

Compensation and Organizational Citizenship Behaviour in Courier Service Companies in Rivers State

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Abstract: *This study examined the relationship between compensation and organizational citizenship behaviour in Courier Service Companies in Rivers State. The study adopted a cross-sectional research survey design. Primary source was generated through self-administered questionnaire. The population of this study was drawn from 24 courier service companies in Rivers State that are registered with the Courier Regulatory Department of Nigeria Postal Services (NIPOST). Three (3) managers each was selected from the 24 courier companies totaling 72 managers. Since the number of the population is small and can easily be covered, a census sampling method was used. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 to be selected. Data generated was analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences. The findings revealed that there is a significant relationship between compensation and the measures of organizational citizenship behaviour in courier service companies in Rivers State. The study thus concludes that compensation significantly influences organizational citizenship behaviour in courier service companies in Rivers State. The study recommends that courier service companies should improve upon the compensation that its employees receive knowing that they are exposed to all sorts of hazards carrying out their jobs. The employee and the employer should agree on the appropriate salary meant for the job to be done, to enable the employee put in their best.*

Keywords: *Compensation, Organizational Citizenship Behaviour, Civic Virtue, Conscientiousness, Courtesy*

INTRODUCTION

Compensation is arguably one of the most critical factors influences the quality and effectiveness of human capital (Dineen & Williamson, 2012). An operative reward system is another key to encourage individuals to join a firm and perform well continuously besides, important for firms to retain and strengthen human resources with fair and competitive compensation (Yang & Lin, 2009). Furthermore, compensation effects the excellence of the people who apply, the probability of job acceptance, the quality of those who are employed, the motivation and performance, number and level of the employees and the quality of who stays with the organization (Shah, Mohd & Khairudin, 2018).

According to Dessler and Tan (2009) compensation is all forms of pay or rewards given to the employee for their employment relationship with the organization. Milkovich and Bloom (1998) define compensation as all forms of financial reward and tangible benefits that an employee receives as part of an employment relationship. A well designed compensation package supports to retain the qualified employees and increases the efficiency of an organization (Nabi, Ahmed & Rahman, 2017). Compensation as a key strategic area, impacting organization through ability of employer to attract and retain employees as well as in ensuring optimal performance level from employees to have organization's strategic objectives being met (Ahmed, 2016). Compensation plays a vital role in attracting, retaining key employees to the organization and in enhancing job satisfaction as well as in motivating employees to accomplish higher levels of performance (Berber, Morley, Slavić & Poór, 2017). Compensation enhances employees' willingness to demonstrate citizenship behaviours.

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) cited in Akinyemi (2012) 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. The implication of the term organizational citizenship behaviour is an issue that has been well documented in the literature. Its implications manifest in forms of organizational effectiveness, efficiency and group performance (Podsakoff & Mackenzie, 2010; 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 organizations. Organ (1988) and Zhang (2011) introduced five categories of organizational citizenship behaviour which include: altruism, courtesy, conscientiousness, courtesy and civic virtue.

OCB is found as a crucial aspect that enhance employee performance at workplace (Chelagat, Chepkwony, & Kemboi, 2015; Chiaburu Oh Wang & Stoverink, 2017). Incentive pay functions as a noteworthy driver of the positive attitude and behaviour of employees that increase organizational operations and effectiveness (Shaw & Gupta, 2015; Sung, Choi, & Kang, 2017). To ensure OCB, pay structures desired to be based on individual contribution, salary required to match with that of external similar organizations and competence related allowances need to be introduced (Makau, Nzulwa & Wabala, 2017). Besides compensation is a vital factor that influences employees' satisfaction (Berber, Morley, Slavić, & Poór, 2017; Mudor & Tooksoon, 2011). The purpose of this study was to examine the relationship between compensation and organizational citizenship behaviour in courier service companies in Rivers State.

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

- i. What is the relationship between compensation and civic virtue in courier service companies in Rivers State?
- ii. What is the relationship between compensation and conscientiousness in courier service companies in Rivers State?

- iii. What is the relationship between compensation and courtesy in courier service companies in Rivers State?

