

ORGANISATIONAL COMMITMENT AND CITIZENSHIP BEHAVIOUR: TOOLS TO IMPROVE EMPLOYEE PERFORMANCE; AN INTERNAL MARKETING APPROACH

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Abstract

The aim of the study is to assess how organisational commitment and organisational (OCB) citizenship impacts on employee performance in the banking industry.

The research was a non-experimental, explorative, quantitative study. Structured questionnaire was used to collect data from a sample of two hundred (200) employees from 10 different commercial banks in Ghana to assess whether their performance was influenced by their commitment and citizenship behaviour.

The results revealed that there is a positive correlation between organisational commitment and organisational citizenship ($r = .910^{**}$, $\rho \leq 0.01$). In addition, it was found that organisational commitment ($\beta = 0.406$, $t=2.493$, $P = 0.030 < 0.05$), when added to organisational citizenship ($\beta = 0.589$ $t=6.216$, $P = 0.000 < 0.05$) produced a greater ΔR^2 , that is 0.891^{**} as compared to their impact individually.

In conclusion, the study result suggests that banks in Ghana can better influence and improve employee performance by combining organisational commitment and organisational citizenship behaviour as internal marketing tools. In addition, the firms should concentrate more efforts on building OCB in employees, if they are to improve performance significantly.

Keywords: Organizational commitment, citizen behaviour, internal marketing, employee performance

Introduction

Since the coining of the concept of organizational citizenship behaviour and the much older concept organizational commitment, the two concepts have drawn a lot of attention from both scholars and practitioners in the last decade, even though the subjects were not viable and interesting fields of research in those periods (Van Dyne, Cummings, & Parks, 1995). The applicability and importance of these concepts presently has been evidence in their application in relation to such subject areas as marketing (MacKenzie, Podsakoff, & Rich, 1999) hospital and health administration (Bolon, 1997), human resource management (HRM) (Murphy & Shiarella, 1997), strategic management (Kim & Mauborgne, 1998), international management (Hui, Law, & Chen, 1999), military psychology (Deluga, 1995), economics (cf. Tomer, 1998), and leadership (Podsakoff, MacKenzie & Bommer, 1996). The impact to their application is emphasized in their contribution with respect to the profitability of the organisation and employee performance.

Several studies have been conducted to unveil the importance of employee or organizational commitment to the achievement of a good organizational performance. There has been a myriad of studies to assess the relationship between organizational commitment and performance (Benkhoff, 1997). Several studies have suggested that committed employees perform better than non-committed ones (see for example; Morrow, 1993; Guest, 1997). For instance some prominent scholars (Meyer et al., 1989; Suliman and Lles, 2000) in this field have revealed through their studies, a positive correlation between employee performance and organizational commitment. This position is further affirmed by Jaramillo et al.'s (2005) findings from their meta-analysis of 51 empirical studies, which revealed a statistically significant positive relationship between job performance and organizational commitment. A similar relationship has also been suggested between citizenship behaviour and performance (Walz & Niehoff, 2000; Podsakoff & MacKenzie, 1994; Werner, 1994; Podsakoff & MacKenzie, 1997).

With the increasing competition particularly in our banking industry, it is important for us to understand that no firm can match up to this competition without inculcating such concepts as commitment and citizenship behavior into its internal marketing program. The subject of organizational commitment has been widely studied; however, very little studies have been conducted on the subject with respect to internal marketing. In this respect, Narteh (2012) conducted a quantitative study to

establish the relationship between internal marketing and employee commitment. With this, the author found a positive correlation between majority of the elements of internal marketing and employee commitment and by this concluded that employee commitment can be influenced by the implementation of internal marketing programs. This puts organizational commitment as a resultant effect of the implementation of internal marketing principles. However, studies assessing the combined effect of the two organisational tools were identified to be very few in existing literature (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Furthermore, still very few studies have been conducted assessing the combined effect of the two tools on organizational performance as a dependent variable. In view of this, the current study also seeks to investigate organizational commitment and organizational citizenship behavior as tools resulting from internal marketing that could be used to impact organizational performance. In other words, the current study is assessing how employee commitment and employee citizenship behavior could be used to influence employee performance in the light of internal marketing. In this regard, the study would assess each variable independently on employee performance and then consider a hierachical effect of the two variables.

Organizational Commitment

Committed employees are normally willing to exert extra effort towards the achievement of corporate goals and objectives (Narteh, 2012).

