International Journal of Business and Management Invention (IJBMI)
ISSN (Online): 2319-8028, ISSN (Print):2319-801X
www.ijbmi.org || Volume 10 Issue 2 Ser. I || February 2021 || PP 10-22

Relational Psychological Contract and Organizational Citizenship Behaviour of Commercial Banks in Bayelsa State

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Abstract
This work studied Relational Psychological Contract and Organizational Citizenship Behaviour among employees within the thirteen (13) commercial banks listed on the floor of the Nigerian stock exchange, in Bayelsa state. The cross-sectional research design was adopted. A sample size of 338 was obtained from the population of 2,800. Using Spearman Correlation Coefficient to analyse the data, the following results were obtained: there exist a significant positive relationship between relational psychological contract and Organizational Citizenship Behaviour (altruism, conscientiousness and sportsmanship). Employees are loyal and committed to their banks and they go the extra mile to ensure they meet up with obligations and duties. Managers are advised to put in place training and development initiatives and be transparent in dealing with employees to broker sustained competitive advantage.

Keywords: *Organizational Citizenship Behaviour, Psychological Contract, Relational Psychological Contract.*

Date of Submission: 22-01-2021 Date of Acceptance: 06-02-2021

I. INTRODUCTION

Productivity and profitability of an organization still depends on human resources, irrespective of the increased reliance on modern machineries and equipment (Osman, Othman, Rana, Solaiman, and Lal, 2015). Among all resources available to management, manpower is probably the most complicated. Employees who make up the manpower of an organization are critical to the success of the organization. Employee commitment is important for the formation of competitive advantage; however, this has been made difficult as a result of vulnerability in the work place (Hart, Gilstrap, & Bolino, 2016). There is a type of behaviour that may positively affect productivity within the organization, hence it is highly solicited by employers, because it leads to organizational effectiveness and efficiency, it is known as Organizational Citizenship Behaviour (OCB). According to Nichodemus (2012) OCB is defined as employee work attitudes that go beyond duty call, and is discretionary, not explicitly recognized by the employer's structured reward system which contributes ultimately to organizational effectiveness. OCB could also be seen as personal employee attitude that is voluntary, not expressly identified by the structured benefit system and that in total promotes the functioning of the organization.

OCB plays the role of a behavioural catalyst promoting commitment reducing absenteeism and enhancing skill development which in turn leads to higher productivity and efficiency (Cohen and Karen 2010). From an organizational stand point, OCB is a crucial aspect of an employee's behaviour that contributes to the overall organizational success. This is because OCB makes the employee of an organization more individually productive, hence the aggregation of individual productivity will lead to overall organizational productivity. Organ in 1988, coined the concept of OCB, (Dash and Pradhan, 2014) and it has ever since, gathered much attention. It makes employees to be more helpful and supportive to one another, in such way that benefits the organization.

Polat (2009) noted that OCB comes in various forms, namely; Altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Hadjali and Salimi (2012) concluded that OCB and its aspects (sportsmanship, civic behavior, conscientiousness and altruism) have positive effect on customer orientation. Veličkovska (2017) claims, if an employee assesses that according to his inputs and results the organization provides him adequate reward he will respond with engagement in OCB. Romaiha, Maulud, Ismail, Jahya, Fahana, and Harun (2019) holds that the employees who own the OCB traits are capable of showing behaviours beyond the regular roles, employer expectation and job obligations without expecting to receive any form of rewards or recognition rather prefer to contribute to the good and welfare of the organization. The results of these studies above

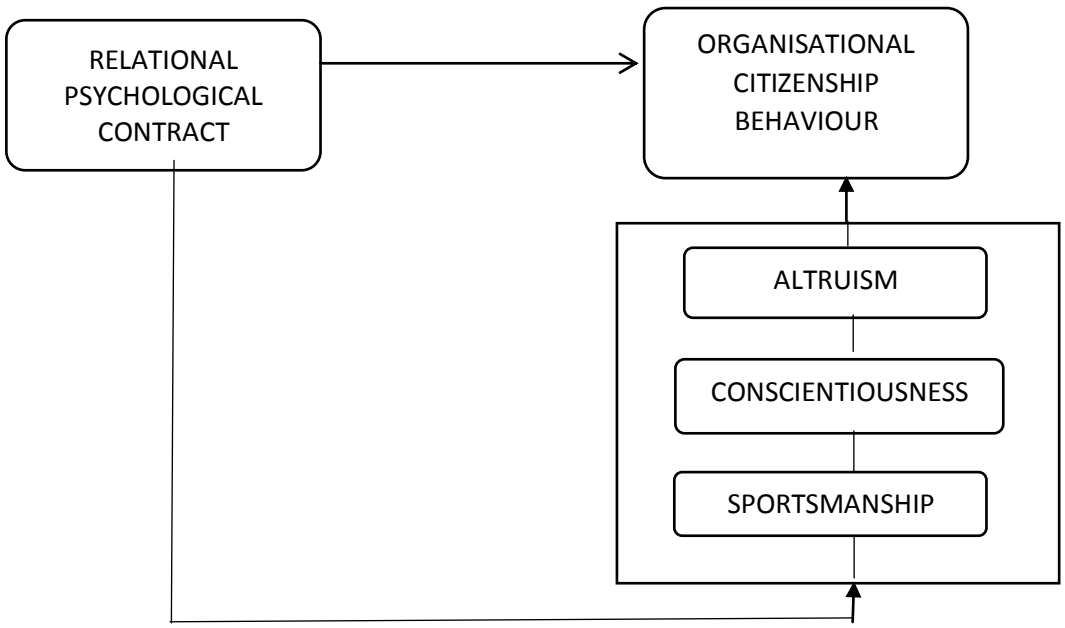
indicates that OCB is a freewill, voluntary and discretionary effort by the employees to ensure the success of the organization

