

Prosocial Behaviour and Organisational Commitment in the Nigerian Public Sector

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Abstract

This paper as an exploration of the bases of prosocial behaviour and further examines prosocial behaviour and organizational commitment in the Nigerian public sector. Questions to think about on prosocial behaviour as it relates to management sciences discipline and enterprises are: Why do some people help others in organizations for apparently no rewards? And why do people refuse to help others in organizations even in situations that clearly warrant helps. Prosocial behaviour represents a broad category of acts that are defined by some significant segment of society and/or one's social group as generally beneficial to other people. However, in organizations, helping others can have beneficial effects, not only for help recipients and the organization, but also for helpers themselves. Apart from the foregoing statement, little is known, however, about how, when and why does prosocial behaviour – helping others at work spill over into organizational commitment. In this study, we establish the relationship between prosocial behaviour and organizational commitment and also find out reasons why some people help in an emergency situation in organization while others do not. The study answered some central questions such as prosocial behaviour definitional issues, the bases of prosocial behaviour in organization, an examination of the effects of personal morality, building organizational image and psychological identification – variables of prosocial behaviour, and affective, normative and continuance commitment – variables of organizational commitment as a consideration of the measures by which prosocial behaviour and organizational commitment might be encouraged in organizations. Although, prosocial behaviour is simply employees' willingness to engage in extra-role behaviour but the study canvassed that managers should encourage employees' to see helping others at workplace as in-role behaviour (i.e. extra role behaviour seen as in-role behaviour and part of one's job) in order to ensure more consistent performance. Conclusively, awareness of prosocial behaviour in organizations is good, since it is not possible to itemize all employees' job responsibilities without any oversight omission. Hence, prosocial behaviour will help organizations to reduce employees' perception of "that is not my job" syndrome.

Keywords: prosocial behaviour, organizational commitment antisocial behaviour, in-role behaviour, extra role, behaviour

INTRODUCTION

What might cause an employee to help individual in an organization when there is no material gain for doing so, despite the general belief of economic view of human behaviour—people are motivated to maximize their rewards and to minimize their costs? Organizational scholars have begun to highlight prosocial behaviour—the desire to benefit other people—as an important answer to this question.

The study of prosocial behaviour has a long history in psychology in general and in social psychology in particular. It still has much to contribute to other disciplines, management discipline in particular. Rather than restricting the concept of prosocial behaviour to psychology alone, it is better we widen

the "lens" through which prosocial behaviour is viewed. Specifically in management discipline, prosocial behaviour is within the embodiment of helping co-employees, cooperation, volunteering that fall within the possibly positive mental and physical benefits of prosocial actions. Prosocial actions such as helping, sharing ideas and cooperation are important for organization to enhance performance.

The contribution of prosocial actions/benefits of prosocial actions to interpersonal and intergroup relations. For instance, prosocial behaviour may be an integral component of forgiveness, which is an important contributor to stable relationships in place of work (Ripley & Worthington 2002), and a key element of reconciliation, which strengthens

collective identity and action. Prosocial behaviour also sustains cooperation within, as well as between, groups. Recent works by DeCremer & Tyler (2004), Schroeder et al. (2003), and Tyler & Blader (2003) have investigated ways in which formal, justice-based procedural systems can serve to maintain intragroup harmony in organization. This linkage of prosocial behaviour and organizational commitment research could have important implications for organizations management. Successful cooperation which involves mutual coordination and trust may be a critical element in reconciliation and social integration between groups, helping behaviour can be a tool that promotes social differentiation. The act of helping can be used to establish or reinforce perceptions of status differences between helpers and recipients, and helping over time could create a sense of lower status, dependency, and powerlessness among recipients (Nadler 2002, Nadler & Fisher 1986).

The study of prosocial behaviour is relevant to management/business administration discipline, partly because of the varied consequences of prosocial behaviour in organizations, such as improved communications, improved job satisfaction, improved customer/client satisfaction, and subsequently, improved organizational efficiency. These suggestions assume positive outcomes for prosocial behaviour, and, by implication, negative outcomes for antisocial behaviour. The possible negative implications of antisocial behaviours are inefficiency, poor decision making, and ineffective job performance, largely resulting from conflict between organizational and individual considerations. As a consequence of these considerations, any definition of prosocial behaviours in the workplace must be broad and nonspecific. For example, Brief and Motowidlo (1986) argued that prosocial organizational behaviour is behavior that is: performed by a member of an organization; directed toward an individual, group, or organization with whom/which he/she interacts; and performed with the intention of promoting the welfare of others.

