

# **HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN WIRE AND CABLE INDUSTRY IN SOUTH-WESTERN NIGERIA**

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## **Abstract**

The study investigated the relationship between human resource management practices and components of organisational citizenship behaviour in the wire and cable industry. The study relied on primary data which was generated through the administration of a structured questionnaire. The study population (1,200) comprised all the employees of the seven wire and cable manufacturing companies in South-western Nigeria. Using the Yamane's formula, a total sample size of 570 employees were purposively selected on the bases of the location of the companies. Data collected were analyzed using percentage, correlation analysis and multiple regression. The results showed seven types of HRM practices in the wire and cable industry and they were rated by the employees as follows: Compensation Management (95%), Conflict Management (84%), Employee Empowerment (81%), Welfare Programme and Performance Appraisal (80%), Recruitment and Selection (76%), Career Development (70%). The results revealed that there were four prominent organizational citizenship behaviour (OCB) component in the selected industry. They were ranked as follows: Sportsmanship (91%), Altruism (80%), Civic Virtue (77%), and Courtesy (75%). The results further showed that the HRM practices had significant and positive relationship with sportsmanship ( $t = 2.311, p < 0.05$ ); altruism ( $t = 4.201, p < 0.05$ ); and courtesy ( $r = 2.067, p < 0.05$ ); in the wire and cable industry. The study concluded that human resources management practices influenced organizational citizenship behaviour in the wire and cable industry.

**Keywords:** Organizational citizenship behaviour, HRM practices, Altruism, Courtesy.

**JEL Classification:** F16

## **1. INTRODUCTION**

Organisations are social systems that are made up of structures, technology and environments. The common denominator among the three is the human element.

Human resources management practice has a broader implication on the management of change; it has a long term perspective which integrates all human aspect of the organisation into a coherent whole, thus encouraging individual employees to have an attitude to strive for higher performance (Oladele, 2012). The human resources is central to the growth, viability and survival of any organisation, Judging by today complex business in today's business world, it is only best human resource practices that can ensure continued success of any business organisation. The human element can be described as the most versatile resources in the organisation. It is the only resource that is capable of thinking, planning, executing, and achieving organisational result (Buller & McEvoy, 2012).

There is no organisation that can survive or achieve excellence and competitiveness without their members behaving as good citizens by engaging in all sort of positive organisation relevant behaviour. Successful organisations have employees who go beyond their formal job responsibilities and freely give their time and energy to succeed at the assigned job. Such responsibility is neither prescribed nor required, yet it contributes to smooth functioning of the organisation. Rafferty, Maben, West and Robinson (2005) described organisational citizenship behaviour as those special employees work behaviour that benefit the organisation; it is optional and not directly acknowledged in the formal reward system. It is a type of behaviour that promotes the effective running of the organisation. However, an organisation requires citizenship behaviour to survive the challenging and the competitive business environment of the contemporary times. Wire Cable industry in Nigeria is of utmost importance in power distribution and telecommunication, which has necessitated the need to identify with their human resource management practices and their level of citizenship behaviour that has made the organisation to maintain consistent global export level (Egbetokun, 2009).

Organ, Podsakoff and Mackenzie (2006) described organisational citizenship behaviour as a type of behaviour that is not formally described in the employee job description. Organisational citizenship behaviour involves employees' desire to go above and beyond the recommended roles which the employees have been allocated. It is essentially the action that employees take that is above and beyond what is expected and which does not give an explicit reward. Organ (1998) revealed five distinct elements of organisational citizenship behaviour as altruism, conscientiousness, courtesy, sportsmanship and civic virtues. Employees provide organisations with unique human resource capabilities that can create a competitive advantage, therefore organisational citizenship behaviour among employees may contribute to that advantage (Podsakoff & MacKenzie, 2014). Appelbaum (2004) indicated that organisational citizenship behaviour will lead to less tension among employees; it is also an important factor that distinguishes one employee in an organisation from another. Akindele (2007) emphasized that the business world has become a global village and that business organisations are facing a turbulent competition globally. He further explained that a source of advantage for any business is the human resources. The discretionary individual behaviour which will

promote the efficient and effective functioning of the organisation is highly necessary. This will be central to the growth, viability and survival of any organisation. The Wire and Cable Industry is very important to the development of the power sector and telecommunication industry. The industry has contributed highly to the Gross Domestic Product. The industry products are the purest and it is exported to other countries in the continent and outside thus contributing significantly to Nigeria Gross Domestic Product (Egbetokun, 2009). It is imperative that such industries have to identify and build up their competitive advantage. In the contemporary times, the power sector has been deregulated and it has no doubt contributed immensely in solving employment problems in Nigeria. The role of power distribution cannot be over emphasized. Nigeria presently has 6,000 mega Watts of installed generating capacity of electricity. Therefore, Wire and Cable Industry is of utmost importance in power distribution and also electrical installation of various buildings.