Owing to the importance associated with OCB**,** Nasurdin, Nejati and Mei, (2013) investigated the effect of workplace spirituality dimensions on OCB of academic staff attached to 15 private institutions of higher learning in Malaysia. They found out that meaningful work, as a dimension of spirituality was positively related to all of the OCB dimensions. Similarly, Rurkkhum and Bartlett (2012), in their study of Thai organizations revealed that there was a positive relationship between employee engagement and every component of OCB including courtesy, conscientiousness, altruism, sportsmanship and civic virtue.

This study takes a different approach from the aforementioned studies by placing emphasis on just three of the dimensions of OCB namely: Altruism, conscientiousness and sportsmanship. The aim is to investigate the effect of Relational Psychological Contract on Altruism, Conscientiousness and Sportsmanship. There is need to isolate how the above dimensions of OCB relates with Relational Psychological Contract. Rousseau (1995) believe the relational obligations of the psychological contract strongly influences employees' performance and OCB. McDonald and Makin (2000) reiterate that it is imperative for organizations to try and engender a relational contract with employees to encourage loyalty and commitment.

The conceptual framework below gives a guide to the study:

Figure 1: Conceptual Framework of Relational Psychological Contract and Organizational Citizenship Behaviour



II. REVIEW OF LITERATURE

The Psychological Contract

The term psychological contract has evolved over time. According to Dimmateo, Bird and Colquitt (2011), the antecedent of psychological contract dates back the days of social theorists such as Hobbes and Locke who described the presence of a long stretching social contract. This social contract involves a reciprocal kind of agreement between the people of a state and the state, where the state is expected to provide a range of social services and it is expected of the citizens to discharge their responsibilities by obeying the law. Dadi (2012) has opined that Menninger was the first researcher in 1958 to instigate the concept of psychological contract. Menninger (1958), one of the leading psychiatrists of his time, hypothesized that contractual relations require that the exchange relation between the parties result in the reciprocal satisfaction of the parties need for the contractual relationship to be continued.

For example, employee input may be in form of exhibiting more skills and knowledge level in tackling work related issues, loyalty and being committed to the organization. Meanwhile, the organization, in return, may provide to the employee such benefits as good pay and bonus, promotion, training and recognition. This implies that underlining indicia here is trust. Middlemiss (2011) suggested that all psychological contracts (Relational and Transactional) entail trust which underpins these obligations

Psychological contract is an organizational concept that explains the fulfilment and nonfulfillment of organizational relationships in the light of mutual obligations, expectations and promises. The content of the PC refers broadly to an employee's perceptions of the contribution(input) they promise to give to their employer and what they believe the organization promises in return(outcome). As an employee spends more time within an organization the psychological contract develops to different levels, this continues over the first year of employment and includes opinion of the parties as regards the fulfilment or the violation of promised obligations. When psychological contracts are formed, they are relatively stable and rigid towards change (Tomprou& Nikolaou, 2011). Psychological contract are an individual's beliefs regarding reciprocal obligations (Aarulandu, 2017). Beliefs become contractual when a person holds that he or she is indebted to the employer as returns for certain inducements. Physiological contract is basically measured from an employee perspective (Savarimuthu and Racheal 2017), though this can be largely relative. The perception of each party differs according to individual beliefs, value and interpretation. Therefore, employers need to understand what employees expect from their job and vice versa and this is where reciprocity and mutuality of the parties come to play. The implication of this is that where parties are not aware of their mutual expectations, breach is inevitable. There are different ways to react to breach. Certain employees get infuriated when they feel played and deceived and expect an explanation to justify why it occurred. Others change their work behaviour negatively by reducing work effort, and commitment toward the organization; they adopt a reduced motivational level to venture beyond their structured obligations, and eventually leave the business organization, Abela and Debono (2019)

