
Self-Promotion and Organizational Citizenship Behaviour of Local Government Employees in Rivers East Senatorial District, Nigeria

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Abstract: *This study investigated the relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial District, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 9865 Local Government employees in Rivers East Senatorial District. The sample size of 384 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial District, Nigeria. The study recommends that organizational leaders using self-promotion should be modest in its application to avoid a negative backlash from other employees.*

Keywords: *Self- Promotion, Organizational Citizenship Behaviour*

INTRODUCTION

Organizations that depend fully on a job description to elicit employee behaviours would face poor performance. Since that breakthrough which was introduced by Katz (1964), the research era on extrarole behaviours in organizations expanded. The term organizational citizenship behaviour (OCB) was introduced (Bateman & Organ, 1983) and operationalized, setting in motion for more than four decades of intense study on the subject (Podsakoff, Whiting & Podsakoff, 2009; Ilies, Nahrgang & Morgeson, 2007). OCB is commonly defined as "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 (Organ, 1988: 4). One important unique element of OCB is interpersonal citizenship behaviour (ICB) (Bowler & Brass, 2006) which also known as organizational citizenship behaviour-interpersonal (OCB-I) (Williams & Anderson, 1991), altruism (Moorman, 1993) or helping (Settoon & Mossholder, 2002).

The need for employees to behave in a manner that would yield a positive impact on the organization has been a great concern for management of various business units and groups. Bateman and organ (1983) were the first to introduce the concept Organizational Citizenship Behaviour (OCB) where they referred to it as an individual behaviour that is discretionary not directly or explicitly recognised by the formal reward system and in aggregate promotes the

effective functioning of the organization (Organ, 1988; Akinyemi, 2012). The implication of the term organizational citizenship behaviour has been an issue that has been well documented in literature. Its implications manifest in forms of organizational effectiveness, efficiency and group performance (Podsakoff & Mackenzie, 1994; Salami, 2009). Other effects of organizational citizenship behaviour could be manifested in higher salary and promotion, higher organizational commitment, lower turnover and intention to leave in organizations.

Organ (1988) and Zhang (2011) introduced five categories of organizational citizenship behaviour which includes: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. OCB is a discretionary behavior, which is beyond employee job requirements, that supports co-workers and/or supervisors is thought to enhance, directly or indirectly, the individual, group, and organizational productivity (Bowler & Brass, 2006). Some examples of this behavior are volunteering for extra projects or being cheerful and friendly towards others.

Self-promotion is a type of behavior a person engages in that suggests expertise and competence in the work environment (Sosik & Jung, 2003). Self-promotion includes presenting one's achievements, collaborating directly with others about one's strengths and abilities, and making internal, rather than external, attributions for accomplishment (Rudman, 1998). Individuals who self-promote for job status, higher compensation, networking, and other reasons often initially have an underlying agenda to impress others and acquire opportunities presented by the current or prospective employer (Erez, Gopher, & Arzi, 1990). This study examines the relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial district, Nigeria.

Furthermore, this study was guided by the following research questions:

- i. How does self-promotion influence courtesy of employees of Local Government employee of Rivers East Senatorial District?
- ii. How does self-promotion influence conscientiousness of employees of Local Government employee of Rivers East Senatorial District?
- iii. How does self-promotion influence civic virtue of employees of Local Government employee of Rivers East Senatorial District?