In addition to these criteria, prosocial behaviour is specifically that which is voluntary and not required by role definition. As such it is very similar to organizational citizenship behaviours (Organ, 1988). Staub (1978, 1979) defined *prosocial behaviours* as actions intended to benefit other people (see also Carlo & Randall, 2001; Eisenberg & Fabes, 1998). Such behaviours often include sharing, comforting others, instrumental helping, money or goods donations, volunteerism, or cooperative behaviours. Prosocial behaviour is "...any act performed with the goal of benefiting another person" (Aronson, Wilson, & Akert, 2004:382). Prosocial behaviour is simply voluntary behaviour intended to benefit another – is of obvious importance to the quality of interactions

between individuals and among groups in organizations. Prosocial behaviour represents a broad category of acts that are defined by some significant segment of society and/or one's social group as generally beneficial to other people.

Prosocial behaviour is also defined as proactive and reactive responses to the needs of others that serve to promote the well-being of others. This definition casts a fairly wide net, and admittedly, one that is not strictly limited to "behaviour." A range of affective and behavioral elements comprise the scope of prosocial development (Radke-Yarrow, Zahn-Waxler, & Chapman, 1983), including empathy, sympathy, compassion, concern, comforting, helping, sharing, cooperating, volunteering, and donating. Indices of social competence are specifically excluded from this definition, including leadership qualities, popularity, sociability, and similar constructs.

A term closely related to prosocial behaviour is organizational citizenship behaviour – work behaviour that is in some way beyond the reach of traditional measures of job performance but holds out the promise of long-term organizational success. The terms that are generally used to describe such behaviour include organizational citizenship behaviour (Graham, 1991) and extra-role behaviour (Van Dyne & Cummings, 1990). According to Organ (1988) Organizational citizenship behaviour represents individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and promotes the effective functioning of the organization. He further states that it can be conceptualized as a subtle dimension of job performance composed of extra-role behaviours.

A basic question that people have asked is whether employees are willing to help others in organization when there is nothing to gain, or if they only help when there is some benefit for them. (i.e. when there is no organizational reward). Studies have shown that helping others in place of work increases one's own positive affective states towards the organization (Dunn, Aknin, & Norton, 2008; Lyubomirsky, Sheldon, & Schkade, 2005; Williamson & Clark, 1989), and volunteering to help others is associated with positive affect (Hecht & Boies, 2009; Thoits & Hewitt, 2001).

Effective organizational functioning depends on many differing behaviour Patterns. These behaviours sometimes go beyond specific role requirements and include cooperating with coworkers, suggesting ways to improve the organization, and speaking favourably about the organization to outsiders. These pattern of behaviours are particularly interesting in that, employee who demonstrate these behaviour pattern make a positive difference in the organization and are

clearly necessary for organizational growth and survival. Thus, if such behaviour also demonstrate commitment and add value to organization, it would be necessary for organizations to pay attention to it and considerably reward such behaviour.

Prosocial behaviour is that behaviour which is performed by a member of an organization (employee), directed toward an individual, group, or organization with whom/which he/she interacts and performed with the intention of making a positive difference that will be beneficial to the organization. It is the desired behaviour of the employee that stands to benefit the organization. Others also argued that prosocial behaviour is geared towards promoting the welfare of others in organization (Brief & Motowidlo 1986). Exhibiting prosocial behaviour could be helping a coworker with personal matter (Organ 1997). Although, prosocial behaviour has various dimensions, the focus of this research study is prosocial behaviour as it creates value for the organization, i.e. voluntary issues not required by role definition of an employee but has a positive resultant effect on the organization.

Determining how organizational commitment which is the psychological state that binds the individual to the organization (Allen & Meyer, 1990) could be link to prosocial behaviour has been of increasing interest to both scholars and managers. It is therefore, crucial to understand the variables of organizational commitment (i.e. affective commitment, normative commitment and continuance commitment) that significantly and positively creates prosocial behaviour within the organization. As argued by (Bateman & Organ, 1983; Organ, 1997; O'Reilly & Chatman, 1996) organizational commitment, employee satisfaction, organizational justice, career development, motivation, leadership and leadership behaviour impact and affect prosocial behaviour within an organization.

