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Transactional Psychological Contract and Organizational Citizenship Behavior of Commercial Banks in Bayelsa State, Nigeria

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Abstract:

The objective of this study was to examine the relationship between transactional psychological contract and the OCB dimensions of altruism, conscientiousness and sportsmanship. The study was conducted amongst employees of the (13) thirteen commercial banks listed on the Nigerian stock exchange with presence in Bayelsa state, Nigeria. It made use of the cross sectional survey design; data was collected from 338 respondents via questionnaire. These responses were analyzed via spearman rank order correlation, within the confines of SPSS. This study found out that transactional psychological contract was significantly related to these dimensions of organizational citizenship behavior under this study namely, altruism conscientiousness and sportsmanship. In conclusion, this study points that an effective implementation of the transactional contract between management and its work force enhances organizational citizenship outcomes such as altruism, conscientiousness and sportsmanship.

Keywords: Organizational Citizenship Behavior, sportsmanship, conscientiousness, Psychological contract, altruism Transactional contract

1. Introduction

Organizations find it difficult to survive if the workforce does not practice positive behaviors that are pertinent to the organization's requirement (Markoczy and Xin, 2004). Consequently, to accomplish high-performance which in turn leads to organizational success, developing positive organizational behavior and work environment is vital (Zayas-Ortiz, Rosario, Marquez &Grüneiro, 2015); this positive behavior is known as organizational citizenship behavior (OCB).OCB refers to whatever employees choose to do, spontaneously and of their accord, which often lies outside of their specified contractual obligations (Thiruvankadam and Durairaj, 2019). Simply put, it is out of their discretion. OCB may not always be directly and formally recognized or rewarded by the organization, through increments in salary or promotions it may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals (Thiruvankadam and Durairaj, 2019).As a result of the importance of Organizational Citizenship Behavior (OCB), it has always been a major concern in the field of organizational behavior (Ramezani, Roohazad, Alizadeh&Amiri, 2015). It plays the role of a behavioral catalyst promoting commitment reducing absenteeism and enhancing skill development which in turn leads to higher productivity and efficiency (Cohen and Karen 2010).

In the views of Romaiha, Maulud, Ismail, Jahya, Fahana, and Harun (2019),developing OCB in organizations is difficult, because most employees are unaware of its importance; they thinkthose kind ofbehaviors are not significant in improving their performance. As a result of this wrong notion, they are more likely to be involved in undesirable negative workplace behavior (Islam, Akter& Lecturer, 2015). This negative workplace behavior includes absenteeism, theft, taking excessive breaks, misconduct, being uncooperative amongst others. However Lee, Kim &Kim(2013) posit that changing these negative behaviors in employees will aid organizational development. Generally, OCB makes employees to be more helpful and supportive to one another, such that it benefits the organization.

Romaiha et al (2019) described OCB as extra-role behaviors of the employees who performs task that exceed their job requirement. Consequently, OCB entails a behavior that is not mandatory or obligatory and that depends on the choice of employees. It is entirely their own prerogative hence, the employee who owns the OCB traits is capable of showing behaviors that go beyond their routine roles, job descriptions and obligations without any expectation of being highly rewarded or recognized. It is expected that they are more concerned with contributing to the growth, development, and welfare of the organization. Furthermore, Korkmaz and Arpacı (2009) highlights that OCB came from extraordinary efforts of employees, with the intention of achieving success for the organization. According to Thiruvankadam and

Durairaj(2019) Organ developed a five factor model by deconstruction which was composed of five dimensions of OCB; they include altruism,courtesy,conscientiousness,sportsmanship andcivic virtue. They went further to highlight that the dimensions developed by Organ are widely accepted, noting that most literatures reviewed unanimously showed acceptance of these five dimensions. The dimensions developed by other scholars were found to be overlapping in nature and in some other cases the dimensions were inadequate to describe the entire framework of OCB.

As a result of the importance of OCB, Tamunomiebi and Onah (2019) both of Rivers State University of Science and Technology Nigeria, studied organizational citizenship behavior, while reviewing its effect and development in a diversity driven workplace, from a psychological and sociological perceptive. Though their work was mainly qualitative, it is discovered that a business entity that possesses a good mix of diverse generational employees and diverse personality traits is prone to perform better. Similarly, Agarwal and Gupta (2015) who studied perceived organizational support and organizational citizenship behavior within a private hospital in India, were able to establish a positive and significant relationship between these variables via their empirical findings

This work hopes to be distinct, by studying psychological contract within the transactional contract dimension, and OCB, within three out of its numerous measures (Altruism, Conscientiousness and Sportsmanship), with a view to determine the impact of transactional psychological contract on altruism, conscientiousness and sportsmanship. These variables need to be isolated to effectively understand how the above dimensions of OCB affect the transactional psychological contract.According to Naidoo *et al* (2019), transactional contracts are more economically inclined, while the expectations when it comes to economic exchanges are more commonly tangible in nature. Furthermore, Ballou (2013) asserts that when a transactional contract is breached, the employee tends to increase citizenship behavior, because of the assumption that increasing positive job outcome will prevail on the employers to fulfill the transactional contract. The conceptual framework below gives a guide to the study:

