows the description of range of correlation (r) values, as well as the relative level of association**

Range of r (+ and – sign value)	Association strength
± 0.80 – 0.99	Very strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very weak

**Source:** Natarajan, M. (2016)

The above shows that the '+' sign of  $r$  points a direct and positive relationship, while '-' of  $r$  shows an indirect or inverse relationship. Thus, the  $r$  sign indicates the direction of relationship between the predictor and criterion variables.

### Relationship between altruism and team trust in oil servicing firms in Port Harcourt

**Research Question 1:** What is the relationship between altruism and team trust in oil servicing firms in Port Harcourt?

**Hypothesis 1: Ho<sub>1</sub>:** There is no significant relationship between altruism and team trust in oil servicing firms in Port Harcourt.

**Table 11 Summary of Pearson Product Moment correlation coefficient on the relationship between altruism and team trust in oil servicing firms in Port Harcourt**  
**Correlations**

		A	TT
<b>A</b>	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.000
	N	169	169
<b>TT</b>	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table 11 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between altruism and team trust in oil servicing firms in Port Harcourt. The result showed that there is a strong positive significant relationship between altruism and team trust in oil servicing firms in Port Harcourt with PPMCC value of .720\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

### Relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt

**Research Question 2:** What is the relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt?

**Hypothesis 2: Ho<sub>2</sub>:** There is no significant relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt.

**Table 12 Summary of Pearson Product Moment correlation coefficient on the relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt**

		<b>Correlations</b>	
		<b>A</b>	<b>TGA</b>
<b>A</b>	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	169	169
<b>TGA</b>	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table12 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt. The result showed that there is a strong positive significant relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .645\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

**Relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt**

**Research Question 3:** What is the relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt?

**Hypothesis 3:Ho<sub>3</sub>:** There is no significant relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt.

**Table 13: Summary of Pearson Product Moment correlation coefficient on the relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt**

		<b>Correlations</b>	
		<b>S</b>	<b>TT</b>
<b>S</b>	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	169	169
<b>TT</b>	Pearson Correlation	.820**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table 14 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt. The result showed that there is very strong positive significant relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt with PPMCC value of .820\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

**Relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt**

**Research Question 4:** What is the relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt?

**Hypothesis 4:Ho<sub>4</sub>:** There is no significant relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt.

**Table 15 Summary of Pearson Product Moment correlation coefficient on the relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt**

		Correlations	
		S	TGA
<b>S</b>	Pearson Correlation	1	.780**
	Sig. (2-tailed)		.000
	N	169	169
<b>TGA</b>	Pearson Correlation	.780**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table 15 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt. The result showed that there is strong positive significant relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .780\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

#### **Relationship between courtesy and team trust in oil servicing firms in Port Harcourt**

**Research Question 5:** What is the relationship between courtesy and team trust in oil servicing firms in Port Harcourt?

**Hypothesis 1:Ho<sub>5</sub>:** There is no significant relationship between courtesy and team trust in oil servicing firms in Port Harcourt.

**Summary of Pearson Product Moment correlation coefficient on the relationship between courtesy and team trust in oil servicing firms in Port Harcourt**

		Correlations	
		C	TT
<b>C</b>	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.000
	N	169	169
<b>TT</b>	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table 4.18 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between courtesy and team trust in oil servicing firms in Port Harcourt. The result showed that there is a strong positive significant relationship between courtesy and team trust in oil servicing firms in Port Harcourt with PPMCC value of .720\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

**Relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt**

**Research Question 6:** What is the relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt?

**Hypothesis 2: Ho<sub>6</sub>:** There is no significant relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt.

**Summary of Pearson Product Moment correlation coefficient on the relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt**

		<b>Correlation</b>	
		<b>C</b>	<b>TGA</b>
<b>C</b>	Pearson Correlation	1	.345**
	Sig. (2-tailed)		.000
	N	169	169
<b>TGA</b>	Pearson Correlation	.345**	1
	Sig. (2-tailed)	.000	
	<b>N</b>	<b>169</b>	<b>169</b>

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

**Source: Researcher/SPSS Output, (2023)**

Table 16 shows the Summary of Pearson Product Moment Correlation (PPMCC) on the relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt. The result showed that there is a weak significant relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .645\*\* and P-value 0.001 at 0.05 level of significance. Based on this result the null hypothesis is therefore "Rejected" and "Alternate Accepted".

