

SELF-DETERMINATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF OFFICE MANAGERS IN DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

The study examined self-determination and organizational citizenship behaviour. Two (2) objectives and two (2) hypotheses were formulated to guide the study. The cross-sectional explanatory survey research design was adopted. The target population of this study was nine hundred and thirty-five (935) office managers of deposit money banks in Rivers State. The sample size was two seventy-five drawn from Krejcie and Morgan sample size determination table thus, two hundred and thirty-four (234) questionnaire was retrieved. The study adopted social exchange theory. Spearman Rank Order Correlation Coefficient was used for bivariate analyses (testing the hypotheses one and two), The findings revealed that there is a significant positive influence of self-determination on organizational citizenship behaviour of the office managers in deposit money banks in Rivers State. The study concludes that deposit money banks can increase the average level of organizational citizenship behaviour by evaluating and enhance their inducements for their Office managers. Thus, it recommends among other things that deposit money banks should involve employees in organizational decisions and avoid prejudice and discriminatory in decisions consider these issues in organizations.

Key Words: Self-determination, Organizational Citizenshipship Behaviour, Altruism, conscientiousness.

INTRODUCTION

In an increasingly competitive world and the changing business environments, organizations need effective strategies to manage businesses, deliver services and goods to customers. Markets, products, technology and competitive conditions are rapidly changing; therefore, all organizations must possess the capacity to adapt to these changes effectively. The effects of rapid changes of the global world are frequently observed in the work life. Hard competition, slow economic growth and international crises are the basic factors that force the organizations to change (Robinson, 2016). Workforce is the most valuable tool for the organizations to survive in such difficult conditions. In order to manage this resource effectively, organizations create people - oriented business models, and tend to perceive employees as not only a production factor but also a partner in business of the organization. Organizations, which experience structural change as a result of the effects of global competition, need to create a workforce that adapts to changes easily.

In the banking sector, the most significant foundation in determining the development of the financial sector and the banking excellence, is its workforce (employees). Furthermore, deposit money banks too gradually become more conscious that employees are the key person significantly contributing in accomplishing their mission. They also realized that like other organization volunteer behaviours are significant factor for organizational survival and high performance (Saleem et al., 2017).

Organizations that foster this attitude and behaviour among their employees are most likely to mitigate the risks, create and sustain the competitive edge in turbulent times. In a highly competitive service industry such as the banking sector, the ability to outperform competitors through new unique product development, excellent customer service, retention of top

performers, is highly desirable. organizational citizenship behaviour result in passionate service, deep interest and dedication which have positive impact on organizational performance.

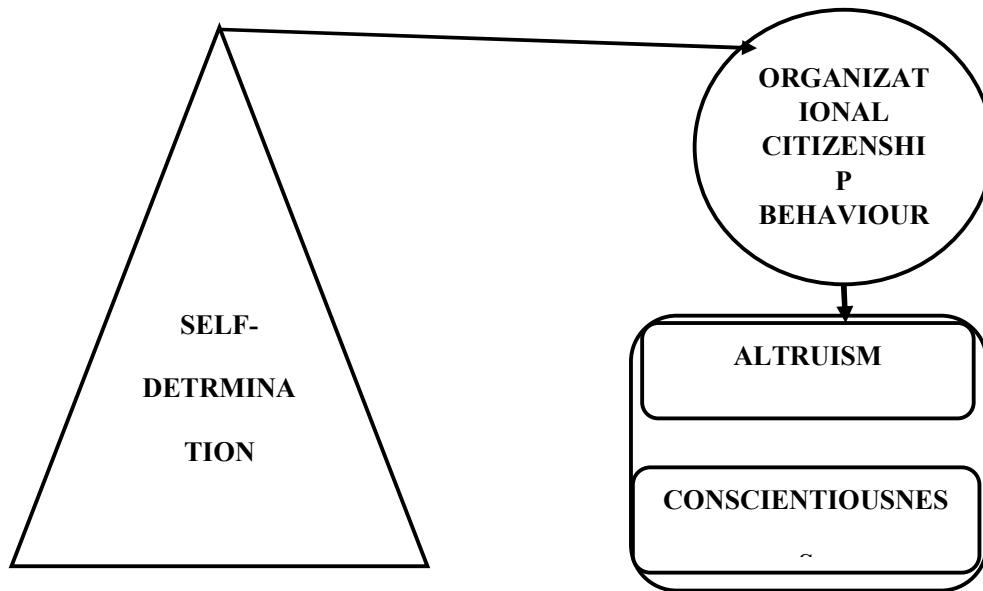
The term organizational citizenship behaviour refers to employee behaviour that contributes to the broader organizational, social, and psychological environment in the work context. This behaviour tends not to be perceived as in-role or as part of an employee's job and tend not to lead to formal organizational reward. Organizational Citizenship Behaviour (organizational citizenship behaviour) is conceptualized as positive behaviour and willingness to exert energy for success of the organization. Organizations have long been interested in the role of management on how employees think and feel about their jobs, as well as what employees are willing to dedicate to the organization. Yorges (2019) agreed that a person who engaged in organizational citizenship behaviour might receive appreciation and recognition that includes positive emotion and a greater likelihood of repeating the organizational citizenship behaviour. According to Organ et al., (2006), organizational citizenship behaviour is known to influence organizational effectiveness, because they enhance co-worker and managerial productivity, adapts to environmental changes, improves organizations' ability to attract and retain the best people and obtain stability of organizational performance and organizational effectiveness by creating social capital.