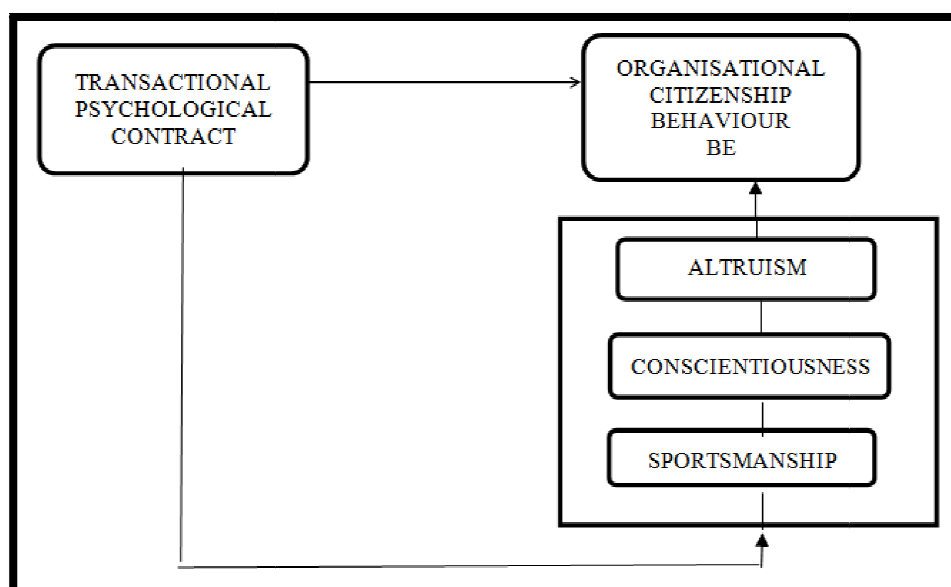


Figure 1: Conceptual Framework of Transactional Psychological Contract and Organizational Citizenship Behavior

2. Review of Related Literatures

2.1. The Psychological Contract

The concept of psychological contract was first used in the early 1960s by Argyris and further developed by American academician, Denise Rousseau. Rousseau describes psychological contract as the existence of the understandings, beliefs and commitments of employees with the employers. Höglund, (2012) holds that this contract focuses explicitly on perception of the employment deal by the employees. The core of psychological contract is the social exchange theory; it is based on the principle of reciprocity. In the view of Sonnenberg, Koene, & Paauwe, (2011) Reciprocity means the feeling of an individual to reciprocate when receiving a benefit. Holistically, the psychological contract is the individual's perception of mutual obligations and expresses the mental picture of an individual obligation with counterpart obligation in a specific relationship. According to Chahar (2019), every idea behind the psychological contract places emphasis on developing the positive attitude of employees and a better organizational citizenship behavior.

The formation of a psychological contract begins even before an employee begins a new job and then transcend through various processes of development (Coyle-Shapiro, 2002). This continues to develop over the period of employment and includes the perceptions of the fulfillment or the violation of promised obligations by the employer. Once psychological contracts are developed they become quite stable and resistant to change (Tomprou & Nikolaou, 2011). A major component of the psychological contract is fairness; Cohen (2013) analyzed the role of a perception of fairness in shaping the attitudes of employees, especially in organizational commitment. He noted that employers and managers

should be very sensitive to how employees perceive their treatment by the organization; this is meant to ensure that the perceptions of unfairness do not damage the employment relationship. Fair treatment of employees do not only fosters trust but also influences outcomes such as employee engagement (Naidoo, Abarantyne, Rugimbana, 2019). This is synonymous with the equity theory of motivation propounded by American psychologist John Stacy Adam in 1963. A basic assumption of this theory is that workers seek to balance equity between what they bring to the job (inputs) and what they get as reward (output) from the job, against the perceived inputs and outcomes of others (Adams, 1963). The equity model holds that in conditions of perceived fairness the individual experiences job satisfaction, becomes motivated and be more committed to the job. Organizations should therefore be transparent and have regular communication with employees to ensure fairness. Supervisors should be well trained professionally with interpersonal skills and should handle subordinates with respect.

The obligations and considerations which form part of the psychological contract are subjective and implicit in nature, unlike the regular work contract which is agreed upon and endorsed by both parties when the individual is chosen for the job (Lucero & Allen, 1994). This implies that the terms and conditions of the psychological contract are clearly spelt out. It is easily assumed by the worker that this form of contract that is not documented is implemented in line with the principles of good faith, fair dealing, and uttermost trust (Abela and Debono. 2019). Both parties to this psychological agreement make it a point of duty to trust one another. Psychological contract encompasses beliefs and perceptions on a scale of items that were promised, mentioned, or in some way observed but not officially documented. These contracts are basically formed by expectations based on beliefs and perceptions. The psychological contract is seen as broader and deeper in relation to the formal contract, in the words of Rousseau (1995) it may be said to reside 'in the eye of the beholder' This also means it is absolutely relative. Thomas, Au, and Ravlin (2003) affirm that the wider social cultural contexts and organizational culture contribute in the structuring of the psychological contract, thereby making the organizational and social environment important components in the formation of psychological contract. Furthermore, human resource managers are encouraged to influence the employer employee relationship by shifting from transactional contracts to more relational ones which are more focused on the human welfare (Balet al., 2013). This shift may limit the chances that the employees' psychological contracts are breached.

