MODERATING EFFECT OF TASK INTERDEPENDENCE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND PERFORMANCE

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Abstract
The objective of this study is to examine the moderating effects of Task Interdependence on the relationship between organizational citizenship behaviour (OCB) factors operationalized in terms of helping behaviour, sportsmanship, civic virtue and organizational Performance. The study employed Survey research design which is cross sectional in nature, questionnaire was administered by hand delivery and collection with help of Research Assistant to a sample of 168 employees of banks in Kaduna metropolis selected from the population of 191 employees using simple random probability sampling techniques. Hierarchical regression analysis was conducted to test the hypotheses formulated and the findings of the study revealed that task interdependence moderates the relationship between OCB factor (sportsmanship) and performance of DMBs in Kaduna metropolis. In the light of this, we therefore concluded that task interdependence can enhance the relationship OCB has on performance of DMBs. The outcome of this study provides an interested insight to researchers for understanding on the moderating effects of Task Interdependence on the relationship between organizational citizenship behaviour (OCB) factors and organizational Performance.

Keywords: Behaviour, sportsmanship, civic virtue, task interdependence

Introduction
Organizational Citizenship Behaviour (OCB) is the behaviour that goes beyond the primary assigned duties to employees and outside the field of regulations. However, employees display such behaviour not with the intention of receiving any benefit from the management but with the hope that such behaviour will ultimately contribute to the overall success of the organization. OCB is very important for the continued existence of deposit money banks (DMBs) because Sukhada and Meera (2014) posited that OCB can have positive effects on the success of banks in the course of improvement in efficiency of production, better utilizations of resource, performance enrichment and stability. Psakoff and Makenzei (1994) conceptualize OCB to include three dimensions among which are: helping behaviour, sportsmanship and civic virtue, all of which are important in improving the performance of organizations. Ever since its introduction, studies have explored OCB and have related it with organizational success, overall employee performance, Big Five personality traits, work attitudes, and procedural justice (Podsakoff et al; 2000). However, employee work performance has more weight in OCB because helping behaviour, sportsmanship and civic virtue are mainly directed toward enhancing the performance of an organization.

Organizational performance can be seen as the frequent activities to ascertain organizational goals, sustain improvement towards the goals and make adjustments to achieve those goals more effectively and efficiently. It comprises the real amount produced or result of an organization as measured against its planned output (Richard, 2009). One of the variables that can serve as an indicator of enhanced organizational performance is OCB. It has been standard practice in the
Nigerian banking sector for the individual worker to take the initiative in carrying out unallocated tasks each time they occur, even when such tasks are not part of their own routine schedule of duties (Abubakar & Hanan, 2014). However, in the present-day Nigerian DMBs, most bankers no longer take tasks that are not part of their own official responsibilities (Abubakar et al., 2014), this is due to the fact that, it will not be recorded as part of their own job performance. Thus, what happened to the worker initiated extra-role behaviour that was one time so commonplace in Nigerian DMBs.

Generally speaking, there are always some tasks that have not been assigned to any particular person. In DMBs, unanticipated events such as shortage or overage of deposits and withdrawals of transactions occur all the time, and jobs that were unforeseen and roles that do not belong to any individual like call over of transactions and proper documentations of control copies of transaction among others are constantly being generated. Indeed, it would be impossible to cover all the necessary to execute the actual work of a Bank in a formal organizational chart. Also, all sales associates of DMBs are always faced with the problem of meeting up with their individual targets, team level targets and overall organizational targets of account opening, deposit mobilizations and investment. While some individual and teams meet their targets within the time frame, others do not meet their targets. These ultimately make employees to depend on one another to collectively achieve the goals of the organization.

