
**EMPLOYEE CITIZENSHIP BEHAVIOR AND ORGANISATIONAL
PRODUCTIVITY OF DEPOSIT MONEY BANKS IN AKWA IBOM
NORTH WEST SENATORIAL DISTRICT**

***Samuel Sunday Ukpe, Ubong A. Akpaetor PhD, Christabel D. Brownson PhD**

Department of Business Administration, Faculty of Administration & Management Sciences,
Akwa Ibom State University.

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***Corresponding Author: Samuel Sunday Ukpe**

Department of Business Administration, Faculty of Administration & Management Sciences, Akwa Ibom State
University.

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ABSTRACT

This study examined the relationship between employee citizenship behaviour (ECB) and organizational productivity of deposit money banks in Akwa Ibom North-West Senatorial District, Nigeria. Specifically, the study investigated the relationship between courtesy and organizational productivity, and conscientiousness and organizational productivity. The study adopted a survey research design, while a sample of 142 employees was selected from a population of 221 staff using the Taro Yamane sampling technique and simple random sampling method. Data were collected using a structured questionnaire validated by experts, while reliability was established using Cronbach's Alpha coefficients ranging from 0.78 to 0.82. Data were analyzed using descriptive statistics and Pearson Product Moment Correlation at the 0.05 level of significance. The findings revealed that employees demonstrated high levels of conscientiousness, particularly in punctuality, diligence, compliance with organizational rules, timely completion of tasks, and disciplined work habits. The study also found that respondents exhibited positive levels of courtesy characterized by respect, cooperation, and proactive communication that minimized workplace conflicts. Pearson correlation analysis indicated that employee citizenship behaviour had a significant positive relationship with organizational productivity. Specifically, conscientiousness was positively and significantly related to organizational productivity, while courtesy also exhibited a significant positive relationship with organizational productivity ($p < 0.05$). The study concluded that employee citizenship

behaviour is an important predictor of organizational productivity in deposit money banks. The study recommended that bank management should strengthen organizational policies that promote employee citizenship behaviour through leadership support, continuous employee development, recognition of discretionary behaviours, and effective communication systems. Furthermore, managers should create a work environment that encourages conscientiousness and courtesy to improve service quality, operational efficiency, and overall organizational productivity.

KEYWORDS: Employee citizenship behaviour, Courtesy, Conscientiousness, Organizational productivity, Deposit money banks.

1. INTRODUCTION

Employee citizenship behavior (ECB), otherwise known as organizational citizenship behaviour (OCB) means discretionary activities of the employee that fall outside the requirements of formal job yet support the social and psychological setting essential for effective task performance Organ, (2014). Since Organ's foundational work, scholars have characterized ECB along dimensions such as altruism, conscientiousness, courtesy, civic virtue and sportsmanship; modern research also distinguishes between behaviours directed at individuals (coworkers) and behaviours directed at the organization as a whole (Podsakoff et al, 2023). Recent literature reviews and meta-analyses reaffirm that ECB is a robust idea having complex backgrounds and consequences: ECB positively connects with a range of performance outcomes, reviews also highlight boundary conditions (cultural context, measurement approach) that not all extra-role behaviour is explicitly beneficial in every setting (Mohammad 2023), (Wang et al., 2024).

In the banking industry, deposit money banks (DMBs) operate in an environment in which both service quality and strict compliance influences competitive advantage and regulatory survival hence, employee discretionary behavior is increasingly important. DMBs facilitate payments, provide credit, and mobilize savings, thus, their operational reliability and customer-facing service quality have immediate consequences for local economic players, Central Bank of Nigeria [CBN], (2024). In recent times, the Nigerian banking sector, in particular, has been exposed to changing administrative and economic pressures such as liquidity and capital stress which have stimulated analyses in the sector and policy responses arousing public and policy concern over the performance of individual banks Nwachukwu,

(2024). Such pressures in the sector increase the need for employees behaviours that encourage operational resilience, teamwork, and customer service.

Data gathered from Nigeria and other developing markets supports the practical importance of ECB in banking contexts. Empirical studies conducted on commercial banks recently in developing countries found that ECB dimensions significantly envisage employee's productivity indicators and outcomes that focus on customers. In the same vein, studies that focused on the banking industry identified training perceptions, perceived organizational support, and organizational commitment as important measures of ECB among bankers, Uzonwanne & Duru (2023). Interestingly, a number of studies in this sector specifically in Nigeria have linked career-management practices, corporate governance, perceived fairness and reward systems with employees' display of citizenship behaviors, and in turn tied those behaviors to operational and service outcomes, Mohammad (2023), Wang et al., (2024). These findings indicate that the positive association between ECB and productivity observed in other sectors also manifests within banks, though effect sizes and specific pathways vary based on institution and the strategy of measurement.

Even though evidences accumulate, there's still inadequacy of research based on this area that directly connects ECB among bank employees to quantifiable bank productivity in Akwa Ibom North west senatorial district, the South-South region of Nigeria. Studies validating ECB's measurement and antecedents in public institutions and entrepreneurial settings (for example, studies in Uyo) have been generated by scholars in Akwa Ibom however, a handful of related published works examined deposit money banks operating within, and even fewer test how discrete ECB dimensions (altruism, civic virtue, courtesy, conscientiousness, and sportsmanship) predict service and financial metrics at the branch level (Ejumudo & Ejumudo 2024). This gap is very much important due to the fact that banking outcomes are context-dependent. Thus, the impact of ECB on productivity can be conditioned by the practices of local managers, expectation of clients, market structure and regulatory pressures which is never same across states and regions.

By operation, research that links ECB to bank productivity meaningfully tends to combine employee-level survey data (validated ECB instruments and measures of antecedents such as perceived organizational support or justice) with objective or performance based on supervisor-rating on outcomes (branch-level financial ratios, customer-satisfaction scores, compliance/operational metrics), Essien & Ekpenyong (2024). Mixed-measure designs like

this reduces bias common in methods and allow researchers to examine whether aggregated ECB explains variation in indicators like return on assets, service turnaround times, complaint rates, staff turnover and absenteeism, (Uzonwanne & Duru 2023), (Okorie & Okpara, 2024). In recent times, meta-analytic work also underscores the importance of testing mediators and moderators, for example, whether leadership style or organizational justice intensifies or weakens the ECB performance relationship because these boundary conditions often explain heterogeneity across studies and settings. However, the specific dynamics of ECB among employees of deposit money banks in Akwa Ibom North west senatorial district and the extent to which discrete ECB dimensions translate into measurable improvements in financial, service and operational performance remain under-researched.