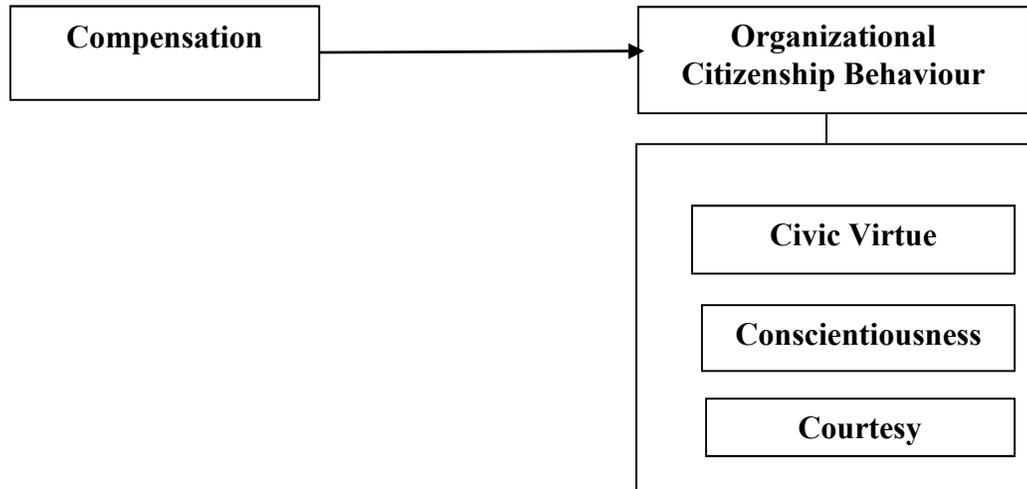


Fig.1 Conceptual Framework for the relationship between compensation and organizational citizenship behaviour

Source: Desk Research (2021)

LITERATURE REVIEW

Compensation

Compensation is defined as the cumulative financial and non-financial rewards payable to employees in return for their services (Mondy & Noe, 2005). The financial and non-financial rewards are usually based on the value of job, level of personal contributions, efforts and performance (Milkovich & Newman, 2005). At the organizational level, compensation is critical in attracting, retaining and motivating the employees to continue contributing towards organization's success (Philips & Fox, 2003). The reason being that compensation is important to influence individuals' choice to work with an organization. Many organizations not only use the compensation system to reward and recognize employees' efforts and contributions, but also as a motivation tool (Chiu, Luk & Tang, 2002) to improve employees' productivity through improving job performance, impeding the intention to leave and increasing career satisfaction.

Compensation systems have traditionally been designed to attract and retain employees and to motivate them to increase their effort and outputs toward the achievement of organizational goals (Bergmann and Scarpello, 2001). Compensation is also considered as one of the most significant costs to operating a business. Most importantly, compensation does not only influence hiring and

retention decisions but it is also an important tool to align employees' interest with organizational goals by designing and providing rewards for meeting specific goals assigned to them. Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer (Ivancevich, 2004). A double input-output exchange between an employee and an employer (Belcher, 1997). According to the American Compensation Association's (1995) definition, "compensation is the cash and non-cash remuneration provided by an employer for services rendered (ACA). It could be financial rewards which refer to any monetary rewards that go above and beyond basic pay. These rewards are separate and not added into basic salary. Examples of these include financial incentives, bonuses, and recognition.

Compensation can be described as direct and indirect compensation received by employees in an organization that serves to achieve employee satisfaction and retention as well as improve performance (Adeniji & Osibanjo, 2012). Direct compensation includes wages, salaries, bonuses or commission. Indirect compensation includes incentives, medical benefits, housing allowance, annual leave allowances and training opportunities. Compensation is the reward employees receive in exchange for performing organizational tasks. Compensation is direct and indirect wages. Direct compensation includes wages, salaries, bonuses or commission based on performances, overtime work, holiday premium, while indirect compensation is paid as medical benefits, housing allowance, meal allowance, utility allowances, incentive bonus, shift allowances, hospitalization expenses, out of station allowance, vehicle loan benefits, annual leave allowances, car basic allowances, etc.