**Discussion of Findings**

The primary data was tested using Pearson Product Moment Correlation (PPMCC) and of the result of the findings are discussed as follows:

**Relationship between altruism and team trust in oil servicing firms in Port Harcourt**

The result showed that there is a strong positive significant relationship between altruism and team trust in oil servicing firms in Port Harcourt with PPMCC value of .720\*\* and P-value 0.001 at 0.05 level of significance. This result is in line with the study of Jaja and Gabriel (2014) who sought to establish the pattern of relationship between employees' altruism and organizational adaptation in Nigeria. The 17.0 version of Statistical Package for Social Sciences (SPSS) was used to perform a Spearman Rank Order Coefficient Correlation and the result revealed that altruism is significantly and positively associated to organizational adaptation. The study concluded that the exhibition of altruism among employees of Nigeria domestic aviation companies resulted in sharing of knowledge and consequently made the organizations adaptive. Sumaiya, Samara, Saba and Ayesha (2013) also studied the Impact of Altruism and Courtesy on Employees' Attitudes: A Study of Telecom Industry of Pakistan. The result states that supportive environments gives job satisfaction and up boost the commitment level. Employee job satisfaction and Job Commitment was affected positively by altruism and courtesy.

**Relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt**

The result showed that there is a strong positive significant relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .645\*\* and P-value 0.001 at 0.05 level of significance. The finding is in accordance with the work of Karim and Seyedeh (2019) investigated the effect of altruism on organizational learning capability with the mediating role of

communication conflict and organizational trust in Red Crescent provincial branches of Gilan and Mazandaran. Based on the results, organizational learning is enhanced by an increase in organizational trust, and organizational trust plays a mediating role between learning and organizational altruism. Communication conflict in organizations reduces altruism and organizational learning capability. On the contrary, high altruism and trust among employees will positively affect organizational learning capability and communication conflict. In other words, it increases organizational learning ability and decreases conflict among employees. Abiante (2018) also sought to explore further the relationship existing between organizational citizenship behaviour (altruism and conscientiousness) and employee performance in deposit money banks in Rivers State. The findings revealed that organizational citizenship behaviour strongly relates to employee performance.

### **Relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt**

The result showed that there is very strong positive significant relationship between sportsmanship and team trust in oil servicing firms in Port Harcourt with PPMCC value of .820\*\* and P-value 0.001 at 0.05 level of significance. This result is in line with the study of 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 sales force 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. Also, Abel (2018) established the role of organizational citizenship behavior on the performance of casual employees in the Kenyan public universities. The findings of the study showed that all the five constructs of OCB under consideration namely; sportsmanship, altruism, civic virtue, conscientiousness and courtesy influenced casual employees' performance in Kenyan public universities significantly positive. Sportsmanship significantly showed a positive correlation with casual employees' performance similar with altruism which correlated significantly with casual employees' performance. Likewise, civic virtue showed similar positive correlation with employees' performance similar with courtesy and conscientiousness which significantly affected casual employees' performance positively. Using moderated multiple regression analysis the moderating effect of the variable work environment was analyzed by interpreting the R<sup>2</sup> change and was found to be positive. This therefore indicates that work environment moderates sportsmanship, altruism, civic virtue, conscientiousness and courtesy significantly positively with casual employees' performance in Kenyan public universities. It is therefore concluded that the five constructs of OCB considered in this study i.e. sportsmanship, altruism, courtesy, civic virtue and conscientiousness influence the performance of casual employees in Kenyan public universities.

### **Relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt**

The result showed that there is strong positive significant relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .780\*\* and P-value 0.001 at 0.05 level of significance. The finding is in support of the work of Obamiro, Ogunnaiké and Osibanjo (2014) who carried out a study that examines the relationship between organizational citizenship behaviour, 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. Furthermore, Olowookere and Adejuwon (2015) examined key dimensions of organizational citizenship behaviours in the Lagos State Nigerian. 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.