Interestingly, to managers; this literature implies that should ECB predicts improved service, compliance and even financial outcomes in banking branches, then human resources and leadership practices that cultivate fairness, support, career development and ethical leadership should be prioritized, Podsakoff (2023), Wang et al., (2024). Thus, for deposit money bank in Akwa Ibom North west senatorial district, local evidence would enable branch managers to tailor interventions (mentoring programs, career-path clarity, recognition systems, and justice-enhancing policies) to strengthen staff discretionary effort in ways that directly benefit operational resilience and customer experience in the state's unique economic environment. Given the ongoing reforms at the national level, nurturing positive extra-role behaviors at the branch level may be measures that are cost-effective to improving competitive advantage and regulatory compliance.

Consequently, a focused, quantitative study that measures ECB and links it to multiple bank-relevant productivity indicators at the branch level in Akwa Ibom north west senatorial district would therefore fill an important gap in the literature thereby provides actionable guidance for bank managers and policymakers in the area.

1.2 Statement of the Problem

In today's competitive and dynamic business environment, organizations, particularly in the banking sector are under increasing pressure to enhance productivity, maintain customer trust, and achieve sustainable growth. Deposit money banks as one of the critical drivers of economic development provides financial and banking services such as financial intermediation, credit facilities, and accepting of deposit that support both individuals and businesses. However, for these institutions to be effective, not only does formal job

descriptions and technical expertise influence but also the extent to which employees voluntarily engage in behaviors that go beyond their prescribed roles referred to as employee citizenship behavior (Akinwale & George, 2020), (Okechuku & Nnenna 2020).

In spite of the intense value of ECB in promoting teamwork, innovation, and customer satisfaction, there are concerns that most employees in deposit money banks are not showing voluntary commitment above their contractual obligations. Thus, it is reported that: proactive service delivery is declining, willingness to assist colleagues reduces, and there is a lack of initiative in addressing customer needs till directly instructed by superiors, (Essien & Bassey (2020), Uche & Eze (2023). These shortcomings nevertheless deflate service quality, operational efficiency, and overall organizational productivity in the sector. In Akwa Ibom North west senatorial district, sketchy evidence and stakeholder observations suggest that although certain employees demonstrate exceptional commitment and helpfulness, others display low levels of discretionary behavior, possibly due to inadequate motivation, poor leadership support, high job stress, or dissatisfaction with reward systems, (Ackfeldt 2025). This gives rise to such a question: To what extent does employee citizenship behavior relate to organizational productivity in deposit money banks within the state?

Moreover, various empirical studies from different sectors globally did examine the relationship between ECB and organizational productivity, however, there remains insufficient research in the banking context, particularly in Akwa Ibom North-west senatorial district, Okpara & Idem, (2020), Adebayo et, al (2019). Consequently, without empirical evidence on this relationship, policymakers, bank managers, and human resource practitioners in the state may lack the necessary insights to design effective strategies that would foster productivity oriented employee behaviors. Therefore, this study seeks to bridge this knowledge gap by examining the relationship between the dimensions of employee citizenship behavior and organizational productivity in deposit money banks in Akwa Ibom north west senatorial district. The findings would provide actionable recommendations that will help improve employee engagement, customer service, and overall operational excellence in the sector.

1.3 Objective of the Study

The general objective of the study is to examine the relationship between employee citizenship behaviour and organizational productivity of deposit money banks in Akwa Ibom north west senatorial district. The specific objectives of the study are to:

1. Examine the relationship between courtesy and organizational productivity of deposit money banks.
2. Analyze the relationship between conscientiousness and organizational productivity of deposit money banks.

1.4 Research Questions

The following research questions is raised for this study.

1. To what extent does courtesy relate to organizational productivity of deposit money banks?
2. To what extent does conscientiousness relate to organizational productivity of deposit money banks?

1.5 Research Hypotheses

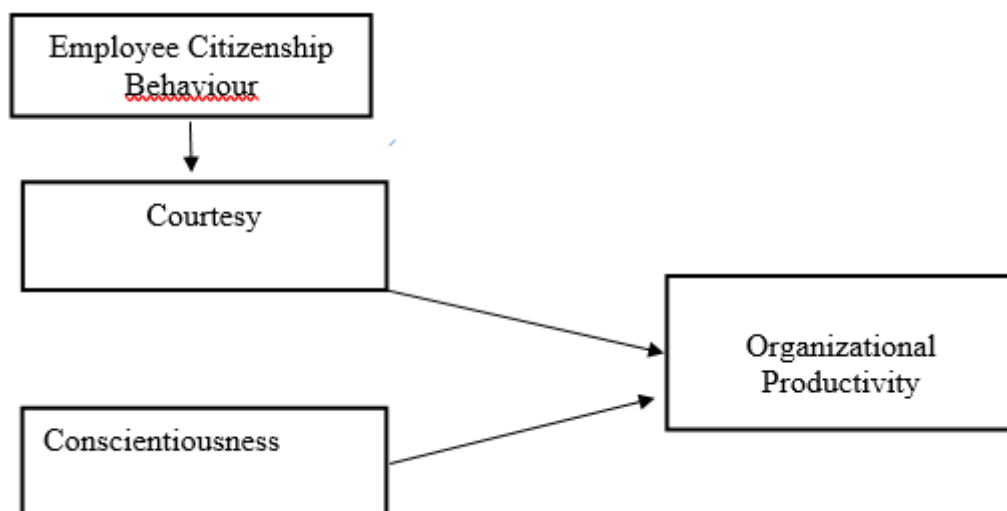
H0₁: There is no significant relationship between courtesy and organizational productivity of deposit money banks.

H0₂: There is no significant relationship between conscientiousness and organizational productivity of deposit money banks.

REVIEW OF RELATED LITERATURE

The review of related literature is done under conceptual framework, theoretical framework and empirical framework.

2.1 Conceptual Framework



Source: Researcher (2026)

2.1.1 Employee Citizenship Behaviour

Employee citizenship behaviour (ECB) is a concept that has gained significant scholarly attention in organizational behaviour research because it captures the voluntary, discretionary actions employees perform that go beyond their formal job requirements. These behaviours are not explicitly recognized by an organization's formal reward system, and Dennis Organ in the late 1980s, who described ECB as the "good soldier syndrome," referring to the organization's social and psychological environment (Organ, 2014). What distinguishes ECB from formal job performance is that it is not part of the prescribed duties or responsibilities outlined in a job description; instead, it is freely chosen by employees and is not enforceable through organizational rules or contractual agreements.