Psychological contract breach, on the one hand, refers to the event where either party fails to fulfill the perceived obligations (Abela and Debono. 2019). These obligations are referred to as 'perceived' because they are not formally documented, rather they exist in the minds of the parties to the agreement. Psychological contract breach often leads to the demise of trust which damages the employment relationship. Certain factors such as trust, perceived organizational support and support from supervisors and leaders may assist in extinguishing the negative outcomes associated with psychological contract breach. On the other hand, psychological contract fulfillment results in a high work engagement, positive attitude towards work and reduced turnover intentions. This happens because individuals now see the organization as a family unit where people love and care for one another. Employees become more encouraged to invest in their work and contribute far more to the organization, indicating higher levels of employee engagement and commitment (Rayton & Yalabik, 2014). These dimensions of psychological contract possess a positive relationship with the cognitive response of the employee thus strengthening his organizational citizenship behavior (Hess and Jepsen, 2009).

2.2. Transactional Contract

Scholars developed the concepts of social and economic exchanges within the context of the psychological contract, labeling them as transactional and relational contracts. In the views of Rousseau (1995), Relational contracts focus on intrinsic factors such as:

- Status and recognition
- The potential for creativity
- Employment security
- Work-life balance
- Healthy work ethics
- Career advancement

However, Transactional contracts are based on extrinsic factors that focus on tangible rewards, mainly monetary in nature, for a specific period of time—they are explicit, stagnant, and narrow in scope (De Cuyper & De Witte, 2006; Rousseau, 1990). The following characterize transactional contract:

- Specific economic conditions (e.g. wage rate) as primary incentive
- Limited personal involvement in the job (e.g. working relatively few hours, low emotional investment)
- Close ended time frame (e.g. seasonal employment, 2-3 years on the job at most)
- Commitments limited to well specified conditions (e.g. union contract)
- Little flexibility (change requires renegotiation of contract)
- Use of existing skills (no development)

Transactional contracts entails a small range of behaviors over a specific period, while emphasizing financial rewards as an exchange for a tightly defined set of expected employee behaviors. (Naidoo *et al*, 2019), Transactional contracts was defined by Rousseau (2000) as a reference to employment arrangement within a somewhat limited duration, focused primarily on economic exchange, specific duties and narrow worker involvement in the organization. Thus, transactional contracts involve exchanges that are measured and rewarded in monetary or in material terms over a short duration or a limited period of time (Umar, 2016). Transactional contracts are more economic inclined, while the expectations when it comes to economic exchanges are more commonly tangible in nature (Naidoo *et al*, 2019).

Transactional psychological contracts are based on external factors and emphasizes on physical values, mainly monetary in nature, for a fixed period—they are clear, rigid, and myopic in scope (Abela and Debono. 2019). For instance marketers of a particular service may receive a bonus when they bring a client to the organization; such monetary incentives will only motivate the employee in the short term. Transactional contracts can also be seen as short term contract that exist within the agreed period (Aarulandu, 2017). In transactional contract the emphasis of the employer is on the skill set and competencies posed by the employee because these are the bases wherein the exchange relationship exists. The transnational inclined employee invests little or no affection while at work in the organization; they see the organization as a place where immediate rewards such as pay and credentials can be gotten from. In the work of Cullinane and Dundon (2006) it was highlighted that the use of transactional psychological contract – where workers don't expect an elongated lasting relational process with their organizations based on loyalty to the organization and security of the job, rather view their employment as strictly a transaction process where long hours are exchanged for high pay and probably training – seem to explain perfectly the flexibility of the labor market and the restructuring of the employment relationship economically.

Conclusively, Sewpersad, Ruggunan, Adam and Babu, (2019) opined that series of studies discovered that both forms of psychological contract (transactional and relational contract) impacted upon each other, meanwhile Rousseau, Hansen and Tomprou (2018) had already suggested that a third force may be present in psychological contract. Ideology was identified as this component.

2.3. Organizational Citizenship Behavior (OCB)

The concept of organizational citizenship behavior was gotten from the Chester Bernard's concept of the 'willingness to cooperate' and Daniel Katz's distinction between dependable role performance, innovative and spontaneous behaviors' (Podsakoff, MacKenzie, Paine, Bachrach, 2000). In the views of Veličkovska (2017), the combination of both concept results in the concept of citizenship behavior of employees. Organ (1988) was the first scholar to define the concept of organizational citizenship behavior, where he identified it as behaviors that are voluntarily exhibited by employees which in turn promotes the effectiveness of the organization but are not explicitly rewarded. From his definition, it can be deduced that as much as OCB is highly coveted by employers, employees are not obligated to show it. They do it at their own will, which is usually a function of how well they feel treated. The expectation and performance of OCB exceeds the formal job arrangement between the employer and the employee. Sutanto (2005) holds that employees who demonstrates citizenship behavior positively contribution to the growth of the organization because they perform and behave soundly in order to achieve organizational goals. For an organization to be successful its employees need to do more than their usual job duties and perform beyond expectation (Tamunomiebi and Onah. 2019).

