



EMPLOYEE LOYALTY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN THE PORT HARCOURT AREA COMMAND OF THE NIGERIA POLICE FORCE

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ABSTRACT

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This study examined the relationship between employee loyalty and organizational citizenship behaviour in the Port Harcourt Area Command of the Nigeria Police Force. The study adopted a cross-sectional survey research design. The primary source of data was a structured self-administered questionnaire. The population of this study consists of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which has a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. Internal reliability of the instrument was achieved through the Cronbach Alpha coefficient with items being above 0.70. After data cleaning, only data of 332 respondents were finally used for data analysis. The Pearson's Product Moment Correlation tool was used for hypothesis testing. The study findings revealed that there is a positive significant relationship between employee loyalty and organizational citizenship behaviour. The study thus concluded that employee loyalty bears a positive and significant influence on organizational citizenship. Managers should endeavour to develop a supportive connection with employees in a manner that would enhance employees desire to act or perform beyond their required role.

Contribution/Originality: This study is one of the few studies to have investigated employee loyalty and organizational citizenship behaviour in the Port Harcourt Area Command of The Nigeria Police Force.

1. INTRODUCTION

Managers and supervisors appreciate subordinates who contribute to the achievement of organizational effectiveness (Tang and Chang, 2010). Several studies have established that some subordinates engage in behaviours beyond their in-roles even when such contribution is not recognized by the formal reward system of the organization. These are roles beyond those prescribed in the terms of employment and job descriptions, generally referred to as extra-roles. When subordinates exhibit innovative, spontaneous and zealous behaviours beyond their call of duty, such employee is said to exhibit an Organizational Citizenship Behaviour. According to Organ *et al.* (2006) Organizational Citizenship Behaviour is an individual behaviour 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.

Some leaders recognize that their effectiveness can be determined by the relationship they have with each of their subordinates. A leader develops different qualities of relationship with each employee (Okechukwu, 2010). Some subordinates enjoy a high-quality relationship while others experience a low-quality relationship with their leaders. Dansereau's Vertical Dyad Linkage theory addressed the importance of the leader-follower relationship by demonstrating that leaders do not employ an average leadership style, but instead develop differentiated relationships with their subordinates (DeYoung *et al.*, 2007).

The primary role of the Police includes the protection of lives and property, crime prevention, maintenance of law and order, and to perform such military duties within and without Nigeria as may be required by law. In the process of carrying out his statutory duties, the officer is frequently confronted with so many unexpected challenges, without specific rules of tackling them, and with limited time and information to take a decision. Often, these are problems beyond his call of duty and beyond his job prescription, or which he is expected to confront while he is off-duty. Such policeman is expected to display citizenship behaviour by helping those in distress, intervening and offering necessary assistance even when he is not required by his schedule to do so. This extra-role behaviour is referred to as Organizational Citizenship Behaviour and it is made possible through employee loyalty.

Loyalty is the kind of faithfulness and trueness. Organizational commitment is the field of organizational behavior. In general sense the employee's psychological attachment or loyalty to the organization. Employees and organizations have reciprocal responsibilities and mutual commitments both stated and define their relationship. Sometimes managers persuade employees to adopt a new strategy it is unrealistic for managers expected high to their employees. There are three main dimensions compacts in all companies. These are formal, psychological and social. Loyalty, as a general term, signifies a person's devotion or sentiment of attachment to a particular object, which may be another person or group of persons, an ideal, a duty, or a cause. According to Northcraft (1996) commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization (Robbins, 2005). Yousef (2001) identify three types of commitments. Normative commitment is defined as organizational commitments. Affective commitments are determined by emotional attachments, identification, and involvement to achieve the goal of the organization. Continuance commitment is the willingness to remain in an organization because of different investments. This current study, therefore, is intended to contribute to the literature by examining Employee Loyalty as a predictor of Organizational Citizenship Behaviour in the Port Harcourt Area Command of the Nigeria Police. The following specific objectives guided the study:

- i. To examine the relationship between employee and altruism in the Port Harcourt Area Command of the Nigeria Police.
- ii. To examine the relationship between employee loyalty and conscientiousness in the Port Harcourt Area Command of the Nigeria Police.
- iii. To examine the relationship between employee loyalty and civic virtue in the Port Harcourt Area Command of the Nigeria Police.