Furthermore, previous studies have shown inconsistencies in the direction of the relationship between OCB and Performance. Some studies such as Obamiro, Oggunnaike and Osibanjo (2014), Gholamreza, Masoumeh and Muhammad (2013), Nathan, Steven and Philip (2009), Davila, Maria and Marcia (2011), Plan (2011), Shaiful and Hassan (2005) and Amir, Ali and Chughtai (2012), provide evidence of positive relationship between OCB and performance, while others such as Javad, Mehdi, Ahari and Mohammad (2012), Arla and Sarah (2003), Podsakoff, Ahearneand Mackenzenie (1997), Oscar, Joo and Jun (2005) and Coole (2003) reported negative relationship between OCB and performance. However, in order to resolve the inconsistency of the findings regarding OCB-Performance relationship, some prior studies recommended that many influential organizational variables should be investigated. More explicitly, Gholamreza et al., (2013), suggested a mediating variable inclusion and Javad et al., (2012), suggested a moderating variable inclusion in OCB-Performance relationship to resolve the inconclusive findings. Devine, (2002), posited that the implementation of task interdependence is one of the most common changes in work settings. From the foregoing, this study therefore seeks to examine the moderating effect of task interdependence on the relationship between Organizational Citizenship Behaviour (helping behaviour, sportsmanship, civic virtue) and the Performance of deposit money banks in Kaduna metropolis.

The study covers a period of two years from 2014-2015 and it concentrates on employees working in DMBs in Kaduna metropolis.

**Literature review**

**Organizational performance**

Organizational performance can also be seen as an incorporated efficient approach to accomplish strategic aims and support an organization’s task and values. In that sense, we can summarily view organizational performance as the sum total of individual performance that disclose the results of people’s labours and thereby linking these to the organization’s goals and objectives. Employee work performance is a relevant outcome measure of studies in the occupational setting. It
has typically been assumed that what constitutes employee work performance differs from job to job. As a result, countless measures of work performance have been used. So far, the assessment of employee work performance has primarily focused either on objective measures of work productivity (such as the number of days absent, counts of specified acts, or output maintained in organizational records) or on subjective judgments of quantity and quality of work from the employee him- or herself, peers, or supervisors (Linda, Claire, Vincent, Wilmar, Henrica & Allard, 2011).

Contextual Performance is defined as non-task related work behaviours and activities that contribute to the social and psychological aspects of the organization (Borman & Motowidlo, 1993). A number of labels exist for this dimension, such as non-job-specific task proficiency, extra-role performance, organizational citizenship behaviour, or interpersonal relations. All concepts, however, refer to behaviour that go further than the officially prescribed job goals, such as taking on extra tasks, showing initiative, or coaching newcomers on the job. It consists of four dimensions: persistence of enthusiasm, assistance to others, rule and proscribed procedure following, and openly defending the organizations objectives (Borman & Motowidlo, 1993). OCB and contextual performance share their defining attributes as they both consist of behaviour other than those needed to perform the routine functions of the job. From the foregoing explanations, this study therefore adopts the definition of contextual performance as the definition of the dependent variable of the study.

Organizational citizenship behavior
According to Bateman and Organ (1983) OCB are those extra works – related behaviours which go above and beyond routine duties prescribed by their job description or measured in formal evaluation. Organ (1988) reconsider the definition of OCB as the behaviour portrait by employee that go beyond and above the primary requirement of his or her duties, that are not directly or explicitly acknowledged by the formal reward system but facilitate the functioning of the organization. In addition, he further suggested that OCB is conceptualized by five factors among which include helping, conscientiousness, sportsmanship, courtesy, and civic virtue. Thereafter, Podsakoff and MacKenzie (1994) developed a scale based on Organ’s (1988) and Williams and Anderson’s (1991) conceptualization of OCB, that includes these various factors within three subscales namely helping behavior (helping others with or preventing the occurrence of problems), civic virtue (responsible participation, involvement, and concern about the organization), and sportsmanship (tolerating problems without complaining). This conceptualization was utilized in the current study.

Helping behaviour and organizational performance
Helping behaviour is the broadest and most compound construct and is also the one with the deepest extraction in the literature. It clearly involves helping others with or preventing the occurrence of work related problems, (Organ, 1990). According to George and Betenhauson, (1990), when experienced employees help less experienced ones solve work related problems, find more efficient way of performing their task, it is likely to enhance both the quantity and quality of performance of the less experienced employee. In addition to this, the more employees help each other with work related problems, the less time a manager need to devote to these activities; thus, freeing up the manager for more productive activities. It will also increase group cohesiveness, make the organization a more attractive place to work, reduce voluntary turnover and thereby enhance
organizational productivity (Podsakoff & Mishra, 2010). Helping behaviour and performance relationship has been widely studied, and there appear to have inconclusive results. Podsakoff, Ahearne, and MacKenzie (1997, as cited in Organ et al., 2006) studied paper mill employees and instituted that helping behaviour was significantly related to manufacture goods quality. Walz and Niehoff (2000) conducted a study which investigated 30 different restaurants in Indonesia and establish that helping behaviour was significantly related to working effectiveness, buyer happiness, and quality of performance. Studies have also established that helping behaviour was also negatively related with wasted food. Koys (2001) utilized a mixture of OCB dimensions to structure a composite measure of OCB. Findings from the study showed that the composite measure of helping behaviour was negatively related with restaurant returns.