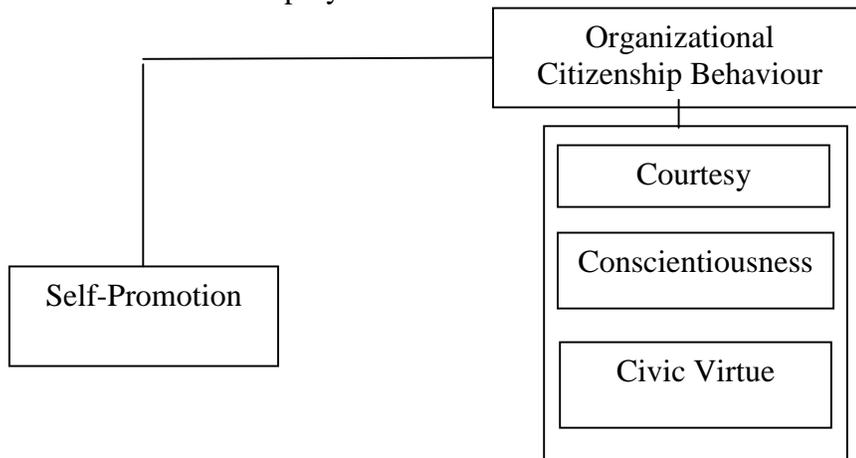


Fig.1: Conceptual Framework for the relationship between self-promotion and organizational citizenship behaviour

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Impression Management Theory

The theory of impression management considers OCB a manifestation of self-serving motives and instrumental beliefs (Bolin, 2004). Employees use OCBs to enhance their work image. Bolino (2004) indicate that many impression management strategies are very similar to citizenship behaviours. According to Rioux and Penner's (2003), organizational concern, prosocial values, and impression management are all motives that underlie OCBs. OCB is positively related to supervisory performance appraisal and promotion decisions (Podsakoff *et al.*, 2005). Supervisors are prone to afford some benefits to high OCB performers. Performing OCBs not only makes an individual look like a good citizen, but facilitates the accomplishment of personal goals. Therefore, employees who have a strong instrumental value system are more willing to perform OCBs (Hui *et al.*, 2000).

Self-Promotion

The impression management tactics of self-promotion can produce positive outcomes for all involved (Higgins, Judge & Ferris, 2003). However, as with the tactics of supplication and intimidation, at present researchers could support arguments that high levels of self-promotion can lead to either positive or negative outcomes. If the employee is able to use these tactics to develop a reputation for being a strong performer (Turnley & Bolino, 2001), the supervisor is likely to view the employee as a competent professional. On the other hand, an employee who engages in high levels of these tactics but does so in an indiscriminate or unpolished manner is likely to be seen as less competent by a supervisor.

Self-promotion is a situation where leaders show up his/her capacity as been seen as competent. Self-promotion means appearing qualify in terms education through communication abilities. Further review by Jone and Pitman (1982) indicates that self- promotion needed its own activities that can be combining with qualities of both ingratiation and initiation. The self-promotion wants to be seen as competent. Godfrey *et al.* (1986) opined that self-promotion is a more active process than ingratiation which is relatively to do favour to co-workers for handshake, frown, smiling nodding and agreeing. Self-promotion can afford to be too reactive because they must show their subordinates of their competence or find a way to display their competence or find a way to display their competence to the target. Aggressive and successful self-promotion creates jealous in the organizations, it can also be intimidating (Jones and Pitman 1982). The occurrences of self-promotion increased when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosenfeld, 1986). The research on self-promotion argue that self- promotion may lead to behaviour that are favourable or unfavourable (Judge & Bretz, 1994). Rudman (1998) found that women who are self-promotion are often seen as good but not socially attracted by viewers of their behaviours.

Organization Citizenship Behaviour

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisor's expectations. However, some individuals perform certain

duties far beyond the expected outputs (Okedijiet *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 (OCBI). Organ (1988) defined Organizational Citizenship Behaviour as Individual & behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. He explains further that engagement in Organizational Citizenship Behaviour is generally a personal choice, and omission is not generally seen as punishable (Uhiaraet *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 to be essential social settings where rivalry, rare assets, time limits, contrasts in objectives and identities and other 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).