2. LITERATURE REVIEW

2.1. Theoretical Foundation

The underpinning theory for this study will be anchored on the Social exchange theory which is a conceptual paradigm used by many scholars of economics, management, sociology, and psychology to understand workplace behaviour. It is a social behaviour which results in social and economic considerations (Chiaburu *et al.*, 2011). This

theory compares human interactions to the marketplace where the buyer and the seller try to maximize his gains. Satisfaction is derived when there is a fair return on expenditure. However, the difference between social and economic exchange is the element of exchange. The positive values and outcomes like companionship, support and affection are viewed as the reward while the effort, time, and money invested in the relationship are considered as the cost. The overall worth of a particular relationship is calculated by subtracting the costs from the rewards of the relationship (Lambe *et al.*, 2001). In another opinion, Social exchange theory views exchange as a social behaviour that may result in both economic and social outcomes (Thibaut and Kelley, 2008). It discusses the process of negotiated exchanges between parties in a relationship, basically similar to marketplace bargain. It is mostly traced back to the works of Blau (1964) who posited that human interactions are usually considered to be interdependent and contingent on the actions of another person. Social exchange theory posits that in every human relationship, there is the use of a subjective cost-benefit analysis and the comparison of alternatives (Stafford, 2008).

2.2. Loyalty

Loyalty is a feeling of devotion, duty, faithfulness to a cause or attachment to somebody, something country or group. Loyalty may be experienced between two persons, or from a person to a group of people. According to Kleinig (2007) loyalty is an essential ingredient in any civilized and humane system of morals. Loyalty may refer to fidelity in service, in love, or to an oath that one has made. That is to say, one who is lawful and who owes allegiance to a leader. Another scholar (Mullins, 2005) describes loyalty as the willing and practical and thoroughgoing devotion of a person to a cause, thus painting a picture of a wholehearted commitment to a cause. In the organization, the object of loyalty is considered to be interpersonal, whereby the object to which loyalty is expressed is a person. Konvitz (2003) states that the objects of loyalty encompass principles, causes, ideas, ideals, religions, ideologies, nations, governments, parties, leaders, families, friends, regions, racial groups, and anyone or anything to which one's heart can become attached or devoted.

In the Leader-Member Exchange relationship, loyalty is characterized by leaders and members who publicly defend and protect each other's interest. When leaders are loyal to some of their subordinates, such leaders feel confident to grant such subordinates autonomy with some job tasks because they are believed to possess the ability to accomplish the assignments, especially when such tasks contain a great deal of personal judgment and responsibility. Loyalty involves the expression of faithfulness and public support for the personal character, actions and efforts of the other member of the Leader-Member Exchange relationship dyad especially when viewed from the perspective of the leader (Thilly, 2000).

2.3. Concept of Organizational Citizenship Behavior

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisors expectations. However, some individuals perform certain duties far beyond the expected outputs (Okediji *et al.*, 2009). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra-role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization's reward system (Onyishi, 2007). Such extra role behaviour is described as Organizational Citizenship Behaviour (Organizational Citizenship Behaviour). Organ (1988) defined Organizational Citizenship Behaviour as Individuals' behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. He explains further that engagement in Organizational Citizenship Behaviour is generally a personal choice, and omission is not generally seen as punishable (Uhiara *et al.*, 2011). An ideal work environment is highly competitive, where individualistic behaviours are exhibited by most employees. Work associations or organizations are for the most part acknowledged being essential social settings where rivalry, rare assets, time limits, contrasts in objectives

and identities and another sort of anxieties can lead workers to aggress against their colleagues, subordinates and even bosses (Onyishi, 2007). Therefore when some employees go out of their way in helping others to complete their tasks without being prompted, sanctioned or rewarded by the organization, such employee is said to exhibit Organizational Citizenship Behaviour (Nwachukwu, 2006).

