

ORGANISATIONAL CITIZENSHIP BEHAVIOURS (OCB): A KEY TO INDUSTRIAL DEVELOPMENT IN NIGERIA

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CHAPTER SYNOPSIS

Industrialisation is a major indicator of a nation's development. It is marked by adequate infrastructural facilities, economic growth and poverty alleviation. Consequent upon the importance of development to human existence, nations all over the world have made concerted efforts towards industrial development through the formulation of numerous policies and goals. However, the actualisation of these goals remains a challenge for many nations, particularly for Nigeria. Nigeria's development problem is not the non-availability of natural, financial or technological resources but rather gross manpower incompetence, misconduct and scarcity. Researchers have affirmed that the human resources of an organisation are the most essential determinant of its success. All the other resources are coordinated by the human resource component. Hence, the attitude and behaviours of employees towards their duties and the organisation have serious implication for success. Employees' positive attitudes and behaviours that are essential for organisational or industrial development and success are referred to as organisational citizenship behaviour (OCB). However, OCB as a concept in the field of Organisational Behaviour has scarcely been emphasised as crucial to industrial development. Thus, this chapter aims to accentuate the relevance of organisational citizenship behaviour to the development of industries in Nigeria. It examined industrial development in Nigeria and concludes that successful industrialisation requires willing and committed workforce. Therefore, this chapter recommends that OCB be cultivated in Nigerian industries.

Introduction

National development refers to the continuous economic, political, and technological improvement of a nation-state which culminates in improved standard of living of its citizens (Olowookere, 2012). However, a nation's development is marked by adequate infrastructural facilities, economic growth and poverty alleviation resulting from industrialisation. Okoye, Nwisienyi and Eze (2013) noted that industrialisation has come to be seen as a key to rapid economic development in developing countries such as Nigeria. The term industrialisation refers to the transition of an economy from primarily agrarian to one based mainly on manufacturing and industry. It is generally thought to be a sign of a growing economy, and is associated with income growth, urbanisation, and improvements in health, lifespan, and standard of living for the populace. Adejugbe (2004) further defined industrialisation as a process of reducing the relative importance of extractive industries and of increasing that of secondary and the tertiary sectors.

Since Nigeria became independent in 1960, achieving economic development through rapid industrialisation has remained a major challenge (Iwuagwu, 2009). Researchers have blamed the condition of Nigeria's manufacturing sector on a range of factors such as: low capacity utilisation; unstable infrastructure; absence of venture capital for business start-ups; high cost of capital especially from banks and other financial institutions; lack of long-term loans; absence of an enabling macroeconomic environment; multiple taxation by the different agencies of government, among others (Iwuagwu, 2011).

Consequently, different economic development policies have been adopted in Nigeria to promote industrialisation. Okoye et al. (2013) noted that Nigeria's current industrial policy thrust is anchored on a guided deregulation and privatisation of the economy and government's disengagement from activities which are private-sector oriented, leaving government to play the role of a facilitator, concentrating on the provision of incentives, policy and infrastructure that are necessary to enhance the private sector's role as the engine of growth. Earlier, the Federal Ministry of Industry (1989) had stated that government will continue to provide the enabling environment for private sector leadership, facilitate renewal for sunset industries, encourage innovators, and specifically promote small and medium enterprises. However, a huge gap exists between official policy pronouncements and implementation (Press Statement, 2011). Olowookere (2012) asserted that the source of

Nigeria's development problem is not the non-availability of resources whether natural, financial or technological but rather gross manpower incompetence, misconduct and scarcity.