Generally, employment contract aims to connect employees with the employer or organization with regards to future contributions and inducement of the parties involved in the contract. These contributions and inducement are partially put on paper in the written and structured employment contract, but most part are not written and implicitly held. The terms of an employment contract are formal and legally binding, while psychological contracts are informal, subjective in nature, not legally binding and lacking in clarity (Naidoo, Abarantyne and Rugimbana. 2019). The psychological agreement is a less proper agreement and speaks to the shared convictions, assessment and casual commitments basic a connection between singular workers and their associations. PC gives a casing work to catching up representative demeanour and needs on those measurements that can impact execution (sanctioned Institute of Personnel and Development CIPD, 2010). Bal, Kooij, and De Jong (2013), states that HR techniques implied for the improvement of all representatives can impact work results well because of an increasingly adjusted psychological agreements between the two parties.

This is also explained to mean that psychological contract helps to explain the employer employee relationship. It is normally assumed by the parties to this relationship that this form of contract which is not formally documented is carried out on the principles of good faith, fair dealing, and trust. PC embraces the opinions and beliefs on an array of items that were promised, mentioned, or in some way perceived or interpreted but not captured on the written legal contract (Abela and Debono. 2019). The issue here is that most employers cannot be held liable for not honouring the psychological contract.

Psychological contract represents the relationship between individuals and employers. It focuses explicitly on the opinion of the employee towards the employment deal (Höglund, 2012). It is very relevant in HRM, hence HR should align its strategy in order to maintain positive workers' attitudes and behaviours (McDermott, Conway, Rousseau, and Flood, 2013). It is also paramount to emphasize that PC is a process of mutual expectation arising from an organization – individual relationship (George, 2009). (Abela and Debono. 2019) holds that employment relations are characterized by the employees' beliefs that the employees and the organization have mutual obligations. Abela and Debono (2019) also asserted that scholars developed this concept of psychological contract and sub divided it into the social and economic exchanges which were further categorized in the context of transactional and relational contracts.

Relational Psychological Contract

The general terms researchers have used in the study of psychological contracts have been referred to as transactional and relational (McNeil 1985, Rousseau 1989). According to Rousseau (1995), Transactional contract focuses on short-term and monetize exchanges such as:

- Specific economic conditions (e.g. wage rate) as primary incentive
- Limited personal involvement in the job (e.g. working relatively few hours, low emotional investment)
- Close ended time frame (e.g. seasonal employment, 2-3years on the job at most)
- Commitments limited to well specified conditions (e.g. union contract)
- Little flexibility (change requires renegotiation of contract)
- Use of existing skills (no development)
- Unambiguous terms readily understood by outsiders.

Relational contracts, on the other hand focuses on open-ended relationships involving considerable investments by both employees (company specific skills, long term career development) and employer's (extensive training). Such investments involve a high degree of mutual interdependence and barriers to exit. Typical relational terms include:

- Emotional involvement as well as economic exchange (e.g. personal support, concern for family wellbeing)
- Whole person relations (e.g. growth, development)
- Open-ended time frames (i.e. indefinitely)
- Both written and unwritten terms (e.g. some terms emerge over time)
- Dynamic and subject to change during the life of the contract.
- Pervasive conditions (e.g. affects personal and family life)
- Subjective and implicitly understood (i.e. conditions difficult for third party to understand)

Relational psychological contract according to Naidoo *et al* (2019), are based on a longer-term relationship where a wider range of rewards and opportunities are provided as an exchange for a stronger and more extensive commitment to the business entity. Relational contracts contain conditions which may not be readily valued monetarily and which concern the relationship between staff and the organization. Middlemiss, (2011) in explaining the nature of relational psychological contracts, asserted that these contracts are more likely to be unstructured, uncertain, and open-ended and with a higher level of trust. This can easily be seen with the intention of the employee to remain with the organization for a long-term. Relational contract inclined employees contribute their commitment, involvement and loyalty to the organization often in the form of OCB, with the expectation that the organization will provide loyalty, a sense of being wanted and opportunities for career and professional growth. In this relationship, both parties are beneficiaries.

Relational psychological contracts are broader and more individually understood by the parties to the exchange. They are more interested with the exchange of personal; socio emotional value as well as economic resources and they exist over a period of time. Relational psychological contract reflects employee's emotional participation and trust in organizations because organizations not only provide necessary physical reward in return to employees but also provide guarantees for employee's work safety, skill training and career development (Kishokumar, 2014).

Guest (2004) holds the opinion that the workplaces have become highly decentralized because of newer and less rigid employment patterns. In the same vein managers are becoming impatient with the time consuming and bureaucratic process of negotiation under the conventional employment relations system. Also changes and uncertainties in the market place has impacted the stability of the workplace making the formal employment contract not inclusive enough to carter for such changes.