2.4. Measures of Organizational Citizenship Behavior

2.4.1. Altruism

According to Steinberg (2010) Altruism refers to the intentional and voluntary actions that aim to enhance the welfare of another person in the absence of any quid pro quo external rewards. It is the selfless practice of concern for the wellbeing of others, when a worker cares about the welfare of others in the organization, and goes out of his way to help them. Redman and Snape (2005) concluded that 'Altruism' is concerned with going beyond job requirements to help others with whom the individual comes into contact'. When an individual sacrifice his pleasure and performs an action which forfeits his personal benefits for the benefit of his colleagues, without expecting compensation or reciprocity in return for such action, he is said to express altruism. According to Cooper *et al.* (2014) behaviours such as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behaviour affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Altruism and compassion may arise as a natural consequence of experiences of interconnection and oneness. Some definitions specify a self-sacrificial nature to altruism and a lack of external rewards for altruistic behaviours (Roberts, 2011). According to Todd and Kent (2006) Altruism is interpreted to reflect the willingness of an employee to help a co-worker, also referred to as the selflessness of an employee towards organization. Altruism encourages teamwork and cooperation, allowing employees to increase the pool of available knowledge.

2.5. Conscientiousness

Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. At the workplace, it may refer to an employee who is efficient and diligent. A person is said to be conscientious when he is efficient and organized. According to Redman and Snape (2005) Conscientiousness is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance. This is contrary to a person who is disorderly and irrational or who pretends to be dutiful when he is under supervision. Conscientiousness may be an important predictor of workplace behaviours because it provides the organization and direction that are necessary to produce targeted behaviours (Gore *et al.*, 2012).

Conscientious persons are likely to be thorough and articulate. More conscientious employees will stay informed with up-to-date knowledge about the products or services offered (DeYoung *et al.*, 2007). They are mostly conformists, compulsive and goal-oriented in their behaviour. On the other hand, individuals who are low on conscientiousness find it difficult to motivate themselves to accomplish challenging tasks, even when there are benefits or rewards. Conscientiousness accounts for unique variance in citizenship behaviour targeted toward the organization (Hirsh *et al.*, 2010).

2.6. Civic Virtue

When an employee is concerned about the life of the organization, shows interest, gets involved in activities, keeps up to date with happenings and generally stands up to defend the policies and practices of the organization, such employee is said to exhibit Civic Virtue (Organ, 1988). It is the commitment to the organization. This also includes exhibiting a behaviour that reflects a person's recognition of the fact that he is an integral part of the organization, such as engaging in the governance of the organization, attending its meetings, getting involved in debates and expressing an opinion about the administration of the organization. Civic virtue can also be in

developing a management attitude in the organization by monitoring the environment for threats and opportunities, adapting to changes and external factors that may affect the organization, develop a safety attitude of reporting fire hazards, unsafe conditions, suspicious movements and ensuring that the environment is free from threats and external aggression (Aquino and Thau, 2009). That dedication of citizens to the personal welfare and overall success of the organization, is Civic Virtue. Sometimes an employee exhibits civic virtue at the expense of his individual interest. According to Onyishi (2007) the term civility refers to behaviour between persons and groups that conforms to a social mode as itself being a foundational principle of society and law.

2.7. Employee Loyalty and Organizational Citizenship Behavior

Literature suggests that leadership styles can influence Organizational Citizenship Behaviour through the level of relationship the leader develops with his subordinate (Allen, 2006). Leader-Member Exchange relationship is that relationship that exists between the leader and his subordinates (Hooper and Martin, 2008). Leader-Member Exchange relationship posits that a leader's effectiveness is determined by the relationship that the leader has with each of his or her subordinates (Dansereau *et al.*, 1975). Leader-Member Exchange relationship suggests that a leader develops different quality relationships with each subordinate. That is to say, the leader develops high-quality relationships with some subordinates called in-group, and low-quality relationships with others called out-group (Asgari *et al.*, 2008). Managers and executives appreciate subordinates who go beyond their in-roles to exhibit innovative and spontaneous behaviour generally referred to as extra-roles. Extra-role behaviours include engaging in tasks and positive activities beyond certain expectations and without any formal reward, which in turn contributes to the growth and efficiency of the organization (Byrne, 2005). This is called Organizational Citizenship Behaviour (Organizational Citizenship Behaviour). Raja and Johns (2010) recognized the impact of extra role behaviour in organizational effectiveness when they emphasized the essence of employees' discretionary, voluntary and innovative contributions beyond their expected and specified roles in the organization. According to Ilies *et al.* (2007) employee's citizenship behaviours can be assessed in terms of the targets of such citizenship behaviours. The targets may be individuals in the organization or the organization as a whole. In other words, behaviours such as Altruism and Courtesy which directly benefit the individual but indirectly benefit the organization is identified as individual targeted behaviours, whereas, other behaviours like conscientiousness, organizational loyalty and civic virtue which benefits the organization are referred to as Organizational-targeted behaviours. □