Until now, researchers have traced the problems and solutions of industrial development in Nigeria to government policies and strategies, funding issues and lack of enabling environment (Duru, 2012; Iwuagwu, 2011; Okoye et al., 2013). Prior researches have purely emphasised the importance of financial resources, technology, and the sociopolitical stability in the country to industrial development; but they have underrated the impact of the most important factor within the industries themselves - the human resources. The human resource organises and coordinates all other resources and can therefore be considered as the most important resource in any industry. It is therefore important that employees behave in ways compatible with the strategic objectives and operations of each industry, if desired outcomes are to be achieved. These desirable employee behaviours have been labelled as organisational citizenship behaviours (OCB) by organisational behaviour experts. Hence, this chapter explored OCB as a key to industrial development in Nigeria. Specifically, this chapter has examined the following:

- Industrial development in Nigeria
- Nature and characteristics of industries
- Organisational citizenship behaviours (OCB)
- Theoretical basis of organisational citizenship behaviours
- Relevance of OCB to industrial development in Nigeria

Industrial development in Nigeria

Nigeria's economic aspirations have remained that of altering the structure of production and consumption patterns, diversifying the economic base and reducing dependence on oil, with the aim of putting the economy on a path of sustainable, all-inclusive and non-inflationary growth (Sanusi, 2010). Press Statement (2011) recounted that the promise of economic prosperity and national development was made possible with competitive industrial development across the geopolitical zones in the country in the 1960s; and that in the following decades of the 70s and the 80s, sustained industrial development was boosted with massive infrastructural development by the federal and state governments through the establishment of industrial estates. Further, it mentioned that stable macroeconomic

environment coupled with efficient and effective policy regimes ensured focused industrial development across Nigeria.

Iwuagwu (2011) has observed that Nigeria's manufacturing sector especially since the 1980s have been beset by numerous challenges including low capacity utilisation; unstable infrastructure; absence of venture capital for business start-ups, among others. At present, the Nigerian industrial and manufacturing sector accounts for less than 10% of Nigeria's GDP, with manufacturing capacity utilisation remaining below 35% for the most part of the last decade (Okoye *et al*, 2013).

The nature and characteristics of industries

The term industry in this context refers to automated production of material goods. It represents the sector of the economy consisting of large-scale enterprises. Adedeji (2012) defined industry as the production of an economic good or service within an economy; which is often classified into three broad sectors: primary or extractive industry, secondary or manufacturing industry, and tertiary or service industry. However, there are various classifications of industries. Adedeji classifies them into three sectors which are: agriculture, manufacturing and services; and that industries can also be identified by their products or services such as chemical, petroleum, automotive, electronic, hospitality, and entertainment industry.

The focus of this chapter is on the manufacturing industry which refers to a constellation of enterprises involved in the production of goods. The manufacturing industries are organisations that are mainly involved with the processing of products from extracted raw materials. Like all other organisations, these industries have stipulated objectives and goals that must be achieved for them to be effective. Organisational behaviour experts have asserted that the employees of an organisation are the main determinant of its success. The feeling, thinking, attitude and behaviour of employees have a far-reaching effect on whether an organisation will achieve its goals and objectives or not (Owolabi, 2012). Suleiman (2013) posited that attitude as a concept is all about individuals' way of thinking, acting and behaving which has a very serious effect on work/employee performance. Organisational citizenship behaviour (OCB) is a concept used to describe positive attitudes and behaviours of employees towards job roles and the organisation in general (Bateman & Organ, 1983; Smith, Organ & Near, 1983).

The concept of organisational citizenship behaviours (OCB)

Organisational citizenship behaviours are those desirable employee behaviours that are not enforceable by the organisation, though essential for effective work processes and the smooth running of the organisation. Organ (1988) defined organisational citizenship behaviours as behaviours that are discretionary, not directly or explicitly recognised by a formal reward system and that in aggregate promote the effective functioning of an organisation. Farh, Zhong and Organ (2004) described organisational citizenship behaviours as those actions that are not demanded by the formal job responsibilities. Although OCBs are coveted by organisations, they are only exhibited based on employees' discretion. This implies that these behaviours cannot be enforced by an organisation because they are not stipulated in the employment contract as part of their job descriptions.

Bateman and Organ (1983) and Smith, Organ and Near (1983) founded their idea of organisational citizenship behaviour on the concept of "willingness to cooperate" proposed by Barnard (1938) and the concepts of dependable role performance and "innovative and spontaneous behaviours described by Katz (1964) and Katz and Kahn (1966). According to Barnard (1938), employees' willingness to cooperate is important for the existence and development of organisations. The concept of "willingness to cooperate" involves the readiness of employees to work together with others in the pursuit of organisational goals. The coordination of efforts towards organisational success will be better achieved when employees work together in harmony.