Statement of Problem

The thrust of the research is the changing nature of the workplace and the behaviour of the employees with respect to work that has resulted from global competition, technology, and downsizing and this is enveloped in psychological empowerment. Rousseau (2015) for instance, argues that psychological empowerments have shifted from being relational in nature to being much more transactional. The result has been a shift from a paternalistic employee-employer relationship, where the employer took care of employees by providing upward mobility, job security, and retirement benefits, to a much more transactional employee- employer relationship where there is far less job security and fewer provisions for retirement planning. This has led to an increased level of ambiguity regarding what the employee can expect from the employer and thus an increased likelihood that the employee will perceive that the employer is not fulfilling its promises and obligations (Rousseau, 2015).

The recommendations on the findings of several studies indicate a knowledge gap on whether there are some areas that self-determination can be studied to determine how it affects both individual and organization performance. This laid a basis for this study since none of the local studies carried out research on the relationship between employees' self-determination and organizational citizenship behaviour in deposit money banks in Rivers State. This study therefore seeks to fill the knowledge gap and look at the in-depth analysis of the relationship between self-determination and organizational citizenship behaviour since when the self-determination disturbed the organizational harmony and effectiveness of organizational operations will be damaged due to the fact that workers' creativity, their willingness to be kept as organizational members, and tendency to use their initiatives will decrease thus affecting performance, commitment and organizational productivity.

Conceptual Framework



Conceptual Framework on Psychological empowerment and Organizational citizenship behaviour

Source: Researcher's Conceptualization (2021); Thomas and Velthouse (1990); Robinson, et al., (2014); Raja, et al., (2004).

Aim and Objectives of the Study

The aim of the study was to examine how self-determination influence organizational citizenship behaviour of Office managers in deposit money banks in Rivers State. The study will specifically seek to:

1. To determine the extent to which self-determination correlate with organizational citizenship behaviour in terms of altruism of office managers in deposit money banks in Rivers State
2. To determine the extent to which self-determination correlate with organizational citizenship behaviour in terms of conscientiousness of office managers in deposit money banks in Rivers State

Hypotheses

Ho₁: There is no significant relationship between self-determination correlate with organizational citizenship behaviour in terms of altruism of office managers in deposit money banks in Rivers State

Ho₂: There is no significant relationship between self-determination correlate with organizational citizenship behaviour in terms of conscientiousness of office managers in deposit money banks in Rivers State

Conceptual Review

The Conceptual of Self-determination

Self-determination can be defined as the individual's sense of freedom to decide and manage their daily tasks and decisions. This dimension also indicates the independence of individuals to choose their tasks and to choose which task he/she would like to start with, as well as being able to freely take decisions regarding how exactly to perform their tasks. Therefore, self-determination can be recognised as an individual's independence to perform their tasks and responsibilities (King et al 2005). Thomas and Velthouse (1990) further indicated that autonomy over work behaviour and processes has positive effects with regard to self-regulation, resilience, initiative, creativity, and flexibility. If employees feel a sense of empowerment, they must have a substantial autonomy or power to make decision about their work. When employees believe that they are just following the order from their superior, then they will not feel a sense of empowerment due to the little autonomy and freedom given. Self-determination exists when employees have some control over what they do, how much effort should be put in their work, and when they have a say in when to start and stop their task (King et al., 2005). Self-determination have three dimensions: magnitude, the level of task difficulty a person believes she can attain; strength, referring to the conviction regarding magnitude as strong or weak; and generality, the degree to which the expectation is generalized across situations (Gibson, et al 2012). Self-determination is your belief in your capability to perform in a specific situation. From the above concepts, it can be synthesized that self-determination is an individual's beliefs in his ability to do a task, overcome the situation, and take action, with indicators: (1) be able to complete the task; (2) can handle certain situations; (3) have high motivation; (4) be able to take certain actions.