Allen & Meyer (1990) explained that Organizational commitment could be described as a psychological state that keeps the individual in the organization. This definition only indicates a forceful binding of an individual to an organisation and may be as a result of some contractual bindings. Similar to the above definition by Allen & Meyer, Cohen (2003) also defined commitment as a force that binds an individual to a course of action of relevance to one or more goals. However, Narteh (2012) also particularly defined employee commitment as a felt state of employees' attachment to their organizations, including their willingness to internalize the values of the organization and abide by the rules and regulations therein. This author introduced that organizational commitment should come willingly from the employee. In this light, Miller & Lee (2001) also explains that Organizational commitment is mostly characterized by employee's acceptance of organizational goals as well as their willingness to give their best to the organization. O'Reilly (1989, p 17) also defined organisational commitment as "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Miller & Lee (2001) also explain that from this view point Organizational commitment is characterized by employee's acceptance of

organizational goals as well as their willingness to give their best to the organization.

Cohen (2003) also defined commitment as a force that binds an individual to a course of action of relevance to one or more goals. In relationship to the above definition, Arnold (2005, p 62) also stated organizational commitment is “the relative strength of an individual’s identification with and involvement in an organization”.

In identifying the factors that can bring about organisational commitment, Randall (1990) explains that working relationships; which such as supervisory relationship can affect commitment. In some literatures it has been argued that supervisory relationship can either influence organizational commitment positively or negatively (Randall, 1990). For organisational members, an improvement in the supervisory relationship is likely to cause more commitment within the organization (Benkhoff, 1997). In addition, several other work relationships, such as teams or groups can affect organizational commitment. This is also noted by Mathieu & Zajac (1990), they indicated that organizational members are likely to demonstrate commitment when they find value through work relationships.

In this regard, it is important to emphasize that several studies have attempted to establish the relationship between organisational commitment and organisational performance. Majority of them have shown that committed employees contribute positively to the organization whereas less committed members do not perform too well. For instance, Cohen (2003) explained that states institutions’ whose members have higher levels of commitment are likely to show higher performance and productivity as well as lower levels of absenteeism and tardiness.

Organizational commitment can lead to a stable and productive workforce (Morrow, 1993). It assists employees to free their creativity and to add towards organizational development initiatives (Walton, 1985). Committed employees are usually achievement and innovative oriented and have the ultimate goal of improving performance (Morrow, 1993). Williams & Anderson (1991) emphasizes that there is positive effects of organizational commitment, which include feelings of affiliation, attachment and citizenship behaviour on organisation performance, which goes to enhance organizational efficiency and effectiveness. According to Kimpakorn and Tocquer (2007), employee commitment is usually measured by job performance and the frequency with which employees consider leaving or staying in the organization.

Organisational Citizenship Behaviour (OCB)

Organ (1988) stated that Organizational Citizenship Behaviour is defined as work-related behaviours that are discretionary, not related to the

formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation.

This author also identified that an attempt to define OCB as behaviors that are not formally rewarded is equally too broad, as there are some few "in-role" behaviors that actually necessitate a formal reward. In view of this, Dyne (1995) suggested the broader construct of "extra-role behavior" (ERB), which he defined as any behavior which benefits or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". This definition goes on to suggest that organizational citizenship is pro-social, extra-role, functional organizational behaviors directed at individual, groups and / or an organization.

Organ (1988) revealed that high levels of OCB must result in a more efficient organization and aid introduces new resources into the organization. Organ further suggests that securing needed resources refer not only limited to the attraction of new members or raw materials, rather it also includes such intangible elements as company good will, or the external image of the institution. In this respect, how customer perceives the firm's products or services could be an external appraisal of the effectiveness that is caused by OCB. The current study will also attempt to assess relationships between OCB and organisational performance. Not much research has been done in this respect, however, a few studies have shown positive significant correlation between OCB and organizational performance (Walz & Niehoff, 2000; Podsakoff & MacKenzie, 1994; Werner, 1994; Podsakoff, Ahearne, & MacKenzie, 1997).