### **Relationship between courtesy and team trust in oil servicing firms in Port Harcourt**

The result showed that there is a strong positive significant relationship between courtesy and team trust in oil servicing firms in Port Harcourt with PPMCC value of .720\*\* and P-value 0.001 at 0.05 level of significant. This result is in line with the study of Lelei, Chepkwony and Ambrose (2015) who determined the effects of OCB and employee performance in banking sector, Nairobi County, Kenya. The study specifically established the effect of altruism on employee performance, and determined the effect of courtesy on employee performance. Study findings indicated that, altruism, and courtesy had positive and significant effect on employee performance. The study concluded that organizational citizenship behavior is important factor for enhancing employee performance. Desta (2018) also conducted to find out the relationship between employees' performance and OCB in Ethiopian context, particularly in Dire Dawa. The study was also aimed at investigating the underlying reasons for imperceptibility of OCB in Dire Dawa University. The findings showed that employee's performance is correlated positively and significantly to the OCB dimensions.

### **Relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt**

The result showed that there is a weak significant relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt with PPMCC value of .645\*\* and P-value 0.001 at 0.05 level of significance. The finding is contrary to the work of Gabriel, Lovia and Austin (2019) who sought to investigate the moderating role of work overload in the relationship between OCB and the performance of employees using Kumasi Technical University as the study area. The study revealed positive relationship between OCBs like conscientiousness, sportsmanship, courtesy, organizational loyalty and employee performance in the higher educational institution. Courtesy produced the highest effect on the performance of employees. Nonetheless, altruism and civic virtue behaviours of workers of the higher educational institution had no significant effect on the performance of employees. The workers engagement in these behaviours, however, enormously increases the workload and adversely affects the performance of the workers. Khuzaini, Mohammad and Zakky (2019) also investigated the role of organizational citizenship behaviour in mediating the spirituality on employee performance. Organizational citizenship behaviour is measured by using four indicators of altruism, courtesy, civic virtue, sportsmanship, and seriousness. The results indicate significant direct effect on employee performance by organizational citizenship behaviour. Though the direct effect of spirituality on employee performance shows non-significance effect, the indirect effect mediated by organizational citizenship behaviour shows a significant relationship. The study point out that the spirituality could affect the organizational citizenship behaviour resulting in a significant effect on employee performance indirectly.

### **SUMMARY**

The study was aimed to examine the relationship between organizational citizenship behavior and team performance in oil firms in Rivers State. The objective of the study was to determine the relationship between the dimensions of organizational citizenship behavior (altruism, sportsmanship, courtesy) and measures of team performance (team trust, team goal attainment) in oil firms in Rivers State. The study explored existing literature based on various dimensions. Questionnaires were administered to respondents of five (5) oil firms in Rivers State.

The findings revealed that there is a strong positive significant relationship between altruism and team trust in oil servicing firms in Port Harcourt. The findings indicated that there is a strong positive significant relationship between altruism and team goal attainment in oil servicing firms in Port Harcourt. The findings also revealed that there is very strong positive significant relationship

between sportsmanship and team trust in oil servicing firms in Port Harcourt. The findings showed that there is strong positive significant relationship between sportsmanship and team goal attainment in oil servicing firms in Port Harcourt. Furthermore, the findings disclosed that there is a strong positive significant relationship between courtesy and team trust in oil servicing firms in Port Harcourt. Finally, the findings revealed that there is a weak significant relationship between courtesy and team goal attainment in oil servicing firms in Port Harcourt.

## **CONCLUSION**

The results of this study have delivered insights on the relationship between the dimensions of organizational behavior (altruism, courtesy, sportsmanship) and measures of team performance (team trust, team goal attainment). In respect to the findings, the study concluded that; altruism has a relationship with the measures of team performance (team trust, team goal attainment). Altruism enables employees to go beyond the job requirements resulting to accomplishment of difficult task. Also, through altruism, employees are able to share their knowledge and expertise with other employees as well as support those with problems at work. Further, altruism makes it possible for employees to help out other teammate in case they experience work-related problems as well as assisting new employees in the organization.

Furthermore, the study concluded that sportsmanship had a relationship with measures of team performance (team trust, team goal attainment). Thus, organizations that exhibit organizational citizenship behaviour will undoubtedly reap the dividends of satisfied workforce, performance driven workforce and those who are zealous to carry-out organizational duties having created work and time support passion amongst employees. Finally, the study concluded that there is a positive and significant relationship between courtesy and measures of team performance (team trust, team goal attainment). This is evidence to the fact that employees that display courtesy are more likely to engage in citizenship behaviour that is deemed beneficial for the organization. Specifically, they are likely to encourage their teammates when they are down and they are the ones that take steps to prevent problems with other teammates. As such, they discuss with other teammates before initiating an action that might affect them.