Concept of Organizational Citizenship Behaviour

Organizational citizenship behaviour was first formally defined by Organ in 2018 as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, Podsakoff, & MacKenzie, 2005). Accordingly, Organ (2017) defined organizational citizenship behaviour as individual behaviour that is discretionary, not directly or explicitly recognized by a formal reward system and that in the aggregate promotes the effective functioning of the organization. It may be argued that citizenship behaviour should be differentiated from in-role job performance (Bateman & Organ, 2013) or should include all positive community-relevant behaviours of individuals (Graham, 2011). As other social science constructs, no definitive measure of organizational citizenship behaviour exists, although there have been many attempts at operationalizing the construct of organizational citizenship behaviour. Among these attempts, there is a common theme of identifying work behaviour that contributes to the success of the organization. There are many dimensions that have been measured quantitatively in researching organizational citizenship behaviour as a construct. Therefore, this work measure organizational citizenship behavior in terms of altruism and conscientiousness.

Measures of Organizational Citizenship Behaviour

Altruism

Altruism is defined as both sacrificial connection with other and a sacrificial act with a purpose to help another person. Altruism is a related notion. Bratton (2007) defined altruism as "a state of love directed towards others instead of egoism and self-indulgence. Altruism is important factor teachers' moral and professional success and factor of appearing and development inclusive programs.

Baston (2011) defines altruism as, "a motivational state with the ultimate goal of increasing another's welfare" and this author goes on to clarify components of this definition. Baston explains that the motivation must be goal-directed rather than impulsive, that there is only one goal involved (i.e., no hidden agendas), and that this goal must be focused on the welfare of someone else rather than the self. Bar-Tal in Wright (2013) defines altruism as behavior that "(1) must be

carried out voluntarily, (2) must aim to benefit another, and (3) must be carried out without expectation of a reward." Midlarsky in Wright (2013) differentiated altruism from other forms of aiding by clarifying that altruistic actions incur some cost to the individual and bring very little or nothing by way of gain relative to the magnitude of the investment. Walster and Piliavin in Wright (2013) believed altruism occurs 'out of the goodness of one's heart.'

Conscientiousness

'Conscientiousness' refers to discretionary behaviours that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman & Snape, 2005). In other words, conscientiousness means the thorough adherence to organizational rules and procedures, even when no one is watching. It is believed to be, the mindfulness that a person never forgets to be a part of a system (organization). Conscientiousness, and Openness are all better predictors of decision-making performance when adaptability is required than decision making performance prior to unforeseen change (Lepine et al. 2000).

Conscientiousness was also significantly related to Generalized Compliance and to Civic Virtue, (two of the antecedents of workplace behaviour). More conscientious employees will stay informed with up-to date knowledge about products or services offered (Neihoff & Yen, 2004). High conscientious individuals, in contrast, persisted longer than individuals lower in conscientiousness whether or not there was an additional benefit and whether or not they varied the procedure while performing. Conscientiousness, with its emphasis on responsibility and dedication, is likely to underlie the first motive for interpersonal helping taking the initiative to engage in behaviours for the good of the organization.

Relationship Between self-determination and Organizational Citizenship Behaviour

Self-determination which has also been referred to as "choice" connotes autonomy in decision making in the work place (Harrison, 2012). Whereas job competence connotes a mastery of skills and behaviour, choice means the selection of behaviour (Harrison, 2012). To have „choice" connotes to have a sense of prudence in starting and governing one's own activities in their jobs. Employees' autonomy and interest in their work can be increased by a supporting work environment, hence boosting the levels of organizational citizenship behaviour.