The notion of ECB emerged from earlier studies of prosocial organizational behaviour, which encompasses all actions aimed at benefiting others in the workplace, Brief Motowidlo, (2025). Organ refined this broader idea to focus specifically on behaviours that are discretionary and beneficial to organizational functioning. Examples of ECB include helping a colleague meet a tight deadline, voluntarily mentoring a new employee, adhering to informal norms that promote workplace harmony, and representing the organization positively to outsiders. While such actions may seem minor in isolation, when practiced consistently across the workforce, they foster collaboration, trust, and a positive work climate, which in turn enhance organizational productivity, LePine, Erez & Johnson, (2002).

One of the defining features of ECB is that it is voluntary in nature. Employees engage in these behaviours out of personal choice rather than because they are compelled to do so by formal job requirements or explicit instructions from supervisors. This voluntary element is critical, as it differentiates ECB from compulsory tasks and helps to maintain its positive impact. When organizations exert undue pressure on employees to engage in ECB, the behaviours can misplace their discretionary character and become what scholars refer to as compulsory citizenship behavior, Bolino, et al, (2010). Such pressure can undermine employee goodwill, create resentment, and erode the genuine spirit of cooperation that ECB is meant to embody.

2.1.2 Dimension of Employee Citizenship Behaviour

Courtesy

Courtesy is a key dimension of Employee Citizenship Behavior (ECB) that involves proactive and preventive actions aimed at avoiding work-related conflicts and maintaining

harmonious interpersonal relationships within the organization. Unlike altruism, which focuses on providing assistance in response to immediate needs, courtesy emphasizes anticipating potential problems and taking preventive measures to minimize their occurrence. This includes informing colleagues in advance about decisions or actions that may affect their work, sharing relevant information promptly, consulting others before making decisions that could have implications for them, and demonstrating consideration for coworkers' responsibilities (Organ, 1988; Williams & Anderson, 1991). Through these behaviors, courtesy facilitates effective coordination, reduces misunderstandings, and promotes a cooperative work environment.

Courtesy contributes significantly to organizational effectiveness by enhancing communication, minimizing interpersonal conflicts, and reducing the transaction costs associated with poor coordination. Employees who consistently display courteous behavior help create a climate of trust, mutual respect, and collaboration, thereby improving teamwork and organizational productivity. The development of courtesy is influenced by several organizational factors, including supportive leadership, effective communication systems, organizational culture, and human resource practices that encourage cooperation and knowledge sharing. Individual characteristics such as conscientiousness, emotional intelligence, empathy, and respect for others also strengthen the display of courteous behaviors in the workplace (Swanson & Holton, 2019).

Organizations that foster open communication, participative decision-making, and collaborative work environments are more likely to encourage employees to demonstrate courtesy as part of their discretionary behaviors. Conversely, workplaces characterized by ineffective communication, poor interpersonal relationships, and weak managerial support often experience lower levels of courtesy, resulting in increased misunderstandings, interpersonal conflicts, and reduced organizational effectiveness. Consequently, courtesy serves as an important mechanism for strengthening employee relationships, promoting organizational harmony, and enhancing overall organizational performance through proactive conflict prevention and effective workplace collaboration.

Conscientiousness

Conscientiousness within the Employee citizenship behaviour (ECB) framework describes a category of behaviours known by diligent adherence to organizational norms and standards beyond minimal requirements (Akinbode & Babalola, 2023). This feature covers actions such as exemplary punctuality, reliable attendance, meticulous observance of procedures,

accepting additional responsibilities without complaint, and maintaining high standards even when no one is watching closely. It refers to the discretionary behaviours that go beyond the basic requirement for the job performance. In other words, conscientiousness means the thorough obedience to organizational rules and procedures, even when not under close supervision. Redman & shape, (2015) maintained that it is the mindfulness that a person never forgets to be a part of an organization.

Conceptually, conscientiousness occupies an interesting position on the role-performance continuum: it shows the systematic, duty-bound quality of in-role behaviour while retaining an extra-role character because it surpasses the formal contractual minimums (Organ, 1988; Organ, 1997). The distinction is imperative for theory purposes in that conscientiousness reveals how obligations that have been internalised and a personal ethic of responsibility convert into discretionary behaviours that nonetheless look like “doing the job well.” As Sem et al. (2025) observed, employee creativity is essential for organizational effectiveness and development. Thus, conscientious employees are generally known to be accountable, planned, persistent, and achievement oriented (Zhou & Shalley, 2023).

2.1.3 Organizational Productivity

Organizational productivity refers to the extent to which an organization efficiently and effectively transforms available resources such as labour, capital, technology, time, and materials into valuable goods and services. It reflects the organization's ability to maximize output while minimizing the use of resources, thereby achieving its strategic goals and sustaining competitive advantage. Productivity is widely regarded as a critical measure of organizational performance because it demonstrates how well organizations optimize their resources to enhance profitability, service quality, innovation, and long-term growth (Robbins & Judge, 2017; Armstrong, 2020). Modern perspectives emphasize that organizational productivity extends beyond the quantity of outputs produced to include the quality of products and services, efficient resource utilization, customer satisfaction, and the organization's capacity to innovate and adapt to changing business environments (Drucker, 2015).

Organizational productivity is driven by both efficiency and effectiveness. Efficiency focuses on accomplishing tasks with minimal waste of time, labour, and materials, whereas effectiveness measures the extent to which organizational objectives are achieved (Robbins & Coulter, 2019; Daft, 2018). Consequently, productive organizations are those that perform the right activities while utilizing resources optimally. Factors such as skilled and motivated

employees, continuous training and development, operational efficiency, technological advancement, quality management, and innovation significantly enhance productivity. Organizations that streamline their operations, adopt modern technologies, foster creativity, and continuously improve their products and processes are better positioned to reduce operational costs, improve customer satisfaction, respond effectively to environmental changes, and maintain sustainable organizational performance (Armstrong, 2020; Drucker, 2015).

Service

According to Mariotti & towel (2020), keeping a customer's trust after the sale is the most important part of the transaction. As market and business conditions change, entrepreneurs must cope with a variety of issues: increasing competition, radical alignment, aging demographics, regulatory requirements etc while addressing these challenges, it has become increasingly difficult to compete on the basis of price and product, Ukpe (2012). Thus, one area that can set the organization apart is customer service. Service organizations hold a strong advantage in that it has greater flexibility. In the banking industry, trust and reliability are paramount. Exceptional customer service is not just a support function but a key difference. Ekanem (2021) also noted that personal selling serves three foremost roles in a firm's complete marketing effort. Once a business is established, the single most important ingredient to future success is the return of satisfied customers, (Moorman & Halloran 2006). Customer service is everything done to keep the customer happy-especially after they have bought something or patronize the business (Okoye *et al.*, 2023). It includes maintaining and repairing the product or service once it has been sold, and dealing with customer's complaints, training their employees to look for customer's need that might be going unfulfilled. Daft (2018). Nigerian employees may prioritize other factors, such as organizational justice, job satisfaction, and career development opportunities, over identity-related concerns when considering their longevity within the organization (Akpan *et al.*, 2023).