**Sportsmanship and organizational performance**

According to Organ (1988), sportsmanship has been defined as willingness on the part of the employee that signifies the employee’s tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. Thereafter, Organ et al. (2006) define sportsmanship as an employee’s “ability to roll with the punches” even if they like or dislike the changes that are taking place in the organization. By reducing the quantity of complaints from workers that administrators have to handle, sportsmanship safe time and energy. Similarly, the more willingly employees are to be “good sports” and go along with the necessary changes in their work environment, the less time a manager waste in getting their cooperation. Thus sportsmanship allows managers to devote a greater portion of their time to more productive activities like planning scheduling, problem solving and organizational analysis (Bachrach, 2006). In addition a lack of sportsmanship is likely to have detrimental effects on group cohesiveness and make the atmosphere in the workplace less attractive to coworkers and this might in turn reduce organization ability to attract and retain the most productive workers. Available evidence from previous studies has shown inconsistencies in the relationship between sportsmanship and performance of organizations.

**Civic virtue and organizational performance**

Law, Wong and Chen, (2005), defined civic virtue as behaviours that show the employee’s deep concerns and dynamic interest in the existence of the organization. This dimension also encompasses positively taking part in the concerns of the organization (Organ et al., 2006). Examples of civic virtue can be seen in day to day affairs of employee such as attending meetings and keeping up with what is going on with the organization in general. Civic virtue can also be demonstrated on a larger scale by defending the organization’s policies and practices when they are challenged by an outside source. In addition, civic virtue involves making constructive suggestion on how the work group can improve its effectiveness, and this may either free up resource or make coworkers more effective depending on the nature of the suggestion. Also, because meetings are ways organizations attempt to coordinate activities between team members and across groups, actively participating in those meetings may contribute to work group performance (Rotundo & Sackett, 2002).

**Task interdependence and organizational performance**

Bachrach, (2006), defined Task interdependence as the degree to which group members depend on other members of their group to execute organizational task effectively and efficiently. McCann and Ferry, (1979)
added that group members may be more likely to work collectively on the task and exchange information and resources in a high task interdependence situation while Mitchell & Silver, (1990) concluded that, a low task interdependence state may be characterized as an entity working alone but still making effort to contribute to collective group task. In general, the members within a Bank have independent tasks such as teller, cashier, customer service or marketer which ultimately contribute to the overall task. Thus, teams’ members in DMBs perform interdependent tasks to achieve their overall goal. Hypothetically, all banks, in spite of their intensity of task interdependence, should profit from OCB and the extent to which OCB positively affect performance may depend greatly on the intensity of task interdependence (Podsakoff et al., 2000). Pearce and Gregersen, (1991) have acknowledged the possibility for task interdependence to affect worker OCB-performance. However, studies such as Richey (2006) among others have shown that few researches have really explored the influence of task interdependence on the OCB-performance relationship. Richey (2006) explored the impact of task interdependence on the correlation between OCB and performance evaluation in three distinct studies and established that task interdependence may affect the significance attributed to OCB. Bommer et al. (2007) conducted a research which investigated OCB across diverse levels of interdependence and established that the level of interdependence necessary for the performance of a group task may impact on the suitability and regularity of OCBs.

### Theoretical framework

Available theories that relate OCB to organizational constructs are Person Organizational Fit theory, Motivation theories, Goal Setting theory, Social Exchange Theory among others. This study adopts Social Exchange Theory which was propounded by George Humans, (1958) in the publication of his work ‘Social Behaviour as Exchange’. He defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly between at least two persons. His work emphasized the individual behaviour of actors in interaction with one another.

Social exchange theory provides a hypothetical lens to comprehend the relationships between each of the factors such as procedural justice, transformational leadership, complexity of organizational structure, OCB, and job satisfaction. It takes place when two or more people exchange something based on trust (Blau, 1964). Though, it involve imperfectly precise terms and a custom of reciprocity, in such a way that discretionary and beneficial behaviour provided to a partner are also returned in a discretionary way in the long run, (Eisenberger et al., 1986).