Harrison, (2012) further defined choice as the autonomy exercised in performance of an employee's job. It also involves the chance of choosing activities that make sense and performing them in methods that look appropriate to the employee (Redman & Snape, 2005). Employees who have „choice" feelings in their work activities are more likely to display quick and appropriateness in their responses in service recovery efforts on a consistent basis. Autonomy would be displayed when making decisions concerning procedure, work methods, time and effort from employees who have „choice" empowerment (Harrison, 2012). Direct employee participation in decision making is widely advocated for as an intervention which can be utilized in enhancing the levels of employee organizational citizenship behaviour and organizational loyalty. Employee participation in making decisions also helps in enhancing the quality of service and therefore meeting customer needs. Empowerment is needed for employees whose job entail having direct contact with customers so they can exercise discretion in making decisions and hence improving the service level accorded to guests. These studies demonstrated the correlation between the "self-determination" cognition of psychological empowerment and organizational citizenship behaviour in other sectors of the organizations. The current study sought to determine whether there existed a relationship between the two variables among guest house supervisors in the county of Mombasa.

Theoretical Review

This study adopted social exchange theory. Social exchange theory as propounded by Blau (2014) claims that social relationships are based on the trust that gestures of goodwill will be reciprocated.

It has been applied in much of organizational research. For example, a recent meta-analysis of 25 years of organizational justice research indicates that social exchange theory variables such as trust, organizational commitment, perceived organizational support, and leader-member exchange are important to relations among justice, task performance, and citizenship behaviour.

Although psychological work relationships may be addressed as any kind of interpersonal relations, in the workplace they relate to both the individual and the organization. More specifically, in organizational contexts work relationships are part of the socialization process, a source of information required for successful performance and satisfaction, and a ground for social support and networking. Employees are motivated to develop positive relations at the workplace. In the process, however, they need to endure the dynamic and unpredictable challenges of today's work environment.

This theory relates to the study being that social exchange is a key paradigm in examining workplace relations. Its basic premise is that human relations are formed based on subjective cost-benefit analysis, so that people tend to repeat actions rewarded in the past, and the more often a particular behaviour has been rewarded, the more likely its recurrence.

Because of its discretionary nature, organizational citizenship behaviour has traditionally been seen as one of the core outcomes of social exchanges in the employment relationship (Cropanzano & Mitchell, 2005). According to social exchange theory, such exchanges are based on initiated and voluntary actions by either employer or employee and the expectation that the other party will eventually reciprocate these actions. If one party does not meet their obligations the imbalance in the exchange relationship will force the other party to either increase or withhold their efforts to restore equivalence. By following this argument, employees are expected to regulate their engagement in organizational citizenship behaviour relative to what they receive, or want to receive in the future, by their employer. Organ (2017) argued that employees can choose to engage in organizational citizenship behaviour to reciprocate good or fair treatment from the organization or withhold such behaviour if they feel unfairly treated. This implies that organizational citizenship behaviour develops as an effect of social exchanges between employees and their employers. However, social exchange theory does not make any suggestions to how this development evolve over time or how this development differs between individuals (Cropanzano & Mitchell, 2005; Bolino et al., 2003).

METHODOLOGY

The explanatory cross-sectional survey research design was adopted for this study. The population of the study consisted nine hundred and thirty five (935) office managers in the deposit money banks in Rivers State. The sample size of the study was two hundred and seventy two (272) office managers drawn from Krejcie and Morgan population determination table of 1970. However, two hundred and thirty four (234) questionnaire was retrieved making above eight six percent (86.03%). Thus, bivariate analysis was done using Spearman Rank Order Correlation Coefficient through SPSS.

Result

Self-determination and organizational citizenship Behaviour

Ho₁: There is no significant relationship between self-determination correlate with organizational citizenship behaviour in terms of altruism of office managers in deposit money banks in Rivers State

Correlation between Self-determination and altruism

Variables	Mean \bar{x}	SD	N	R	Sig	Decision
Self-determination	2.8675	.46070				Null
Altruism	2.4494	.57484	234	.377**	.000	Hypothesis Rejected

** Correlation significant at 0.01 level

Source: SPSS Data Output based on Field Survey (2021)

Table above shows a correlation coefficient (r) value of 0.377 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (\leq) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a weak positive and significant relationship between the use of Self-determination and altruism of Office managers in deposit money banks in Rivers State, Nigeria.