Organizational Citizenship Behaviour (OCB)

Thiruvenkadam and Durairaj (2017) noted that OCB refers to any action or activity an employee may decide to carryout, spontaneously and voluntarily, which most times resides outside of their specified obligations. Notwithstanding, OCB is highly coveted by organizations, they are often displayed at the discretion of the employee, and this exhibition is basically a function of how the employee sees the employer. This shows that employers cannot coax employees to exhibit these behaviours because they are not specified in the job contract as part of their job descriptions. The concept of "willingness to cooperate" is a major assumption of organizational citizenship behaviour; this is the readiness of employees to work together with others in the struggle for organizational goals. The attainment of organizational success will be better achieved when employees work together in harmony. De Geus, Ingrams, Tummers and Pandey (2020) highlights that OCB admonishes employees to go over, above and beyond structured role requirements

OCB can also best be described as extra-role behaviors of the employees who performs task that exceed their job scope (Romaiah, *et al*, 2019) The implication of this definition is that OCB are voluntary, meaning employees are not forced to exhibit it. However, it is also not present in the formal job description, nor are they contractually rewarded. In 1997, Organ redefined OCB as any behaviour that contributes to the social as well as psychological context supporting task performance. In the view of Markoczy and Xin (2004), the survival of business organizations is greatly threatened, if the manpower fails to practice positive behaviours that are pertinent to the requirement of the organization. This shows how important OCB is for the sustainability of any organization.

Veličkovska (2017) holds that OCB has many advantages; several of them can be mentioned like improving organization relationships among employees, improving organization results, increasing job satisfaction, improving work performance, environmental protection etc.

Emotions of one employee within the organization can affect other employees in a positive or negative way. It can also make them motivated to work or it can decrease their work performance. This kind of effect is called emotional contagion Koning and Kleef (2015). Leader`s emotions are transferred to the employees and

reflects in their behaviour and attitude Velickovska (2017). This also determine how much of citizenship behaviour employees may engage in, as the behaviour of the leader tends to rub off on the followers

Alkhatani (2015) identified that a singular major reason why OCB has attracted the attention of many academicians and practitioners is its confirmed significance towards the effectiveness of the organization. Mushtaq and Umar (2015), has also pointed out that an area that has not gotten much attention is that OCB is enacted differently in different cultures. This implies that what may encourage OCB in a particular culture may not necessarily encourage it in another culture. However, different geographical contexts have different cultures, values, norms, and environment which necessitate a separate study for better understanding of OCB (Bukahari *et al*, 2008). This is so because OCB is voluntary; it involves some form of intrinsic motivation and what motivates people differ across ethnic, cultural and geographic lines.

OCB is related positively to individuals, groups and organizational performance and plays a major part in organizational success (Dinka, 2018). It is treated as a personal behaviour that has an aggregate effect on groups within organizations (Pickford and Joy, 2016). OCB can affect productivity of organizations and improve group productivity as well because of the harmony it generates when people work together. Employees who help each other don't need to ask the boss for help which allows managers to be free to attend to more important issues (Alkahtani, 2015). In the contemporary business environment which is so competitive, businesses are accentuating areas they can gain competitive edge and OCB is one of such areas (Tabassum, 2016). OCB was formerly structured into two dimensions; altruism and compliance, compliance was renamed conscientiousness by Organ. In 1988 Organ included sportsmanship, courtesy and civic virtue (Dinka, 2018). However, Organ's (1988) classification is most frequently cited in literature, hence this study will major on three of the five measures identified by Organ, namely: Altruism, Conscientiousness and Sportsmanship

Altruism

This dimension of OCB portrays a selfless behaviour by employees where they are concerned about other individuals' welfare, rights and portray more empathy to the benefits of others (Khan, Feng, Tunku, Rahman, Chong and Zhen, 2017). Altruism describes employee's helping behaviour that is directed at improving the wellbeing and performance of other stakeholders within the organisation (Olowookere. 2014). These behaviours involve lending a helping hand towards co-workers with excessive work load, sorting out information that is work related and very essential, assisting colleagues in completing their tasks and putting new employees through using of new appliances and apparatus (Chibowawa, *et al*. 2011). Altruism refers to helping behaviours aimed at co-workers, customers, client's vendors or suppliers (Kishokumar, 2018).

Altruism fosters positive behaviour amongst workers, as recipients of these behaviours usually feel obligated to reciprocate the good gestures, thereby instigating the cycle of goodwill to the benefit of the organization (Olowookere. 2014). This behaviour leads to improved individual and group performance (Sharma and Jain, 2014) Also, Batson, Van Lange, Ahmad and Lishner (2007) holds that altruism results in increased cooperation and a solid sense of "we-ness" or collectivism, a condition necessary for organization to perform at an optimal level. To further corroborate this, Farzianpour, Foroushani, Kamjoo and Hosseini (2011) asserted that the services of organizations will reach the peak, when corporate employees view each other as organizational customers and assist each other with organizational tasks willingly

Examples of this attitude includes helping beginners get used to work, sharing the work burden of fellow workmen, helping others in solving problems, training fellow workmen on usage of new apparatus and developing fellow workmen via way of training to work for required time. Since it is also not limited to helping fellow workmen, other examples include; helping customers make a choice of selection, helping suppliers offload supplies etc.