Scholars like Deeryet *al.*, (2016) describe Organizational Citizenship Behaviour as behaviour that positively impact the organization or its members while Bergeron, (2007) described Organizational Citizenship Behaviour as behaviour without a reward, expectation or requiring any punishment. Further when an employee goes out of his way to defend the reputation of the organization, as described by Byrne, (2005), defending the organization when it is criticized or urging peers to invest in the organization. An employee who keys into the vision of the organization and works towards improving organizational effectiveness is an asset to the organization. Zhong, Lam & Chen, (2011) capture it as the individual behaviour of willingness, not based on orders, and increasing organizational performance. Other scholars like Robbins & Judge, (2007) describe Organizational Citizenship Behaviour as a behaviour that exceeds routine expectations or as a behaviour that positively impacts the organization or its members. From these definitions it is obvious that Organizational concern are the deepest motive driving Organizational Citizenship Behaviour in the organization. Research has also confirmed that Organizational Citizenship Behaviour yields significantly higher outcomes in the long term than in the short term for the organization (Yaghoubi *et al.*, 2012). Scholars have also concluded that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Thareja, 2007). The organizational climate as manifested in the attitude of the employee will influence the perception of the employee towards the organization and subsequently his Organizational Citizenship Behaviour as citizenship appears to consist of discretionary behaviours. How the employee perceives the organization would likely predispose this employee to either perform or withhold such performance (Amaral, &Uzzi, 2007). This buttresses the suggestion that there is persuasive evidence that Organizational Citizenship Behaviour is an outcome consistent with a social exchange relationship (Ahmadi&Kahre, 2010).

Smith *et al.* (1983) had proposed a two-dimensional model of Organizational Citizenship Behaviour to be altruism and conscientiousness. Later, Organ (1988) expanded the taxonomy of Organizational Citizenship Behaviour to include altruism, conscientiousness, sportsmanship,

courtesy, and civic virtue (Akinmayowa, 2006). Altruism refers to the willingness of an employee to help a co-worker or behaviours that have the effect of helping specific others with a work-related problem (Buelens & Broeck, 2007). Conscientiousness is explained as discretionary behaviours that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance and adherence to organizational rules and procedures (Redman & Snape, 2005). Sportsmanship describes individuals who tolerate the annoyances encountered in the place of work (Podsakoff *et al.*, 2000). Sportsmanship involves refraining from reporting trivial conflicts within the organization. Courtesy refers to behaviours that are directed towards prevention of future problems. Civic Virtue refers to the protection of the image and wellbeing of the organization and concern for the political life of the organization (Raja & Johns, 2010).

Organization citizenship behaviour (OCB) is a new concept currently study and considered under employee behaviour. Interestingly researchers defined organizational citizenship behaviour as extract roles activities the employees perform at workplace that help the organizational and increase performances. Organizational citizenship behaviour described actions in which employees are will go above their proscribed roles requirements in the discharging of their duties, Gabriel, Zeb-Obipi and Jaja, (2011). A review of literature reveals that there is lack of consensus about dimensionally of this construct. From studies, the citizen-like behaviours can be grouped in seven common themes or dimension which are; (1) helping behaviour (2) sportsmanship (3) organizational loyalty (4) organizational compliance (5) individual initiative (6) civic virtue (7) self-development organizational behaviour is actions that employees take to support the organization that go above and beyond the scope of their job description (Seconick, 2019).

Although this kind of behaviour is not a mandatory factor to be maintained in any organization but it plays vital and important roles in the growth of any organization. Katz & Kahn (1978) viewed organizational employee's citizenship can add value to organization and can contribute to performance and competitive advantage (Nemeth and Staw 1989).

Organizational citizenship behaviour refers to behaviours that positively help the organization or its members (Poncheri, 2006). Organizational citizenship behaviour can be defined as protecting the organization when the need arises to invest in the organization (Turnipseed and Rassuli, (2005), in a behaviour that exceeds routine expectations Bateman and Organ, (1983). Organ 1988 assertion based largely on the work of Katz who suggested that "an organization which depends solely upon it blue of prescribe behaviour is a fragile social system" (1964: 143). However, numerous researchers had explored the antecedents of organizational citizenship behaviour, there is still need for research examining the outcome of citizenship behaviours in organization (Organ and Ryan, 1995).