## **2. METHODOLOGY**

### **2.1 RESEARCH DESIGN**

The study used a cross-sectional survey research design method. The design established the association between variables affecting human resource practices and organisational citizenship behaviour. The study analysed the relationship between the independent and dependent variables. Questionnaire was used to extract information from the respondents. The research design highlighted the necessary information in addressing the research questions and made suggestions that will promote human resource management practices and organisational citizenship behaviour.

### **2.2 POPULATION, SAMPLE SIZE AND SAMPLING PROCEDURE**

The study population was all the Wire and Cable manufacturing companies in the South West. From a total population of one thousand and two hundred (1200) respondents the sample size was calculated to be five hundred and seventy (570) using the Yamane's formula. The breakdown was as follows: Nexus Kable Metal Lagos, (142); Nigerian Electrical Development Company Lagos, (119); Coleman wire and cable Lagos,(62); MicCom Nig. Plc Lagos, (76); Nigerian wire and cable Ibadan, (57); Comester wire and cable Nig. Plc Agbara, (76); and Denki wire and cable Akure, (38). The respondents were managers, supervisors and factory workers who were purposively selected on the bases of the location of the companies.

Using Yamane's Formula:  $N = 1200$  and  $e =$  error margin

$$Sample\ Size\ (n) = \frac{N}{1 + Ne^2}$$

Where  $e =$  error margin

$$S_n(n) = 1200 / 1 + 1200 (0.03)^2$$

$$n = 1200 / 2.08$$

$$n = 576.9 \approx 570.$$

### 2.3 DATA ANALYSIS TECHNIQUES

The data collected was processed and analysed using both descriptive and inferential statistics. The analysis was in accordance with the research objectives and hypotheses. The descriptive statistics such as frequency count, percentage, mean and standard deviation, while Correlation analysis and multiple regression technique were the inferential statistics.

Correlation analysis was used to establish the relationship between the variables. It expressed the extent to which pairs of sets of ordered pairs vary concurrently (Nunnally, 1978). Multiple regression analysis was employed to investigate the influence of the various human resource management practices on components of organisational citizenship behaviour. Using stepwise regression, seven human resource management practices were used as the independent variables, while the dependent variable was the organisational citizenship behaviour. The multiple regression model of this study is given by

$$OCB = \beta_0 + \beta_1 CMP + \beta_2 WLF + \beta_3 CAR + \beta_4 APR + \beta_5 CFL + \beta_6 REC + \beta_7 EMP + \varepsilon$$

Where:

CMP = compensation management

WLF = welfare programme

CAR = career development

APR = performance appraisal

CFL = conflict management

REC = recruitment and selection

EMP = employee empowerment

$\beta_0, \beta_1, \dots, \beta_7$  = regression coefficients

$\varepsilon$  = error term

Aprior Expectation:

$$\beta_1 > 0, \beta_2 > 0, \beta_3 > 0, \beta_4 > 0, \beta_5 > 0, \beta_6 > 0, \beta_7 > 0$$

To measure the goodness of fit of the regression, the coefficient of multiple determination ( $R^2$ ) was used which represents the proportion of the variation in the dependent variable that is explained by the set of selected independent variables.