The foregoing argument gave rise to the following hypotheses:

- Ho₁:** There is no significant relationship between employee loyalty and Altruism in the Port Harcourt Area Command of the Nigeria Police.
- Ho₂:** There is no significant relationship between employee loyalty and conscientiousness in the Port Harcourt Area Command of the Nigeria Police
- Ho₃:** There is no significant relationship between employee loyalty and Civic Virtue in the Port Harcourt Area Command of the Nigeria Police.

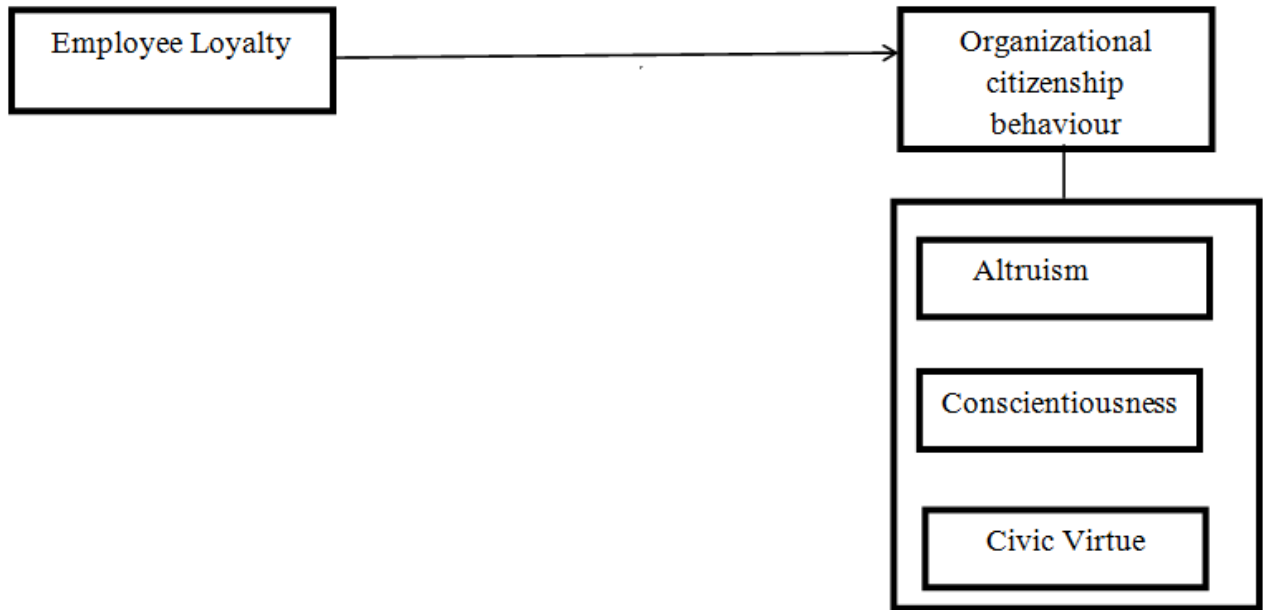


Fig-1. Operational Framework for the hypothesized relationship between employee loyalty and organizational citizenship behaviour
 Source: Author's Desk Research, 2017

3. METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The population of this study consists of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which has a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. The internal reliability of the instrument was ascertained through the Cronbach Alpha Coefficient with all items being above the benchmark of 0.70. After data cleaning, only data of 332 respondents were finally used for data analysis. The Pearson's Product Moment Correlation tool was used for hypothesis testing. Pearson's Product Moment Correlation was used for data hypotheses testing with the aid of the SPSS Package version 21.

Table-1. Reliability statistics for the instruments

Variable	Cronbach alpha	No. of items
Employee loyalty	0.071	3
Altruism	0.728	3
Conscientiousness	0.768	4
Civic Virtue	0.864	4

Source: Research data, 2017

4. RESULTS AND DISCUSSION

4.1. Demographic Analysis

In this study, the output of the demographic analysis is presented. These presentations would further enable the understanding of the demographic distribution of the sample.