Present management literatures also suggests that prosocial behaviour affects overall organizational commitment and that managers often consider prosocial behaviour when evaluating employee performance and determining promotions and pay increases (Niehoff, & Walz 1996). Thus, employees who engage in prosocial behaviour are expected to have higher levels of job motivation and job commitment than employees who do not. Furthermore, it is suggested that these higher levels of prosocial behaviour may lead to increased productivity and consequently higher profitability (Podsakoff & MacKenzie, 1997). The study therefore adopt the model that suggests personal morality of the employee, building organizational image and psychological identification in the organization or group members which are critical and affect employee work behaviour as regarded by Penner,

Midili, & Kegelmeyer, (1997); Tang & Ibrahim, (1998) as dimensions of prosocial behaviour to examine the variables of organizational commitment as modeled by Meyer and Allen (1991) as well as considers the role of the moderating factor of culture as critical for this research study.

Although little research have been done using the personality antecedents of prosocial behaviour and their links with organizational commitment (Hui & Law 1999), further research is required using the two variables (prosocial behaviour and organizational commitment) in an integrated way that will be beneficial to organizations and particularly provide an insight information to the Nigerian public sector. Therefore, the fundamental issue guiding this study is to look more specifically the possible relationship between prosocial behaviour and organizational commitment as it affects the Nigerian public sector.

STATEMENT OF THE PROBLEM

Philosophical concepts of prosocial behaviour have its roots in religious doctrine. The commandment "Thou shalt love thy neighbor as thyself" is a basic tenet in Judaism and Christianity. Similarly, the parable of the Good Samaritan, who pitied and helped an injured man (Luke 10:29–37), often is cited as an example for Christians. In Buddhism, the *via positiva* outlines the virtues necessary to reach *Nirvana* (ultimate happiness), including *dana* (giving), *metta* (kindness), *mudita* (sympathetic joy), and *karuna* (compassion). Given the influence of religion in philosophy, it is not surprising that philosophers have discussed the origins of prosocial behaviours for centuries. Of particular relevance, philosophers have debated whether any human action is truly unselfish.

People commonly engage in activities that are costly to themselves and mostly benefit others. The cost-reward analysis of helping assumed an economic view of human behaviour—people are motivated to maximize their rewards and to minimize their costs. From this perspective, people are relatively rational and primarily concerned about their self-interest. To what extent is it possible for employees to help others for apparently no rewards in organizations? Why do employees intentionally refuse to help others even in situations that clearly warrant help in organizations?

Voluntary behaviour of employees is important in the public sector because in the public sector, the additional role is performed along with the official tasks and is often part of the official roles. Therefore, this study aims to understand the nature of the relationship between prosocial behaviour and organizational commitment within the context of the Nigerian public sector.

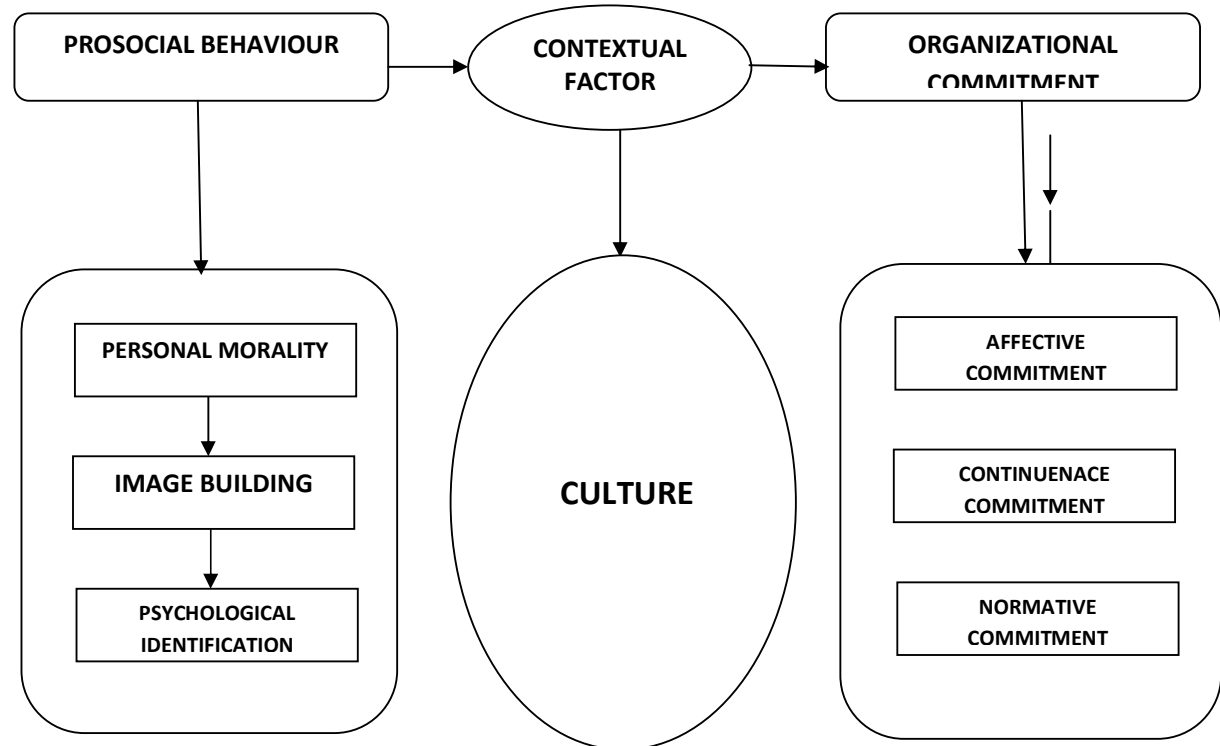
Despite this general evidence on the affective benefits of helping, little is known about how the affective experience of helping as part of one's job unfolds and influences commitment on the job and creates benefit for the organization. There is an important oversight in many research works on how employees' personal moral value influences performance and commitment to work.