**Table 1:** Summary Statistics of Human Resource Management Practices

<b>Variable</b>	<b>Total score</b>	<b>Mean score</b>	<b>Standard error</b>	<b>Standard Deviation</b>	<b>Ranking</b>
Conflict Management	1,689	4.13	0.83	0.83	1 <sup>st</sup>
Welfare Programme	1,636	4.00	0.90	0.90	2 <sup>nd</sup>
Compensation Management	1,619	3.96	0.83	0.83	3 <sup>rd</sup>
Recruitment and Selection	1,619	3.96	0.85	0.85	3 <sup>rd</sup>
Career Development	1,603	3.92	0.99	0.99	5 <sup>th</sup>
Performance Appraisal	1,558	3.81	1.03	1.03	6 <sup>th</sup>
Employee Empowerment	1,615	3.95	0.88	0.88	7 <sup>th</sup>

Source: Field Survey, 2019

The Table highlights the summary statistics and the ranking of the various human resource practices in the wire and cable industry. The summary indicates that management of conflict in the wire and cable industry is highly practice. With the total score of 1,689 responses and mean score of 4.13. The respondents agreed that conflict management values are shared in the industry with available procedure for managing conflict.

The table also indicated that welfare programme is a well ranked human resource management practice in the wire and cable industry with total score of 1,636 responses and a means score of 4.00. This is an indication that the industry appreciates and recognizes the employees for their excellence. The company provides conducive working environment for the employees which responsible for the exhibition of citizenship behaviour.

Compensation management, and Recruitment and Selection as depicted in the analysis is a highly ranked human resource practice in the wire and cable industry with the total score of 1,619 and a mean score of 3.96 respectively. It is an indication that compensation management makes the employee get excited with the organization. It is also revealed that recruitment and selection is a part of human resource management practice. The respondents affirmed that the organization usually disseminate information about internal recruitment, the company has competitive selection process which attracts competent people.

In the analysis, career development is well adopted human resource practices. It has a total value of 1,603 with a mean value of 3.92. The respondents revealed that their organization help them develop the essential skills needed for the successful accomplishment of their duties. The company promotes employees growth and personal development.

The analysis also indicates that performance appraisal is ranked high as depicted by the responses. It shows that it is a significant human resource practice with the total score of 1,558 responses and mean score of 3.81. It shows that performance appraisal is used as a basis for employee development plan.

Employee Empowerment according to the respondents is also well practice. It has a total score of 1,615 and mean score of 3.95. This is an indication that the company allows the employees to share innovative ideas which gives them a lot of control over their work.

**Table 2:** Summary Statistics of Organizational Citizenship Behaviour in the Wire and Cable Industry

Variable	Total Score	Mean Score	Standard error	Standard Deviation	Ranking
Sportsmanship	1,672	4.09	0.79	0.79	1 <sup>st</sup>
Altruism	1,644	4.02	0.83	0.83	2 <sup>nd</sup>
Civic Virtues	1,652	4.04	0.81	0.81	3 <sup>rd</sup>
Courtesy	1,611	3.94	0.84	0.84	4 <sup>th</sup>

Source: Field Survey, 2019

The table depicts that sportsmanship (total score of 1,672 responses and a mean score of 4.09) is the most exhibited organizational citizenship behaviour among the employees in the wire and cable industry. This indicates that the worker help other to get oriented to work, they help others with personal challenges.

A civic virtue is another citizenship behaviour that is exhibited by the employees in the wire and cable industry. The total score of 1,652 with a mean score of 4.04 indicates that civic virtue is an essential organizational behaviour that is practiced by the employees of the organization. It is an indication that workers are well informed about development in the wire and cable industry. They keep abreast of changes in the industry they attend meetings that are not mandatory but considered important.

In the area of altruism behaviour, the analysis showed that it has a total score of 1,644 with a mean value of 4.02. This is an indication that they are always willing to cover work related assignment for their colleagues. They always consider the effect of the actions. They always give helping hand to their colleagues. The civic virtue behaviour ranked 3<sup>rd</sup> as indicated in the analysis.

The courtesy behaviour with the total score of 1,611 and means score of 4.02 also indicated a highly exhibited organizational citizenship behaviour in the wire and cable industry. The employees are able to tolerate occasional inconvenience, they make the best out of every situation and they do not complain about trivial matters.