Table-3. showing Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	302	91.0	91.0	91.0
	FEMALE	30	9.0	9.0	100.0
	Total	332	100.0	100.0	

Source: SPSS21.0 data Output, 2017

From the data in table 3, it can be observed that 302 representing 91.0 percent of the respondents are Males while 30 representing 9.0 percent of the respondents are females.

Table-4. showing Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	161	48.5	48.5	48.5
	Married	163	49.1	49.1	97.6
	Divorced	8	2.4	2.4	100.0
	Total	332	100.0	100.0	

Source: SPSS17.0 data Output, 2015

From the data in table 4, it is clearly indicated that 161 of the respondents indicating 48.5 percent of the respondents are single while 163 of the respondents indicating 49.1 percent indicated they were married, 8 respondent representing 2.4 percent indicated that they were divorced.

Table-5. Showing Educational Qualification Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	POSTGRADUATE	14	4.2	4.2	4.2
	BACHELOR'S DEGREE	47	14.2	14.2	18.4
	HND/ND	35	10.5	10.5	28.9
	O' LEVELS	236	71.1	71.1	100.0
	Total	332	100.0	100.0	

Source: SPSS 21.0 data Output, 2017

The data in table 5 portrays the educational level and qualification distribution of the respondents. From the results above, 14 respondents indicating 4.2 percent have postgraduate degrees, 47 of the respondents indicating 14.2 percent were Bachelor's degree holders, while 35 respondents representing 10.5 percent were HND/ND holders and 236 respondents indicating 71 percent of the respondents possess O'Level certificates.

Table-6. Showing Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 Years	178	53.6	53.6	53.6
	11-20 years	120	36.1	36.1	89.8
	21-34 Years	34	10.2	10.2	100.0
	Total	332	100.0	100.0	

Source: SPSS 21.0 data Output, 2017

From the data presented in table 6, it can be observed that 178 respondents indicating 53.6 percent had worked for between 5-10 years. 120 which indicated 36.1 percent had been in the service for a period between 11-20 years and 34 of the respondents indicating 10.2 percent had been in the force between 21-34 years.

Table-7. Showing Distribution of Rank of Officers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non Commissioned officers	280	84.34	84.34	84.34
	Inspectors	40	12.05	12.05	96.39
	Senior Police Officers	12	3.61	3.61	100.0
	Total	332	100.0	100.0	

Source: SPSS 21.0 data Output, 2017

From the data in table 7 280 respondents that is, 84.34 percent are non -commissioned officer made up of Constables, Corporals and Sergeants all of this make up the Rank and File (Junior Officers). 40 respondents that is, 12.05 percent indicated are Inspectors of Police. Furthermore, 12 respondents representing 3.61 percent are Senior Police Officers (SPOs).

4.2. Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses Ho₁ to Ho₃ which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at (p>0.05) or rejecting the null hypotheses at (p<0.05). We shall commence by first presenting a proof of existing relationships.

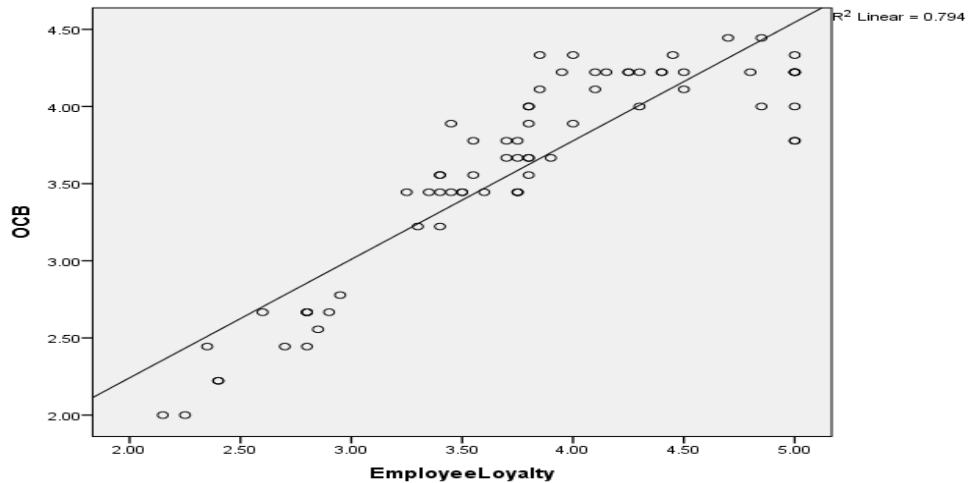


Figure-1. Scatter plot relationship between employee loyalty and organizational citizenship behaviour (OCB)
Source: SPSS Output Version 21