Methodology

The research design for a study refers to the methodology and procedures used to conduct scientific research. The design of a study defines the study type (descriptive, correlation, semi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research question, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan (Creswell, 2012). Employees of 10 commercial banks in Ghana were used as the unit of analysis. Quantitative explorative and non-experimental methods were used in this study (survey). The study is described as a quantitative exploratory research (Botma, Greeff, Mulaudzi & Wright, 2010) because the study was undertaken to investigate the concept of organizational commitment and organisational citizenship behaviour, and how they impact organizational performance employees. The quantitative tool for the study was a questionnaire, which was used to elicit information from the research participants. This survey was conducted to investigate whether the employees have a sense of commitment and citizen behaviour

and how it can influence performance. The Banking sector was purposively chosen for the study because the sector has not seen much research in this regard. This study chose a cross-sectional study design (Hallman *et al.*, 2002). The researcher considers this design as a suitable design for a study that aims to investigate the changes of the relationship between work-related human relation concepts over a snapshot period. Thus, to explore the effect of organizational commitment and citizenship behaviour on organizational performance; this would mean, considering a cross-section of the population at one point in time. The benefit of this design is that it is less expensive and time intensive as compared to a longitudinal design. The head quarters' of these selected banks were purposively selected for the study, 20 employees were sampled out from 10 different banks. A structured questionnaire of 30 questions was administered to the randomly sampled employees. The raw data was coded and analyzed using SPSS (statistical package for social sciences) 20.0 for windows. The frequencies command in SPSS was used to detect any coding error. Re-coding and transformation of data into different variables were done and further analyzed to produce the result we presented

Analysis And Interpretation

This section of the study reveals the findings of the study. The results have been illustrated in the form of frequency and percentages tables, all in relation to objectives of the study. The arrangement of the analysis is subdivided into three sections; the first part of the findings revealed the demographic information of participants. The second part of the findings revealed details of the descriptive statistic of the data used. The final aspect of the results has to do with a further illustration on the correlation between the variables of the study.

Demographic Information of Respondents

Table I shows the Descriptive Statistics of the participants

Variables		Frequency	Percentage (%)
Gender	Male	126	63.0
	Female	74	37.0
Age of respondents	18-25	28	14.0
	26-35	144	72.0
	36-45	28	14.0
Length of service	0-5	158	79.0
	6-10	28	14.0
	11-15	14	7.0
Educational level	SHS	14	7.0
	Degree	100	50.0
	Masters	86	43.0

Level of management	Management	28	14.0
	Senior Staff	74	37.0
	Junior Staff	98	49.0

Source: fieldwork (2013)

Table 1 above displays the demographic details of the respondents. Majority of the respondents were males (63%), whereas the minority was females (37%). In addition, with respect to the age of respondents, majority (72%) of the respondents were between the ages of 26-35 years, whereas 14% each were within the age range of 18-25 and 36-45 respectively. With respect to the number of years employees have been serving the bank, the results showed that majority (79%) had served with the bank for 0-5 years, while only 21% had served for more than 5 years. Furthermore, majority of the respondents were junior staffs (49%), while 14% and 37% were management and senior level staff with the bank respectively.

Descriptive Statistics

Table II Descriptive Statistic of Variables

Statements	Mean	Std. Deviation	T	Df	Sig.
<i>Organizational Citizen Behavior</i>					
Employee here support each other	4.1400	1.05428	39.268	199	.000
Employees here always defend the institution's image	4.1500	.98857	41.980	199	.000
Employee uphold the culture and values of the bank	4.2000	1.08246	38.801	199	.000
<i>Organizational commitment</i>					
I care about the future development of this bank	4.2900	1.02784	41.738	199	.000
I am willing to pass on my work experience to new employees	4.2200	1.14221	36.946	199	.000
I am emotionally attached to the bank	3.7000	.79772	46.382	199	.000
I am willing to serve this bank	3.9200	1.03162	37.998	199	.000
<i>Organizational performance</i>					
Employees introduce lots of innovative ideas here	3.7100	.95658	38.784	199	.000
The efforts of the employee have increased productivity	4.0600	1.09931	36.932	199	.000
The bank is doing better than it used to perform	4.0100	1.06832	37.535	199	.000

Source: fieldwork (2013)

Table 2 above shows the descriptive statistic of the scores of the respondents with respect to all the variables. Table 2 above shows the means and the standard deviation of the respondents' scores. The standard deviation revealed the extent to which each respondent's score deviate from the means score of that particular statement, whereas the mean refers to the average of all the scores for a particular statement. The standard deviation figures ranges from 0.79772 to 1.14221, representing the least and the highest respectively. Likewise, the mean ranges from 3.7000 (I am emotionally attached to the bank) to 4.2900 (I care about the future development of this bank) representing the least and highest mean respectively. This goes to suggest that while respondents agreed that they were emotionally attached to their banks, they also strongly affirmed that they cared about the future development of the bank.