Measures of Organizational Citizenship Behaviour

Courtesy

Courtesy has been identified as an important form of citizenship behaviour by virtually everyone who has worked in this area (Williams & Anderson, 2007). Conceptually, courtesy behaviour involves voluntarily helping others with, or preventing the occurrence of work-related problems. Courtesy means spreading of goodwill and assisting the organization (George & Brief, 2002) and

the endorsing, supporting, and defending of organizational objective construct. Preliminary research by (Morvoman & Blackely 2008) has indicted that this dimension is distinct from several other forms of citizenship behaviour. Other writers (Smith 2003, Williams and Anderson 2008) subsumes all of those fore sightful gestures that help someone else prevent a problem-touching base with before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work.

All of these behaviours share the idea that the employee is going “above and beyond” the call of duty. This dimension is similar to Organ’s (1988) conscientiousness construct. Organ indicated that this form of behaviour is among the most difficult to distinguish from in-role behaviour, because it differs more in degree than in kind.

More than two decades ago, organ and his colleagues (e.g. Bateman & Organ 1983, Smith, Organ & Near, 1983) first coined the expression “Organizational Citizenship Behaviour’ (OCB). Later, in a book subtitled “the good soldier syndrome”, (organ 1988) proposed the following definition for the OCB construct” Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization (Organ, 1983). By discretionary, the author meant the type of behaviour that is not enforceable by the organization or a requirement of the role or the job description, but “rather a matter of personal choice, such that its omission is not generally understood as punishable”.

The creators of the OCB construct took inspiration from Bernard’s (1938) concept of the “willingness to cooperate” and from Katz’s (1964) assertion that “an organization which depends solely upon its blueprints of prescribed behaviour is a very fragile social system” (Salami, 2009). Organizational functioning often depends upon extra-role behaviours - behaviours that cannot be prescribed or required in advance for a given job. These behaviours, often taken for granted, lubricate the social machinery of the organization, but tend not be included in the notion of task performance. Examples include helping co-workers to solve an unexpected customer problem, volunteering for extra duty when needed, proposing constructive suggestions to help the supervisor to deal with a market opportunity. Tolerating work displeasures without complaints, treating the organizations resources carefully, protecting the organization’s reputation, and complying with rules seven when not being observed. There is no effective organization without these cooperative and spontaneous behaviours of organizational members. Given that it would not be possible to anticipate all the necessary actions to face problems and opportunities as they arise, extra-role behaviours seem to be fundamental for the Smooth Functioning of the organization. Furthermore, one such detail would damage the organizational functioning, given that employees would tend to focus on the prescribed tasks to the detriment of the ones necessary to face unexpected problems and opportunities.

Courtesy has been defined as discretionary behaviours that aim at preventing work related conflicts with over roles (Law *et al.*, 2005). This dimension particularly is helping behaviour that prevents problems from arising. It also includes the world’s literal definition of being polite and considerate to others, Organ (2006). Example of courteous behaviour are asking fellow employee if they would like a cup of tea while you are getting one for yourself making extract copies of the meeting agenda for your team mate giving a colleague ample notice when you are altering something that will affect them.

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 & 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 products or services offered (DeYoung, & Peterson, 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). They' are strongly associated with procrastination, counterproductive work behaviours like absenteeism, bullying and substance abuse. Beyond the workplace, conscientiousness has direct influence on antisocial behaviours affecting relationships. Conscientious persons make effort to avoid conditions that may result in divorce, spousal abuse intoxication and disagreements (Higgins *et al.*, 2007). Various behavioural scientists have got their own way of defining organizational citizenship behaviour. According to (Organ 1988) definition of organizational citizenship behaviour is "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate, promotes the effective functioning of the organization. (Organ 1988) also noted that defining Organizational Citizenship behaviour as behaviours that are not formally rewarded is actually too broad, as few "in-role behaviours actually guarantee a formal reward. There is no doubt that organizational citizenship behaviour is discretionary behaviour of an employee to provide "Extra" to his organization which is not a part of his defined duty. Van Dyne & Lepine (1998) proposed the broader construct of "extra-role behaviour" (ERB), defined as "behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations." organizational citizenship is function, extra-rote, pro-social organizational behaviours directed at individual, groups and organization. These are helping behaviours not form prescribed by the organization and for which there are no direct rewards or punishments. Organizational citizenship behaviour excludes those pro-social behaviours that are prescribed by the organization as performance requirements, and dysfunctional or noncompliant behaviours.