Organ in 1977 redefined Organizational Citizenship Behavior as 'individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization'. According to Tamunomiebi and Onah (2019), these behaviors must be voluntary and not role prescribed or part of the formal job requirement. Entwistle (2011) differentiates the discretionary effort to prescribed activities inherent in task (intra role) from not prescribed activities that are not part of the prescribed duties (extra role). However extra role behaviors constitute OCB; OCB as a discretionary extra- role behavior is conceptually differentiated from required in- role attitude. While an in- role behavior includes all forms of activities that employees are expected to do in accordance to formal employment contract, OCB refers to a range of activities that go beyond it.

OCB has a lot of positive influences on an organization such as increasing satisfaction of employees, increasing retention and reducing employee turnover, however when OCB is lacking amongst the employees of an organization, it would lead to decreased organizational performance and effectiveness (Thiruvankadam and Durairaj, 2017). This implies that OCB is highly important for the success of an organization, such behavioral tendency by an employee towards a colleague can avert supposed service failure caused by the inability of a troubled or distressed colleague and thus bridge such gap by a helping behavior Tamunomiebi and Onah (2019). In the views of Zayas-Ortiz, Rosario, Marquez & Gruñeiro, (2015), developing a positive organizational behavior and work environment is vital to accomplish high-performance goals which would lead to organizational success. This will ensure organizational goals and objectives are met.

Literature has always asked the question of what impact job satisfaction has on OCB, according to Veličkovska (2017); it is natural that job satisfaction leads to the citizenship behavior. Bateman and Organ carried an experiment by questioning 88 employees in a major Midwestern state university about their job satisfaction. Job satisfaction was measured by Job Descriptive Index (JDI) which contains 5 different aspects of job satisfaction like work, pay, promotions, coworkers and supervision. From the result, it was observed that citizenship behavior was positively related to all of these aspects of job satisfaction (Bateman and Organ, 1983). When employees feel a level of satisfaction with their job, they tend to give their best as a way of reciprocation to the system that gives them such joy.

OCB could also be seen as a collection of volunteer and non-obligatory behavior which is not defined in the official job descriptions of the employee but contributes to the effective improvement of task and roles within the organization (Cohen, 2000). Veličkovska (2017) believes that different OCB behaviors have different impact on organizational effectiveness, for example, helping others can improve productivity, and sportsmanship can improve team morale. This study aims to focus on three dimensions of OCB, namely; altruism, conscientiousness, and sportsmanship.

2.3.1. Altruism

Altruism was first defined by Organ (1988) to imply discretionary behaviors directed at other colleagues to help them in accomplishing tasks and solving problems related to the job. Altruism is directed at an individual employee within the organization, to help make his job easier, this is also a form of motivation. Polat (2009) suggests that altruism means

helping colleagues to perform their job. According to Tamunomiebi and Onah (2019) a behavioral tendency such as organizational citizenship behavior by an employee towards a colleague can avert supposed service failure caused by the inability of a troubled or distressed colleague and thus bridge such gap by a helping behavior.

Altruism can also be viewed as voluntary actions that include helping others concerning an organizational assignment or a challenge. (Jahangir, Akbar & Haq, 2004). Altruism can therefore also be implied to mean a selfless attitude amongst employees within the workplace. This dimension of OCB refers to a selfless behavior of people where they are concerned for other individuals' welfare and rights, be more empathic and prioritize things that will give benefits to others (Khan et al., 2017). A practical example of this is a capable employee who decides to put a new employee through in work rules and procedure.

Thiruvankadam and Durairaj (2017) opine that altruism refers to voluntarily helping others with a specific work related task, such as assisting a co-worker with heavy work load. Assisting members of a work team with their work fosters effectiveness within the team. However an aggregation of success within the various work teams in the organization will yield an overall organizational success. Kishokumar (2018) expands the definition of altruism; he defined it as a helping behaviours aimed at co-workers, customers, client's vendors or suppliers. This means that it's not just co-workers that are meant to benefit from altruism, but customers, clients, vendors, suppliers etc.

Altruism will aid in teamwork and cooperation, thus further giving chance to the employees in improving their own knowledge. (Yen and Neihoff, 2004). Its importance cannot be overemphasized.

2.3.2. Conscientiousness

Conscientiousness describes the personality dimension of an individual as being dependable, organized, persistent and responsible (Tamunomiebi and Onah, 2019). Unlike altruism that is directed toward an individual within or outside the organization, conscientiousness is directed towards the system to ensure it runs optimally. It involves an employee's willingness to work according to internalized values and procedures. It involves punctuality, adherence to company rules, regulations and procedures when no one is watching (Thiruvankadam and Durairaj, 2017). In practicing conscientiousness, employees engage in discretionary behavior by adhering to the rules and regulations of the organization, even without supervision from an authority (Redman & Snape, 2005). Conscientiousness ensures an employee does the right thing at all times with or without supervision.