Also many research has provided evidence that employees' experience on the job have a substantial impact on their continuous obligation to building organization image and self confidence (Greenhaus &

Powell, 2006; Rothbard, 2001). However, little is known in the public sector.

The absence of commitment on employees in the public organizations often results to frequent antisocial behaviours (Hui & Law 1999). However, given several studies and literature on organizational commitment not much is done on the Nigerian public sector.

In line with the idea of conceptual framework in research work, the diagram below depicts the model of this study.



Source: Conceptualized by the Researchers

The conceptual framework of this study as shown in the diagram above is developed to evaluate the current state of the relationship between two variables: prosocial behaviour and organizational commitment. The effect of these two variables on the Nigerian public sector shall be determined. A review of the literature reveals that there is a lack of consensus about the dimensionality of citizenship-like behaviours, there is a great deal of conceptual overlap between these constructs. In view of this, the research work has made more insight and suggest three measures to gauge prosocial behaviour, these are: personal morality, image building and psychological identification. Since prosocial behaviour is not within the role requirement of the employee rather demonstrated within the free consciousness and will of the employee to promote the organization it would be guided by many factors within different organization context therefore, such

factors as personal morality of the employee, building organizational image and psychological identification in the organization or group members are critical and affect employee work behaviour as regarded by Penner, Midili, & Kegelmeyer, (1997); Tang & Ibrahim, (1998). Therefore, it is suitable in the context of the organization under study.

These dimensions are chosen as a typology to measure prosocial behaviour to give reliability results to this study and test the relevance of the framework in the Nigerian public sector. The study also considers the role of the moderating factor of culture on how it influences the relationship between prosocial behaviour and organizational commitment. The organizational commitment dimensions were adopted from the research done by Allen and Meyer (1990) who argued that all sources of organizational commitment fall into affective, normative and continuance commitment.

Affective Commitment: Affective Commitment is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment may be due to tenure-related differences in job status and quality" In developing this concept, Meyer & Allen drew largely on Mowday, Porter, & Steers's (1981) concept of commitment, which in turn drew on earlier work by other researchers.

Continuance Commitment: Continuance Commitment is the "need" component or the gains verses losses of working in an organization. The gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership i.e., things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual does not see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other that would be incurred from leaving their organization.

Normative Commitment: The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive "advanced rewards".

Difference between Organizational Commitment and Prosocial Behaviour

The meaning of organizational commitment can best be explained by employing the social exchange theory. The social exchange theory is grounded in an

economic model of human behaviour whereby interactional processes between individuals are motivated by a desire to maximize rewards and minimize losses. The basic premise of social exchange theory is that relationship providing more rewards than costs will yield enduring mutual trust and attractions (Blau, 1964). Furthermore, these social transactions incorporate both material benefits and psychological rewards including status, loyalty and approval. For example in the workplace, the supervisor provides a subordinate with support and monetary rewards while in exchange, the subordinate contributes personal devotions and expertise.