The dependable role performance and innovative and spontaneous behaviours (Katz, 1964; Katz & Kahn, 1966) are indicative of employees' diligence and ingenuity. Dependable role performance implies that organisations can rely on employees to devotedly discharge their duties in the interest of the organisation without any form of surveillance. It further suggests that employees voluntarily abide with organisational rules and principles without coercion. Likewise, the innovative and spontaneous behaviours are a reflection of employees' resourcefulness and readiness to go beyond the minimum standard of performance. Turnipseed and Murkison (1996) asserted that organisational citizenship behaviour is not expected of an average employee. Rather, it is typical of employees who naturally go above and beyond the call of duty in the interest of organisational goals.

The different types of organisational citizenship behaviour are referred to as its dimensions (Moorman, 1993). Although, many researchers have posited different dimensions of OCB,

the most widely accepted are the five dimensions posited by Organ (1988). He identified the five dimensions of OCB to include altruism, civic virtue, conscientiousness, courtesy and sportsmanship. Altruism describes employees' helping behaviours that are targeted towards improving the well-being and performance of others within the organisation. It involves the act of helping fellow employees with work-related problems out of one's volition. Altruistic employees generally see to the happiness of others and extend helping hands beyond the work context such as helping others solve personal problems that may hamper their productivity in the workplace. These behaviours involve helping co-workers with excess workloads, finding information that is work related, assisting fellow workers in completing their work and putting a new employee through with using new equipment (Chiboiwa, Chipunza & Samuel, 2011).

Altruism triggers positive behaviours among employees, as recipients of these behaviours usually feel obligated to reciprocate the good deeds, thereby perpetuating the cycle of goodwill to the advantage of the organisation. For instance, Organ, Podsakoff and Mackenzie (2006) opined that the compilation of employees helping behaviours will eventually be advantageous for the organisation. Also, Batson, Van Lange, Ahmad and Lishner (2007) suggested that altruism results in increased collaboration and a deeper sense of "we-ness" or collectivism, a condition necessary for the optimal functioning of the organisation. To further corroborate this claim, Farzianpour, Foroushani, Kamjoo and Hosseini (2011) asserted that organisational services will reach the highest quality when corporate employees consider each other as the customers of the organisation and help each other in the organisational tasks with great interest and willingness.

The dimension of civic virtue is characterised by employees' concern and keen interest in the affairs of the organisation. This involves behaviours that promote the interest of the organisation and portray the employees as its ambassadors. Such behaviours include voluntarily attending organisational functions, defending and promoting the image of the organisation and others. Civic virtue reflects employees' willingness to be associated with the organisation; an employee who is proud of his/her organisation will go all out to promote its image and defend its interest. Khalid and Ali (2005) found that tolerance and civil partnership had the most negative association with deviant behaviours. This implies that employees who exhibit behaviours consistent with the dimension of civic virtue are very unlikely to disregard organisational rules and principles.

Conscientiousness is marked by a display of diligence and resourcefulness on the part of the employees. This type of behaviours normally exceeds specified job requirements and expectations; it describes a condition in which employees express enthusiasm, commitment and dedication to duties without any form of coercion or monitoring. Conscientious employees are punctual to work and meetings, meticulous with work processes, dependable and obedient to organisational rules and principles. Robinson and Morrison (2006) observed from literature that the people who are committed to these types of behaviours make judicious use of their time and endeavour to fulfil their assigned duties in the best possible way. This will culminate in improved organisational performance and customer satisfaction.

Sportsmanship is the dimension that emphasises employee positive attitude and tolerance for the inevitable inconveniences associated with work without complaining. For instance, for circumstances beyond employers' control, employees may have to work overtime to complete a project, they may have their suggestions or ideas rejected or they may have to work under poor conditions in the course of performing their responsibilities. However, employers will appreciate a considerable show of understanding from the employees as they navigate each difficult bend. The dimension of courtesy represents behaviours that show consideration and respect for others. It emphasises mutual respect, avoidance of inconvenience to others that may result from one's actions or inactions. This dimension of OCB fosters harmonious and peaceful working relationships and improved productivity among co-workers. This is because courteous employees simplify work processes for others by removing and not constituting stumbling blocks in the work processes. Among other things, they also warn co-workers of potential problems on the job.