Exploratory Factor Analysis (EFA)

The researcher in a quest to identify the factors that were perceived to be relevant dimensions of the various concepts under discussion in this study, the study adopted an exploratory factor analysis (data reduction strategy). The Bartlett Test of Sphericity (Approx: Chi-square = 1302.368, df. 376, sig. 0.000) and the Kaiser- Meyer-Olkin measure of sampling adequacy (value of .741) established that there was significant correlation among the variables to warrant the application of factor analysis.

Table III KMO Bartlett Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.741
Bartlett's Test of Sphericity	Approx. Chi-Square	1302.368
	Df	376
	Sig.	.000

Source: fieldwork (2013)

Reliability and Extraction of Factors (Independent Variable)

The table below illustrates the cronbach alpha as well as the communalities values to assess their reliability and correlation respectively. As established in several studies, factors with a reliability threshold of 0.7 (Hair *et al*, 2010) could be considered for the analysis.) A factor loading of 0.6 or higher (the negative sign being ignored) should be regarded as high and equal to 0.3 and above should be considered as moderately high (Kline, 2002). On the basis of this, most of the variables were found to be within the acceptable range. In this regard, 7 variables were found to be adequately loaded under the various factors in the study. The tables below show a summary of the findings:

Table IV Descriptive Statistic of Statements (independent variables)

Statements	Communality	Loading	Cronbach α
<i>Organizational Citizen Behaviour</i>			
employee here support each other	.799	.809	.952
employees here always defend the institution's image	.817	0.834	.953
Employee uphold the culture and values of the bank	.920	.754	.950
<i>Organisational commitment</i>			
I care about the future development of this bank	.843	.501	.953
I am willing to pass on my work experience to new employees	.881	.464	.953
I am emotionally attached to the bank	.808	.894	.964
I am willing to serve this bank	.809	.360	.952

Source: fieldwork (2013)

Hair et al (2010) holds it that as a general rule, factors that met the minimum value of 0.7 as well as an item-total correlation value above 0.3 (Parasuraman *et al* , 1988) should be considered for further analysis. As a result, only 10 out of 17 variables were retained in the three-factor variables structure (including both dependent and independent variables). The factors surpassed the minimum reliability threshold of 0.7 as postulated by Hair *et al* (2010).

Reliability and Extraction of Factors (Dependent Variable)

The constructs measuring organizational performance, which is the dependent variables in this study, was also assessed for its loadings and reliability. The result indicated that out of the five constructs considered under this variable, only three were considered for further analysis. The constructs used had moderate loadings between 0.327 and 0.427 with a satisfactory Cronbach ' s mean of 0.952, giving an indication that the variables used for the dependent variable also represent a complete structure measuring these constructs. The result is illustrated in the table below.

Table V Reliability and Extraction (dependent variables)

Statements	Communality	Loading	Cronbach α
<i>Organizational performance</i>			.952
Employees introduce lots of innovative ideas here	.866	.327	-
The efforts of the employee have increased productivity	.957	.355	-
The bank is doing better than it use to perform	.859	.427	-

Source: fieldwork (2013)

Correlation of Variables

Pearson Moment Correlation Test was used to assess the relationship between the variables (both dependent and independent). The table below, as evident, shows the correlation coefficient of the variables as well as their means and standard deviation. The results revealed that all the variables showed a strong positive significant correlation with each other. A strong significant relationship was found between organizational commitment and organizational performance ($r = 0.852^{**}$, $\rho \leq 0.01$). In addition, a strong significant relationship was found between organizational citizen behavior and organizational performance ($r = .772^{**}$, $\rho \leq 0.01$). Likewise, the results also revealed that there was a significant relationship between organizational citizen behavior and organizational commitment ($r = .910^{**}$, $\rho \leq 0.01$).

Table VI showing the Correlation coefficient, Means and Standard Deviation of the constructs

Constructs	N	Mean	Std. deviation	1	2	3
1. organisational citizen behaviour	200	3.9267	.93153	-	.910**	.772**
2. organisational commitment	200	4.0325	.67761		-	.852**
3. organisational performance	200	4.1633	.97729			-

Source: fieldwork (2013)

4.5 Multiple Regression Analysis

Subsequent to establishing that the variables were related to each other using a correlation test, a hierarchical multiple regression was used to assess the impact of the independent variables (organizational commitment and organizational citizen behaviour) on the dependent variable (organizational performance). The hierarchical regression shows the combined effect of the two independent variables on the dependent variable. This was done to extract the independent variables that can better explain the dependent variable and the combined effect of the two concepts on the dependent variable. The table VIII below presents a summary of the multiple regression least squares results for the dependent and independent variables.