**Table 3:** Relationship between HRM Practices and Components of OCB

	1	2	3	4	5	6	7	R
Compensation management	1.000							
Welfare programme	0.437** (0.000)	1.000						
Career Development	.197** (0.000)	0.350** (0.000)	1.000					
Performance Appraisal	0.337** (0.000)	0.278** (0.000)	0.239** (0.000)	1.000				
Conflict Management	0.450** (0.000)	0.351** (0.000)	0.117* (0.018)	0.339** (0.000)	1.000			
Recruitment & Selection	0.263** (0.000)	0.191** (0.000)	0.134** (0.007)	0.136** (0.006)	0.183** (0.000)	1.000		
Employee Empowerment	0.124* (0.012)	0.223** (0.000)	0.158** (0.001)	0.142** (0.004)	0.231** (0.000)	0.173** (0.000)	1.000	
Altruism	0.469** (0.000)	0.327** (0.000)	0.098* (0.048)	0.229** (0.000)	0.367** (0.000)	0.191** (0.000)	0.272** (0.000)	<b>0.601</b>
Courtesy	0.279** (0.000)	0.180** (0.000)	0.011 (0.831)	0.253** (0.000)	0.137** (0.006)	0.139** (0.005)	0.053 (0.284)	<b>0.549</b>
Sportsmanship	0.341** (0.000)	0.274** (0.000)	0.182** (0.000)	0.212** (0.000)	0.190** (0.000)	0.183** (0.000)	0.148** (0.003)	<b>0.684</b>
Civic Virtue	0.345** (0.000)	0.090 (0.070)	0.053 (0.282)	0.293** (0.000)	0.186** (0.000)	0.028 (0.575)	0.079 (0.112)	<b>0.492</b>

\*, \*\* correlation is significant at 0.01 and 0.05 levels (2-tailed) respectively

Source: Field Survey, 2019

The relationship between human resource management practices and components of OCB was established by the Pearson correlation analysis presented in Table 3. The correlation matrix also helped to test the hypothesis one of this study which states that “There is no significantly positive relationship between human resource management practices and components of organisational citizenship behaviour in the Wire and Cable industry in South Western Nigeria”. The results of the correlation matrix showed that compensation management had significant relationship with welfare programme, career development, performance appraisal, conflict management, and recruitment & selection at 1%, and with employee empowerment at 5% level of significance. The implication is that when compensation management is practiced to a large extent, it significantly influenced or boost welfare programme, career development, performance appraisal, conflict management, recruitment & selection and employee empowerment in organisations. Furthermore, the matrix welfare had significant relationship with career development, performance appraisal, conflict management, recruitment & selection and employee empowerment at 5% level of significance. The correlation matrix clearly revealed that compensation management, welfare programme, career development, performance appraisal, conflict management, recruitment & selection, and employee empowerment had significant relationship with one another and with the components of organizational citizenship behaviour in the wire and cable industry.

The results showed that each of compensation management, welfare programme, performance appraisal, conflict management, recruitment & selection, employee empowerment had significantly positive relationship with altruism at 1% level of significance, while career management had significantly positive relationship with altruism at 5% (2-tailed). This showed that all HRM practices had significantly positive relationship with altruism. The multiple correlation coefficient (R) of 0.601 confirmed that the relationship between HRM practices and altruism behaviour in the selected cable and wire organisations was very strong and positive. This implies that increase in the firms' HRM practices resulted in enhanced altruism behaviour in the organisations.

### **3. DISCUSSION OF FINDINGS**

The study examined the various human resource practices in the Wire and Cable Industry, in accordance with the objectives of the study. The objective identified the various human resource practices in the Wire and Cable Industry; the findings indicate the following human resource practices viz: compensation management, welfare programs, career development, performance appraisal, conflict management resolutions, recruitment and selection and also employee empowerment were in practice in the Wire and Cable Industry in Southwestern Nigeria. In the area of compensation system, the finding is in line with (Armstrong, 2009), which argued that an employee exert discretionary efforts if proper performance management system and if this can be supported by compensation system. This also conform with the study by (Brown, 2003) which viewed compensation as being based on a well-articulated philosophy that is belief and guiding principles that are consistent with the system, 3.96 confirms that compensation management was practiced to a high extent in the wire and cable industry. This study is also confirmed by the study by (Carnevale & Smith, 2013) which revealed that compensation management will create a more engaged workforce that is willing to go extra miles for the organization.

The analysis also indicate that majority (80%) of the respondents agreed that Welfare Programme is an effective human resource management practice in the Wire and Cable industry. The wire and cable industry adopted programs which enable them to appreciate and recognize them for their excellence. The findings agreed with (Pfeffer, 2006) which highlighted that the relevance of employee welfare programme could not be overemphasized. It also agreed with Armstrong (2009) which states that welfare performance influences the sentiment of workers. This finding is in line with (Banu & Adifa, 2012) that studied welfare programs in employee's behaviour and job satisfaction. It was showed that welfare programme is positively related to positive behavioral, of a job satisfaction.