Conscientiousness is a personality construct that is a core determinant of health, positive aging and human capital (Zhang, 2009). A large body of work has contributed to our understanding of this important aspect of personality, but there are multiple conceptual and methodological issues that complicate our understanding of conscientiousness. Conscientiousness is a spectrum of constructs that describe individual differences in the propensity to be self- controlled, responsible to others, hardworking, orderly, and rule abiding. The importance of conscientiousness to organization appears indisputable. Conscientiousness predicts most of the major preventative and risky behaviours for both physical health and

mortality. Conscientiousness predicts facts in organizational citizenship behaviour (Hampson, 2007; Morrison & Phelps, 2007).

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 *et al.*, 2006). 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 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 & 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. In another study, George & Jones (1997) see Civic Virtue as voluntary acts organizational members engage in to protect or save life and property ranging from reporting hazards, securely locking doors, and reporting suspicious or dangerous activities, to taking the initiative to halt a production process when there is the potential for human injury. On the other hand, Graham & Van Dyne, (2006), stated that incivility is a general term for social behaviour lacking in civic virtue or good manners, on a scale from rudeness or lack of respect for elders, to vandalism and hooliganism, through public drunkenness and threatening behaviour.

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 *et al.*, 2006). 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.

The organizational citizenship behaviour definition mentioned above has been criticized several researchers because the frontiers between in-role and extra-role behaviour are frequently diluted, and different observers (e.g. supervisors) can have different interpretations of which is mandatory or voluntary. Organ (1988) viewed these criticisms as fair, and argued that "accumulated empirical evidence, some telling, criticisms, and even the most cursory glance at the business" pressed the need to rethink the defining character of organizational citizenship behaviour. In his view, it no longer seems fruitful to regard organizational citizenship behaviour as extra role "beyond the job", or "unrewarded by the formal system", and a more tenable position is one that defines organizational citizenship behaviour as contextual performance: "behaviour (that) do not support the tenable position is one that defines organizational citizenship behaviour as contextual Performance: "behaviours (that do not support the technical core itself so much as they support the broader organization, social, and psychological environment in which the technical core must function" (Borman and Motowidlo, 1999).

Following is redefinition, Organ pointed out two specificities of OCB *visa-vis* with “task performance” (Borman and Motowidlo, 1997).

Relationship between Self Promotion and Organizational Citizenship Behaviour

In today business environment, employees may tend to use some tactics in order to impress their managers by showing good behaviour. Managers may be affected by their employee’s behaviour while they take decisions and evaluate performance. Employee’s behaviours have significant association with performance, which is call organizational citizenship behaviour (OCB) Organ, 1977). Organizational citizenship behaviour (OCB) as an individual, a behaviour that is not formally rewarded, and organizational citizenship behaviour which is like ingratiation has increase output of the organizations.

Ingratiation will be positively associated with OCBs directed at a supervisor, but not with that directed at a job. Ingratiation increased the extent to which employees undertook OCBs toward both their supervisors and their jobs. Since ingratiation is the most critical behaviour of supervisor, focused impression management (Wayne & Ferris, 1990), it might be associated with job focused OCBs when evaluated by the supervisor. Researcher has found that the quality of working relationships was improved when helping behaviour were introduced by co-workers. The exemplifier (manager) wants to be admired and respected for his integrity and moral decency (Rosenfeld 1995).

These individuals are willing to suffer to help the organizations to achieve its objectives and aims and others but in reality also attempt to make other feel bad because of the way they acted (Jones and Pittman, 1982). An exemplifier let others know that they work hard and engaged in self-sacrifice, but with their behaviour also proving to be arrogant or even hypocrite (Gilbert and Jones 1986).