All businesses need customers. Hence, customer's service shouldn't be viewed as a one-time only proposition because when customers stop frequenting a business, not only is a current source of revenue lost, but also its future stream of revenue (Hossain 2020). Other issues that businesses confront include the incapacity of some managers to possess technological skills and managerial qualities, as well as irregular power supplies (Uwa & Akpaetor, 2018). In the competitive banking industry, service is of great importance as it promotes trust, loyalty, and

differentiation which impact directly on customer retention, reputation, and profitability. Great customer service should be at the heart of banking service delivery and key to a bank's growth and stability. Companies can succeed by going to an uncontested market space without competition. It refers to the undiscovered market area (Uttong, Ekanem & Uwa, 2024)

2.1.4 Courtesy and organizational productivity

Courtesy in the Employee Citizenship Behavior (ECB) taxonomy refers to those proactive and anticipatory actions aimed at preventing issues or easing tensions among coworkers. Research has shown that courtesy contributes to smoother operations and, ultimately, boosts organizational productivity. For instance, Podsakoff et al. (1997) found that courteous behavior was linked to fewer coordination breakdowns and, in certain contexts, better quality outcomes. This indicates that being courteous can lower transaction costs that might otherwise hinder group efficiency. By helping staff coordinate more effectively during service interactions, courtesy positively impacts customer satisfaction and operational fluidity. It acts as a coordination tool that minimizes transaction costs and stops minor misunderstandings from escalating into major conflicts. Therefore, the role of courtesy among employees can reduce the need for extensive managerial oversight. Additionally, courtesy is associated with better management evaluations and fewer administrative mistakes, suggesting it can help decrease work errors and, consequently, the overall operational costs of an organization. Furthermore, courtesy is connected to perspective-taking and communication norms.

Employees who regularly consider their colleagues' workloads, schedules, and dependencies are more inclined to offer courteous gestures, like notifying others about schedule changes, sharing helpful resources, or checking if a decision might inconvenience someone. In this way, courtesy becomes part of the social framework that supports cooperative work, fostering predictability and mutual respect, which in turn lightens cognitive load and coordination demands. As Cirka (2024) noted, courtesy also plays a key role in establishing norms around mutual respect; when employees consistently act courteously, it cultivates a culture where consideration becomes the standard behavior. Across these studies, it's clear that courtesy serves as a vital link in enhancing coordination and reducing errors. Generally, no organization is perfect about its resources. Organizations must face scarcity of resources, at least, in one area. When such situations occur in an organization, employees as well as organizations do not just compete for the limited resources, they fight for it (Etim, Brownson

& Akpaetor, 2023). The growth of management not only involves the acquisition of knowledge, competence and experience, but also the development of resilience (Imagha, Ugwunwanyi & Akpaetor, 2021). The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026). Performance is a fundamental measure of an organization's ability to achieve its strategic objectives effectively and efficiently (Ekanem & Efi, 2025).

2.1.5 Conscientiousness and Organizational Productivity

Conscientiousness is a fundamental dimension of Employee Citizenship Behavior (ECB) that reflects employees' willingness to exceed minimum job requirements by demonstrating responsibility, diligence, self-discipline, and commitment to organizational goals. Employees who exhibit conscientiousness consistently adhere to organizational rules and procedures, maintain punctuality, use organizational resources responsibly, and complete assigned tasks with minimal supervision (Organ, 1988). Unlike behaviors that are directly rewarded through formal performance appraisal systems, conscientiousness represents voluntary actions that contribute to organizational effectiveness by promoting reliability, accountability, and high standards of work performance (Podsakoff et al., 2000). Such behaviors foster a culture of discipline and professionalism, enabling organizations to achieve greater operational efficiency and sustained performance. Organization performance has been the most important consideration for every organization, be it profit or non-profit organization (Uforo et al. 2022). The essence is to maximize profit by capturing consumer surplus, but the difficulty is in comprehending customer preferences and willingness to pay (Bassey, Ekanem & Edem, 2025).

Organizational productivity refers to an organization's ability to efficiently and effectively convert available resources into quality goods and services while achieving its strategic objectives. Conscientious employees significantly contribute to productivity by minimizing absenteeism, reducing errors, adhering to quality standards, and ensuring that tasks are completed accurately and within scheduled timeframes (Robbins & Judge, 2017; Armstrong, 2020). Their commitment to organizational policies and continuous improvement enhances workflow efficiency, reduces operational costs, and improves service delivery. Furthermore, conscientious employees require less supervision, demonstrate greater dependability, and positively influence the work attitudes of their colleagues, thereby strengthening overall organizational performance. Ekanem et al. (2022). Efficiency is performance measured in terms of inputs and outputs; hence, a higher volume produced for a given input volume

indicates greater efficiency. Effectiveness is measured by how well intended goals are accomplished.

Empirical evidence consistently supports the positive relationship between conscientiousness and organizational productivity. Studies have shown that employees with high levels of conscientiousness demonstrate superior job performance, increased efficiency, higher organizational commitment, and stronger teamwork, all of which contribute to improved organizational outcomes (Podsakoff et al., 2023; Robbins & Judge, 2017). Similarly, the Resource-Based View (RBV) suggests that conscientious employees constitute valuable organizational resources capable of generating sustained competitive advantage because their commitment, reliability, and discipline are difficult for competitors to imitate. Consequently, organizations that cultivate conscientiousness through effective leadership, supportive organizational culture, employee recognition, and continuous training are more likely to achieve higher productivity, enhanced customer satisfaction, and long-term organizational success.

2.2 Theoretical framework

This study anchored on the Big five personality model and social exchange theory.

2.2.1 The Big Five personality model (Paul costa and Lewis Goldberg 1976, 1993)

This theory suggests that human personality can be understood through five broad and relatively stable dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. This model highlights how certain stable traits, like Conscientiousness, Agreeableness, Extraversion, Openness, and Emotional Stability, motivate employees to exceed their formal job duties, as noted by Maura et al. (2025). Here's a closer look at the traits outlined in this model:

Conscientiousness: This trait is a strong predictor of organizational loyalty, responsible behavior, and high-quality work.

Agreeableness: It's linked to altruism, teamwork, and a readiness to assist colleagues.

Openness to Experience: Often seen as a key factor in certain situations, it fosters initiative and creative problem-solving.