Designing compensation program is significant in personnel management because of its direct influence on employees' satisfaction and performance in the company. Compensation impacts everyone in the organization to an extent and can prove to be a very valuable and powerful tool - either intentionally or unintentionally (Lawler, 1996). This compensation tool has the ability to achieve employee satisfaction and employee retention, as it comprises of financial and non-financial rewards that attract, motivate and satisfy valuable human capital, retaining effective performers as the compensation system recognizes desired behaviour towards aiding competitive advantage of the organization. Salary is the fixed or guaranteed regular monthly or annual gross payment made to employees; it varies between hierarchy of job positions, employees to employees and companies to companies (Adeniji & Osibanjo, 2012). Wage on the other hand is a regular, usually weekly or daily payment made for work or services usually to manual workers. A person's paycheck is a way to communicate the value and importance of teamwork (Caudron,1994;Zinghem, 1997) as the Instrumentality theory explains that remuneration is a source of power, and a means of employee acquiring necessities and luxuries, and ensures the employees willingness and commitment to excel on the job, thereby ensuring employees' retention.

It is important to note that compensation is not all about money. It is a symbol of what an organization believes is valuable. It specifically communicates the extent to which an organization values its employees. Incentives are awards given for the accomplishment of pre-determined goals and are directly related to performance and has a positive influence on the employees' objectives and organizational success. Incentives are used to motivate employees towards a greater performance, and it rewards the differences in performances, which is validated by the expectancy theory, that employee will perform in certain manner in expectancy of a given outcome. According to (Vroom, 1964) $\text{Effort} = F(\text{expectation that a particular act would lead to attainment of desired outcome}) * (\text{valence of the outcome})$. Therefore, efforts plus performance and rewards equals employee satisfaction and retention, but where expectancy does not match performance, dissatisfaction occurs. Incentives are rewards offered in addition to the base wage or salary and are usually directly related to performance. They are given to encourage reimburse some particular employee for effort beyond normal performance expectations. They stimulate employees' contributions above and beyond the normal standard of expectation. Not only are those, bonuses typically after-the-fact discretionary awards given for accomplishments, behaviours, and/or other related events (Zobal, 1998).

Fringe benefits, which are supplementary in nature, not worked for, and are usually given to all employees of an organization, irrespective of their different performances such as annual leave allowances, salary advance and educational assistance (Adeniji & Osibanjo, 2012). The compensation package must be attractive enough to prevent employees from becoming dissatisfied and looking elsewhere for better salary, career development opportunities, fringe benefits, bonuses and incentives.

Among the underlying foundations of compensation theory is that compensation influences behaviour. The basic premise originated from the work of Behaviour Psychologists such a B.F. Skinner, who believed in operant conditioning (Kohn, 1993; Hitchcock, 1995). In summary, if you reward an organism for certain behaviour, that organism will be more likely to repeat that behaviour. Translated into organizational terms, if you reward an employee for exhibiting behaviours of producing results, that employee will be more likely to repeat those same actions. It is important to note that there is small fraction of individuals that do not buy into these principles (Kohn,1993). The faction argues that human behaviour is much too complex to be controlled and manipulated through reward programs. Their argument emphasizes the real need to fully understand the role of compensation as a tool for achieving employee satisfaction and retention. It is extremely critical for an organization to comprehend the impact of its compensation system (Noe , Hollenbeck , Gerhart, & Wright ,2003).

Compensation can substantially promote an organization's success and satisfy employee career objectives. It has been emphasized that compensation must also be designed properly as if not careful during design and implementation, compensation systems can unintentionally fail to motivate the desired behaviour (e.g. ineffective compensation plan) or worse, motivate undesired behaviour (e.g. individualistic behaviour in a team environment) (Lawler, 1996). According to

(Bartol & Hagmann, 1992), results of compensation should include improved employee satisfaction, low employee turnover and better organizational performance.

Organizational Citizenship Behaviour

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, Esin, Sanni & Umoh, 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).