Though, organizational commitment has been defined as an individual's identification with an involvement in a particular organization. It is characterized by a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on its behalf and a strong desire to maintain membership of it. Apparently, organizational effectiveness depends on more than simply maintaining a stable workforce, employees must perform assigned duties dependably and be willing to engage in prosocial behaviour i.e such activities that go beyond role requirements; therefore such activities could be discretionary, not directly or explicitly recognized by the former reward system but in the aggregate promote the effective functioning of the organization (Organ, 1997). Thus, it seems reasonable to assert that employee willingness to contribute to organizational effectiveness will be influenced by the nature of commitment they experience. Organizations need employees who are willing to go beyond the call of duty and engage in prosocial behaviours. For this reason, research has continued to examine the link between the three components of organizational commitment and multidimensional measures of prosocial behavior. Research by Randall, Fedor and Longenecker (1990) revealed that affective commitment contribute significantly to the prediction of concern for quality, sacrifice orientation and willingness to share knowledge. Normative commitment contributed only to the prediction of sacrifice orientation and continuance commitment did not add significantly to the prediction of any of the prosocial behaviour measures. These findings thus provide support for the proposition that the three components of organizational commitment have different implications for all citizenship-like behaviour.

OBJECTIVE OF THE STUDY

The general objective of this study is to ascertain whether prosocial behaviour will influence organizational commitment. Specifically, this study seeks to:

- i. Ascertain whether employee personal morality will influence affective commitment in the organization of study.

- ii. Ascertain whether employee personal morality will influence continuance commitment in the organization of study.
- iii. Ascertain whether employee personal morality will influence normative commitment in the organization of study.
- iv. Ascertain whether organizational image building will influence normative commitment in the organization of study
- v. Ascertain whether organizational image building will influence affective commitment in the organization of study.
- vi. Ascertain whether organizational image building will influence continuance commitment in the organization of study.
- vii. Ascertain whether employee psychological identification will influence normative commitment in the organization of study.
- viii. Ascertain whether employee psychological identification will influence affective commitment in the organization of study.
- ix. Ascertain whether employee psychological identification will influence continuance commitment in the organization of study.

RESEARCH QUESTIONS

The following research questions guided the study:

- i. To what extent does personal morality affect employee affective commitment?
- ii. To what extent does personal morality affect employee continuance commitment?
- iii. To what extent does personal morality affect employee normative commitment?
- iv. To what extent does organizational image building affect employee normative commitment?
- v. To what extent does organizational image building affect employee affective commitment?
- vi. To what extent does organizational image building affect employee continuance commitment?
- vii. To what extent does psychological identification affect employee normative commitment?
- viii. To what extent does employee psychological identification affect employee's affective commitment?
- ix. To what extent does employee psychological identification affect employee's continuance commitment?

REVIEW OF RELATED LITERATURE

Attention to prosocial behaviour in psychology originated with McDougall (1908), as cited in Werner (1994), who argued that prosocial behaviour is the result of "tender emotions" created by the parental instinct. In light of the continuing developments, there are studies that examine prosocial behaviour which recognizes the diverse influences that promote

actions for the benefit of others. Prosocial behaviour is also manifested, and explicates both the common and the unique processes that underlie prosocial acts across different levels of analysis.

Specifically, prosocial behaviour was examined from three distinct, but related levels of analysis: micro, meso, and macro (Piliavin & Charng 1990). Research at the micro level of analysis is primarily concerned with the origins of prosocial tendencies in humans (e.g., neural or evolutionary bases) and the etiology of individual differences in these tendencies. The meso level of analysis refers to studying the behaviours of helper-recipient dyads within the context of a specific situation; helping at this level has been the traditional focus of psychological work on prosocial behaviour (Dovidio & Penner 2001). The macro level of analysis focuses on prosocial actions that occur within the context of groups and large organizations (e.g., volunteering, cooperation).

Although the rapid growth in theory and research undoubtedly has been gratifying to those interested in prosocial behaviour and organizational commitment, it has also produced some unfortunate consequences. For example, Van Dyne & Cummings (1990) have noted that much of the empirical research on prosocial behaviour, and the related concepts of contextual performance and organizational spontaneity, has focused more on what Schwab (1980) called substantive validity, rather than on construct validity, that is, the literature has also focused more on understanding the relationships between prosocial behaviour and other constructs, rather than only defining the nature of prosocial behaviour itself.

Organizational commitment is employee's commitment to the organization. It has two facets; one the organization's perspective and the other employee's perspective. Commitments develop naturally. Commitment can be in form of the nature of relationship between an employee and the organization or relationship to a variety of entities. Commitment can be observed as an attitude or mindset (attitudinal commitment) where the commitment arises due to convergence of goals and values and develops prospectively. Commitment can be behavioural where it develops post membership in retrospect which facilitates rationalization of continuance in an organization or a course of action.