Organ (1988) believes conscientiousness is a sincere commitment to the organization, as well as respect for the organization's rules beyond its expectations. He further stated that conscientiousness is related to such behaviors as punctuality, maintaining work attendance and following rules. It is also known as compliance. Conscientiousness which means doing things above minimum requirement within an organization is similar to compliance (Smith et al. 1983). Organizational compliance implies conformity with the organizational rules and procedures Veličkovska (2017). According to Chahar (2019) compliance is a more impersonal form of diligent citizenship. This can be interpreted to mean a total conformity to established rules set within the organization. Organizational compliance is compliance with the organizational rules and procedures in total (Veličkovska, 2017).

Conscientiousness also refers to exceeding the minimum role requirements of the organization (Law, Wong, & Chen, 2005). Yen and Niehoff (2004) revealed in their research that employee staying informed and updated with current knowledge about products or services offered is a form of conscientiousness. The result of this will be a more equipped employee for the job, especially when dealing with customer needs. Also an employee who seeks to know if work is going on smoothly while on leave is identified as conscientious (Podsakoff et al., 2000). This is obviously as a result of his concern for the wellbeing of the business organization even when it is not necessarily required from him.

2.3.3. Sportsmanship

Sportsmanship connotes the willingness of employees within an organization to tolerate less-than-ideal organizational situations without complaining while also sacrificing personal interest for the team (Thiruvankadam and Durairaj, 2017). Most times these less-than-ideal situations are inevitable as you tend to always find them in the work environment. It takes sportsmanship to give in your best as an employee in the face of such inconveniences. Sportsmanship is defined as behavior which includes not only sacrificing for the sake of team, but also motivating others during hard times or problems Veličkovska (2017). Sportsmanship also includes the ability to accept rejection of personal ideas or suggestion by a team. Furthermore, it focuses on the positive attitude and disposition of workers even during undesirable circumstances without resentment (Tamunomiebi and Onah, 2019).

Chiun et al (2004) opine that Sportsmanship displays the worker's willingness to accept and tolerate the unavoidable discomfort and impositions of work without complaining, which can also be observed as having team spirit. It can also imply remaining optimistic to accommodate the excesses of others within the work environment. Sportsmanship entails employees observing positive aspects of work in the mist of negativity within the work environment by exhibiting polite gestures and consulting with others before taking action with the aim of preventing work related conflict (Allison et al 2001). It can also be inferred to mean an employee's desire to stay positive and tolerant about the inconveniences experienced in the workplace. Organ (1990) viewed sportsmanship as a show of willingness to tolerate minor and temporary personnel discomfort and impositions of work without grievances, complaints, appeals, accusations, or protest.

A clear example of sportsmanship in the opinion of Podsakoff et al (2000) is an employee's willingness to carry out an extra temporary responsibility, without complaining even when he has the right to object. Refraining from spreading gossips and rumors in the office is also an example of sportsmanship (Romainha et al, 2019)

2.3.4. Transactional Psychological Contract and Altruism

Transactional psychological contracts are based on external factors and emphasizes physical values, mainly monetary in nature, for a fixed period —they are clear, rigid, and myopic in scope (Abela and Debono. 2019). For instance, marketers of a particular service may receive a bonus when they bring a client to the organization; such monetary incentives will only motivate the employee in the short term. The implication of this on altruism which is a helping behavior directed towards coworkers and customers within the work place, is that, this helping behavior is bound to be short termed and over a specific period of time. From the example given above, employees will be willing to engage in a helping behavior towards a client in order to bring him to the organization because of the reward of a bonus attached to such feat. When the reward disappears, altruism disappears. Organ (1988)'s concept of altruism identified it as a helping behavior that involves voluntary assistance to others with work related task. A transactional psychological contract inclined altruistic employee will only voluntarily help a coworker if there is a material reward to be benefitted. He expects to be given an extra pay to put a new worker through the use of work tool and general organizational rudiment. Romaiha *et al* (2019) proved that a positive relationship exist between altruism and employee performance. Meanwhile, OCB has always been identified by literature as a major determinant of employee performance. The work of Nichodemus (2012) explains that the more employees experience their organizations positively the more they were bound to display citizenship behavior. If organizations are able to effectively fulfill the transactional psychological contract amongst their employees, citizenship behaviors such as altruism will be heightened in the workplace.

2.3.5. Transactional Psychological Contract and Conscientiousness

In the view of Naidoo *et al*, (2019) transactional contract emphasizes financial rewards as an exchange for a tightly defined set of expected employee behaviors. These are contracts that involve exchanges measured and rewarded in monetary or in material terms over a short duration or a limited period of time (Umar, 2016). A clear cut example is the payment of wages and salaries to employees or worker over a given period. Meanwhile Conscientiousness describes the personality dimension of an individual as being dependable, organized, persistent and responsible (Tamunomiebi and Onah. 2019). It ensures an employee does the right thing at all times with or without supervision. The transnational inclined employee invests little or no affection while at work in the organization; they see the organization as a place where immediate rewards such as pay and credentials can be gotten from. They are mainly concerned with being compliant to the norms and organizational procedures of the business for the sake of the pay. Chahar (2019) asserts that conscientiousness has no statistically significant relationship with any dependent variable except transactional psychological contract. He also highlights that generalized compliance is a more impersonal form of diligent citizenship. How well the transactional contract is fulfilled determines to a large extent, the conscientiousness level of employees. How an employee feels about the nature and status of his employment contract will determine his behavior in the light of the contract. Based on these arguments we predict that employee believes about how much their organization has fulfilled its obligation to them may affect their citizenship behavior within the organization. Transactional psychological contract breach has a negative relationship with consciousness (Yang and Chao, 2016)