(Muthuraman and Al-Haziazi, 2017) identified that altruism is an important part of OCB. Koster (2014) stated that altruism reduces monitoring cost and enhances cooperation, as a result organisations benefit from employee altruistic behaviours. Generally, workers with more helping behaviours will make more effort in organisational task and display a better performance on the Job (Hisung, 2014). People in a culture of egalitarianism are more likely to be helpful (Schwartz, 2007). Schwartz also went ahead to state that helping behaviours of individualists is more inclusive than that of collectivists. In other words, individualists tend to extend their helping behaviour to a wide spectrum of people whereas collectivists tend to limit their help to in-group members.

Conscientiousness

Conscientiousness relates to personality dimensions that show a person to be dependable, organized, persistent and responsible (Tamunomiebi and Onah. 2019). People with high conscientiousness levels tend to show self-discipline and exceed expectations; they are neat, punctual, careful, self-disciplined and reliable (Robbins and Vorhra. 2017). This form of behaviour normally exceeds specified job requirements and expectations; it describes a condition in which employees express excitement, commitment and dedication to duties without any form of coercion or surveillance. Such employees are punctual to work and meetings,

meticulous and show high regards for the approved work processes, reliable and obedient to structured principles and rules (Olowookere. 2014). Those who possess this trait will work extra hours, complete task before the dateline and avoid extended unnecessary break (Ehtiyar, Akta, and Omuri, 2010). This will result in improved organizational performance and customer satisfaction. Unlike altruism it is not personal, it directed towards the system. Conscientiousness implies doing things beyond minimum requirement acceptable within organizational norm(Tamunomiebi and Onah. 2019). It majorly refers to compliance with internalized norms that define the behaviour of a good worker such as being punctual and making proper use of work time by not wasting it. Conscientiousness therefore means the total adherence to organisational rules and procedures even without supervision (Bukhari, 2008). Examples of behaviours which constitute conscientiousness are; devotion to work, low absenteeism level, respecting and obeying procedures, rules, and regulations, even when there is no check and balance (Mushtaq and Umar, 2015). Conscientiousness basically entails being proactive and doing more than necessary. It involves putting an extra effort to what is required. According to Tamunomiebi and Onah(2019). It can also be said to be the concern of an employee towards the regulations and rules of the organization for the genuine benefit of the organization.

Sportsmanship

Sportsmanship refers to the action of employees when dealing with unexpected discomfort that occurwithin the organization without having to murmur and yet, still do their best (Ehtiyar, *et al* 2010). Sportsmanship emphasizes on employees keeping a positive attitude while experiencingthe obvious inconveniences associated with work without complaining. It is an employee's ability to endure these inconveniences. For instance, uncontrollable circumstances may warrant employees to work overtime to complete a project, they may have their suggestions or ideas discarded or they may have to work under poor conditions in the course of performing their responsibilities. However, employers will appreciate a considerable show of understanding from the employees as they navigate each difficult bend.

It can also be defined as protecting team interests and avoiding team conflicts Veličkovska (2017).Behaviors that connotes sportsmanship includes not murmuring about minor matters or keeping petty malice, enduring unfavorable working conditions without complaining, keeping a positive attitude in harsh circumstances, and being willing to put group interest ahead of personal interest (Podsakoff *et al*, 2000).

Sportsmanship refers to the ability to tolerate without complaining when experiencing the unavoidable stress and abuses which are generated in the work process within the organization. It involves being positive and tolerant in the workplace, by avoiding unnecessary complains. A good sportsmanship behaviour can be very infectious; it can extend to fellow employees thereby resulting in good team spirit amongst employees. Furthermore, sportsmanship centers on positive attitude and disposition of employee even during stressed circumstance without resentment (Tamunomiebi and Onah, 2019)

Behaviors that are sportsmanship inclined are focused on keeping the balance and promoting social harmony (Kishokumar, 2018). Youssef and Luthans (2007) opined that employees with high focus on the future are more likely to think of future improvements; hence they are unlikely to complain about current matters.

RELATIONSHIP BETWEEN RELATIONAL PSYCHOLOGICAL CONTRACT AND OCB

Several studies (Shih and Chen, 2010; Zhao, Wayne and Glibkowski, 2007) have shown strong support for the positive relationship between Relational Psychological Contract and OCB. Cavanaugh and Noe (1999) in their research of US companies found workers with Relational Psychological Contract had lower turnover intentions and greater job satisfaction. In a similar vein, Hui, Lee and Rousseau (2009) found Chinese workers were willing to go the extra mile for their organizations owing to the influence of their Relational Psychological Contract.