Commitment can be to multiple entities since organizations can be viewed as a coalition of groups and the groups can be nested. This multiple constituency frame work is useful if the intention is to measure commitment to a set of groups in an organization. If previous research studies, it has been established that commitment as a construct is distinct

from other work commitment constructs such as job involvement, work ethic, work group attachment etc.

The cost-reward analysis of helping assumed an economic view of human behaviour—people are motivated to maximize their rewards and to minimize their costs. From this perspective, people are relatively rational and primarily concerned about their self-interest. In an emergency, potential helpers analyze the circumstances, weigh the probable costs and rewards of alternative courses of action, and then arrive at a decision that will result in the best personal outcome for them. Research findings are consistent with the central tenet of the cost-reward approach. Situational factors that make bystander interventions more likely to occur include those that decrease the net costs of helping (e.g., by framing helping as an opportunity for personal development; Perlow & Weeks 2002), increase potential rewards of helping (e.g., by enhancing mood; Gueguen & De Gail 2003), or increase the costs of not helping (e.g., by inducing guilt or shame for inaction) (Dovidio et al. 1991).

In inception of prosocial behaviour discussion, the focus was whether people would help in a given situation, however, research in the 1980s and 1990s moved to the question of why people engage in prosocial behaviour rather than focusing on why people would help. In general, approaches to the question of why people help focused on three types of mechanisms: (a) learning, (b) social and personal standards, and (c) arousal and affect. The learning explanation applied general principles from learning theories, particularly operant conditioning and social learning, to the acquisition of helping skills and of beliefs about why these skills should be used to benefit others (Grusec et al. 2002). Socialization experiences (Staub 2002) and developmental factors (Eisenberg & Fabes 1991) received considerable attention within this framework. The social and personal standards approach emphasized how norms such as social responsibility and reciprocity (Dovidio 1984) can promote helping as people strive to maintain positive self-images or achieve their ideals (Schwartz & Howard 1982) and fulfill personal needs (Omoto & Snyder 1995). This perspective contributed to the shift in emphasis from spontaneous, single-encounter helping to longer term, sustained prosocial behaviors such as volunteering, and thus contributed to the emergence of the macro level of analysis.

LITERATURE REVIEW AND RESEARCH QUESTION DEVELOPMENT

A great deal of research has sought to determine whether certain types of employees are more likely to be committed to their job than others. This research is required to examine if some employees may simply be more predisposed to engage in prosocial behaviours than others.

The study is of the opinion that various personal morality, organizational image building and psychological identification factors can affect the behaviour of employees and consequently influence their commitment at work.

The discussion below briefly highlights the aforementioned issues.

Employee Personal Morality and Organizational Commitment

Modest relationship exists between employee morality and organizational commitment. This has also been supported by early research efforts on employee characteristics which suggested that employee morale factors are determinants of commitments in any organization (Bateman & Organ, 1983; O'Reilly & Chatman, 1986; Smith, 1983) they focused on two main causes of different citizenship behaviour. The first of it is general affective “morale” factor, which (Organ & Ryan 1995) view as underlying employee satisfaction, perceptions of fairness, and perceptions of leader supportiveness.

These variables have been the most frequently investigated. Antecedents of prosocial behaviour and all of them have significant relationships with other citizenship behaviours of roughly comparable strength. Thus, those variables comprising employee “morale” do appear to be important determinants of prosocial organizational behaviours.

This research study raise the question of whether there are other variables that comprise employee morale (e.g., trust, more specific forms of satisfaction, etc.) whose effects may also be important to examine. Thus research question 1-3 was put forward for the study clarification

Organizational Image Building and Organizational Commitment

Research conducted by Moskal (1995) reports that employees promoted most frequently earn high marks for building a favourable opinion about an organization, engage more frequently in good corporate-citizenship behaviour, are viewed as more committed to the organization, and are unlikely to express an intention to voluntarily leave the company.

A field study conducted by Allen and Rush (1998) indicated that attributions by managers concerning employees' organizational-citizenship behaviours mediated their overall evaluation of commitment and performance. MacKenzie, Podsakoff, and Fetter (1993) studied the impact of prosocial behaviour on evaluations of salesperson performance and hypothesized that prosocial behaviour impacted on productivity.

Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be highly beneficial to employee in the workplace and if they do not exist or scarce outside his organization could be associated to costs of losing organizational membership and present unfavourable organizational image.