Self-promotion has to do with highlighting one’s best qualities, down playing one deficit and calling attention to one’s achievement is self-focused managers who is self-promoter in managing organization may succeed in some situations, because the occurrence of self-promotion increases performance. Self-promotion has significant association on organizational citizenship behaviour tactics employed by people who want to make a positive impression on others. The occurrences of self-promotion increase when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosefeld, 1986).

In industrial and psychology, organisational citizenship behaviour (OCB) is a concept that describes a person action with an organization or company that is not part of his or her assigned responsibilities. Organisational citizenship behaviour (OCB) are behaviour that employees are not explicitly rewarded for exhibiting or punished for not exhibiting, employee do not receive training to perform organisational citizenship behaviour (OCB). In all, ingratiation, exemplification and self-promotion have significant relationship with organisational citizenship behaviour (OCB).

Empirical evidence generally indicated that studies on the antecedents of OCB, particularly conflict resolution styles, are scarce and not well established (Podsakoff and Mackenzie, 1994; Podsakoff, Ahearne & MacKenzie, 1997). Few studies that are related to the constructs investigated in this study are reported here. For example, conflict resolution strategies were found to be significantly related to organizational citizenship behaviour (Alotaibi, 2001; Giap, Hackermeier, Jiao &Wagdarikar, 2005). Ogungbamila (2006) found that the forcing

strategy had a direct significant relationship with work frustration while confronting, withdrawing, smoothing and compromising strategies did not. Furthermore, (Montoro-Rodriguez and Small 2006) reported that nurses' job satisfaction, psychological morale and occupational stress were influenced by conflict resolution strategies. Similarly, some studies have linked conflict resolution strategies with work performance or work indicators (Alper, Law & Tjosvold, 2000; Meyer, 2004). Subordinates who are unfairly treated by their supervisors' use of forcing and withdrawing conflict resolution strategies are likely to withhold their OCB.

Organizations top executive often use a combination of conflict management and the various strategies to resolve conflicts in an organization. The consequences of any method adopted would manifest itself in the Citizenship Behaviour of employees in the organization (Adebayo, 2006; Moorman, 1991; Podsakoff *et al.*, 2000; Sverkeet *et al.*, 2006 and Salami, 2009).

From the foregoing point of view, we hereby hypothesized thus:

- H₀₁:** There is no significant relationship between self-promotion and courtesy of local government employees in Rivers East Senatorial District.
- H₀₂:** There is no significant relationship between self-promotion and conscientiousness of local government employees in Rivers East Senatorial District.
- H₀₃:** There is no significant relationship between self-promotion and civic virtue of local government employees in Rivers East Senatorial District.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 9865 Local Government employees in Rivers East Senatorial District. The sample size of 384 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

In this section, we shall analysis the various hypotheses in this study using the Spearman's rank order correlation coefficient. The test ascertains the extent of the relationship between the dimensions of employee mentoring and the measures of organizational survival. All hypotheses are to be tested at 95% degree of confidence, implying that level of significance is fixed at a 0.05 or 5% where $PV < 0.05$ would imply significant associations between the study variables and a falsification of the null hypothesis, and $PV > 0.05$ would imply an insignificant level of association between the study variables and an acceptance of the null hypothesis.

Decision Rule for acceptance or rejection of the null hypothesis:

Where $P < 0.05$ reject the null hypothesis; Where $P > 0.05$ accept the null hypothesis. Put in another way, compare the calculated and critical values, if the calculated value is greater than the critical value, reject the null hypothesis vice versa.