From the foregoing explanations, we therefore adopt this theory to underpin this study. It has also been widely cited as an explanation for why employees might act as good organizational citizens, proposing that individuals perform OCB as part of a desire to maintain equitable and favourable workplace relationship. Figure 1.0 below is the research framework showing the OCB operationalized in terms of helping behaviour, sportsmanship, civic virtue and organizational Performance relationship with Task Interdependence as the moderator.
Figure 1: Research framework

Methodology

Research design, population, sampling design and data collection strategy
This study adopted a cross sectional survey research design where data were collected at a point in time with the aid of a structured questionnaire. The population of this study consists of 295 employees working in twelve (12) DMBs operating in Kaduna metropolis, Kaduna State. The study employs Yamane (1967) technique for computation of sample size and simple random probability sampling technique was used for selection of the respondent. Based on the computation, 196 employees were arrived at, as the sample size of the study. A total of 196 questionnaires were self-administered by hand delivery and collection to the respondent with help of Research Assistant. A total of 168 were completed and returned, representing 86% response rate.

Measurement
The dependent variable, DMBs performance was measured using Motowidlo and Van Scotter’s (1994) 12-item scale of task performance adapted from David, (2003). The independent variables; helping behaviour was measured using organ, (1988) 14 item scale of citizenship behaviour adapted from Rachael, (2013), civic virtue was measured using organ, (1988) 6-item scale of citizenship behaviour adapted from Rachael, (2013). Task interdependence was measured using Kiggundu, (1983) 12-item scale of initiated task interdependence (ITID) and received task interdependence (RTID) adapted from Daniel et’al (2014). All responses were measured using five-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). The use of 5-point likert scale is necessary because a scale of 5 to 7 points is more reliable and valid than shorter or longer scale (Krosnic & Fabrigar, 1997).

Results and discussions

Reliability and validity test
A pilot study was conducted in order to test for the reliability of the instrument using data collected from the 168 sample of respondents that are employees of DMBs in Kaduna metropolis. The questionnaire was adapted from Rachael, (2013), and David, (2003) and was subjected for reliability test analysis as the result shown in Table 1.0. Helping behaviour has a Cronbach alpha of 0.948, sportsmanship has Cronbach alpha of 0.785, civic virtue has 0.866 Cronbach’s alpha, task interdependence has Cronbach’s alpha of 0.920 while Performance has 0.754 Cronbach’s alpha. Generally Cronbach alpha of >0.7 is considered an acceptable and
0.8 is considered a good reliability (Tabachnick & Fidell, 2014). Therefore all the constructs were deemed to have adequate reliability.

Table 1: Showing the reliability scores of variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Origin of the construct</th>
<th>Measurement</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping Behaviour</td>
<td>Organ, 1988</td>
<td>14-items scale</td>
<td>0.948</td>
</tr>
<tr>
<td>Sportsmanship</td>
<td>Organ, 1988</td>
<td>6-items scale</td>
<td>0.785</td>
</tr>
<tr>
<td>Civic Virtue</td>
<td>Organ, 1988</td>
<td>6-items scale</td>
<td>0.866</td>
</tr>
<tr>
<td>Task Interdependenc</td>
<td>Kiggundu, 1983</td>
<td>12-items scale</td>
<td>0.920</td>
</tr>
<tr>
<td>Performance</td>
<td>Motowidlo&amp; van Scotter, 1994</td>
<td>12-items scale</td>
<td>0.754</td>
</tr>
</tbody>
</table>

Source: Field work, 2015

**Moderation of regression**

The hypotheses of study suggest that T.I moderate the relationship between OCB and Performance. To test these hypotheses a three-step hierarchical regression analysis was conducted. Hierarchical regression or moderator regression has been suggested by many authors as statistical technique for analyzing the moderating effect (Baron & Kenny, 1986; Sharma et al., 1981; Frazier et al., 2004). In this study, three levels of significance (1%, 5% and 10%) were used to detect the moderating effect of T.I on the relationship between OCB and Performance. Arnold & Evans (1979) suggested that the hierarchical regression analysis provides an unambiguous conclusion with regard to the existence of moderator effects. To test the moderator effect a three (3) step hierarchical was conducted to determine what proportion to the variance in a particular variable is explained by other variables when these variables are entered into the regression analysis in a certain order.