Therefore, management in order to retain or create it, build a favourable opinion about an organization by stressing its expertise, management capability, skills, technology and to offset negative attitudes also sell the organization as a good employer as well as shape the behaviour of staff, clients, and others for the benefit of the Institution. Thus research question 4-6 was theorized for the study thought-out

Psychological Identification and Organizational Commitment

Mowday, Porter, and Steers (1982) and Porter, Steers, Mowday, and Boulian (1974) have also specifically acknowledged the link between psychological identification and organisational commitment, suggesting that employee commitment indicates a predisposition to prosocial behaviour. The broad concept of psychological identification has also been related to employee commitment and other performance-related concepts as well as citizenship behaviour; defined as prosocial behaviour towards the organization (Organ & Ryan 1995).

Employee psychological identification to the organization is indicated by the Shared values in the workplace which are critical components of any covenantal relationship. These values create commitment on the job. Values that are non controversial (e.g. quality, innovation, cooperation and participation) are easy to share and can gradually build commitment on employees job.

If employee believes that their organization values quality, innovation, cooperation and participation they will engage in such behaviours that will attach them to the organization's values and create affective and normative commitment as long as those values continue to exist in the organization. More so, employee who has those feelings of commitment believes that their participation will make a positive difference in the organization. Thus research question 7-9 was consciously formulated for the study attention.

METHODOLOGY

Design of the Study: The descriptive survey was adopted for this study. It is descriptive because the researchers sample the opinions of first-lines managers and their immediate bosses in selected public organizations in Rivers state - Nigeria

Population of the Study: The population of study comprised the first-line managers and Head of

Departments in the Nigerian public sector. Therefore, two hundred and twenty-one (221) Firstline managers and Head of departments in selected public organizations in Rivers State Nigeria were chosen as the population of this study. The selected public organizations in Rivers state includes: Rivers State Sustainable Development Agency, Greater Port Harcourt Development Authority, Rivers State Civil Service commission, Braithwaite Memorial Specialist Hospital, Rivers State Broadcasting Corporation, Rivers State Television Authority.

Research Instrument Techniques: The questionnaire was structured in line with the variables of the study. The researchers took the basic rules of likert type scales into consideration in structuring the items. It is a 4-point Likert modified rating scale, since the ideal Likert scale has a 5-point rating scale. This study intentionally eliminates Likert idea of "neither agree nor disagree" because of its criticism in modern research study and the continued unresolved matter and the academic debate is still ongoing.

Content Validity: A total of ten (10) content experts were invited to comment on the content validity of the questionnaire in order to assess the relevance and appropriateness. The experts are professionals in education, social work, clinical psychology and management. Five of the experts are academics and experienced researchers. Five of the experts were frontline workers in Nigerian public sector.

Instrument of Data Collection: The instrument for data collection for the study was a structured questionnaire tag "prosocial behaviour and organizational commitment" (see appendix A for the study research questionnaire)

Data Analysis Techniques: The study research questions were answered on individual items basis using mean and standard deviation. The decision rule of the mean was 2.5, therefore, accept item mean when it is 2.5 and above, reject item mean when it is less than 2.5.

RESULTS

Table 1: The relationship between prosocial behavior and organizational commitment (See appendix B for table 1)

Response from each of the questions items was also used to test each of the research questions.

From the table I, it could be observed that the grand mean score of 3.4 is greater than the cut-off point of 2.5 indicating that the respondents agreed that there is a relationship between prosocial behaviour and organizational commitment in the Nigerian public sector

DISCUSSION OF FINDINGS

Organizations need employees who are willing to go beyond the call of duty and engage in extra-role behaviours. For this reason, the study research examines the relationship between prosocial behaviour and organizational commitment. From literature review, it is opines that culture moderate the relationship between prosocial behaviour and organizational commitment.

Arising from the study, the following findings emanate:

The research questions 1-3 sought to find out how personal morality as one variable of the prosocial behaviour affect affective, continuance and normative commitment which is the study adopted variable for organizational commitment. The result of data analysis in table 1 clearly reveals that respondents agreed with question item 1-3 that personal morality as one of the variable of prosocial behaviour affect affective, continuance and normative commitment. This is in line with Allen and Meyer (1990) when they noted that measures of work behaviours correlated positively with measures of affective and normative commitment but not with continuance commitment.

The research questions 4-6 sought to find out how image building as one variable of the prosocial behaviour affect affective, continuance and normative commitment which is the study adopted variable for organizational commitment. The result of data analysis in table 1 evidently reveals that respondents agreed with question item 4-6 that image building as one of the variable of prosocial behaviour affects affective, continuance and normative commitment.