Uen, Chien and Yen (2009) carried out a multilevel analysis of the mediating effect of Psychological contract on commitment based Human Resource System of knowledge workers in Taiwan High Technology firms, and found employees with Relational Psychological Contract were willing to assist their colleagues to solve work related problems and carried out their tasks voluntarily. This finding is contrary to Liu, Cho and Seo (2011) investigation of the impact of Psychological Contract on OCB of Hospitality Workers in South Korea. They found no relationship between Relational Psychological Contract and OCB and attributed this to the difference in the culture of the Western and Eastern climes, pointing out that this could also be influenced by the type of industry they examined.

Dierdorff, Rubin and Bachrach (2010) in their research on full-time employees enrolled in a graduate school of business at a large private Midwestern university, discovered that employees would engage more in OCB if they work in a social supportive environment where helping others is well appreciated. Chelagat *et al* (2015) studied the effect of organisational citizenship on employee performance in the banking sector of Nairobi and they identified that altruism is positively and significantly correlated with employee performance. This shows that the OCB dimension of altruism is very important.

In the work of Alsuwailem and Elnag (2016) on the correlation between personality and job performance it was discovered that a positive relationship exists between employee performance and conscientiousness. The study of Banghkhasti and Enayati (2015) also affirms the findings of Alsuwailem and Elnag above. Romaiha *et al* (2019) asserts that the OCB dimension of conscientiousness is related positively to organisational citizenship behaviour.

From the above, we posit that

H_{01}: There is no significant relationship between Relational Psychological Contract and Altruism
H_{02}: there is no significant relationship between Relational Psychological Contract and Conscientiousness
H_{03}: There is no significant relationship between Relational Psychological Contract and Sportsmanship

III. METHODS

This work studied Relational Psychological Contract and Organizational Citizenship Behaviour amongst employees within the thirteen (13) commercial banks listed on the floor of the Nigerian stock exchange, in Bayelsa state. The cross-sectional research design was adopted. A sample size of 338 was obtained from the population of 2,800 which is in line with Krejice and Morgan table for determining sample size. However, the returned and usable questionnaire were 261 representing 77% response rate. The 4 point Likert Type of questionnaire was the instrument used for data collection. It comprised two sections: section A was demographic information like gender, status, age, educational level, and length of service. Section B comprised 24 questions from the study variables with response ranging from 1 – strongly disagree to 4 – strongly agree. Robbinson and Morrison (1995) scale was used in measuring Relational Psychological Contract; OCB was measured using Organs (1988) scale for Altruism, Conscientiousness and Sportsmanship. The variables have construct validity since they had been tested by previous studies. Cronbach Alpha was used to test the reliability of the variables and the results is as below:

Table 1: Reliability of Variables

Variable	Alpha Coefficient	No. of items
Relational Psychological Contract	0.871	6
Altruism	0.790	6
Conscientiousness	0.815	6
Sportsmanship	0.873	6

Source: Survey Data 2019

Neuman (2000) considers alpha coefficient of 0.7 and above as efficient, therefore the variables are reliable. With the aid of Statistical Package for Social Sciences, Spearman Rank Order Correlational Coefficient was used to establish the relationship between the predictor and criterion variables.

IV. RESULTS

Demographics

Majority of the respondents were male (185) as against female (76). Participants that were married (221) were more than the other categories. Most respondents were between the age bracket of 31-40 years (177). Employees who had stayed in the bank between 0-2 years were more in number (129). This shows there is a large employee turnover in the banking industry in Bayelsa State. 193 respondents had a minimum of Bachelor's Degree in their respective field of discipline.

Univariate Analysis

Table 2. Distribution for Indicators of Relational Psychological Contract

		N	Mean	Std. Deviation
Relational Psychological Contract	I have a good working relationship with my co-workers	261	2.8467	.56114
	I consider other members of this organization as a family	261	2.7280	.65541
	I have good correspondence with members of this organization even outside the workplace	261	2.8352	.61368
	Take this organization's concern personally	261	2.5594	.79015
	Plan to stay here a long time	261	2.6322	.65248
	I feel a strong sense of placement in this organization	261	2.7433	.67311
	Valid N (listwise)	261		

Source: Survey data, 2019

The evidence suggests that respondents of the study consider the manifestations or indicators of relational contract as substantially moderate and appreciated within their organizations. This observation is premised on the $2 < x \leq 4$, mean distribution threshold adopted in the study for identifying moderate evidence of the indicators.