DATA ANALYSIS AND RESULTS

Table 1 Correlations Supplication and measures of OCB

			Self-promotion	Courtesy	Conscientiousness	Civic Virtue	
Spearman's rho	Self-promotion	Correlation Coefficient	1.000	.590**	.678**	.756**	
		Sig. (2-tailed)	.	.000	.000	.000	
		N	198	198	198	198	
		Correlation Coefficient		.590**	1.000	.902**	.804**
Courtesy	Courtesy	Sig. (2-tailed)	.000	.	.000	.000	
		N	198	198	198	198	
		Correlation Coefficient		.678**	.902**	1.000	.881**
		Sig. (2-tailed)	.000	.000	.	.000	
Conscientiousness	Conscientiousness	N	198	198	198	198	
		Correlation Coefficient		.756**	.804**	.881**	1.000
		Sig. (2-tailed)	.000	.000	.000	.	
		N	198	198	198	198	
Civic Virtue	Civic Virtue	Correlation Coefficient	.756**	.804**	.881**	1.000	
		Sig. (2-tailed)	.000	.000	.000	.	
		N	198	198	198	198	
		Correlation Coefficient		.756**	.804**	.881**	1.000
Sig. (2-tailed)	.000	.000	.000	.			
N	198	198	198	198			

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

Source: Research Data 2019, (SPSS output)

Ho₁: There is no significant relationship between self-promotion and courtesy of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and courtesy. The correlation coefficient 0. 590 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between self-promotion and courtesy of employees of local government areas in Rivers East Senatorial District.

Ho₂: There is no significant relationship between self-promotion and conscientiousness of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and conscientiousness. The correlation coefficient 0.678 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and

the alternate accepted. Thus, there is a significant relationship between self-promotion and conscientiousness of employees of local government areas in Rivers East Senatorial District.

Ho₃: There is no significant relationship between self-promotion and civic virtue of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and courtesy. The correlation coefficient 0.756 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between self-promotion and civic virtue of employees of local government areas in Rivers East Senatorial Area.

DISCUSSION OF FINDINGS

The test of hypotheses in Table (1) shows that there is a significant positive relationship between self-promotion and organizational citizenship behaviour of employees of local government areas in Rivers East Senatorial District. The finding of this study reveals that there is a significant relationship between supplication and organizational citizenship behaviour of employees of local government areas in Rivers State. This finding confirms previous findings of Jones and Pitman (1982) that self-promotion is a situation where leaders show up his/her capacity as been seen as competent. Self-promotion means appearing qualify in terms education through communication abilities. Further review by Jones and Pitman (1982) indicates that self-promotion needed its own activities that can be combining with qualities of both ingratiation and initiation. The self-promotion wants to be seen as competent. Godfrey *et al.* (1986) opined that self-promotion is a more active process than ingratiation which is relatively to do favour to co-workers for handshake, frown, smiling nodding and agreeing. Self-promotion can afford to be too reactive because they must show their subordinates of their competence or find a way to display their competence or find a way to display their competence to the target. Aggressive and successful self-promotion creates jealous in the organizations, it can also be intimidating (Jones and Pitman 1982). The occurrences of self-promotion increased when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosenfeld, 1986). The research on self-promotion argues that self-promotion may lead to behaviour that are favourable (Steven & Kristof, 1995) or unfavourable (Judge & Bretz, 1994). Rudman (1998) found that women who are self-promotion are often seen as good but not socially attracted by viewers of their behaviours.

The impression management tactics of self-promotion can produce positive outcomes for all involved (Higgins, Judge, & Ferris, 2003). However, as with the tactics of supplication and intimidation, at present researchers could support arguments that high levels of self-promotion can lead to either positive or negative outcomes. If the employee is able to use these tactics to develop a reputation for being a strong performer (Turnley & Bolino, 2001), the supervisor is likely to view the employee as a competent professional. On the other hand, an employee who engages in high levels of these tactics but does so in an indiscriminate or unpolished manner is likely to be seen as less competent by a supervisor.

CONCLUSION AND RECOMMENDATIONS

The study concludes that self promotion is a significant predictor of organizational citizenship behaviour of local government areas in Rivers East Senatorial District. The study recommends that organizational leaders using self-promotion should be modest in its application to avoid a negative backlash from other employees.

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