The research questions 7-9 sought to find out how psychological identification as one variable of the prosocial behaviour affect affective, continuance and normative commitment which is the study adopted variable for organizational commitment. The result of data analysis in table 1 obviously reveals that respondents agreed with question item 7-9 that psychological identification as one of the variable of prosocial behaviour affects affective, continuance and normative commitment.

SUMMARY

Prosocial behaviour and organizational commitment has been defined and measured in many different ways and both are regarded as multidimensional construct. The model of prosocial behaviour in this study was developed by the researchers to explain organizational behaviour. According to the study researchers, *personal morality* (personality moral i.e. employee help other employee because of a personal set of values and attitudes that obligate them to provide assistance in certain situations and this is

related to prosocial behaviour), *image building* (prosocial behaviour interventions that are more likely to promote organization image and enhance in-role job performance), *psychological identification/attachment* (Psychological attachment reflect the degree to which the individual's internalizes or adopts the characteristics or perspectives of the organizations and this is related to prosocial behaviour)

The model developed by Allen and Meyer (1990) is one of the most widely used models and explains commitment the best in terms of organizational behaviour. According to Allen and Meyer (1990) organizational commitment can be classified into *affective commitment* (emotional attachment), *continuance commitment* (cost associated with leaving the organization) and *normative commitment* (moral obligation to remain with the organization).

SUMMARY AND CONCLUSION

The study of prosocial behaviour is still growing and expanding. Prosocial behaviour as a concept is interdisciplinary and multidisciplinary. prosocial behaviour is specifically that which is voluntary and not required by role definition. It entails employee's action that indeed goes beyond the employer expectation from employee job. Prosocial behaviour should be encourage in organizations, because, an organization's success is thus dependent on employees' willingness to do more than what their official job descriptions outline.

Prosocial behaviour is essential for organization commitment. Hence, there is need for managers to understand the concept of prosocial behaviour and organizational commitment – what it is, how it operates, and most importantly, which behaviours (prosocial behaviours and antisocial behaviours) are displayed by employees committed to the organization.

The general objective of this study is to ascertain whether prosocial behaviour will influence organizational commitment. The researchers came up with a three component conceptualization of prosocial behaviour and integrate it's with Allen and Meyer (1990) three component conceptualization of organizational commitment. The literature review supported the study main objective. Therefore, as part of prosocial behaviour, organizations need to identify various work behaviour that contributes to organizational effectiveness, but which is not used to assess job performance in organization.

Conclusively, the current research study was to examine the effect of prosocial behavior and organizational commitment in the Nigerian Public sector. The data analysis shows that an employee in the organization of study does engage in

discretionary behaviours i.e. activities that go beyond role requirements that will create positive impact and commitment in the organization, but this would have not happened in the public sector if not the level of job security and other social welfare that exist in the public sector.

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Appendix A: Research Question and Respondents Response

S/N	ITEMS	SA	A	D	SD
1	Employee personal morality will influence affective commitment	141	48	15	17
2	Employee personal morality will influence continuance commitment	113	84	17	7
3	Employee personal morality will influence normative commitment	154	51	10	6
4	Organizational image building will influence affective commitment	160	43	18	-
5	Organizational image building will influence normative commitment	87	90	28	16
6	Organizational image building will influence continuance commitment	141	77	-	3
7	Employee psychological identification will influence affective commitment	139	72	7	3
8	Employee psychological identification will influence normative commitment in the organization of study.	94	118	4	5
9	Employee psychological identification will influence continuance commitment in the organization of study.	96	86	29	10

Appendix B: Table 1

N = 221

S/N	ITEMS	X	SD	DECISION
1	Employee personal morality will influence affective commitment	3.4	0.95	Accepted
2	Employee personal morality will influence continuance commitment	3.4	0.95	Accepted
3	Employee personal morality will influence normative commitment	3.6	0.69	Accepted
4	Organizational image building will influence affective commitment	3.7	0.63	Accepted
5	Organizational image building will influence normative commitment	3.1	0.89	Accepted
6	Organizational image building will influence continuance commitment	3.6	0.69	Accepted
7	Employee psychological identification will influence affective commitment	3.6	0.69	Accepted
8	Employee psychological identification will influence normative commitment in the organization of study.	3.4	0.95	Accepted
9	Employee psychological identification will influence continuance commitment in the organization of study.	3.1	0.84	Accepted
Grand Mean		3.4		