Extraversion: This represents the amount of boldness, energy and social interactivity of an employee.

Neuroticism: This explains the level of depression, irritability, and proneness to anxiety found in an individual.

A significant takeaway regarding the Big Five in Employee Citizenship Behavior (ECB) is its ability to predict behaviour. Conscientiousness and Agreeableness tend to show the strongest positive correlations with ECB, as they relate to qualities like responsibility, dependability, and interpersonal harmony. The Big Five traits serve as foundational elements that shape how employees view their work environment, which in turn influences their engagement in "good soldier" behaviors. This model is crucial for understanding ECB, as it provides a framework for predicting voluntary, prosocial, and extra-role behaviors that benefit organizations. Its relevance to this study lies in how organizations can leverage the Big Five model during personnel selection and recruitment to identify individuals who are more likely to be engaged, work well in teams, and minimize conflicts

2.3 Empirical Review

Cika (2026). Conducted a research on the topic 'Social Capital, Employee Personal Value, Job Performance, and Organizational Citizenship Behaviour: Case among Employees in Private Hospitals in West Jakarta'. The purpose of this research was to explain the influence of Social Capital and Employee Personal Value on Job Performance with Organizational Citizenship Behavior as an intervening variable in private hospital in West Jakarta. This research filled in the gap of previous fact-finding by investigating Social Capital and Employee Personal Value as a whole influencing variable which is mediated by Organizational Citizenship Behaviour toward Job Performance in private hospitals in Indonesia. This work had a quantitative approach, offering a cross-sectional survey with 200 participants who were recruited by using the purposive sampling method (online questionnaires). Four established theoretical constructs were measured using a modified on five-point Likert scale making them suitable for Structural Equation Modeling (SEM) analysis. The findings suggest that all measurements indices are valid and reliable, and the full structural model has an acceptable fit. The results revealed that the Social Capital and Employee Personal Value have a positive and significant ($p < 0.05$) impact on both the OCB and Job Performance. Furthermore, Job Performance is enhanced by Organizational Citizenship Behavior as a mediator among Social Capital, Employee Personal Value and performance. These findings imply that in a working context with high trust psychological work contract and good mutual social network, warm personal worth attributes can facilitate extra-role behavior for superior performance. This study emphasized the need to develop integration among chain of command, stronger implementation on positive employed values

and supportive organizational culture in private hospital context. Proper dissemination of information via technology empowers governments, institutions and individuals who sufficiently integrate it into their organizational structure. (Imagha *et al.*, 2023).

Masum *et. al* (2026) conducted a research on the ‘Effects of green HRM practices on environmental performance: the role of green organizational-- citizenship behaviour, psychological green climate, and green self-efficacy healthcare organisations’ The purpose of the study aimed to investigate how psychological green climate (PGC), green organisational citizenship behaviour (GOCB) and green self-efficacy (GSE) play a role in the relationship between green human resource management (GHRM) and environmental performance (EP) in healthcare organisations. The research has applied a quantitative research method using partial least squares structural equation modelling to test the hypotheses from a conceptual framework derived from the literature. The research collected data from 509 employees (managerial and non-managerial) from healthcare organisations in Bangladesh employing a cross-sectional survey using two steps of non-probability sampling, i.e. purposive sampling and convenience sampling for data collection through a self-administered questionnaire. The findings from this research were three-fold. Firstly, GHRM does not have a direct effect on EP. Secondly, PGC and GOCB partially and sequentially mediate between GHRM and EP. Thirdly, GSE and GOCB partially and sequentially mediate between GHRM and the EP of healthcare organisations. The study made recommendations for healthcare managers and policymakers with regards ensuring environmental sustainability focusing on the employee’s behaviour and psychological factors. As the healthcare sector is a service provider to a variety of stakeholders in Bangladesh, ultimately this study contributes to society and the country as a whole. The study contributed to the sustainability literature relating to healthcare organisations, applying social cognitive theory and the norm activation model to underpin the role PGC, GSE and GOCB play individually and collectively to improve EP through GHRM implementation.

Banerjee & Malik (2026) conducted a research on the topic ‘Understanding Work-to-Personal Conflict: insights into its influence on Individual Work Performance and Organizational Citizenship Behaviour’. Data were collected from 478 employees working in various organizations in the Information Technology industry of India using time-lagged surveys (Study 1, n = 222; Study 2, n = 256). The analysis was carried out using IBM SPSS Statistics Version 22 and IBM SPSS Amos Version 24 software. Findings revealed that OCBI partially mediates the WPC–IWP relationship. WPC is negatively related to OCBI and IWP. OCBI is positively related to IWP. This study introduced a distinctive perspective to the

existing interrole conflict literature by exploring the construct “Work-to-Personal Conflict” to capture interrole conflict, and associating it with OCBI and IWP.

Kim *et. al.*, (2026) carried out a research on ‘Curvilinearity in the Task Performance and Citizenship Behaviors Relationship: The Roles of Felt Responsibility and Perceived Prosocial Impact’. The study examined the connection between employees’ task performance and OCBs, with a specific focus on the roles of felt responsibility and perceived prosocial impact. Analyzing data from 1186 employee–supervisor pairs within 205 working groups across three waves, we found that the relationship between task performance and OCBs is curvilinear. High task performance initially predicts increased OCBs, but beyond a certain point, the relationship weakens. This suggests that top performers do not always see OCBs as part of their job, highlighting the importance of felt responsibility—employees’ sense of obligation to the organization—as a mediator. Furthermore, perceived prosocial impact, or the belief that one’s work meaningfully benefits others, significantly supplements the positive effect of felt responsibility on OCBs and the curvilinear indirect effect of task performance on OCBs via felt responsibility. These findings imply that to cultivate OCBs among high performers, organizations should emphasize the broader impact of these behaviors and foster a sense of responsibility. By doing so, companies can unlock the full potential of their workforce, creating an environment where going above and beyond is a valued aspect of every role.

Arini et al (2025) carried out a study on the topic ‘The effect of commitment and communication on performance with organizational citizenship behaviour (OCB) as an intervening variable’. The study focused on analyzing the influence of commitment and communication on employee performance, with Organizational Citizenship Behavior (OCB) serving as an intervening variable. Employing a quantitative approach through surveys, data were gathered via questionnaires distributed to 100 employees. Path analysis was used to assess both the direct and indirect impacts of commitment and communication on performance and to understand how OCB mediates these effects. The study found that the reliability and validity scores for Commitment were (0.806; 0.720), Communication (0.837; 0.606), OCB (0.907; 0.729), and Employee Performance (0.880; 0.627). The final results indicated that commitment and communication significantly influence employee performance, with OCB playing a key role in reinforcing this relationship. These findings offer organizations strategic insights for improving performance by enhancing commitment, fostering effective communication, and promoting OCB behaviors in the workplace.