Career Development has a high percentage (about 70%) with a mean value of 3.92. This is an indication that career development is highly practiced in the wire and cable industry. This is an indication that the wire and cable industry implements

a career development programme which enhances organizational loyalty, high level of job satisfaction and lower employee turnover and fewer complaints. This actually is in tune with (Carnevale & Smith, 2013) which reiterated the fact that employees want varieties of opportunities from their work. Generally, career development enables manager to plan, organize, formalize and allow development programme which are related to employees career life. The result is in line with the (Begum, Zenon & Sarker, 2014) in their study which revealed that recruitment and selection have positive impact on employee extra role behaviour.

The analysis also indicate that performance appraisal is a significant human resource management practice with a large percentage (80%) of the respondents, it has a mean value of 3.81 which signified that performance appraisal was practiced to a high extent in the wire and cable industry. This confirms the study of (Khan, 2009) which states that performance appraisal play a significant role in persuading employees performance improvement. The analysis also aligns with (Akindele, 2007) which pointed out that performance appraisal is a critical component of reinforcing appropriate behaviour within the organization and helping employees understand how to avoid inappropriate behaviour. This also agreed with (Morrow, 2011) in his study which viewed performance appraisal as an important mechanism for changing employees' attitude and behaviour.

In the area of conflict management 84% with a high mean of 4.13 pointed to the fact that it is an essential human resource management practice. These findings showed clearly that the wire and cable industry defined conflict management in their job description. It is also an indication that there are available procedures for conflict management. The findings, agreed with the study of (Olujide, Akindele & Olorunleke, 2006) which emphasized that there will always be conflict and disagreement between workers and employers either on wages or general condition of work. This also confirms the research finding of (Omoluabi, 2001) which pointed out that a well handled conflict by management can benefit individuals and organization by producing strong and more resilient working relationship. The result therefore indicates that there are oversight teams in place and that other options are used in resolving their dispute.

In the area of recruitment and selection it is confirmed that the 76% of the respondents with a high mean of 3.96 depicts that recruitment and selection is highly practiced. The result is an affirmation that wire and cable industry in south western Nigeria disseminates information about internal and external recruitments. It is also an indication that the industry follows an agreed procedure in selecting candidate into their organization. This finding confirms the study of (Jovanovic, 2004) which maintained that recruitment and selection are important for human resource practices and that it is very crucial in organization outcome such as commitment, job satisfaction and organizational citizenship behaviour. The finding can as well be corroborated by the research finding by (Jones, 2006) which highlighted that every management process revolves around recruitment and selection, any failure in

recruitment may lead to difficulties for the organization. The findings also corroborate, (Sumayya & Mohammed, 2014) which revealed that recruitment and selection practice have significant influence on organizational citizenship behaviour.

In the area of employee empowerment 81% of the respondents with mean value of 3.95 agreed that employees in the wire and cable industry share ideas which are well received by both parties and that employee in the wire and cable industry are given the authority to take decision on their own. This study confirms (Ahmed & Oranye, 2010) which emphasized that employee empowerment allows employees to make important decisions on their own. This result is also in line with (Noorlisa & Hasni, 2006), which reiterated that employees always felt that they are valued if they are involved in decision making. This invariably creates a feeling of job satisfaction and commitment which invariably lead to involvement of organizational citizenship behaviour. Wu and Charturvedi (2009) also corroborate the findings; they reiterate that employee empowerment is significantly related to organizational citizenship behaviour. This finding is also in line with (Wood & Wall, 2007) which emphasized that human resource is the most important factor for growth and development of any organization. Generally, the findings in this objective agreed with the study by (Obasan, Hassan & Ogunkoya, 2014) which indicates a strong positive relationship between human resource practices and organizational citizenship behaviour. Nadeen, Rasheed and Khaneya (2012), also corroborate a link between the resource management and organizational citizenship behaviour. The second objective assessed the various citizenship behaviour in the Wire and Cable Industry. The analysis showed that (80%) of the respondents agreed to altruism behaviour as part of the organizational citizenship behaviour. The mean value of 4.02 on a maximum scale of 5.00 confirmed that altruism behaviour is practiced in the Wire and Cable Industry. These findings agreed with (Ishak, 2005) which indicate that Altruism is a voluntary behaviour that help specific individual within a work related problem. It also confirms the work of (Lui, & Cohan, 2010) which described altruism as a behaviour that is associated with morale factor which include job satisfaction and commitment. This is also supported by (Oyedokun & Balogun, 2011) which supported the fact that altruism is an individual disposition which reflect the tendency to behave in a way to improve the welfare of others. Courtesy was also confirmed as citizenship behaviour with a mean score of 3.94. The finding revealed that the respondents are able to tolerate occasional inconveniences. The behaviour was attested to by a high mean value of 3.94. The findings corroborate the study of (Lo & Remayah, 2009) which describes courtesy as a behaviour that prevent problem and also encourage others to work. It is also an attestation to the findings of (Podsakoff & MacKenzie, 2014) which describe courtesy as a considerate behaviour that initiates individual employees on how their actions can have positive impact on others. With regard to sportsmanship a high proportion (91%) of the respondents agreed that sportsmanship is effective organizational citizenship behaviour. The study revealed that workers in the Wire and Cable Industry do not like to abuse the right of others and they always maintain a tidy work environment. It has a high mean