2.3.6. Transactional Psychological Contract and Sportsmanship

Sportsmanship displays the worker's willingness to accept and tolerate the unavoidable discomfort and imposition of work without complaining, which can also be observed as having team spirit Chinu *et al* (2004). In exploring its relationship with transactional psychological contract, the question of if transactional psychological contract has an influence on employees to exhibit sportsmanship comes to mind. Sportsmanship centers on positive attitude and disposition of employee even during stressed circumstance without resentment (Tamunomiebi and Onah, 2019). A clear example of sportsmanship is an employee's willingness to carry out an extra temporary responsibility, without complaining even when he has the right to object (Podsakoff *et al*, 2000), also refraining from spreading gossips and rumors in the office constitutes sportsmanship (Romaiha *et al*, 2019). Furthermore, transactional psychological contracts are based on external factors and emphasizes physical values, mainly monetary in nature, for a fixed period —they are clear, rigid, and myopic in scope (Abela and Debono. 2019). The fulfillment of the transactional psychological contract is bound to make employees tolerate the inevitable inconveniences that come with the job, especially because the relationship here is usually in the short-term. Other behaviors that connotes sportsmanship includes not murmuring about minor matters or keeping petty malice, enduring unfavorable working conditions without complaining, keeping a positive attitude in harsh circumstances, and being willing to put group interest ahead of personal interest (Podsakoff *et al*, 2000). Understanding transactional psychological contract is very necessary for more precise forecasting of future sportsmanship behavior (Ployhart & Vandenberg, 2010)

We posit from the above that,

- H₀₁: There is no significant relationship between Transactional Psychological Contract and Altruism
- H₀₂: There is no significant relationship between Transactional Psychological Contract and Conscientiousness
- H₀₃: There is no significant relationship between Transactional Psychological Contract and Sportsmanship

3. Research Methodology

This work studied the relationship between transactional psychological contract and the OCB measures of altruism, conscientiousness and sportsmanship. The research was carried out in Bayelsa state amongst the thirteen (13) commercial banks listed on the floor of the Nigerian stock exchange domicile in the state. A population size of 2,800 was obtained for this work, while a sample size of 338 which is in line with Krejcie and Morgan table for determining sample size was utilized. However, of the 338 questionnaires sent out, 261 were useable accounting for 77% of the instrument sent

out. Their table is considered highly applicable and convenient within social research (Sekaran, 2003; Kothari, 2004). The research instrument was made up of two sections: section A and B. Section A contained demographic information while Section B contained specific questions on the study variables on a Likert scale of 1 – 4 (1 – strongly disagree to 4 – strongly agree). Transactional psychological contract was measured via the Robbinson and Morrison (1995) scale while OCB was measured using Organs (1988) scale. The test of reliability for the study was carried out with the help of Cronbach alpha and the result is shown below.

Variable2	Measures and Dimensions	Alpha coefficient.	Items
xPsychological Contract	Transactional Contract	0.812	6
Organizational Citizenship Behaviour	Altruism	0.790	6
	Conscientiousness	0.815	6
	Sportsmanship	0.873	6

Table 1: Results for the Reliability for the Study Instrument
Source: Survey Data, 2019

The reliability coefficients for all instruments revealed substantial outcomes based on alpha coefficients which exceeded the 0.70 benchmark for the reliability test (Neuman, 2000). As such no modifications or alterations were necessary as all items were utilized accordingly.

4. Results

4.1. Demographics

The study had less female respondents at 76, as against the majority of male respondents at 185. More married participants were recorded and they accounted for 221 respondents more than other categories. However, the age's brackets of 31-40 years had more respondent (177). The distribution for the work experience of participants showed that most of the participants have working experiences ranging between 0 – 2 years with a frequency distribution of 129. This indicates a high employee turnover rate in the Bayelsa state banking industry. Most participants had acquired a bachelor's degree in their respective disciplines, accounting for 193 respondents.