Table VII Multiple regression analysis of organizational commitment and organizational citizen behaviour on organizational performance

Variables	β Step 1	β Step 2
Step 1		
Organisational Citizenship Behaviour	.911***	-
Step 2		
Organisational Citizenship Behaviour	-	.589***
Organisational commitment	-	.406***
Model summary		
Model F	58.628***	6.216*
DF	199	198
R ²	.830***	.891*
Adj R ²	.816***	.872*
ΔR^2	.830***	.061*

Notes: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$ and β Are the standardized regression coefficients

As displayed by the Table above, the regression model was statistically significant and explained approximately 87% of the variance of *organizational performance*. As evident from the results displayed, the most important predictor with respect organizational performance was the addition of the first step in the regression, which was the addition of the organizational citizenship behavior variable. The variables accounted for approximately all of the variance of organizational performance. With respect to the unique individual impact of the independent variables on organizational performance (dependent variable); the result show that the amount of variance added by organizational citizenship behavior to R2 almost represented the entire variance (83%). It was found that Organizational commitment, which was added in the second step of the regression analysis, added a variance of approximately 6% to the R2. However, in general these two factors very much explain the variance in organizational performance.

4.6 Discussion of Results

The study sought to assess the combined impact of organizational commitment (OC) and organizational citizen behavior (OCB) on employee performance. In view of this the individual effect of the independents as well as their combined effect on the dependent variable was assessed. This analysis was undertaken in a two step multiple regression analysis, with the independent variables being entered hierarchically. All the independent variables (organizational commitment and organizational citizen behavior) were found to be significantly related to the employee performance.

The study sought to assess the relationship between commitment and citizenship behavior, which represent the two independent variables in the

study. To ascertain this, the study adopted the Pearson Moment Correlation Test. From the results, it was ascertained that there is a strong statistically significant positive correlation between the two variables that is commitment and citizenship behavior ($r = .910^{**}$, $\rho \leq 0.01$). This goes to suggest that there is a direct relationship between commitment and citizenship behavior. This result was also supported in previous studies even though very few studies have assessed this relationship. For instance, some scholars (Bolon, 1997; Williams & Anderson, 1991) identified citizen behavior as one of the positive effects of organizational commitment, which suggests a direct relationship between organizational commitment and citizenship behavior. This means that if employees are found to be committed to an organisation, they also likely to exhibit some citizenship behavior towards that organisation and vice versa. However, in a more recent study, some scholars have suggested that there is no relationship between commitment and citizenship behaviour (Bowler & Brass, 2006). This conclusion could possibly be because their study focused on assessing the relationship between the affective type of commitment and citizenship behaviour and not on commitment as a whole. On the other hand, it is important to note that, since this is a cross-sectional study, the study was limited to the analysis of correlations and hereby cannot elaborate upon whether the relationship between organizational commitment and organizational citizenship behavior can be regarded as an outcome or as a determinant. In view of this, the result can only be assumed as meaning a strong connection between the two variables, which has also been made evident in other studies.

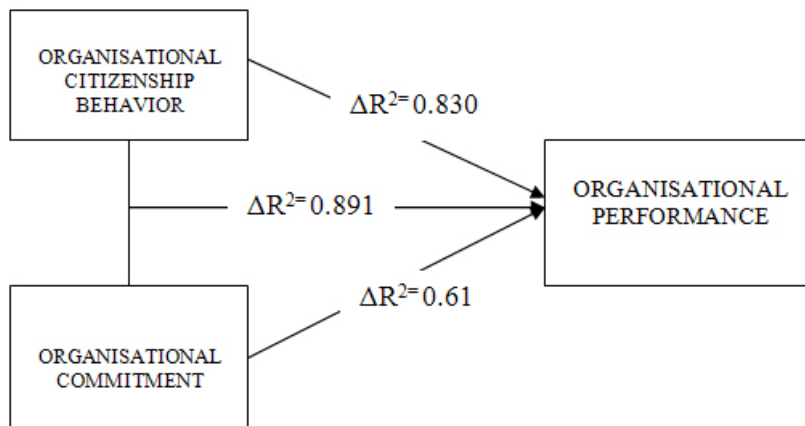
In order to identify the most important predictors of employee performance, the study adopted the multiple regression tests as the analytical tool for this assessment. This was to display the amount of change or influence each of the independent variable can exert on the dependent variable in this study as well as their combined effect. First of all, organizational citizenship behaviour singularly was found to be the most important variable that impacts performance. This variable alone, when entered was identified to have a positive statistically significant impact on employee performance ($\beta = 0.911$, $t = 7.657$, $P = 0.000 < 0.05$). In addition, the variance caused by this variable approximately represents almost all the variance caused by the two variables ($\Delta R^2 = 0.830$, $\rho \leq 0.001$). This goes to suggest that in the light of internal marketing, citizenship behaviour as a concept, when imbibed by employees will contribute extensively to improving performance as compared to commitment. For the present researcher, this to some extent suggests that organisational commitment is a subset of organisational citizenship behaviour, because employees in the banking industry who are likely to do more than they are paid, are also likely to be very committed to the institution. This also goes to reinforce the fact