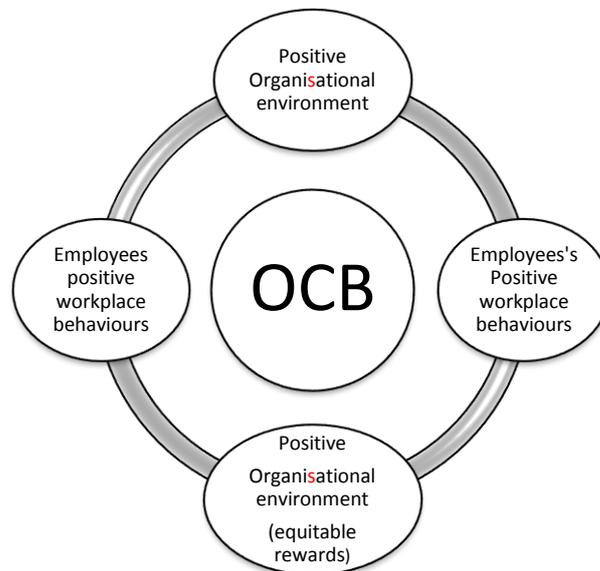
Theoretical basis of organisational citizenship behaviours

Blau (1964) viewed exchange as comprising of economic or social relationships. Economic exchange is an organised contract in which both parties specify in advance exactly what will be exchanged and when the exchanges will occur. This type of exchange relationship is not based on trust because the performance of the contractual obligations can be enforced by the appropriate authorities. Social exchange refers to exchange relationships marked by mutual give-and-take of benefits on the basis of trust. There are no agreement on what, when, where and how the exchanges will take place. Characteristically, it is initiated by one party spontaneously offering something of value to another party who in turn feels obligated to

reciprocate or return the gesture. The consistency of reciprocation and value of reward will likely increase the rate of interaction between the parties concerned.

The employment relationship is primarily contractual, characterised by a binding agreement between employers and their employees involving the exchange of employees' time, effort and skills for organisations' monetary rewards and benefits. However, social exchange develops in the course of employees' interaction with co-workers, customers, supervisors and other managers. According to the law of reciprocity, when employees perceive that the organisation has not only kept its part of the agreement but has also extended added benefits to them, they feel an obligation to repay the goodwill through some positive behaviour in the interest of organisational goals.

Organisational citizenship behaviours represent employees' responses to positive organisational environment (working conditions, policies and procedures) and fair treatment. When employees perceive a fair treatment from their employers, they tend to reciprocate through positive behaviours and attitudes towards their work and the organisation. Organisations also show appreciation to their employees who display OCB by rewarding them accordingly, and the cycle of goodwill continues. The fig. below illustrates the cycle of goodwill as explained by the social exchange theory.



Organisational citizenship behaviours are engendered by positive organisational environment and sustained by equitable rewards and reinforcement. These behaviours are products of

employees' motivation and commitment - factors that can be influenced by any organisation or industry.

Relevance of OCB to industrial development in Nigeria

Sustainable development depends on the effectiveness of the different sectors of the economy which in turn is determined by the effective management of the workforce. Igwe and Emecheta (2004) asserted that the issues relating to human resources management pervade and ramify the totality of every organisation and determine to a large extent the success or failure of the organisations. They further stated that the human resource is invariably considered as the most important of all the factors of production required for the production of goods and services in any organisation. Likewise, Allameh, Amiri and Asadi (2011) observed that the efficient use of the existing resources in each organisation, especially human resources, is considered as a priority for organisations' managers, which explains the importance of committed and willing workforce to organisational success.

Industries can only perform optimally when the employees support and work in line with their strategic goals and objectives. Thus, the success of Nigerian industries depends on the positive attitude and behaviours of their employees. Corroborating this assertion, Suleiman (2013) stated that positive attitude in the workplace is supposed to be the bedrock and foundation toward higher performance in established settings; an investment as well as resources that can be used to achieve a higher profit, good reputation and overall organisational goals. Similarly, Jahangir, Akbar and Haq (2004) asserted that organisations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviours.