Table 3. Distribution for Indicators of Organizational Citizenship Behaviour

		N	Mean	Std. Deviation
Altruism	I help colleagues with heavy workload complete tasks	261	1.8352	.40151
	I go the extra mile to help customers/clients/parents/students	261	1.8506	.35719
	I help orient new staffs, agents etc. even though it's not required	261	1.7969	.43073
	I attend functions that are not required, but that help with my work	261	1.8084	.40393
	I prefer to work as a team with my colleagues	261	2.3946	.74512
	I help even when it is inconvenient for me	261	2.7433	.72801
Conscientiousness	I conscientiously follow the rules, regulations and procedures of my organization	261	2.8046	.60458
	I give advance notice when unable to complete task within time frame	261	2.2299	.93275
	I turn in budgets, sales projections, expense reports etc. earlier than required	261	2.1877	.80813
	I am usually punctual to work	261	2.2414	.77408
	I work extra hours even when am not going to be paid an overtime	261	2.1839	.72635
	I still make effort to be present at work even when I am ill	261	2.2989	.74081
Sportsmanship	I never express resentment over changes introduced by management	261	2.3180	.74577
	I do not complain about trivial work issues	261	2.3640	.67488
	I prefer to collaborating with co-workers rather than competing with them	261	1.9195	.48560
	I am very reliable	261	1.8084	.45751
	I usually remain positive and not complain even when things seem not to go well	261	1.8467	.37143
	I use all within my powers to avoid conflict within my team	261	1.8352	.39182
	Valid N (listwise)	261		

Source: Survey Data 2019

The result for the distribution on the indicators of organizational behavior revealed a high level of disparity in results. Evidence shows that while most indicators for the measure – conscientiousness, are observed to be moderately distributed; indicators for altruism and sportsmanship offer a poor and lower level of manifestation. This demonstrates a higher tendency for workers to be responsible and accountable towards the organization, than being ready to support their co-workers or to work as a team within the organization. The results go to demonstrate the possible poor levels of cooperation within the organization especially between colleagues and co-workers and their poor level of willingness to collaborate with others as a team or group within the organization. This position is based on the observed $x < 2$ mean coefficients observed for these distributions.

Bivariate Analysis

Table 4. Relational psychological contract and organizational citizenship behaviour

			Relate	Altruism	Con	Sports
Spearman's rho	Relate	Correlation Coefficient	1.000	.438**	.285**	.230**
		Sig. (2-tailed)	.	.000	.000	.000
		N	261	261	261	261
	Altruism	Correlation Coefficient	.438**	1.000	.222**	.221**
		Sig. (2-tailed)	.000	.	.000	.000
		N	261	261	261	261
	Con	Correlation Coefficient	.285**	.222**	1.000	.778**
		Sig. (2-tailed)	.000	.000	.	.000
		N	261	261	261	261
	Sports	Correlation Coefficient	.230**	.221**	.778**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	261	261	261	261

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

From the above, the null hypotheses were rejected and the following results obtained:

- There is a significant positive relationship between Relational Psychological Contract and Altruism
- There is a significant positive relationship between Relational Psychological Contract and Sportsmanship
- There is a significant positive relationship between Relational Psychological Contract and Conscientiousness

V. DISCUSSION

The results obtained from our analysis strongly supports previous researches that Relational Psychological Contract has a significant positive relationship with Organizational Citizenship Behaviour (Shih and Chen, 2010; Cavanaugh and Noe, 1999; Hui et al 2009; Uen et al, 2009).

The findings demonstrate the link between the content and features of relationships between co-workers and management and the level to which this contributes towards improved work behaviour and attitudes within the organization. The findings further demonstrate the imperatives of work settings which allow for collaboration, interaction and harmony especially, arrangements that facilitate interdependence between workers and units within the organization.

The position of this study agrees with those of Agarwal (2011) who noted that workers' perceptions about how they are treated within the work environment goes a long way in determining their relations and the features of their exchange with significant others within the organization. Furthermore, Romaiha *et al* (2019) who studied the determinant of OCB, noted in his findings that altruism had a significant relationship with employee's performance. This goes to show the inevitable importance of altruism as a citizenship virtue. Chahar (2019) of Manipal University, Jaipur, India who also carried out a study on PC and OCB, noted that the employer employee relationship with its dependent variables were significant to altruism.

Hamsani, Valeriani, Zukhri (2019) asserts that, intrinsic satisfaction which is synonymous with relational psychological contract had a negative impact on OCB. This implies that, the greater the opportunity to learn new things and challenging occupations the lower the OCB behaviours exhibited by employees. This does not agree with the findings of this work despite both studies focusing on the banking sector. They studied Work Status, satisfaction and organizational citizenship behaviour; a study of Bangka Islamic bank, Province of Bangka Belitung. The religious nature of the organization for their study may be responsible for variation in findings. In the same vein Liu et al (2011) study did not support our findings. They found no relationship between Relational Psychological Contract and Organizational Citizenship Behaviour. This may be attributed to cultural differences between Asia and Africa. Mushtaq and Umar (2015) are of the view that OCB is displayed differently by different cultures. Bukahari et al, (2008) assert that different geographical areas have different cultures, norms and values which affect how OCB is displayed in these areas.