that internal marketing programs should be geared towards encouraging citizenship behaviour rather than just commitment as indicated by Narteh (2012), if it is to improve performance. This finding was very much supported in previous studies; for example, Organ (1988) suggested that high levels of OCB should lead to a more efficient organization and help bring new resources into the organization, which will enhance employee performance. Several studies have also established this relationship (see for instance; Werner, 1994; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000).

In addition, the study also identified that organizational commitment also has a statistically significant positive correlation on employee performance ($\beta = 0.406$, $t = 2.493$, $P = 0.030 < 0.05$), when it was entered with citizenship behaviour. However, it only accounted for 6.1% of the variance in employee performance ($\Delta R^2 = 0.61$). This result is not in contrast with previous literature; rather the extent of impact of employee commitment on performance differs (higher) in previous studies. In view of this, the current study looks to suggest that much of the understanding of the concept employee commitment is embedded in the concepts of citizenship behaviour. This is evident in the relationship that exists between the two concepts. In other words, some literatures have not only assessed the relationship between the two concepts, but examined employee commitment as a component of citizenship behaviour (Bolon, 1997). Nevertheless, the positive significant relationship is also affirmed in previous studies, for example, Randall (1990) and Benkhoff (1997) explained that organizational commitment is an important job-related outcome at the individual level, which may have an impact on job-related outcomes such as performance. Some studies have also suggested that employees with a high level of commitment tend to take greater efforts to perform and invest their resources in the organization that is they have an improved performance (Suliman and Lles, 2000; Morrow, 1993). On the other side, Walton (1985) and Morrow (1993) along the same lines also considers it that commitment causes employees to release their creativity and to contribute towards organizational development initiatives. In conclusion, the finding suggests that when an employee is committed to an organization it is likely to improve performance.

Generally, the result from the studies revealed that organisational commitment and organisational citizenship behaviour combined improves their impact on employee performance, even though the OCB was found to be the most dominant influence as revealed by the diagram below:

Diagrammatic Representation of the Effect of Organisational Commitment and Citizenship Behaviour on Performance



5.3 Recommendations (Managerial Implications of Study)

The findings of the study revealed some very important points that management should take notice of. One of these is for management to understand that one of the means of unravelling the innovative and creativity potential within employee is for management to work on the citizenship behavior and commitment of their staff. As suggested by Organ (1988) that high levels of OCB should lead to a more efficient organization and help bring new resources and innovation into the organization. By this management must establish structures that can help keep employee committed to the organization. Some studies have suggested that internal marketing elements such as training, communication, empowerment and rewards can be the way to improve and increase employee commitment (Narteh, 2012). Furthermore, the study also recommends that in an attempt to improve the efficiency of the organisation, management should not concentrate only on improving say infrastructure, rewards, improving technologies and their likes only, rather management, aside considering these factors should also have a critical look at the factors that influences citizenship behaviour and employee commitment. This is on the premise that several studies, including the present study have affirmed the positive correlation between citizenship behaviour and employee commitment and performance.

For banking service companies in Ghana, a very important deduction from the findings relates to the positive relationship between organizational commitment and citizenship behavior. This goes to suggest that management can improve their staff citizenship behavior by working on proving the commitment of the employees.

For further studies recommends that other researchers should consider aside commitment and citizenship behaviour, the demographic profiles of

employee to assess their impact on employee performance; as these factors are also likely to affect employee performance.

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