The scatter plot graph shows at R² linear value of (0.794) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in employee loyalty simultaneously brings about an increase in the level of organizational citizenship behaviour. The scatter diagram has provided a vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

4.3. Test of Hypotheses

Table-8. Correlation Matrix for Employee Loyalty and Organizational Citizenship Behaviour

		Loyalty	Altruism	Conscientiousness	Civic Virtue
Loyalty	Pearson Correlation	1	.754**	.681**	.857**
	Sig. (2-tailed)		.000	.001	.000
	N	329	329	329	329
Altruism	Pearson Correlation	.754**	1	.830**	.870**
	Sig. (2-tailed)	.000		.000	.000
	N	329	332	332	332
Conscientiousness	Pearson Correlation	.681**	.830**	1	.864**
	Sig. (2-tailed)	.001	.000		.000
	N	329	332	332	332
Civic Virtue	Pearson Correlation	.857**	.870**	.864**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	332	332	332	332

Source: SPSS 21.0 Output
Source: Research Data, 2017 (SPSS output, version 21.0)

Table 8 illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for hypothesis one; there is no significant relationship between employee loyalty and Altruism (r = 0.754, p = 0.000 < 0.01), the r coefficient shows a high correlation indicative of a strong relationship. Hypothesis two; There is no significant relationship between employee loyalty and Conscientiousness (r = 0.681, p = 0.000 < 0.01),

the r coefficient shows a moderate correlation also showing a moderate relationship between the variables. Hypothesis three; There is no significant relationship between employee loyalty and Civic Virtue ($r = 0.857$, $p = 0.000 < 0.01$), the r coefficient shows a very high correlation a very strong relationship between the variables.

Therefore based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

- i. There is a significant relationship between employee loyalty and Altruism in the Port Harcourt Area Command of the Nigeria Police.
- ii. There is a significant relationship between employee loyalty and Conscientiousness in the Port Harcourt Area command of the Nigeria Police.
- iii. There is a significant relationship between employee loyalty and Civic Virtue in the Port Harcourt Area Command of the Nigeria Police.

5. DISCUSSION OF FINDINGS

The findings revealed a strong and positive significant relationship between employee loyalty and organizational citizenship behaviour in the Port Harcourt Area Command of the Nigeria Police using the Pearson Product Moment correlation tool and at a 95% confidence interval. Data analysis revealed that there is a positive and significant relationship between employee loyalty and organizational citizenship behaviour in the Port Harcourt Area Command of the Nigeria Police. Implying that subordinates who demonstrate loyalty to their leaders are inclined to exhibit organizational citizenship behaviours at work place. These findings reaffirm previous findings by [Batson \(2011\)](#) that Employees who are fond of their superiors are more altruistic. Loyalty is positively correlated with all the measures of OCB. Supporting these findings, [Graham and Van Dyne \(2006\)](#) linked civic virtue to effective workplace teams because this behaviour involves using the organizational information to make constructive suggestions about how the team can improve efficiency, and in turn, either make resources more available and/or make employees more effective.

6. CONCLUSIONS AND RECOMMENDATIONS

Based on the result and empirical findings of the present study, the study, therefore, concludes that there is a significant positive relationship between employee loyalty and organizational citizenship behaviour. From the conclusion arising thereof, the following, recommendations are here proffered:

- i. Organizational leaders, managers, and supervisors should develop positive affiliations that would result in increased employee trust and the desire to perform role beyond their required role.
- ii. Managers should endeavour to develop a supportive connection with employees in a manner that would enhance employees desire to act or perform beyond their required role.
- iii. Management at all levels of the organization should develop trust building mechanisms which will, in turn, facilitate a positive supervisory relationship.

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