## **RECOMMENDATIONS**

Based on the findings and conclusions, it is therefore recommended that:

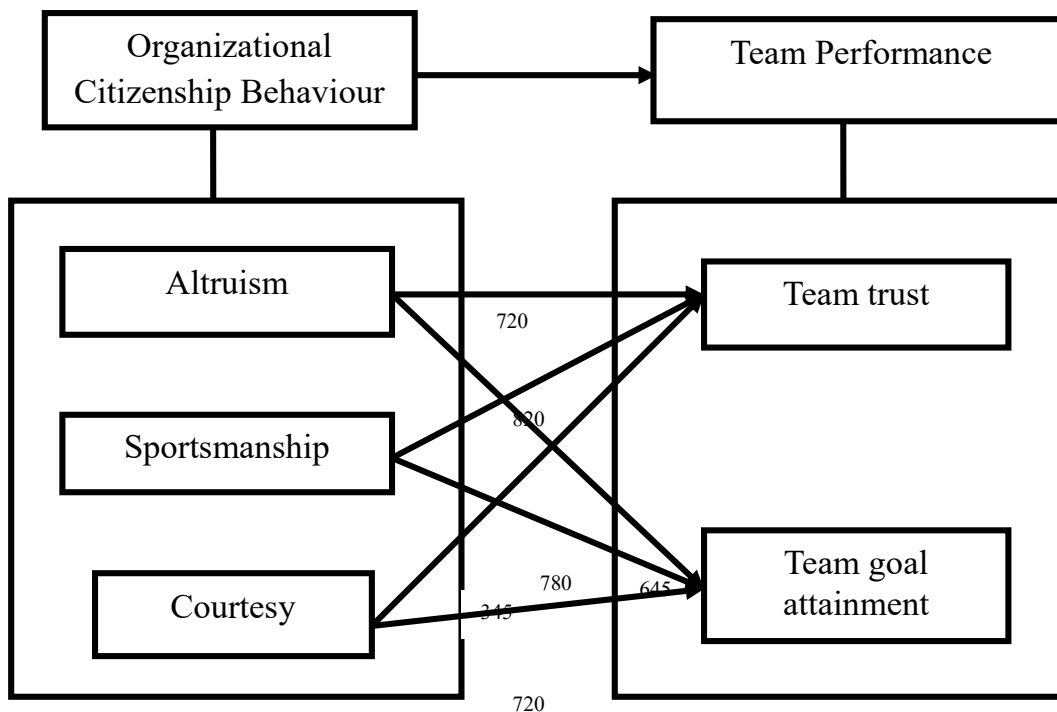
1. To improve team performance, Management of oil firms should consider encouraging and promoting all the three constructs of organizational citizenship behavior.
2. Management of oil firms need to encourage casual employees to embrace goodwill at the workplace whether the conditions are not highly desirable, by not complaining about the status.
3. Management of oil firms have a responsibility of ensuring that the casual employees have the desire of helping others while not expecting any compensation through the spirit of altruism.
4. Management of oil firms have a responsibility of ensuring that employees instil that behavior of ensuring that conflicts are minimized. Thus, through courtesy work related conflicts will be reduced among the employees.

## **Contribution to Knowledge**

The study has provided an insight on how organizational citizenship behavior affects team performance in oil servicing firms in Port Harcourt. It provided an understanding of their perception in relation to their work and performance. The study is important to managers as it provided the need to understand human behavior for them to be effective since they are able to allocate resources in the right manner. The study has helped managers to understand how to handle and manage the behaviors of these employees for the benefits of the organization and employees themselves. Finally,

the study provide decision makers with adequate information on organizational citizenship behavior and team performance to improve existing policies and their functions. Furthermore, the study provided a strong positive significant relationship between the dimensions of organizational citizenship behavior (altruism, sportsmanship, courtesy) and measures of team performance (team trust, team goal attainment) in oil firms in Rivers State.

### HEURISTIC MODEL



Heuristic Model with statistical result on the relationship between organizational citizenship behavior and team performance

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