Organizational Citizenship Behaviour is a terminology which encompasses all the positive and constructive actions of employees done out of their volition which supports colleagues and benefit the organization (Zhang, 2011). They are set of discretionary behaviours which goes beyond an employee's job description (Nadim et al, 2004). Organizational Citizenship Behaviour enhances organizational efficiency and effectiveness by playing a major role in resource transformation, innovation and environmental adaptability for such jobs regarding ambiguous, complex and team oriented work (Organ, 1988; Akinyemi, 2012).

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, Njoku, Ngozi & Jimogu, 2011).

Measures of Organizational Citizenship Behaviour

Civic Virtue

Civic virtue is defined as the behaviour which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. According to Borman, Penner, Allen, T and Motowidlo (2001) civic virtue is to involve oneself responsibly in and of being concerned about the life of the company. Civic virtue is behaviour which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. For example, how well someone represents their business and how they may support that business are all examples of someone's 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, Podsakoff & Mackenzie, 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.

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, Kiefner, & Combs, 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. It is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman & Snape, 2005). OCB impacts work group efficiency during times of crisis management.

Courtesy

Courtesy is defined as discretionary behaviours that aim at preventing work-related conflicts with others (Law, Wong & Chen, 2005). This dimension is a form of helping behaviour, but one that works to prevent problems from arising. It is a behaviour which is polite and considerate towards other people. Courtesy outside of a workplace setting includes behaviour such as asking how someone's morning has been or asking after the welfare of a neighbour's child. In a business context, courtesy is usually exhibited through behaviours such as inquiring about personal subjects that a co-worker has previously brought up, asking if a co-worker is having any trouble with a certain work related project, and informing co-workers about prior commitments or any other problems that might cause them to reduce their workload or be absent from work.

Courtesy not only encourages positive social interactions between employees, which improve the work environment, but they can reduce any potential stress that might occur from employees who do not have the courtesy to inform their co-workers about issues such as upcoming absences from work—and so on. It refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990). Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997). For example, leaving the copier or printer in good condition for other workers' use is an example of courtesy at work (Organ, Podsakoff, & MacKenzie, 2006).

Compensation and Organizational Citizenship Behaviour

Ann Dzurainin (2012) studied for the impact of cash and non-cash rewards towards employees' performance and satisfaction. It was found out that the reward that has an impact on work motivation is non-cash rewards which are employees' work motivation. It also has a direct effect on organization's achievement. Therefore, organization shall consider increasing non-cash rewards or related policies for employees' work efficiency.

To ensure OCB, pay structures preferred to be established on individual contribution, besides, salary required to match with that of external related organizations as well as competence related allowances need to be introduced (Makau, Nzulwa & Wabala, 2017). Employees who are satisfied with rewards work with passion and is more committed to the organization (Tufail, Muneer, & Manzoor, 2017). Reward is considered an incentive to the employee in exchange for the contribution of their services, however, it is an expense to the organization. Incentive pay enhanced employee commitment and competence, which, in turn, improved the operational and financial performances of firms (Sung, Choi & Kang, 2017). Incentive pay functions as a noteworthy driver of the positive attitude and behaviour of employees that increase organizational operations and effectiveness (Shaw & Gupta, 2015; Sung *et al.*, 2017). Virtually each and every aspect of organizational effectiveness, compensation can shape employee behaviour and organizational effectiveness (Gupta & Shaw, 2014). There is a significant positive relation between intrinsic reward- such as work life balance and organizational justice, feelings of achievement, sense of recognition and extrinsic reward- comprising of pay, promotion, job security, training and intrinsic rewards such and OCB (Tufail, Muneer & Manzoor, 2017). Both extrinsic and intrinsic rewards are significantly related to employee satisfaction and employee performance (Tessema & Soeters, 2006). Extrinsic and intrinsic rewards are positively correlated to OCB since satisfied employees in their job not only accomplish their prescribed role requirements but also put forth additional effort to execute other undertakings that extend beyond their formal role prerequisite (Tufail *et al.*, 2017).

The study postulates the following hypotheses to be tested:

- H₀₁:** There is no significant relationship between compensation and civic virtue in courier service companies in Rivers State.
- H₀₂:** There is no significant relationship between compensation and conscientiousness in courier service companies in Rivers State.
- H₀₃:** There is no significant relationship between compensation and courtesy in courier service companies in Rivers State.