Ho₂: There is no significant relationship between self-determination correlate with organizational citizenship behaviour in terms of conscientiousness of office managers in deposit money banks in Rivers State

Correlation between Self-determination and Conscientiousness

Variables	Mean \bar{x}	SD	N	R	Sig	Decision
Self-determination	2.8675	.46070				Null
Conscientiousness	2.9692	.55006	234	.346**	0.00	Hypothesis Rejected

** Correlation significant at 0.01 level

Source: SPSS Data Output based on Field Survey (2021)

Table above shows a correlation coefficient (r) value of 0.346 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (\leq) 0.01 alpha levels, the null hypothesis was rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between between Self-determination and Conscientiousness of Office managers in deposit money banks in Rivers State, Nigeria.

Discussion of Findings

Self-determination and Organizational Citizenship Behaviour

The study investigated the extent of association between Self-determination and organizational citizenship behaviour. The result of the study revealed a statistically significant relationship between the predictor and independent variables. The result further revealed that the existence of Self-determination will positively increase organizational citizenship behaviour among Office managers in deposit money banks in Rivers State. Hence, it was revealed that Self-determination statistically predicts organizational citizenship behaviour which implied that the absence of Self-determination or failure in Self-determination will negatively influence organizational citizenship behaviour among Office managers in deposit money banks in Rivers State.

The finding of this present study is consistent with the findings of Perera (2016) which reported a strong positive relationship psychological empowerment and job behaviour of non-executive employees in some local government councils in Sri Lanka. Likewise, the findings of Oppenheim (2018) also agreed with the result of this study, reporting that each psychological empowerment type examined in his study contributed to the variability of organizational citizenship behaviour. However, these findings negate the findings of Carbajal (2006) who in their findings reported that Self-determination is negatively correlated dimensions of organizational citizenship behaviours.

Also, supporting Carbajal’s findings is that of Oppenheim (2018) reporting that there was a significant negative relationship between Self-determination and organizational citizenship behaviours. However, Oppenheim’s study only demonstrated a significant negative relationship between Self-determination and only three out of five organizational citizenship behaviour

categories (Altruism, Sportsmanship, and Civic Virtue). There was no relationship between Self-determination and Courtesy and Generalized Compliance. The negative relationship with organizational citizenship behaviour is consistent with research that suggests that Self-determinations focus more on meeting specific contract terms, rather than extra-role behaviours (Mai et al 2016).

It also demonstrates that, as opposed to a more job competence type, that extra-role behaviours are held back in more transactional agreements (in this case, Altruism, Sportsmanship, and Civic Virtue). Tumley and Feldman (2000) already posited that organizational citizenship behaviours are the first type of behaviours to be held back when there are low levels of trust with the employer, because they have less consequences than holding back in-role behaviour. So, these results confirm existing theory that Self-determinations represent a lack of trust in the employer by promoting extreme careerism and not embedding the employee more in the culture and the organization (Robinson & Rousseau, 1994; Rousseau & Tijoriwala, 1998). The difference in the result of this present study and those of the conflicting result can be attributed to other variables outside this research which is supported by the present of low relationship and influenced reported in this study.

However, while Self-determinations may be best in cultures that reflect increased competition and flexible workforces (Rousseau, 1990), they can result in decreases in organizational citizenship behaviours in the workforce, which can have a negative monetary impact that may not show up on budget reports, but cost the agency in other harmful ways.

Summary of Findings

1. Self-determine highly influence organizational citizenship behaviour in terms of altruism of the office managers of the deposit money banks in Rivers State
2. Self-determine highly influence organizational citizenship behaviour in terms of conscientiousness of the office managers of the deposit money banks in Rivers State

CONCLUSION

Based on the analyses of data and discussion of findings, the study concluded that the association between self-determination and organizational citizenship behaviour is progressive. On the whole, the findings from this study suggest that deposit money banks can increase the average level of organizational citizenship behaviour by evaluating and enhance their inducements for their Office managers. This study further supported that the type of psychological empowerment an employer may have for their Office managers can influence the degree to which an Office manager demonstrates organizational citizenship behaviour.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. It is recommended that deposit money banks should involve employees in organizational decisions and avoid prejudice and discriminatory in decisions consider these issues in organizations.
2. Management of deposit money banks should meet the needs of their employees by job enrichment and shift. This inculcates the feelings of value in working, purposefulness and job meaningfulness. When jobs are not challenging and meaningful and staff are faced with role ambiguity, role conflict and role overlap, their self-sufficiency belief is decreased.

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