Table 2: Hierarchical regression results: Moderating effect of T.I on the relationship between OCB factors and performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Step1 Std β</th>
<th>Step2 Std β</th>
<th>Step3 Std β</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIH</td>
<td>.259**</td>
<td>.217*</td>
<td>.234**</td>
</tr>
<tr>
<td>NICIVIC</td>
<td>.351***</td>
<td>.317***</td>
<td>.349***</td>
</tr>
<tr>
<td>NISP</td>
<td>-.141**</td>
<td>-.141**</td>
<td>-.126**</td>
</tr>
<tr>
<td>Moderator Variable NTI</td>
<td>.131*</td>
<td>.142*</td>
<td></td>
</tr>
</tbody>
</table>

Interaction terms:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NIHBTI</td>
<td>.056</td>
</tr>
<tr>
<td>NICIVICTI</td>
<td>.031</td>
</tr>
<tr>
<td>NISPTI</td>
<td>.136*</td>
</tr>
<tr>
<td>F value</td>
<td>29.065</td>
</tr>
<tr>
<td>R2</td>
<td>.347</td>
</tr>
<tr>
<td>Adjusted R2</td>
<td>.335</td>
</tr>
<tr>
<td>R2 Change</td>
<td>.347</td>
</tr>
<tr>
<td>F Change</td>
<td>29.065</td>
</tr>
<tr>
<td>Significance FChange</td>
<td>.000***</td>
</tr>
</tbody>
</table>

Note: Level of significant: , *p<0.10**p<0.05, ***p<0.01
Hypothesis testing of T.I on the relationship between OCB factors and performance
To test the extent to which T.I moderates the relationship between OCB and performance, a hierarchical multiple regression was performed. The OCB variable were first entered into the step 1, followed by the moderator (TI) into the step 2 and the interaction terms in step 3 of the regression model. Table 2 showed the result of the hierarchical multiple regression analysis of the moderating effect of TI on the relationship between OCB and performance. At first, OCB variables were entered in step 1 and the variance explained about 33.5%. Secondly, TI was entered at step 2 and the total variance explained by the model was 34.3%. Finally, the interaction terms were entered at step 3 and additional variance explained by the model resulted to about 36.7%. The F change from step 1 to 2 was significant at 1% level and from step 2 to 3 was significant at 5% level. However, inspection of the individual interaction terms between T.I and S.P ($\beta= 0.136$, $t=1.853$, $p=0.066$) showed that sportsmanship was significant at 10% level while T.I and H.B ($\beta=0.056$, $t=0.370$, $p=0.712$); T.I and C.V ($\beta=0.031$, $t=0.206$, $p=0.837$) were not significant. Thus, T.I moderates the relationship between S.P and performance of employees in DMBs. The summary of the moderating effect of T.I on the relationship between OCB factors and performance is shown in Table 3.

Table 3: Summary of hypotheses testing on moderating effect of TI on the relationship between OCB factors and performance

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statement of Hypothesis</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₄ A-1</td>
<td>T.I moderates the relationship between helping behaviour and Performance</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H₄ A-2</td>
<td>T.I moderates the relationship between sportsmanship and Performance</td>
<td>Supported</td>
</tr>
<tr>
<td>H₄ A-3</td>
<td>T.I moderates the relationship between Civic virtue and Performance</td>
<td>Not Supported</td>
</tr>
</tbody>
</table>