value of 4.09 which showed that sportsmanship behaviour is practiced by a large number of firms in the Wire and Cable Industry. These findings are in line with (Lievens & Anseel, 2004) which described sportsmanship as the willingness of individual employees to ensure an annoying situation without complaining. This finding is also an indication that individual employees in the wire and cable industry can tolerate excesses that are normally inevitable in their workplace. They always remain positive when things are going wrong. As regard to civic virtue behaviour 77% of the respondents agreed that civic virtue is essential organizational citizenship behaviour in the Wire and Cable Industry. This also corroborates the study of (Podsakoff, MacKenzie, Paine & Bachrach, 2009), which involves recognition of being part of an organization and also accepted of responsibilities. It is also an indication that the employees keeps up with changes in the work environment. They try to protect the organization when faced with dangerous situation. The findings thereby confirmed objective two of this study which indicate that Altruism, Courtesy, Sportsmanship and Civic Virtues were practiced as citizenship behaviour in the Wire and Cable Industry. The multiple correlation of 0.601 confirmed the relationship between HRM with Altruism, 0.549 with courtesy, 0.684 with sportsmanship and 0.492 with civic virtues. The findings show that there is a significant relationship between human resource management practice and organizational citizenship behaviour.

#### **4. CONCLUSION**

The study concluded that human resources management practices is a decisive factor for the employees to exhibit organizational citizenship behaviour in the wire and cable industry in southwest Nigeria. The result has indicated that HR practice such as compensation management is responsible for employees going extra miles to help their colleague and other employees. It is also revealed that the provision of welfare programme also bring about extra role behaviour to the workers. The organization develops their essential skill that is needed for the successful accomplishment of their duties. There is a good basis for employee development plan through a periodical appraisal. The oversight team is in place and various options are used in resolving conflict. It has also been revealed that the organization competitive process of selection attracts a lot of competent people.

The various component of organizational behaviour indicates that workers willingly cover that work related problems, they tolerates occasional inconvenience, and also offer suggestions of improving the work environment. They are also involved the political life of the organization and are also abreast with change in the organization. The presence of effective human resource management practices has made the employees to go extra-mile for the organization.

## 5. RECOMMENDATIONS

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

- i. In order to improve citizenship behaviour in the organization, management have an important role in establishing a result oriented human resources practices in which all employees will align with the objectives of the organization, participate in all activities in the organization and develop a creative and initiative attitude towards the organization.
- ii. Managers should be aware of organizational citizenship behaviour variables which can impact on individual and team behaviour with the resultant effect on organizational performance and productivity. Compensation should also be adequately modified.
- iii. There are the need for improvement in the civic virtues behaviour, among the employee in the Wire and Cable Industry. They need to participate more in organizational activities. There is the need for them to be more constructively responsible for organizational development. They should align themselves with the activities in the organization.
- iv. Human resource practitioners in general should encourage employee staying longer at work, they should discourage early retirement by considering the fact that aged employee tend to be more loyal, committed, with high level of interpersonal relationship which is essential for organization citizenship behaviour.
- v. Managers should also ensure positive employee welfare, necessary for stimulating organizational citizenship behaviour. The environment should be conducive for work and adequately modified to help the employees have better working conditions.

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