RESEARCH METHODOLOGY

3.1 Research Design

This study employed survey design to examine the relationship between employee citizenship behavior (ECB) and organizational productivity in selected Nigerian deposit money banks. This method is suitable because it allows for structured questionnaires to be administered to employees across selected banks to be captured concerning their perceptions of employee citizenship behaviour (ECB). Also, it directly measured employee behaviours and productivity links.

3.2 Population of the Study

The total population of the study comprised seven (7) deposit money banks with 221 employees. This population was appropriate for this study as it involved all categories of staff members operating in the area. The sample population was selected in the following order.

Table 3. Table 3.2: Population analysis of respondents.

LGA	First bank	FCMB	Eco bank	UBA	Access bank	Union bank	Agric. bank	%	Total staff strength
Abak	24		14		24	19	13	42.5	94
Etim Ekpo	—	—	—	—	—	—	—		
Ika									
Oruk Anam	—	—	—	—	—	—	—		
Ukanafun									
Ikot Ekpene	26	22	—	26	27	26	—	57.5	127
Essien Udim	—	—	—	—	—	—	—		
Obot Akara	—	—	—	—	—	—	—		
Ikono									
Ini									
Total	50	22	14	26	51	45	13	100	221

Source: HR of sampled banks 2026

The table above shows that a total of seven (7) deposit money banks operate in Akwa ibom North west senatorial district with a total staff strength of 221. Out of this number, 94 employees of Deposit money Banks representing 42.5% were drawn from Abak LGA. while 127 employees indicating 57.5 % were found from Ikot ekpene LGA. The remaining local

Government areas in the senatorial district have no presence of a functional deposit money bank as at the time of the study.

3.3 Sample Size Determination

A Taro Yamen (1964) technique was used to select among Management and Staff of the various deposit money banks in Akwa Ibom North West senatorial district. The Taro Yamen formula is given as:

$$n = \frac{N}{1+N(e)^2}$$

n = sample size

e = level of significance

N = population size

$$n = \frac{221}{1+221(0.05)^2}$$

$$= \frac{221}{15525}$$

$$N = 142$$

Hence, a sample size of 142 respondents was used for this study.

3.4 Sampling Technique

Simple random technique was used in selecting the sample size of 142 employees of deposit money banks. This method allowed each member of the population a chance to be selected on equal basis without bias, (Ukoka &Awak, 2015). Simple random sampling technique was used because it allowed the researcher to select employees of deposit money banks on equal basis and thereby minimizes bias.

3.5 Validity of the Instrument

The face validity of the employee Citizenship Behaviour and Organizational Productivity of Deposit money Banks Questionnaire was established by three experts; two in measurement and evaluation and the other one from business management. The experts were given the topic of the study, research questions, hypotheses and questionnaire for them to check for coherence and relevance. These experts checked the items and made necessary corrections. Their final corrections were incorporated in producing the final copy of the questionnaire.

3.6 Reliability of the Instrument

To test for the reliability, the instrument, ‘employee Citizenship Behavior and Organizational Productivity of Deposit money Banks Questionnaire,’ was administered on 5 employees of deposit money banks outside Akwa Ibom north west senatorial district. Data collected from them were analyzed using Cronbach alpha reliability method. The reliability coefficients for all variables were above the 0.7 threshold of acceptable reliability coefficient, which showed that the employee Citizenship Behaviour and Organizational Productivity of Deposit money Banks Questionnaire was reliable for use in conducting this study.

Table 3.1: Reliability results

Variables	Number of Items	coefficient of Cronbach
Courtesy	5	.78
Conscientiousness	5	.82
Organizational productivity	5	.79

Source: Field Data (2026)

3.7. Model Specification

The study examined the effect of employee Citizenship Behaviour (ECB) on Organizational Productivity (OP) using the Pearson Product Moment Correlation technique. Organizational Citizenship Behaviour was conceptualized as a multidimensional construct Conscientiousness (CON) and Courtesy (CRT) and Organizational Productivity. Given the correlational nature of the study, the relationship between each dimension of ECB and Organizational Productivity was specified using bivariate correlation models. The functional relationship is expressed as:

$$OP = f(CON, CRT)$$

Where:

$$Y = OP$$

$$ECB = (X_1 = CON, X_2 = CRT,)$$

r = Pearson Product Moment Correlation coefficient

3.8. Operational Measurement of Variables

Appropriate models were designed for both the dependent and independent variables. The independent variable of this study is employee Citizenship Behavior (ECB). It is defined conceptually as discretionary, extra-role behaviors exhibited by employees that are not formally rewarded but collectively contribute to organizational effectiveness (Organ, 1988). employee citizenship Behavior will be measured using a structured questionnaire adapted

from the employee citizenship behaviour (ECB) scale developed by Organ (1988), and validated in later studies (Podsakoff et al., 1990; Organ, Podsakoff & MacKenzie, 2006). The instrument contains five dimensions, each reflecting a specific category of ECB. Responses will be collected on a 5-point Likert scale: 5 = Strongly Disagree, 4 = Disagree, 3 = Neutral, 2 = Agree, and 1 = strongly disagree. The construct used in measuring the independent variables are sportsmanship, civic virtue, and altruism. Similarly, the dimensions of the dependent variables are profitability, customer satisfaction, market share, employee satisfaction, quality service delivery, and efficiency. Sample Items for these dimensions include:

Conscientiousness – this involves taking extra care to ensure the quality and timeliness of the job. This item was measured using five items adopted from the works of Yen & Niehoff (2024). In their works which included conscientiousness as part of organizational commitment measures. The questionnaire was designed using a five-point rating scale: 5 = Strongly Disagree, 4 = Disagree, 3 = Neutral, and 2 = Agree, 1 = strongly disagree. Examples of questions from the survey are; “I get chores and assignments done right away without procrastination.” and “I avoid taking unnecessary breaks during work hours”.

Courtesy – the tendency of being polite, respectful, and considerate in dealing with colleagues, superiors, and subordinate. This item was measured using five items adapted from the works of Vincent et al (2025). In their works which included customer courtesy as part of measures of organizational activities. The questionnaire was designed using a five-point rating scale: 5 = Strongly agree, 4 = Disagree, 3 = Neutral, 2 = Agree, 1 = strongly disagree. Examples of questions from the survey are; “I take steps to prevent problems for co-workers.” and “I try to avoid creating extra work for others”

3.9 Method of Data Analysis

Pearson product moment correlation was used to answer the research questions and test the hypotheses. The correlation coefficient was used to answer the research questions, while the correlation coefficient with the p-value was employed to test the hypotheses at 0.05 alpha level. The analysis was done using SPSS. The coefficient of correlation provided by Ukoka L. & Awak E. (2015)) below was used to describe the relationship between the independent and dependent variables.