Source: Field work, 2015

Discussion
The objective of the research is to examine the moderating effect of task interdependence on the relationship between organizational citizenship behaviour (helping behaviour, sportsmanship and civic virtue) and performance. This study found that T.I moderates the relationship between OCB sportsmanship and performance. However, the study also found that T.I could not moderate the relationship between OCB (helping behaviour and civic virtue) and performance. This finding partially supports the study of Daniel G. B., Benjamin C. P., Elliot B. (2014) which suggested that T.I absolutely moderates the relationship between OCB (helping behaviour, sportsmanship and civic virtue) and performance. This study also established that there is direct relationship between OCB factors and performance. This finding entails that banks that have excellent management competence would have a strong TI that would lead to a higher level of performance. This finding is consistent with previous studies that established a significant and positive relationship between OCB and OP among which includes: Obamiro, Ogunnaiké and Osibanjo (2014), Gholamrezá, Masoumeh and Muhammad (2013), Nathan, Steven and Philip (2009). Furthermore, the moderating effect of T.I on the relationship between OCB and performance supports the literature, which suggested that
implementation of T.I with OCB (sportsmanship) strategy enhance organization’s ability to focus on activities that are positive to the bank, avoid complain about trivial issues and thereby allowing managers to devotes their time and energy on more productive aspect of the organization, (Daniel G. B., Benjamin C. F& Elliot B, 2014). An empirical empirical study by Bachrach, D. G., Powell, B. C., Collins, B. J., & Richey, R. G. (2006), also reported that a high level of TI enables organizations to perform activities with greater speed and more accuracy. This finding is consistent with the argument put forward by Barney, Wright and Ketchen (2001) who suggested that the synergy between two or more resources will create a sustainable competitive advantage.

The overall findings from the study provide evidence of linkage between T.I on the relationship between OCB factors and organizational performance. The finding provides an empirical supports and contributions to the existing literature as well as organizational practitioners. For the benefit of industries, the academia is therefore challenged to carry out additional research on multi-discipline to supports the established linkage. Organizational practitioners should employ multi management techniques in achieving excellence in order to ensure continual survival and success.

Managerial implication

The findings of this study will benefit potential promoters and regulators of banking activities such as auditors, managers of DMBs, CBN as well as companies such as CARANDA and NDACKSON Management Limited (who are responsible for outsourcing contract staff for DMBs in Nigeria) on the benefits and role of task interdependence as well as OCB. More specifically the study will contribute to policy issues; these regulatory agencies being responsible for formulating and implementing policies regarding banking activities will be able to recognize the level of awareness of OCB and task interdependence with regard to business activities and stress on the benefits of managing such through sensitization programmes to employees.

The findings of this research cannot be generalized to a large context among all DMBs because; this study could not capture all the DMBs in Kaduna metropolis as intended. Specifically, Sterling Bank among few others is not captured in this study due to the fact that they failed to provide the needed information relevant to the study at the preliminary stage. Finally, the study used subjective self-reports perception measures in assessing the studies. The accuracy of self-perception might be strongly influenced by the respondent’s experience in the management of the organizations and the frame of reference at a point in time.

Conclusion

This study investigates the effects of employees’ helping behaviour, sportsmanship and civic virtue on the performance of DMBs in Kaduna metropolis with task interdependence as the moderator. Based on the research hypotheses and the research objectives the conclusion was drawn. The findings revealed that helping behaviour which involve; helping co-workers with work related problem, sharing expertise with other co-workers, taking step to try to prevent problem with each other and touching base with each other before taking action that may affect other co-workers are motivators in improving the performance of DMBs. The employees of DMBs in Kaduna metropolis who focuses on activities that are positive to the bank, avoid complain about trivial issues and do not always find fault in what other members are doing are more productive in improving the performance of their banks. Employees’ constructive suggestion on how to improve their activities, deciding the best course of action and actively
participating in organizational meetings are also good motivator in improving the performance of their banks if they are strictly based on performance enhancement. The overall findings revealed that task interdependence partially moderates the relationship between OCB and performance. That is, task interdependence statistically moderates the relationship between sportsmanship and performance. However, the moderating effect of helping behaviour, civic virtue and performance were found to be statistically insignificant. This might be attributed to weak inter-correlation between the variables and T.I.

**Recommendations**

In line with the above conclusions, the study recommends that, management of DMBs should develop an organizational policy such as recognition, additional reward and promotion that can promote organizational citizenship behaviour and enhance bank performance while preventing situations that will discourage staff from rendering extra positive discretionary work related services.

This study also recommends that, management of DMB should include annual rewards allocation to employees who are willing to conduct extra-role behaviors (such as helping coworkers with work related problems) and employees who are good sports (by focusing on activities that are positive to the organization and avoid complain on trivial issues). This will serve as a sign of recognition and commitments on the part of the employees.
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Law, S. K., Wong, C., & Chen, X. Z. (2005), The construct of organizational citizenship behavior: Should we analyze after we have conceptualized? In D. L. Turnipseed (Ed.),