Organisational citizenship behaviours have been implicated in organisational performance. These positive behaviours and attitudes have great consequences but for organisations and then their individual employees. According to Podsakoff, MacKenzie, Paine and Bachrach (2000), organisational citizenship behaviours improve organisational effectiveness by: increasing co-worker or managerial productivity; releasing resources so they can be used for more productive purposes; coordinating activities within and across work groups; reducing the need to devote scarce resources to purely maintenance functions; strengthening the organisations' ability to attract and retain the best employees; increasing the stability of the organisation's performance; and enabling the organisation to adapt more effectively to environmental changes.

Organisational citizenship behaviours are mutually beneficial to both the organisation and the individual employees. Apart from the benefits of OCB to the organisation, the employees also benefit from these positive behaviours which in turn impact organisational success. OCB provides both intrinsic benefits (ego-stimulating) and extrinsic benefits (physically tangible rewards) to the employees. The intrinsic benefits results from the dimensions of OCB which inspire capacity building, altruism and skill acquisition among the employees. On the other hand, the extrinsic benefits results from managements' appreciation and recognition of such organisationally desired behaviours through pay raise, promotion, awards, sponsored vacation, among others. The benefits of organisational citizenship behaviours to the individual employees have been summarised in the table below:

Table: Benefits of organisational citizenship behaviours to individual employees

S/N	INTRINSIC BENEFITS	EXTRINSIC BENEFITS
1	Capacity building and skill acquisition.	Promotion and higher responsibilities.
2	Self-actualisation and a sense of fulfilment.	Pay raise.
3	Discovery and optimal use of employees' potentials and capabilities.	Awards and recognition.
4	Increased competence and self-worth.	Sponsored vacation.
5	Increased job relevant knowledge and expertise.	Recommendation for further training and development packages.
6	Increased productivity.	Job security/tenured job.
7	Sense of belonging, feeling of acceptance and value.	-

The benefits of organisational citizenship behaviours to the individual employees serve to improve their expertise, level of confidence and above all their morale. Apart from the direct benefits that industries will derive from organisational citizenship behaviours, these industries also stand to benefit indirectly from the benefits of OCB to the individual employees. This is because when employees are positively impacted by OCB, they tend to give their best to the organisation in terms of productivity, improved expertise and innovation. Happy employees will produce bountiful outcomes and ensure the actualisation of industrialisation in any nation state.

Beyond capital, technologies and sufficient supplies of raw materials and enabling environment for industrialisation, the human resources that coordinate these other resources must be given due priorities. Despite the laudable industrial development plans and policies, industrial development can only be actualised through willing and committed workforce. Organisational citizenship behaviours will provide industries with highly motivated, committed and skilled workforce required for sustainable development in Nigeria.

Conclusion and Recommendation

Past researches have emphasised the need for financial assistance, infrastructural facilities, cutting-edge technologies, enabling sociopolitical environments in the quest for industrial development in Nigeria. Although all of these stated factors are essential, equally important, if not more important is the need for willing, competent and committed workforce.

Positive behaviours and attitudes of employees towards their work roles and the organisation have been implicated in organisational effectiveness and performance. These positive behaviours have been labelled as organisational citizenship behaviours, and considered as mutually beneficial to the organisation and the individual employees. Consequently, industries or organisations stand to benefit directly and indirectly from employees' demonstration of organisational citizenship behaviours.

Just as a motivated, satisfied, committed and highly efficient workforce will most likely result in improved performance, increased productivity and customer/consumer satisfaction; a disgruntled workforce will mostly generate poor performance decreased productivity and customer dissatisfaction. Therefore, to achieve rapid industrialisation, there is need to cultivate and maintain organisational citizenship behaviours among employees in the manufacturing sector of the economy. It is recommended that managers ensure positive organisational environment (working conditions, policies and procedures) necessary for stimulating organisational citizenship behaviours. Also, empirical studies should be conducted to identify factors that predict organisational citizenship behaviours among employees in Nigeria.

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