3.10 Decision Rule

In testing the hypotheses formulated for this study, the hypotheses were tested at the 5% level of significance ($p < 0.05$). This means that there is a 95% confidence level in the decisions made regarding acceptance or rejection of hypotheses. Thus, if the p-value of the correlation coefficient between organizational citizenship behavior (or its dimensions) and organizational productivity is less than 0.05, the null hypothesis (H_0) of no significant relationship is rejected, and the alternative hypothesis (H_a) of a significant relationship will be accepted. Alternatively, If the p-value is greater than 0.05, the null hypothesis will be accepted, implying that the relationship is not statistically significant.

4. ANALYSIS AND DISCUSSION OF FINDINGS

The questionnaire was administered through face-to-face method to 142 respondents sampled for this study. The 142 respondents agreed to respond to the questionnaire without any objection to participate in the study. This analysis led to a response rate of 100 percent.

4.1.3 Analysis of Responses on Independent and Dependent Variables

In this section, the analysis of the responses on the independent sub-variables such as courtesy and conscientiousness, as well as the dependent variable, which is organizational productivity of deposit money banks were presented.

Table 4.9: Responses on Conscientiousness.

S/N	Conscientiousness	SA	A	D	SD	N	Total
6	I perform my duties more thoroughly than expected	68 (49%)	57 (40%)	9 (6%)	4 (3%)	4 (3%)	142 (100%)
7	I avoid taking unnecessary breaks during work hours	69 (49%)	60 (42%)	7 (5%)	2 (1%)	4 (3%)	142 (100%)
8	I complete tasks before deadlines without supervision	70 (49%)	68 (48%)	2 (1%)	1 (1%)	1 (1%)	142 (100%)
9	I maintain high attendance and punctuality	78 (55%)	61 (43%)	1 (1%)	1 (1%)	1 (1%)	142 (100%)
10	I get chores and assignments done right away without procrastination	64 (45%)	57 (40%)	12 (8%)	8 (6%)	1 (1%)	142 (100%)

Source: Field Survey, 2025

The findings in Table 4.9 indicate that respondents exhibit a high level of conscientiousness across several work-related behaviours. Most respondents reported having clear work goals and adopting a systematic approach to achieving them (92%), while 89% indicated that they perform their duties more thoroughly than expected. Similarly, 97% stated that they complete

assigned tasks ahead of schedule without supervision, reflecting strong responsibility and commitment to excellence. Time management was also rated highly, with 91% avoiding unnecessary breaks, 98% maintaining regular attendance and punctuality, and all respondents (100%) affirming strict adherence to organizational rules and regulations. Furthermore, 93% reported completing tasks on or before deadlines, while 95% maintained an orderly work environment, demonstrating discipline and organizational effectiveness. Despite these positive outcomes, a few areas require improvement. Although 85% of respondents indicated that they complete tasks promptly, 14% admitted to occasional procrastination. More notably, emotional self-control received relatively lower ratings, with only 59% agreeing that they avoid acting impulsively when upset, while 41% disagreed. Overall, the findings suggest that employees possess strong conscientiousness characterized by punctuality, diligence, rule compliance, and organized work habits. However, enhancing emotional regulation and self-control could further strengthen conscientious behaviour and improve overall workplace effectiveness.

Table 4.12: Responses on Civic Virtue.

S/N	Civic Virtue	SA	A	D	SD	N	Total
21	I attend voluntary meetings that are important to the organization.	21 (15%)	36 (25%)	45 (32%)	39 (27%)	1 (1%)	142 (100%)
22	I keep up with developments affecting the bank.	20 (14%)	39 (27%)	54 (38%)	28 (20%)	1 (1%)	142 (100%)
23	I contribute ideas for improving the organization.	68 (49%)	57 (40%)	9 (6%)	4 (3%)	4 (3%)	142 (100%)
24	I defend the bank's reputation when talking to outsiders.	69 (49%)	60 (42%)	7 (5%)	2 (1%)	4 (3%)	142 (100%)
25	I participate in activities that promote the bank's success.	70 (49%)	68 (48%)	2 (1%)	1 (1%)	1 (1%)	142 (100%)

Source: Field Survey, 2026

The results in table 4.12 presents respondents' perceptions of civic virtue, centering on their participation in organizational activities, consciousness of developments, and commitment to supporting the success and image of deposit money banks. generally, the findings reveal a mixed level of civic virtue among respondents. While employees show strong commitment in terms of promoting the organization, defending its reputation, and contributing ideas, they are less engaged in voluntary meetings and keeping up with organizational developments. For item 21, "I attend voluntary meetings that are important to the organization," the majority of

respondents expressed negative views. Specifically, 32% disagreed and 27% strongly disagreed, while only 40% (15% strongly agreed and 25% agreed) indicated agreement. This shows that many employees are unwilling to attend meetings voluntarily. Item 22, "I keep up with developments affecting the bank," recorded 38% disagreement and 20% strong disagreement, compared to 41% agreement; indicating a notable portion of respondents who are not actively informed on developments in the organization. Conversely, item 23, "I contribute ideas for improving the organization," indicated a strong positive response, with 89% (49% strongly agreed and 40% agreed) affirming the statement, while only 9% disagreed. This reveals a high level of awareness among employees of deposit money banks. Also, item 24, "I defend the bank's reputation when talking to outsiders," a vast majority of 91% (49% strongly agreed and 42% agreed) supported the statement, indicating strong loyalty and positive representation of the organization. Finally, item 25, "I participate in activities that promote the bank's success," recorded the highest level of agreement, with 97% (49% strongly agreed and 48% agreed) supporting the statement and minimal disagreement (2%). This suggests a very strong commitment to the success of the organization.

Hypothesis One

There is no significant relationship between civic virtue and organizational productivity of deposit money banks.

In order to test hypothesis one, Pearson product moment correlation was used and the result is shown in Table below:

Table 4.19: Summary of Pearson correlation between civic virtue and organizational productivity of deposit money banks.

		Civic virtue	Organizational productivity
Civic virtue	Pearson Correlation	1	.641
	Sig. (2-tailed)		.000
	N	142	142
Organizational productivity	Pearson Correlation	.641	1
	Sig. (2-tailed)	.000	
	N	142	142

The result in Table 4.19 shows if there is no significant relationship between civic virtue and organizational productivity of deposit money banks. The result indicates that the calculated r-value of .641 is significant because p-value of .000 is less than .05 alpha level. Thus, the null

hypothesis is rejected, which implies that there is significant relationship between civic virtue and organizational productivity of deposit money banks.