METHODOLOGY

The study adopted a cross-sectional research survey design. Primary source was generated through self- administered questionnaire. The population of this study was drawn from 24 courier service companies in Rivers State that are registered with the Courier Regulatory

Department of Nigeria Postal Services (NIPOST). Three (3) managers each was selected from the 24 courier companies totaling 72 managers. Since the number of the population is small and can easily be covered, a census sampling method was used. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 to be selected. Data generated was analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences.

DATA ANALYSIS AND RESULTS

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlation Matrix for Compensation and Organizational Citizenship Behavior

			Compensati on	Civic virtue	Conscientio usness	courte sy
Spearman's rho	Compensation	Correlation Coefficient	1.000	.693**	.804**	.743**
		Sig. (2-tailed)	.	.000	.000	.000
		N	150	150	150	150
	Civic virtue	Correlation Coefficient	.693**	1.000	.761**	.760**
		Sig. (2-tailed)	.000	.	.000	.000
		N	150	150	150	150
	Conscientiousness	Correlation Coefficient	.804**	.761**	1.000	.844**
		Sig. (2-tailed)	.000	.000	.	.000
		N	150	150	150	150
	Courtesy	Correlation Coefficient	.743**	.760**	.844**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	150	150	150	150

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

Source: SPSS output

Ho₁: There is no significant relationship between compensation and civic virtue in courier service companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between compensation and civic virtue. The rho value 0.693 indicates this relationship and it is significant

at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation also indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between compensation and civic virtue in courier service companies in Rivers State.

Ho₂: There is no significant relationship between compensation and conscientiousness in courier service companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between compensation and conscientiousness. The *rho* value 0.804 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a very high correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between compensation and conscientiousness in courier service companies in Rivers State.

Ho₃: There is no significant relationship between compensation and courtesy in courier service companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between compensation and courtesy. The *rho* value 0.743 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient indicates a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between compensation and courtesy in courier service companies in Rivers State.

DISCUSSION OF FINDINGS

The test of hypotheses revealed that there is a significant relationship between compensation and civic virtue, conscientiousness and courtesy in in courier service companies in Rivers State. Hence, the null hypotheses were hereby rejected. This finding is in line with Bergmann and Scarpello, 2001 who argued that Compensation systems have traditionally been designed to attract and retain employees and to motivate them to increase their effort and outputs toward the achievement of organizational goals. Compensation is also considered as one of the most significant costs to operating a business. Most importantly, compensation does not only influence hiring and retention decisions but it is also an important tool to align employees' interest with organizational goals by designing and providing rewards for meeting specific goals assigned to them. Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer (Ivancevich, 2004). A double input-output exchange between an employee and an employer (Belcher, 1997).

Furthermore, Adeniji and Osibanjo (2012) suggested that compensation can be described as direct and indirect compensation received by employees in an organization that serves to achieve employee satisfaction and retention as well as improve performance. Direct compensation includes wages, salaries, bonuses or commission. Indirect compensation includes incentives,

medical benefits, housing allowance, annual leave allowances and training opportunities. Compensation is the reward employees receive in exchange for performing organizational tasks. Compensation is direct and indirect wages. Direct compensation includes wages, salaries, bonuses or commission based on performances, overtime work, holiday premium, while indirect compensation is paid as medical benefits, housing allowance, meal allowance, utility allowances, incentive bonus, shift allowances, hospitalization expenses, out of station allowance, vehicle loan benefits, annual leave allowances, car basic allowances, etc.

CONCLUSION AND RECOMMENDATIONS

This study thus concludes that compensation significantly influences organizational citizenship behaviour in courier service companies in Rivers State. This implies that a good employee compensation package is an important motivator of discretionary work behaviour in terms of virtue, conscientiousness and courtesy.

The study recommends that courier service companies should improve upon the compensation that its employees receive knowing that they are exposed to all sorts of hazards carrying out their jobs. The employee and the employer should agree on the appropriate salary meant for the job to be done, to enable the employee put in their best.

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