		N	Mean	Std. Deviation
Transactional Psychological Contract	I only perform only required tasks	261	2.6782	.78683
	I am under no obligation to remain with this organization	261	2.7969	.60204
	I do only what am paid to do	261	1.8544	.87369
	I fulfill just the required number of responsibilities	261	1.6705	.48700
	I only focus on a job for a short time only	261	1.7816	.44958
	I don't really feel bothered by anything outside my responsibilities	261	1.8697	.36988
	Valid N (listwise)	261		

Table 2: Distribution for Indicators of Transactional Psychological Contract
Source: Survey Data, 2019

The distributions of the indicators for transactional contract are revealed to be relatively low where mean distributions express $x \leq 2$ values. Although the first (I only perform only required tasks) and second (I am under no obligation to remain with this organization) indicators are revealed to have moderate distributions, nonetheless, majority of the manifest properties for transactional psychological contract are poorly expressed within the firms

		N	Mean	Std. Deviation
Altruism	I help colleagues with heavy workload complete tasks	261	1.8352	.40151
	I go the extra mile to help customers/clients/parents/students	261	1.8506	.35719
	I help orient new staffs, agents etc. even though it's not required	261	1.7969	.43073
	I attend functions that are not required, but that help with my work	261	1.8084	.40393
	I prefer to work as a team with my colleagues	261	2.3946	.74512
Conscientiousness	I help even when it is inconvenient for me	261	2.7433	.72801
	I conscientiously follow the rules, regulations and procedures of my organization	261	2.8046	.60458

		N	Mean	Std. Deviation
	I give advance notice when unable to complete task within time frame	261	2.2299	.93275
	I turn in budgets, sales projections, expense reports etc. earlier than required	261	2.1877	.80813
	I am usually punctual to work	261	2.2414	.77408
	I work extra hours even when am not going to be paid an overtime	261	2.1839	.72635
	I still make effort to be present at work even when I am ill	261	2.2989	.74081
Sportsmanship	I never express resentment over changes introduced by management	261	2.3180	.74577
	I do not complain about trivial work issues	261	2.3640	.67488
	I prefer to collaborating with co-workers rather than competing with them	261	1.9195	.48560
	I am very reliable	261	1.8084	.45751
	I usually remain positive and not complain even when things seem not to go well	261	1.8467	.37143
	I use all within my powers to avoid conflict within my team	261	1.8352	.39182
	Valid N (listwise)	261		

Table 3: Distribution for Indicators of Organizational Citizenship Behaviour
Source: Survey Data 2019

The result for the distribution on the indicators of organizational behavior revealed a high level of disparity in results. Evidence shows that while most indicators for the measure – conscientiousness, are observed to be moderately distributed; indicators for altruism and sportsmanship offer a poor and lower level of manifestation. This demonstrates a higher tendency for workers to be responsible and accountable towards the organization, than being ready to support their co-workers or to work as a team within the organization. The results go to demonstrate the possible poor levels of cooperation within the organization especially between colleagues and co-workers and their poor level of willingness to collaborate with others as a team or group within the organization. This position is based on the observed $x < 2$ mean coefficients observed for these distributions.

			Transact	Altruism	Con	Sports
Spearman's rho	Transact	Correlation Coefficient	1.000	.622**	.456**	.412**
		Sig. (2-tailed)	.	.000	.000	.000
		N	261	261	261	261
	Altruism	Correlation Coefficient	.622**	1.000	.222**	.221**
		Sig. (2-tailed)	.000	.	.000	.000
		N	261	261	261	261
	Con	Correlation Coefficient	.456**	.222**	1.000	.778**
		Sig. (2-tailed)	.000	.000	.	.000
		N	261	261	261	261
	Sports	Correlation Coefficient	.412**	.221**	.778**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	261	261	261	261

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

Table 4: Transactional Psychological Contract and Organizational Citizenship Behavior

From the above, the null hypotheses were rejected and the following results obtained:

- There is a significant positive relationship between Transactional Psychological Contract and Altruism
- There is a significant positive relationship between Transactional Psychological Contract and Sportsmanship
- There is a significant positive relationship between Transactional Psychological Contract and Conscientiousness

5. Discussion

The findings from our analysis strongly supports prior researches that transactional psychological contract has a significant positive relationship with Organizational Citizenship Behavior. The evidence shows that there exists a significant relationship between transactional psychological contract and the OCB measure of altruism. The results reveal that the details and features of the exchanges and the pattern of the work contract, impact on the behavior of the workers and to a significant level, influence their disposition towards altruism within the organization. This implies that when employees are given interesting and challenging task along with a commensurate pay, they will exhibit a helping behavior.

This position affirms that of Gupta and Singh (2012) who noted that existing models on workers behavior and attitude are primarily linked to factors of the workplace and working conditions. This suggests that workers are more likely to be open to collaboration and cooperation when they consider their work features and arrangements as fair, considerate and meaningful as regards pay and working condition. This is so because such factors over time have become recognized as key in understanding and predicting the employee's choices and actions within the organization.

Lub, Blomme and Bal (2011) in their work on psychological contract and organizational citizenship behavior: a new deal for new generations, found out that little or no relationship exists between transactional employer obligation and OCB such as altruism. They went further to assert that classical conditioning of personnel through pay increase is not working like before, and that staff are best motivated by intrinsic aspects such as developmental opportunities, job content, and a pleasant atmosphere at work. This deflects from the findings of this work which holds that a significant relationship exists between transactional psychological contract and OCB. This can be attributed to the difference in methodology used by both works. While this work made use of a Likert point scale of 1 – 4, and SPSS 22, Lub, Blomme and Bal (2011) made use of the conventional 1 -5 Likert point scale and PASW statistic 18.0 for their data analysis.