Hypothesis Two

There is no significant relationship between sportsmanship and organizational productivity of deposit money banks.

In order to test hypothesis two, Pearson product moment correlation was used and the result is shown in Table below:

Table 4.21: Summary of Pearson correlation between sportsmanship and organizational productivity of deposit money banks

		Sportsmanship	Organizational productivity
Sportsmanship	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	142	142
Organizational productivity	Pearson Correlation	.647**	1
	Sig. (2-tailed)	.000	
	N	142	142

The result in Table 4.21 shows if there is no significant relationship between sportsmanship and organizational productivity of deposit money banks. The result indicates that the calculated r-value of .647 is significant because p-value of .000 is less than .05 alpha level. Thus, the null hypothesis is rejected, which implies that there is significant relationship between sportsmanship and organizational productivity of deposit money banks.

4.3 DISCUSSION OF FINDINGS

This study examined the relationship between employee citizenship behaviour and organizational productivity of deposit money banks in Akwa Ibom North-West Senatorial District, with particular emphasis on the dimensions of courtesy and conscientiousness. The findings generally indicate that employee citizenship behaviour contributes significantly to organizational productivity, suggesting that employees who voluntarily exhibit positive work behaviours beyond their formal job responsibilities enhance organizational effectiveness.

The first objective examined the relationship between courtesy and organizational productivity. The findings revealed that courtesy has a positive and statistically significant relationship with organizational productivity. This implies that employees who demonstrate respect, consideration, proactive communication, and conflict-prevention behaviours contribute positively to the overall productivity of deposit money banks. Courteous

employees help create a cooperative work environment where misunderstandings are minimized, teamwork is strengthened, and customer service delivery is enhanced. These findings support the conceptual position of Organ (1988), who argued that courtesy represents preventive behaviours that reduce interpersonal conflicts and improve organizational functioning. The findings also corroborate those of Podsakoff et al. (2023), who maintained that courtesy enhances coordination among employees, reduces operational errors, and promotes organizational effectiveness. Similarly, Swanson and Holton (2019) observed that organizations characterized by open communication and mutual respect experience higher levels of courtesy, which ultimately improves organizational performance. The implication is that promoting courteous behaviour among employees can significantly improve service quality, operational efficiency, and customer satisfaction within deposit money banks.

The second objective investigated the relationship between conscientiousness and organizational productivity. The descriptive findings showed that respondents exhibited high levels of conscientiousness, reflected in punctuality, regular attendance, timely completion of assigned duties, diligence, compliance with organizational rules, and disciplined work habits. The Pearson Product Moment Correlation analysis further established that conscientiousness has a positive and significant relationship with organizational productivity. This suggests that employees who voluntarily exceed minimum job requirements by demonstrating responsibility, self-discipline, reliability, and commitment contribute substantially to improved organizational performance. These findings agree with Organ (1988), who identified conscientiousness as one of the most important dimensions of employee citizenship behaviour because it reflects employees' willingness to perform beyond prescribed job expectations. The findings are also consistent with Robbins and Judge (2017), who argued that conscientious employees improve organizational productivity through reduced absenteeism, improved efficiency, and higher quality service delivery. Likewise, Podsakoff et al. (2000; 2023) reported that conscientious employees require less supervision, demonstrate greater accountability, and positively influence the performance of coworkers, thereby improving overall organizational effectiveness.

The findings equally support the Big Five Personality Theory, which served as the theoretical foundation of this study. The theory posits that conscientiousness is one of the strongest personality traits influencing positive workplace behaviour and organizational effectiveness. Employees who possess high levels of conscientiousness are more dependable, achievement-oriented, disciplined, and committed to organizational goals. Consequently, the significant

relationship observed between conscientiousness and organizational productivity confirms the relevance of the theory in explaining employee citizenship behaviour within the banking sector. Overall, the findings demonstrate that employee citizenship behaviour remains an indispensable driver of organizational productivity in deposit money banks. Employees who voluntarily display courteous behaviours and conscientious work attitudes contribute to improved teamwork, efficient service delivery, enhanced customer satisfaction, better compliance with organizational policies, and increased operational performance. The study therefore reinforces the growing body of literature that emphasizes the strategic importance of fostering employee citizenship behaviour as a means of achieving sustainable organizational productivity and competitive advantage in the Nigerian banking industry.

5.2 CONCLUSION

This study examined the relationship between employee citizenship behaviour and organizational productivity of deposit money banks in Akwa Ibom North-West Senatorial District, with particular emphasis on the dimensions of courtesy and conscientiousness. The findings established that employee citizenship behaviour plays a significant role in enhancing organizational productivity. Employees who voluntarily demonstrate behaviours beyond their formal job requirements contribute positively to organizational effectiveness, operational efficiency, service quality, and overall organizational performance. Specifically, the study found that courtesy has a significant positive relationship with organizational productivity. Employees who communicate effectively, demonstrate respect for colleagues, share information proactively, and prevent interpersonal conflicts contribute to improved teamwork, smoother workflow, and enhanced customer service delivery. Similarly, conscientiousness was found to have a significant positive relationship with organizational productivity. Employees who exhibit discipline, punctuality, responsibility, diligence, and strict adherence to organizational rules perform their duties more effectively and contribute to higher levels of organizational efficiency and productivity.

The study therefore concludes that fostering employee citizenship behaviour is essential for improving the productivity and competitiveness of deposit money banks. Management practices that encourage courtesy and conscientiousness among employees will strengthen employee commitment, improve service delivery, enhance customer satisfaction, and promote sustainable organizational growth. Consequently, employee citizenship behaviour should be regarded as a strategic organizational asset capable of supporting long-term performance and competitive advantage in the banking sector.

5.3 RECOMMENDATIONS

Based on the findings and conclusion of this study, the following recommendations are made:

1. Bank management should promote courteous workplace behaviour by encouraging open communication, mutual respect, teamwork, and proactive information sharing among employees. This will reduce workplace conflicts, improve collaboration, and enhance organizational productivity.
2. Management should strengthen conscientious work behaviours through regular training, performance coaching, and employee development programmes that emphasize punctuality, discipline, accountability, responsibility, and adherence to organizational policies and procedures.
3. Recognition and reward systems should be introduced to acknowledge employees who consistently demonstrate employee citizenship behaviours beyond their formal job responsibilities. Such recognition will motivate employees to sustain positive discretionary behaviours that improve organizational performance.

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