There exists significant relationship between relational psychological contract and conscientiousness. This finding is based on the specific impact of relational psychological contract on conscientiousness. This shows the level of commitment employees put into the organization, this can be measured in terms of compliance to laid down policies and procedures of the business.

The findings of Agarwal and Gupta (2015) in their study of the effect of perceived organizational support on organizational citizenship behaviour further buttresses the result of this work, they found out that perceived organizational support was positively related to affective commitment, hence perceived organizational support is significantly related to OCB. Perceived organizational support can also be seen as a feature of relational psychological contract. The implication of this is that when employees feel that the organization sincerely supports them there is the tendency to put in their best. A significant difference in the methodology of Agarwal and Gupta (2015) from this study is the method of data collection; their data was retrieved from a single sector of the society which is the health sector, because their questionnaires were distributed to nine hospitals, meanwhile, the distribution of questionnaires for this work was done within the financial sector. However, this did not lead to a big discrepancy in our findings.

Nichodemus (2012) studied psychological ownership and organizational trust as predictors of OCB among bank workers. In his findings, he highlighted that the more employees experience trust in their relationship with the organization, the more they tend to involve in OCB such as conscientiousness. Just like this work that studied employees within some banks, Nichodemeus (2012) also studied employees amongst banks, and arriving at similar findings goes to show the reliability of this findings.

It was observed that the willingness of an employee to bear the inevitable inconveniences that comes with the job without complaining is dependent of a good relationship with his employer. Healthy communication is what fosters this relationship. The findings also reiterate the position of Calo (2006) on the importance of healthy communication and respect for subordinates within the workplace and also suggests that when workers perceive themselves as being duly respected and accorded substantial levels of relevance within the organization, there is a higher possibility of them acting in a responsible and well meaningful ways towards the organization.

This study also aligns with the work of Robinson and Morrison (1995) that tested the relationship between two elements of psychological contract (Transactional and Relational Psychological contract) with five components of OCB (Altruism, contentiousness, sportsmanship, and civic virtue) although the test was conducted amongst MBA alumni. They concluded that psychological contract was positively related to organizational citizenship behaviour. The findings from the works of Kiazad et al (2014) Panaccio et al (2015); Chen and Kao (2012); Priesemuth and Taylor (2016); also aligns with the findings of this work.

Umar and Ringim (2015) both of Ahmadu Bello University Zaria found out that relational psychological contracts have significant relationship with employee turnover intention. This implies that when employees feel that their psychological contract are no met the unavoidable inconveniences that are a part of the job become unbearable. This in turn triggers a turnover intention, thereby aligning with the findings of this work that a significant relationship exists between relational psychological contract and sportsmanship. The similarity in the research design used (Cross sectional research design) may have contributed to the similarity in findings.

VI. CONCLUSION AND IMPLICATIONS

Employees in the banking sector in Bayelsa State of Nigeria exhibit great team spirit and view co-workers as family members. They are personally involved in ensuring the organization achieves its goals and have a strong sense of loyalty to the organization. This in turn influences them to go the extra mile for their banks by contributing positively to the firms' growth and development. These employees exhibit helping behaviour in the organization; they are conscientious in obeying organizational rules and policies and even work extra hours without expecting tangible rewards. They are reliable and collaborate beautifully with co-workers.

Theoretically, our findings have contributed immensely to the literature on Relational Psychological Contracts and Organizational Citizenship Behaviour. Employees with Relational Psychological Contract are more inclined towards going the extra mile for their organizations.

Managers in putting these findings to practice should ensure they meet up with employees' needs in the area of training and development and being transparent in all their dealings. This will make employees work selflessly towards the attainment of organizations' goals and becoming the best asset any firm can wish for. This to a large extent will make organizations leverage on their core competency with their employees being their competitive edge in the industry.

RECOMMENDATIONS

Management should invest in developing and providing long term career growth path for employees. They need to show concern for the wellbeing of workers. This will breed trust in the employment relationship, making employees practice positive behaviour that is important for the survival and sustainability of the banks.

SUGGESTION FOR FURTHER STUDIES

This study could be replicated in other industries in Nigeria. The scope of OCB could be more encompassing to include the five measures identified by Organ (1988). National Culture could be used to moderate the relationship between Relational Psychological Contract and Organizational Citizenship Behaviour.

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Okpu, Tarela Oboro, et. al. "Relational Psychological Contract and Organizational Citizenship Behaviour of Commercial Banks in Bayelsa State." *International Journal of Business and Management Invention (IJBMI)*, vol. 10(02), 2021, pp. 10-22. Journal DOI- 10.35629/8028