Part of the findings of this work is that transactional psychological contract significantly affects the OCB dimension of conscientiousness. This implies that employees are more likely to be compliant to rules and policies of the organization if they feel fairly and adequately compensated. This generates a sense of belonging to the organization. This is consistent with the findings of the work of Chahar (2019), who studied the interrelatedness between psychological contract and organizational citizenship behavior. He noted that conscientiousness did not have any statistically significant relationship with any dependent variable except transactional relationship. The similarity in the methodology used in this work is not unconnected with the similarity in findings. Chahar (2019) made use of Primary as well as secondary data for his study. This is very similar to the methodology applied in this study. Going by this position, this study recognizes the content and attributes of the transactional contract as essential in predicting conscientiousness.

Akinbode (2017) who studied the behavioral and attitudinal outcome of psychological contract violation among some selected SME workers in Nigeria discovered that employees reported higher levels of fraudulent self-enrichment tendencies, theft, deception, cutting corners and diversion of resources, sabotage and dishonest behaviors and impropriety/sharp corrupt practices due to feelings of psychological contract violation. This is in line with the findings of this work, that a significant relationship exists between the OCB measure of conscientiousness (compliance) and psychological contract (Transactional contract.). This can also be attributed to the similarity in the research design used for both works, which was cross sectional research design.

The development and improvements channeled towards the features of work and the work environment offer the worker a sense of value within the organization and as such can serve as a basis for their identification with the organization. This corroborates the views of Freese and Schalk (2008) that workers spend more than 70% of their lives and time at the workplace and hence, define and perceive themselves in relation with the attributes and image of their organization. A well-structured and designed work framework and environment, boosts the transactional contract between the worker and the management and in turn contributes towards their inclinations to tolerate the discomfort that may come with the job. Fulfillment of the transactional contract that exists between the employer and employee, such as commensurate pay, is enough inducement to not complain on the job. The findings of Yang and Chao (2016) further corroborate the findings of this work. They studied how psychological contract breach and capital affects organizational citizenship behavior; they found out that psychological contract breach was negatively associated with organizational citizenship behavior, while psychological capital was positively associated with organizational citizenship behavior. What this shows is that a fulfillment of the obligations of the employer to the employee is a great determinant of employee productivity in the work place. The samples for the above study was obtained from 13 companies, which is almost the same as the approach adopted in obtaining data for this study where data was obtained from (13) thirteen commercial banks. The samples for their study were predominantly females while the samples for this study were predominantly males. This did not in any way prevent both studies from obtaining similar results.

However, Umar (2016) had a contrasting view. After his study on the influence of psychological contract and organizational justice on employee turnover intention in the Nigerian deposit money banks. He found out that, relational and transactional psychological contracts have no significant influence on employee's turnover intention. This implies that how employers handle the psychological contract is of little or no impact on the desire of the employee to continue bearing the unavoidable inconveniences that come with the job or quitting the job. He noted that those employees in Nigerian banks, even when they perceived that relational and transactional contract are not met, may not result to turnover intention. Although Umar (2016) made use of spearman rank order correlation just like this work, but the pattern of obtaining sample size which differed can be accountable for the variance in findings. While this work made use of the Krejcie and Morgan table, Umar (2016) employed Fidel (2007)'s formula for determining sample size.

6. Conclusion and Implications

Employees within the banking sector in Bayelsa State of Nigeria exhibit extreme team work, view co-workers as family, and are compliant to lay down process and values of their various firms. This study attributes this to an effective transactional psychological contract which involves pay and a material reward system. They are individually involved in ensuring the organization achieves its prime goal of profit maximization. These banks make sure to not default on the pay aspect of the contracts with their employees, while ensuring that such employees give their best. Also the promise of bonus and other tangible reward motivates bank staff to go the extra mile for their banks by contributing positively to the firms' growth and development. These employees exhibit helping behavior within the organization; they are conscientious

in obeying organizational rules and policies and even work extra hours with a promise of an overtime payment or other extrinsic reward. They are reliable and collaborate beautifully with co-workers.

Our findings have expanded literature immensely when it comes to transactional psychological contracts and organizational citizenship behavior. Transactional Psychological Contract inclined employees are often ready to go the extra mile so long there is something tangible extra to be gained.

Business managers and employers are encouraged to always uphold the fulfillment of the transactional contract by regular and timely payment of wages and salaries to employees since their loyalty and commitment depends on it to a large extent. This will make employees work effectively towards the attainment of organizations' goals and becoming the best asset any firm can wish for. In instituting a reward system, monetary rewards should be leveraged as a means of motivating employees to get the best out of them, as this will give the firm competitive advantage in the market.

7. Recommendation

It is highly recommended for management to place emphasis on meeting the monetary needs of employees within the organization by way of prompt payment of wages and salaries. Most employees are not so concerned about sustaining relationships in the work place; rather they want to get paid for the work they put in. To get an extra effort from employees, management is advised to use money as motivation; this will instigate a positive work behavior amongst employees.

8. Suggestion for Further Studies

Further studies can be carried out by evaluating the variables treated in this study in other context aside the banking sector. Examples of such sectors include the education sector, oil and gas sector, food and beverages sector amongst others.

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